

Imagine what healthcare  
would be like if we could  
help every clinician to be  
a better leader?



Faculty of  
**Medical Leadership  
and Management**

# FMLM Update

- Estd 2011 by medical royal colleges
- Membership 2,200
- Designated body
- 6<sup>th</sup> Annual Conference 30/10 – 1/11
- Standards & Founding Fellowship
- BMJ Leader
- The Enlightened Side
- FMLM Applied



**H** Leaders in Healthcare 2017

Liverpool  
30 Oct - 1 Nov  
Developing leaders.  
Pulling new ideas.  
Inspiring innovation.

Early bird registration open until 15 September

## Serious about leadership?

Embrace the skills and knowledge to support your leadership development, build peer networks and share your experience with like-minded people.

Leaders in Healthcare conference is brought to you by the Faculty of Medical Leadership and Management (FMLM) and BMJ.

Register at [leadersinhealthcare.com](http://leadersinhealthcare.com)

 **BMJ**



April 2017  
Volume 1 Issue 1

# BMJ LEADER

[leader.bmj.com](http://leader.bmj.com)

 Faculty of Medical Leadership and Management **BMJ**

# Strategic aims 2017-21

- *FMLM Leadership and management standards for medical professionals* recognised across UK as the definition of effective medical leadership
- Grow the **evidence base** for leadership in healthcare
- **Support to medical leaders and teams**
- **Advocacy** for medical leadership
- FMLM to be **financially resilient and independent**, with a strong and diverse revenue base



# FMLM & Professionalising Medical Leadership

- **Leadership & Management Standards**

**Feb 15**

- *Self*
- *Team Player / Team Leader*
- *Corporate Responsibility*
- *Systems Leadership*



