Reading list: Leadership Essentials

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Contents

1 Description

- This tailored reading list includes signposted web links, links to e-Books held by the BMA library, and journal articles on the topic of **Leadership Essentials** as a supplement to the Learning and Development webinar you attended on 29 March 2023.

- The selected content is representative of the current literature on this topic, inclusion on this list does not imply endorsement from the BMA.

- If you would like to request a literature search on any aspect of this topic please fill out a request form (this service is available to BMA Members only).

- This reading list prioritises online content to ensure all attendees can benefit from this supporting resource. However most full text links will be accessible to BMA Members only. Find out more about the benefits of BMA Membership and join here.

- The BMA Library prioritises an e-first approach, however if you are near BMA House in London, we have a modern, purpose-built library space where members are welcome to come and study. Find out more and see how we can help you here.

2   Obtaining full text articles

2.1.1.1   Full text links

If available, the full text link has been included.

2.1.1.2   Search for Journals

The BMA Library provides access to thousands of e-journals for all BMA members. Use our journal search or search by citation options on the library website.

2.1.1.3   Article Requests

Members can use our article request service to request digital copies of articles that are not available in our library collections. We will try to obtain these copies from other libraries in the UK on your behalf for a fee: £4.10 (+VAT) for the first ten article requests; £13 (+VAT) for all subsequent requests. To request digital copies of articles, use the order an article form on the library website (you must be signed in).

2.1.1.4   E-Books

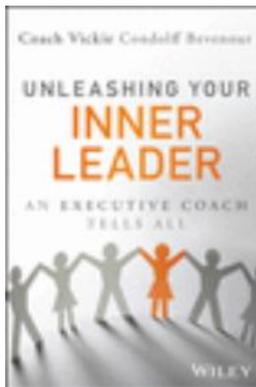We provide free, direct access to thousands of e-books for BMA members.

2.1.1.5   Further help

For any further help with getting full text articles, please contact the BMA Library Team (bma-library@bma.org.uk)

3   Results

Results

3.1   e-Books

Bevenour, Vickie. **Unleashing Your Inner Leader: An Executive Coach Tells All.** Somerset: John Wiley & Sons, Incorporated, 2015.
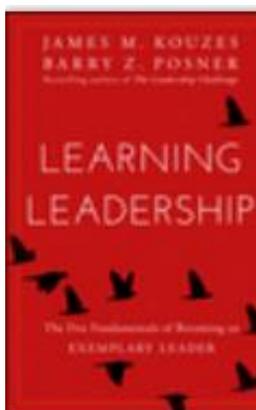
Available online here

Leverage your brand of leadership for maximum results. The focus is on real life exercises and case studies to help you discover, release, and leverage your inner leader: to reach heights in your career that you never thought possible. The book discusses the individual's impact on the organization and which professional behaviours most frequently demonstrate leadership competencies.
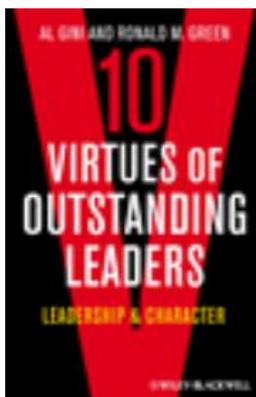
Al Gini, and Ronald M. Green. **10 Virtues of Outstanding Leaders: Leadership and Character.** Hoboken: Wiley, 2013.
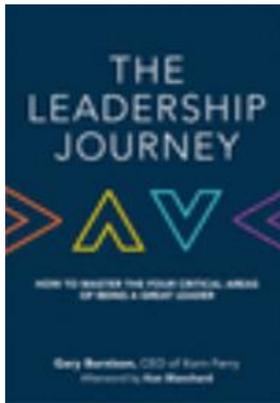
Available online here

What makes a good leader? This readable distillation of the core common features of successful leaders shows how an individual's character, and especially their virtue, is the defining factor. Without these ten vital virtues, leadership becomes "misleadership." The authors, combine theory with fascinating biographical detail on exemplary leaders such as Abraham Lincoln, Winston Churchill, and Oprah Winfrey. The result is an accessible text on the ethics of leadership informed by a wealth of exceptional academic experience.

James M. Kouzes and Barry Z. Posner. **Learning Leadership: The Five Fundamentals of Becoming an Exemplary Leader.** San Francisco, California: Wiley, 2016.

