

Authentic Leadership:  
professionalism, time  
management, managing  
meetings, emails etc.....

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1<sup>st</sup> February 2017

*'A professional is someone  
who can do his best work when he  
doesn't feel like it'*

Alistair Cooke  
American journalist (1908-2004)

‘All professions are  
conspiracies against the laity’

*The Doctor's Dilemma (1911) act 1*

*George Bernard Shaw*

# ‘Professionalism in action’

## Good Doctors:

- are competent, up to date, honest & trustworthy, act with integrity & within the law
- respect patients’ individuality, privacy, dignity and work in partnership with them
- use own judgement to apply principles
- are prepared to explain & justify decisions & actions

# Revalidation

- To maintain licence to practice must demonstrate work in line with these principles & values
- Process should be described under 4 GMC domains:
  - knowledge, skills & performance
  - safety & quality
  - communication, partnership & teamwork
  - maintaining trust

# Professionalism in Healthcare Professionals

2014 Healthcare Professions Council report

[http://www.hpc-  
uk.org/assets/documents/10003771Professionalismi  
nhealthcareprofessionals.pdf](http://www.hpc-uk.org/assets/documents/10003771Professionalisminhealthcareprofessionals.pdf)

# Key Conclusions

- attributes of professionalism are developed over time by education, experience and opportunities to develop situational judgements.
- Professionalism is knowing not only what to do and say in a given situation but when to do it – and when not to!

- Learning from peers, positive & negative vital
- important to recognise good and bad behaviours.
- Professionalism includes personal appearance and behaviour
- Professionalism extends to colleagues as well as patients
- Professionalism extends **outside of the workplace**



- ‘A professional person is expected to have a particular set of skills in their chosen field, at a level that can be considered expert’
- Probity – good, honest
- Take responsibility for your actions, acknowledge mistakes, keep knowledge up to date.
- Doing what’s right when it would be easier to do something quicker, cheaper, easier.

# Effect of Drs clothes?

- Targeting Attire to Improve Likelihood of Rapport, TAILOR systematic review
- 30 studies, 11,000 patients, 14 countries
  
- *BMJ Open 2015;5:e006578*

# Findings

- 1040 citations,
- multiple specialties and settings
- Preferences or positive influence of physician attire on patient perceptions reported in 21 of 30 studies (70%).
- Formal attire & white coats preferred in 18 of 30 studies (60%)
- Preference for formal attire & white coats prevalent for older patients & Europe and Asia

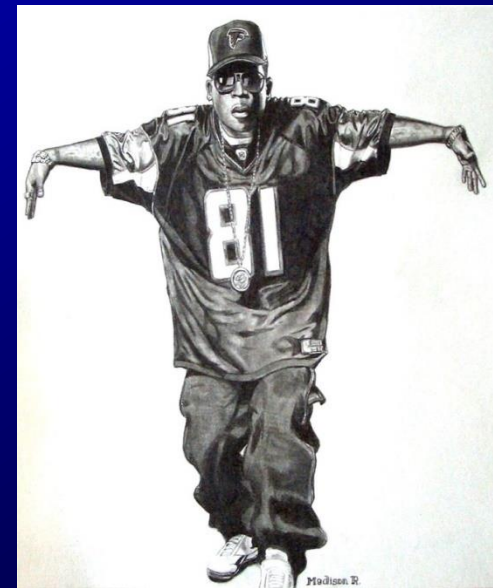
# Conclusions

Although patients often prefer formal physician attire, perceptions of attire are influenced by age, locale, setting and context of care.

‘Policy-based interventions that target such factors appear necessary’

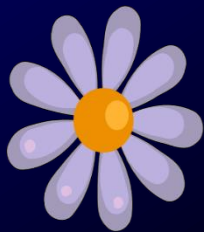
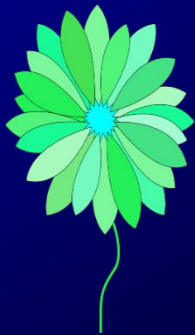
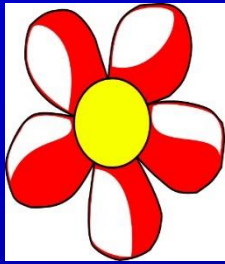
# Appearance

- Dress is important
- Dress according to your audience
- Generally more difficult for women
- If in doubt dress up rather than down