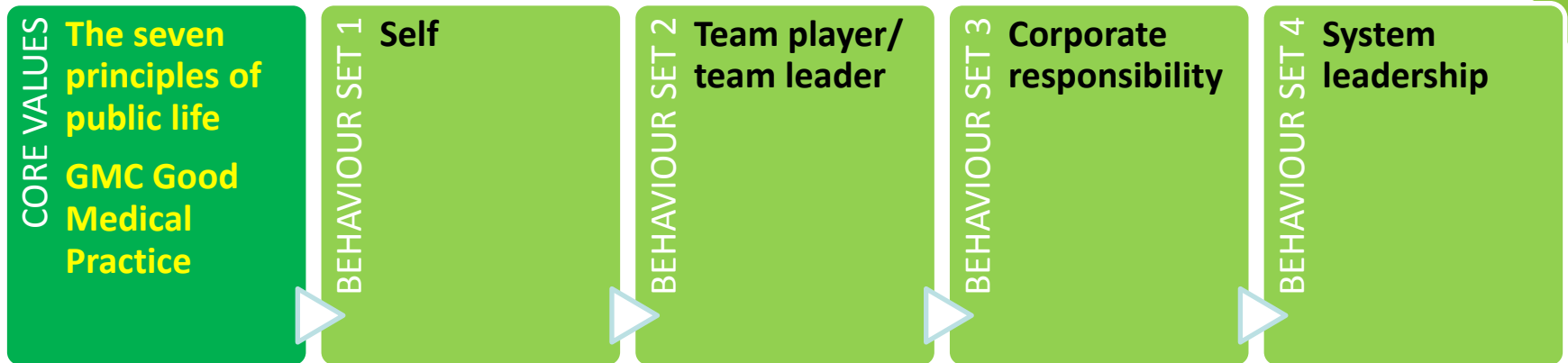
- 4 level 360 feedback tool

Jan 16

- **Fellowship at 3 levels**

**Sep 16**

# FMLM Standards and Fellowship



Senior Fellowship SFFMLM

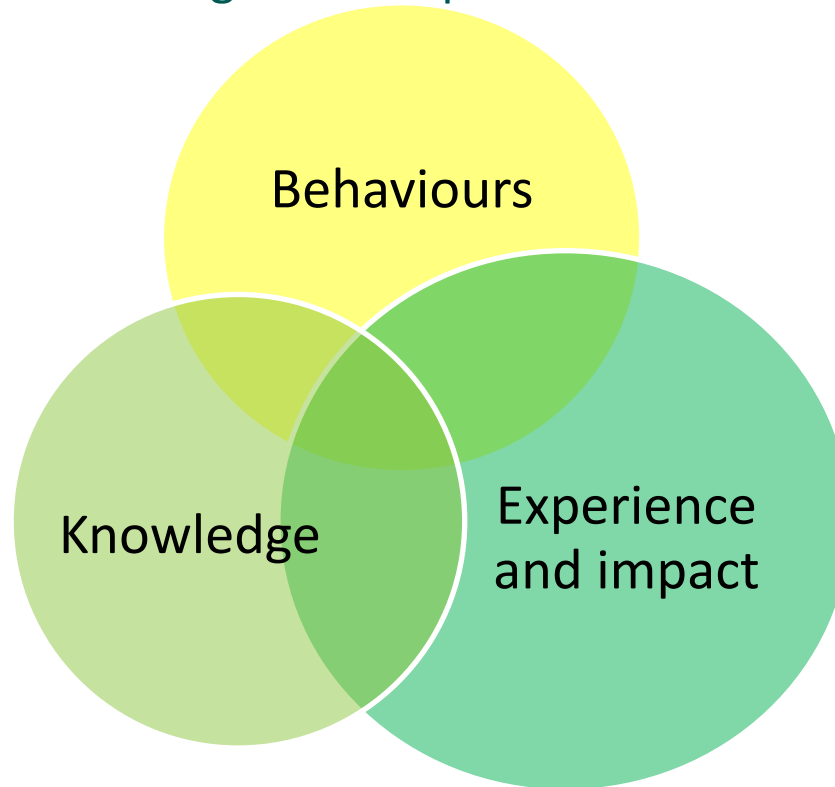
Fellowship FFMLM

Associate Fellowship AFFMLM

?

# Certification

- Open to all UK-based members
- **By portfolio** – application form and evidence to support eg 360 degree feedback, appraisal, references
- Assessors: doctors holding fellowship



**Does Medicine have too many experts ?**

**...and does this explain the ambivalence  
towards leadership and management ?**

# Seven Transformations of Leadership

What differentiates leaders:

- Less their philosophy of leadership, personality, or style of management
- ...more their internal “action logic”: how they interpret their surroundings & react when power or safety is challenged

*David Rooke and William R. Torbert  
Harvard Business Review, April 2005*



# 7 developmental action logics

Alchemist	1%
Strategist	4%
Individualist	<u>10%</u>
	<u>15% !!</u>
Achiever	30%
Expert	38%
Diplomat	12%
Opportunist	<u>5%</u>
	<u>55%</u>

# The Expert

(38%)

- try to exercise control by perfecting knowledge in professional and personal lives.
- watertight thinking extremely important
- secure in their expertise ... present hard data and logic in efforts to gain consensus and buy-in for proposals
- great individual contributors because of pursuit of continuous improvement, efficiency, and perfection
- as managers can be problematic because so completely sure they are right
- treat opinion of people less expert with contempt
- emotional intelligence neither desired nor appreciated

# Origin of the dark side?

“...the eternal lament of engineers, lawyers, etc. whose **Expert** success has saddled them with managerial duties, only to estrange them from the work they love.”

*Rooke & Torbert HBR April 2005*

# The Enlightened Side



Faculty of  
Medical Leadership  
and Management

Join the  
**Enlightened  
Side**

**Breakthrough Ideas for Medical Leadership**

Developing your medical leadership ability may be the single most important career decision you will ever make. Medical leadership is for health care leaders - individuals who can motivate their teams and inspire a team, department, organization, hospital, or a health economy to transform healthcare and the experience of patients.

Enjoy greater, more fulfilling career opportunities and better outcomes for everyone - your patients, your team, and for yourself.

We are the Faculty of Medical Leadership and Management (FMLM) and we believe in the possibilities of the Enlightened Side.

Find out more about how you can benefit from being a member at [fmlm.ac.uk](http://fmlm.ac.uk)

# Seven Transformations of Leadership

What differentiates leaders:

- Less their philosophy of leadership, personality, or style of management
- ...more their internal “action logic”:
  - how they interpret their surroundings & react when power or safety is challenged
- **... and you can improve**

# 'Expert Medical Leaders'

- We train them
- We give them permission
- We excuse them
- We reward them
  
- ...isn't it time we changed?
  
- PS they are not all surgeons