Available online here

The book offers a concrete framework to help individuals of all levels, functions, and backgrounds take charge of their own leadership development and become the best leaders they can be. Arguing that all individuals are born with the capacity to lead, Kouzes and Posner provide readers with a practical series of actions and specific coaching tips for harnessing that capacity and creating a context in which they can excel.

Burnison, Gary and Blanchard, Ken. **The Leadership Journey: How to Master the Four Critical Areas of Being a Great Leader.** Hoboken: Wiley, 2016.

Available online here

Master the essential skill set of the truly effective leader The Leadership Journey charts a course through four critical areas of being a great leader. The Leadership Journey is perfect traveling companion for everyone along the leadership path. Effective leaders help people do more—and become more—than even they ever thought possible. This book gives you a practical framework for becoming the kind leader your team needs to succeed.

Suleyman Davut Göker. **Leadership**. IntechOpen, 2018.

Available online here

This book presents a new understanding of the essential features of leadership: firstly, this book includes leaders at all management levels within an organization and across various sectors. This book provides experiences and reflections across a variety of sectors and organizational structures rather than focusing on one set of definitions. Finally, this book offers a new perspective addressing and inspiring actual leaders today and potential ones and contributing to the existing debate on leadership.

3.2   Web links

NHS Leadership Academy
Healthcare Leadership Model
A model, tools and resources designed to develop and support non-clinical and clinical leaders and aspiring leaders.
Available online here

TED Talks
How to be a Great Leader
What makes a great leader? These TED Talks offer surprising, nuanced approaches on how to inspire and empower others to do their very best.
Available online here

BMJ Learning

Inclusive Leadership

If we think about diversity as being the 'mix', then an inclusive leader is one who can actively draw out and use the knowledge, skills and insights of this diverse mix. Inclusive leaders do this by creating an inclusive workplace culture, building inclusive relationships both within their immediate team and beyond, and eliminating the impact of unconscious bias on their decisions.

Available online here

BMJ Learning

Module 5: Leadership and running an effective LNC

This module will help you identify what kind of leader you are and what kind of leader you have the potential to become. We will also look at fundamentals of a successful meeting, key behaviours and skills of effective leaders, and recognise different stages of group dynamics.

Available online here

Yates, J.

What makes a good leader within the NHS

In a time of constant change and upheaval, leadership has never been more important. John Yates, group director at ILM, discusses leadership at all levels and why support to leaders is critical.

Available online here

Jones, B.

Strengthening NHS management and leadership

We interviewed NHS managers with a view to understanding the challenges they face, what works well and what could be done differently. In this long read, we set out some of the insights from these interviews, focusing mainly on the role and practice of managers and how they are trained and supported

Available online here

3.3   Google Scholar

allintitle:leadership (essentials OR qualities OR competencies) (doctors OR NHS OR "health service")

Click link to see Google Scholar results

BMA members can follow the instructions set out in this library blog post to directly access the full text of any of the Google Scholar articles that the BMA library has a subscription to (you only need to follow these instructions once).

*Please note that as Google Scholar results are ordered by relevance, the first few pages of results will be the most useful.

3.4   Journal articles

1. London, M. et al. (2023)
"Gaining feedback acceptance: Leader-member attachment style and psychological safety"

Human Resource Management Review, Vol 33 (2), p.100953

Click here to view reference

This conceptual article develops a model of how attachment style affects how leaders give feedback and members react to it. Drawing on attachment theory, we propose that leaders whose trait attachment style is grounded in a desire for security are likely to deliver feedback that is constructive—that is, specific, frequent, timely, behavioural, and future-focused expressed in a way that establishes psychological safety. Leaders who have an anxious attachment style do not want to give members unfavourable feedback that may cause a negative reaction. Leaders who avoid attachment are likely to present little feedback or present unfavourable feedback in a manner that is not constructive—potentially blunt and ego-threatening. Our model also predicts that team members' trait attachment style influences their feedback acceptance mediated by their feelings of psychological safety, with secure attachment style members benefiting most from constructive feedback. Further, we consider how the match (or mismatch) in attachment style between the leader and member influences their reactions to each other as the leader offers feedback and the member reacts. This has implications for assessing the fit between the leader's and team member's attachment styles and designing HR interventions for more constructive feedback and positive reactions.