# Presentation Skills

- Use a template
- Do not read from the slides – your audience should be doing that.
- Do not overuse animations or graphics
- Succinct, not overly complex
- The slides as a summary not a hand out
- Use bullet points – max 6/slide
- Spell chek (!) your slides
- Use changes in font and **colour sparingly**
- a conclusion & mini ‘sets’ for longer talks



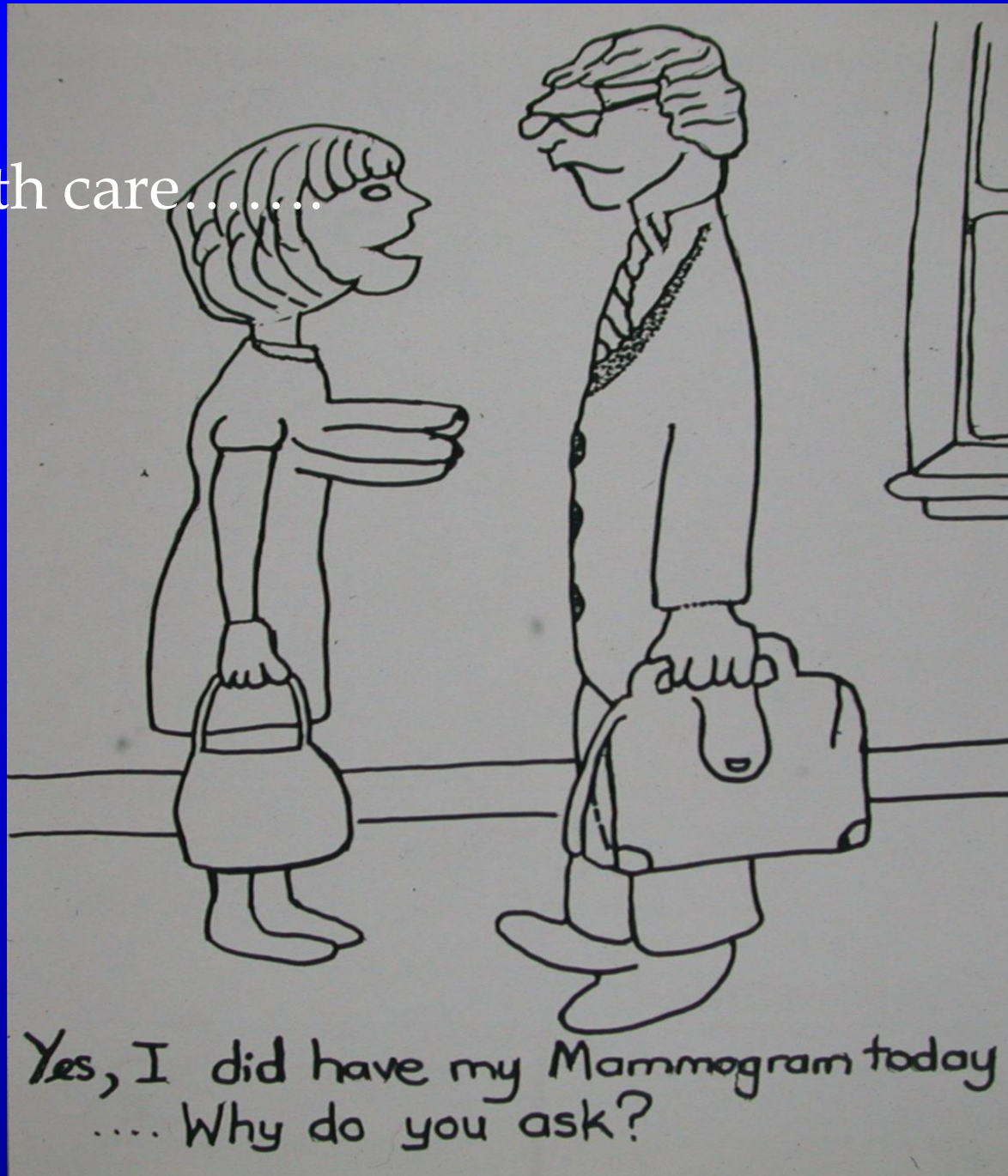
# Timing

Allow enough time:

- To arrive at your destination!
- Practice
- Allow for questions
- Check time during presentation
- Check rules for presentation in advance



Use jokes with care.....



Yes, I did have my Mammogram today  
.... Why do you ask?



# Chairing Committees/Meetings

- Pre-read
- Pre-meet
- Plan agenda with timings
- Position your self and your committee
- Take control
- Listen
- Do not attempt to chair and minute even if pushed!

