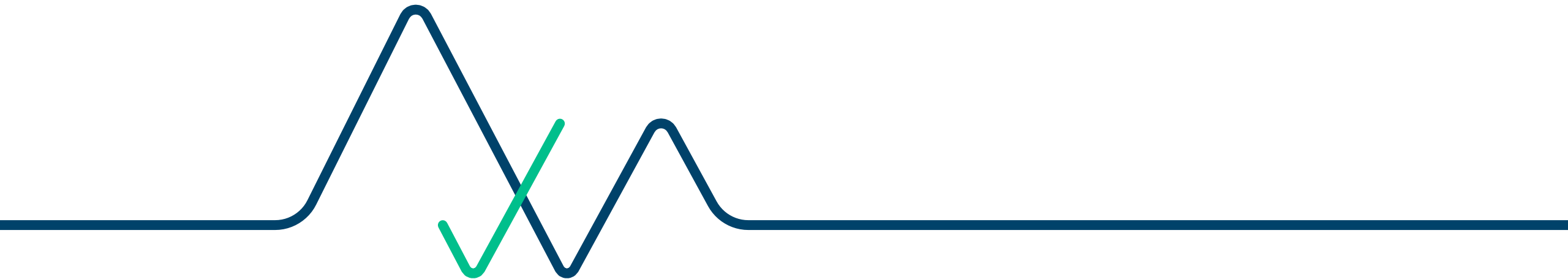


# Leadership

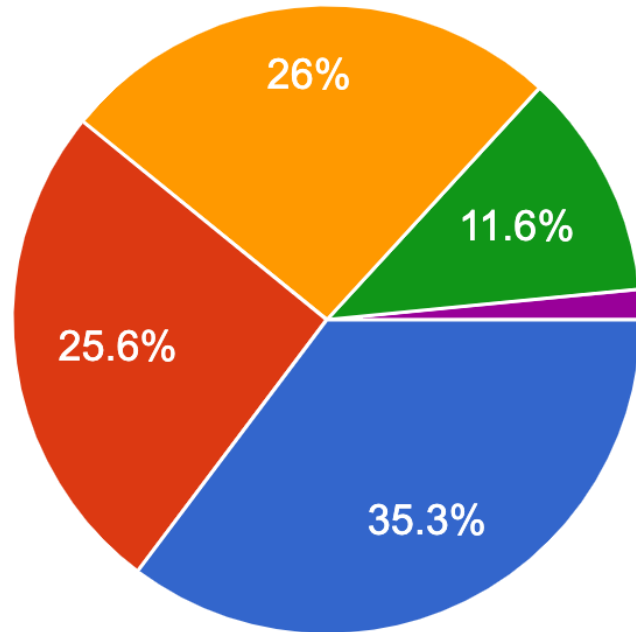


**Questionnaire**



# Q1: What is your current level of practice?

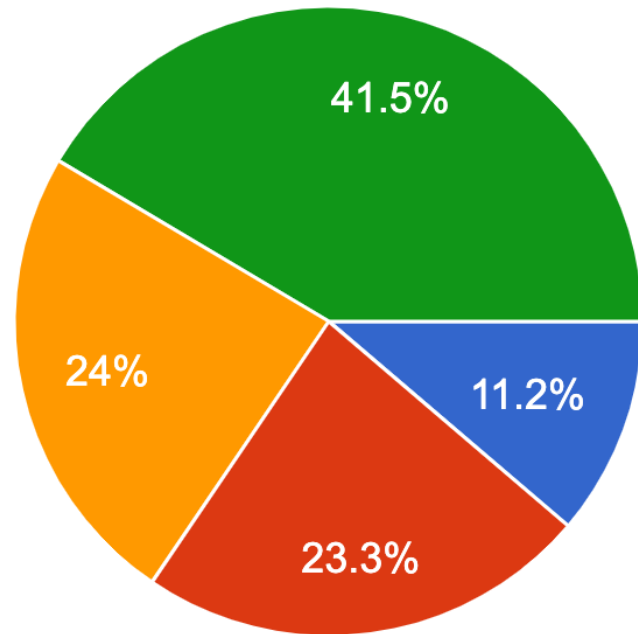
258 responses



- R1
- R2
- R3
- Trainer
- Program Director



## Q2: Have you taken on a leader position previously?



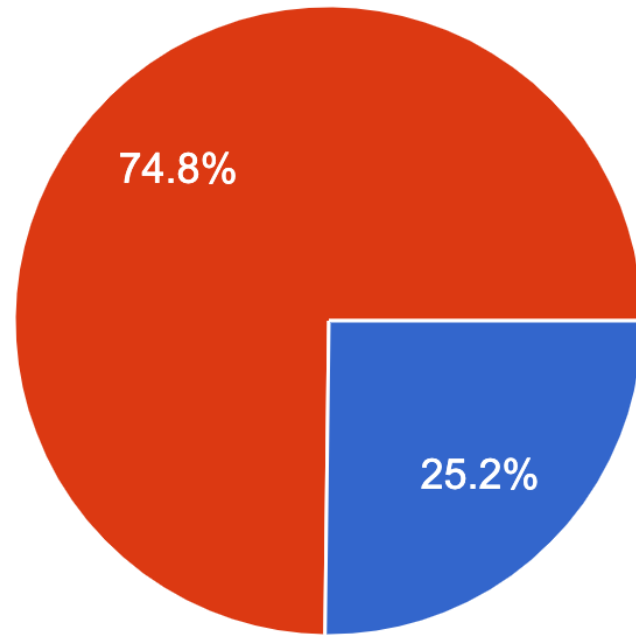