2. Arany, L & Popovics, P. (2022)
"The modern leader: the history of leadership styles and the most important qualities of a modern leader"

Cross-cultural management journal, Vol.XXIV (2), p.91-95

Click here to view reference

A business can grow as high as its leader can grow. It is true of the saying, which highlights that it does not matter whether we are examining a small and medium-sized enterprise or a specific department of a huge corporation or the whole firm, the qualities, abilities, behaviour of the leader and training of human resources and especially of managers working in key positions are critical importance for the success of the company. Professional proficiency includes knowledge of work processes, knowledge of how to solve the tasks to be performed, and the ability to apply technical solutions found in the workplace. In addition to professional skills, dealing with people is a critical skill. Finding the right leadership style is a leader's most important task. Motivating and involving employees to achieve goals, as well as establishing appropriate communication and relationships.

3. Dowden, C. (2022)
"Mastering authentic leadership: a foundational quality for working together"

Leader to leader, Vol.2022 (106), p.19-24

Click here to view reference

Dowden contends that leaders must "possess an advanced level of understanding of our minds and our hearts." To do this, they must be authentic. He references a 2008 Journal of Management article covering "four distinct, yet overlapping, elements": self - awareness, relational transparency, balanced processing, and internalized moral perspective. He draws on research that it was the "strongest predictor of job satisfaction for employees. It also had positive impacts on overall attitudes toward work and happiness." He notes that it also increases employee innovation and that authentic leaders "inspired significantly higher levels of interpersonal trust between themselves and their direct reports, which also increased levels of work engagement."

4. Castillo-Page, L. & Anderson, J.L. (2022)
"Diversity and Inclusion: Essential Drivers of Leadership"
The Bridge (Washington, D.C.: 1969), Vol.52 (2), p.3

Click here to view reference

What has been fundamental to many leadership theories over time is the tenet that good leadership is "doing the right thing." There are, however, two challenges with this tenet: determining what the "right thing" is and executing action to do it. The second is often easier than the first. In all but trivial situations, deciding on the right thing to do may involve compromise among ideas and ideals, or, in engineering terms, trade-offs based on constraints. Because ideas and ideals are informed not only by an institution's mission and by social and cultural factors but also by personal perspectives, diversity and inclusion are critical to the decision process—to reduce the likelihood of troubling outcomes from decisions based on "what you know for sure that just ain't so." A diverse and inclusive leadership team is essential.

5. Stoller, J.K. (2021)
"Leadership Essentials for CHEST Medicine Professionals"

Chest, Vol.159 (3), p.1147-1154

Click here to view reference

In the context that leadership matters and that leadership competencies differ from those needed to practice medicine or conduct research, developing leadership competencies for physicians is important. Indeed, effective leadership is needed ubiquitously in health care, both at the executive level and at the bedside (e.g., leading clinical teams and problem-solving on the ward). Various leadership models have been proposed, most converging on common attributes, like envisioning a new and better future state, inspiring others around this shared vision, empowering others to affect the vision, modelling the expected behaviours, and engaging others by appealing to shared values. Attention to creating an organizational culture that is informed by the seven classic virtues (trust, compassion, courage, justice, wisdom, temperance, and hope) can also unleash discretionary effort in the organization to achieve high performance. Health care-specific leadership competencies include technical expertise, not only in one's clinical/scientific arena to garner colleagues' respect but also regarding operations; strategic thinking; finance; human resources; and information technology. Also, knowledge of the regulatory and legislative environments of health care is critical, as is being a problem-solver and lifelong learner. Perhaps most important to leadership in health care, as in all sectors, is having emotional intelligence. A spectrum of leadership styles has been described, and effective leaders are facile in deploying each style in a situationally appropriate way. Overall, leadership competencies can be developed, and leadership development programs are signature features of leading health-care organizations.

6. Kline, R. (2019)
"Leadership in the NHS"

BMJ Leader, Vol.3, p.129-132

Click here to view reference

In healthcare, leadership is decisive in influencing the quality of care and the performance of hospitals. How staff are treated significantly influences care provision and organisational performance so understanding how leaders can help ensure staff are cared for, valued, supported and respected is important. Research suggests 'inclusion' is a critical part of the answer.

7. Rush, S. (2015)
"Leadership cake – the essential ingredients"

Leader to leader, Vol.2015 (76), p.15-20

Click here to view reference

The philosophy of Leadership Cake explores the principle that leadership is created like a cake; it's a whole creation, born out of a list of ingredients, all of which are essential to create the perfect cake. The cake is a metaphor for you, and the ingredients and construction are you and your style. The recipe will help you focus on becoming a great leader. Get your ingredients, mixing, and baking right, and you are a great leader; get them wrong and your Cake can taste awful.