# Emails

- Reply promptly
- Send a holding response if needed
- *Always a subject & a signature*
- Filing system essential
- Treat it as your desk
- It's a permanent record
- Never in haste or anger

# Can we learn/teach professionalism?

Learning is a process of changing one's  
behaviour, thinking & feeling

Teaching is changing  
someone's behaviour

# The Domains of Knowledge

Benjamin Bloom (1964) identified  
three “domains” of knowledge  
which need to be learned for any  
skill or subject

Cognitive

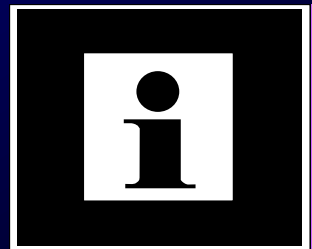
Psychomotor

Affective

# Cognitive

## knowing “that”

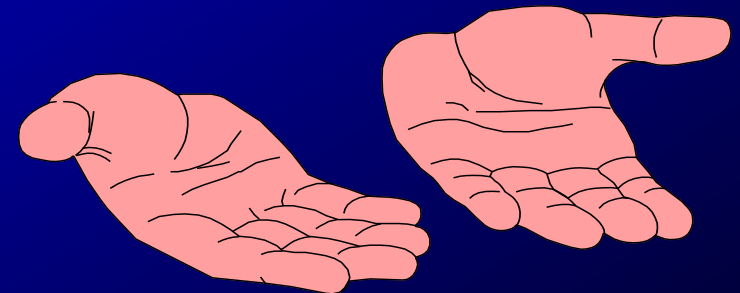
- Knowledge, facts
- Comprehension, understanding significance & links
- Application, practical
- Analysis
- Synthesis, grouping facts
- Evaluation and review



# Psychomotor

knowing “how”

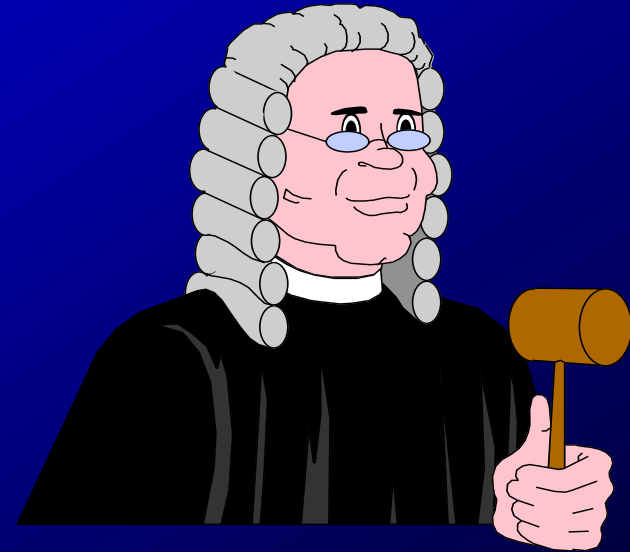
- Functional and procedural knowledge
- Physical ability
- Skilled movements
- Reflex movements



# Affective

knowing what you “ought to do”

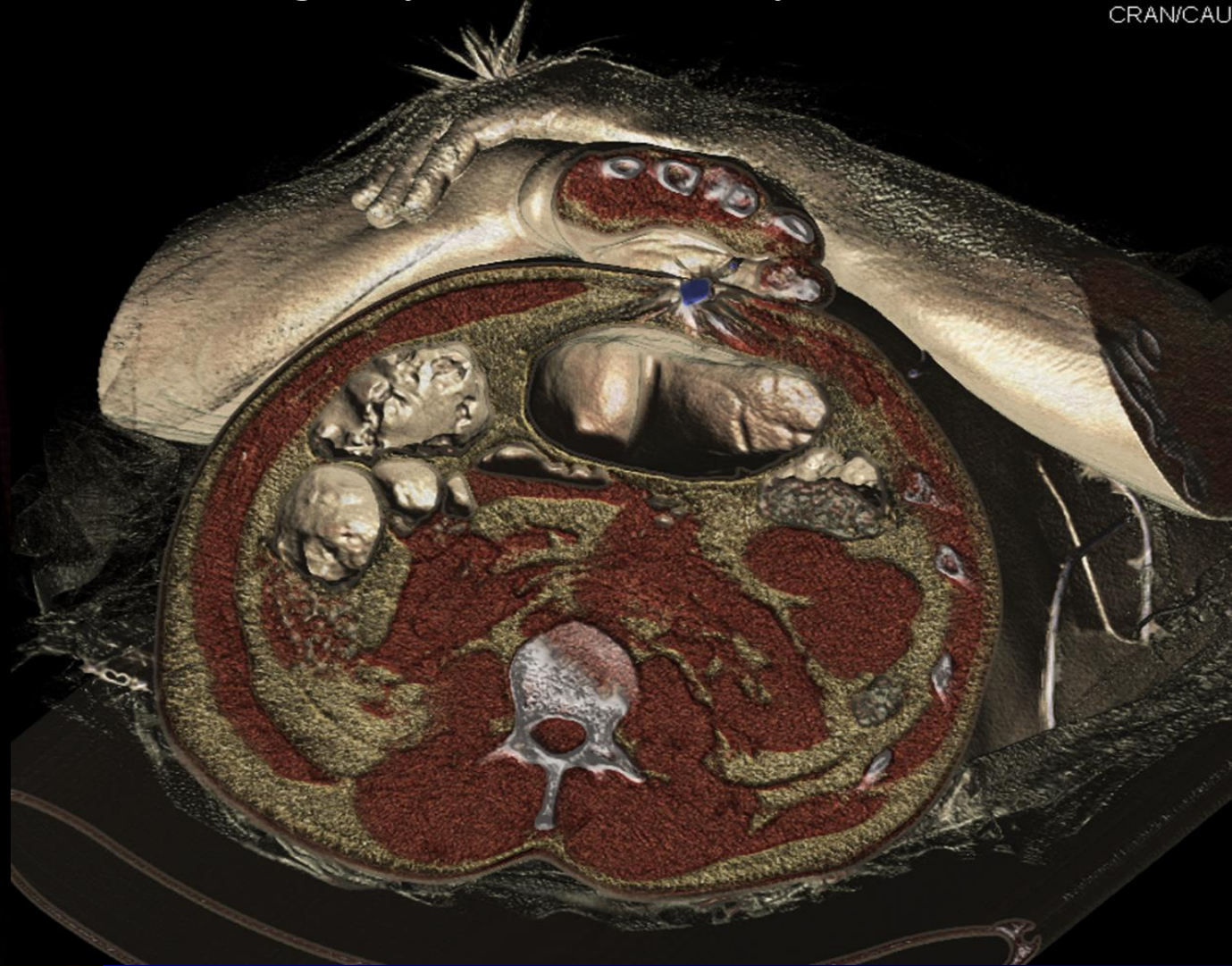
- Attitude
- Caring
- Ethics
- Valuing





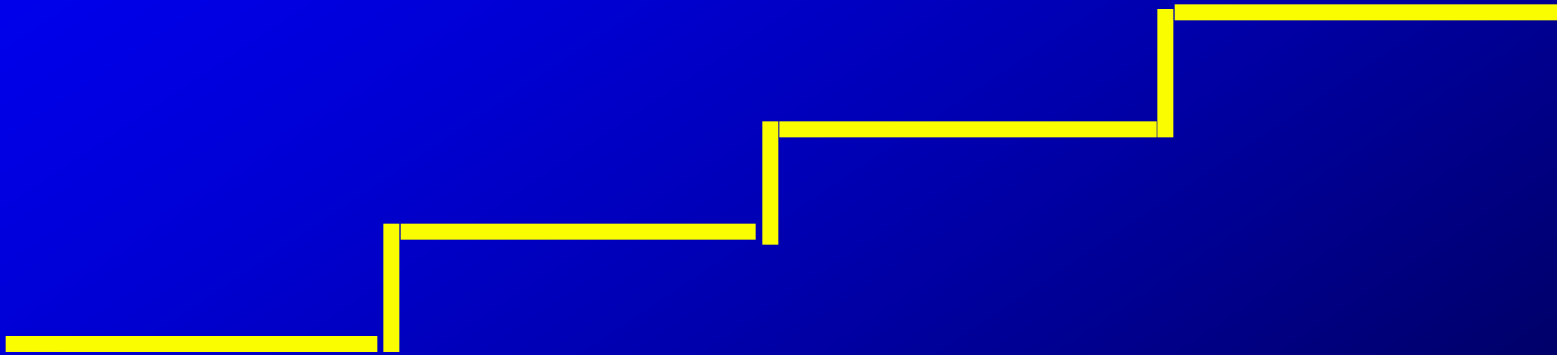
# Dignity and privacy of patients

CRAN/CAU

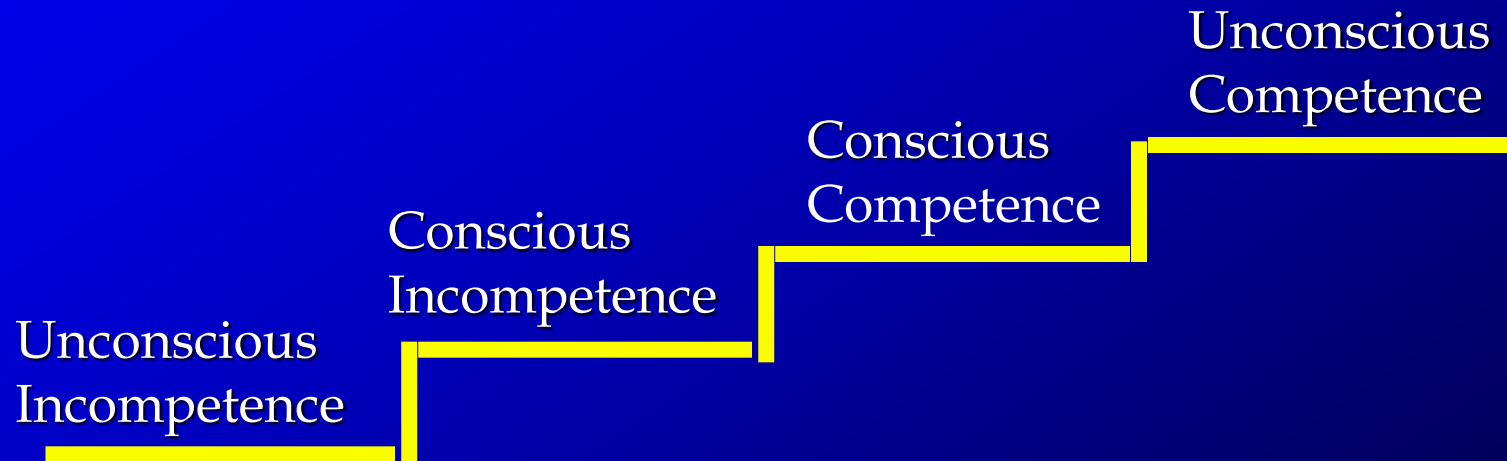


*Courtesy of Prof Anders Persson CMIV Sweden*

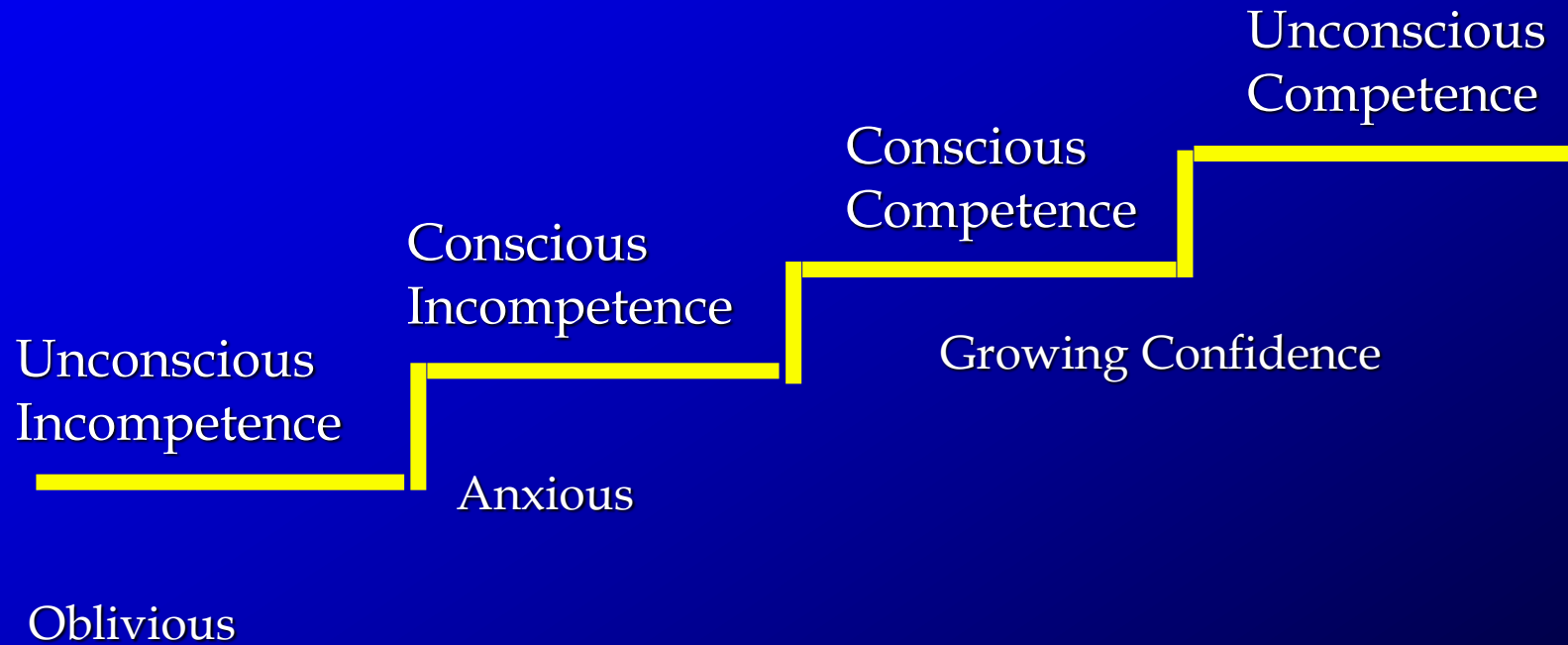
# Competence



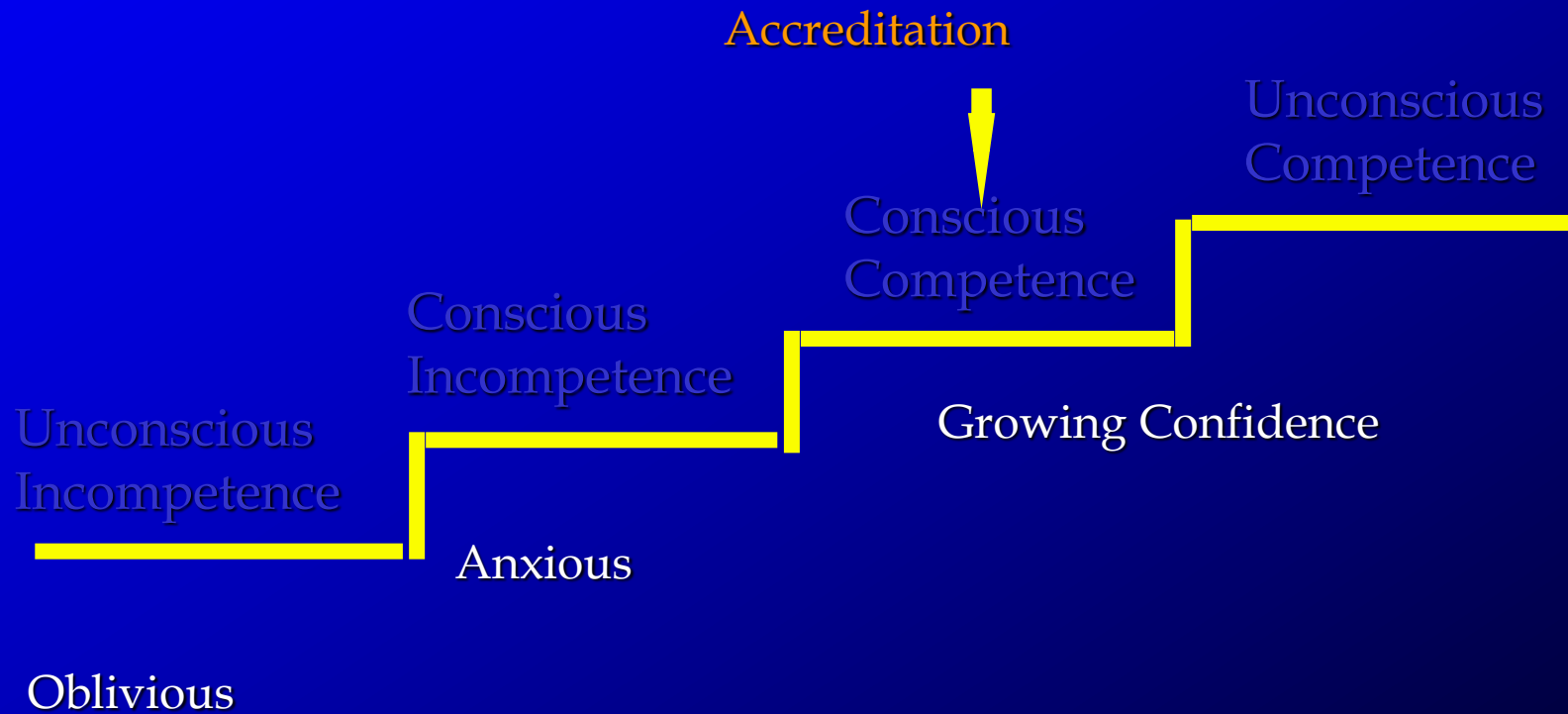
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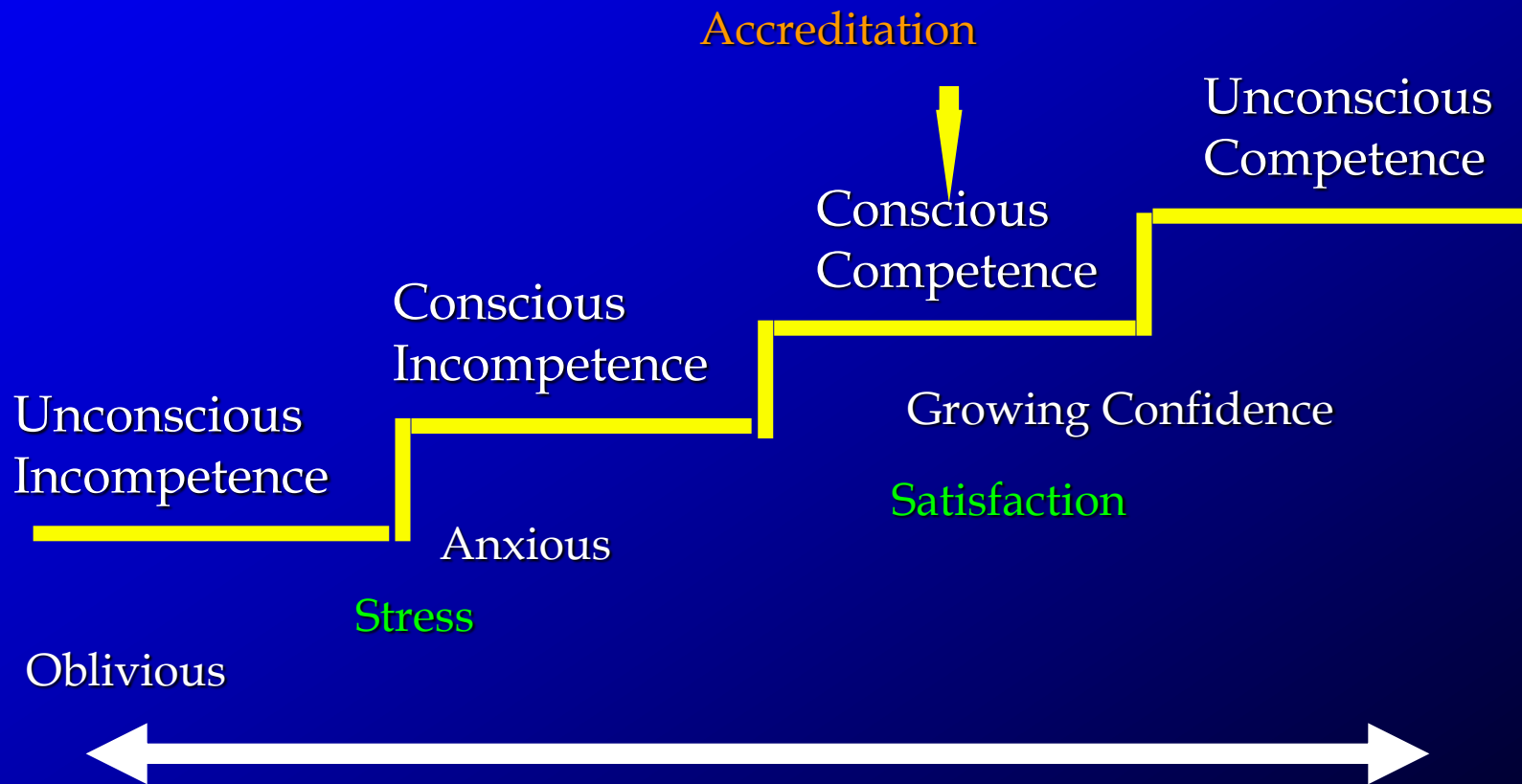
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# Adult Learning

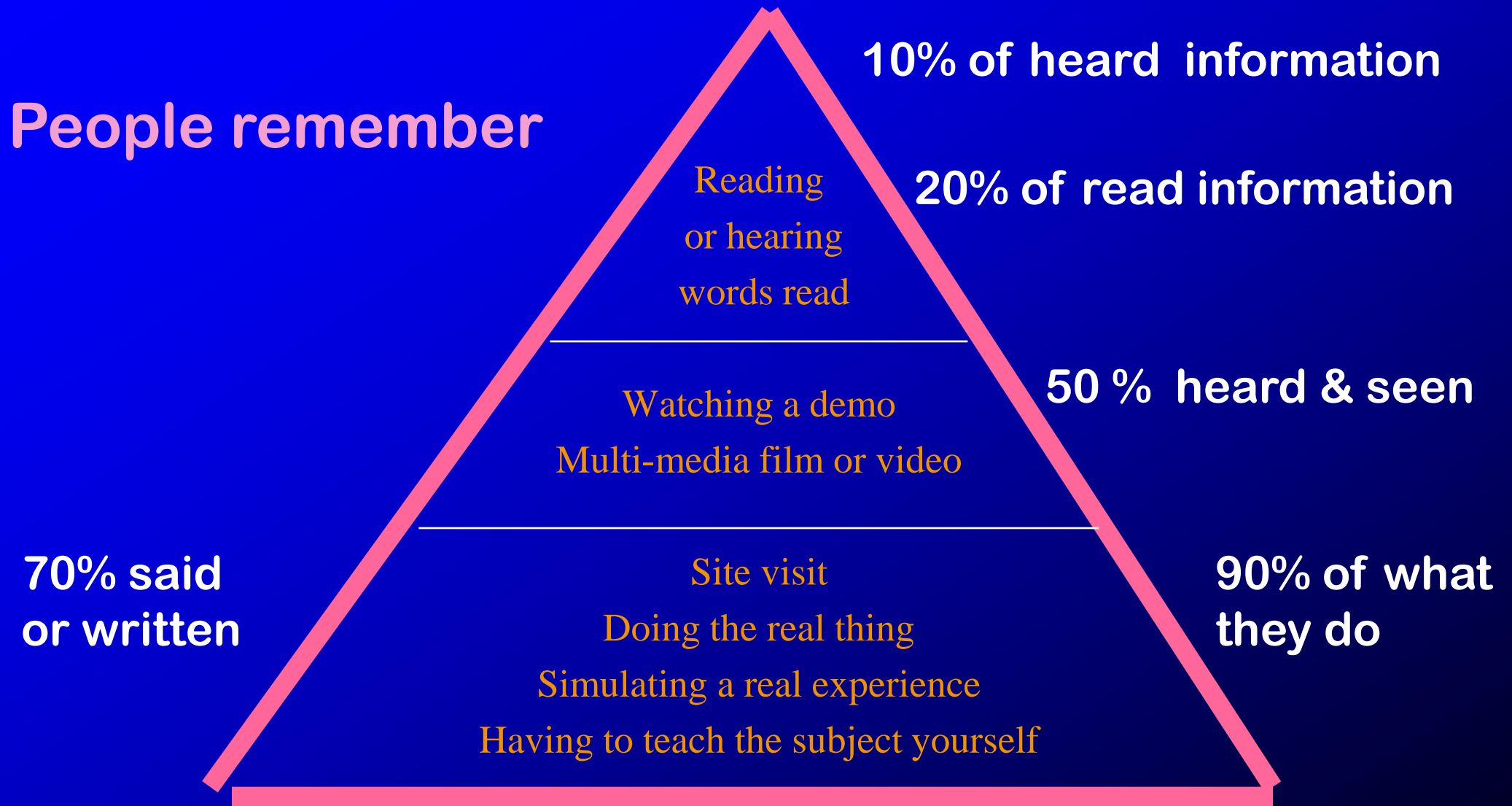
- Voluntary
- Purposeful
- Contextual – previous knowledge, skills, attitudes
- Based on reflection
- Active vs passive

# Adult Learning Benefits from

- Well defined objectives
- Structure
- Feedback and self assessment
- Tuition tailored to the individual



# The Cone of Experience



# Juggling it all....