- Yes, I am currently a leader
- Yes, I have previously been a leader
- No, but I'm interested to a leader
- No, I am not interested

# Q3: Describe the role(s) you've taken on as a leader:

1. Chief resident
2. Primary health care center leader
3. Community service



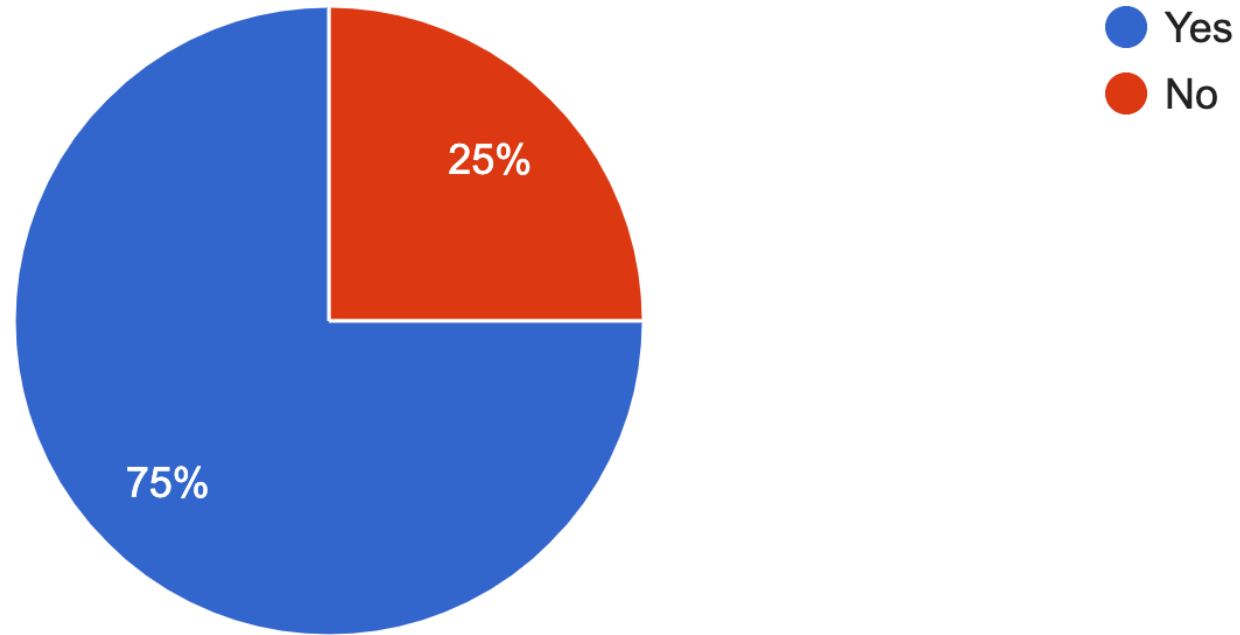
# Q4: Have you received any leadership training?



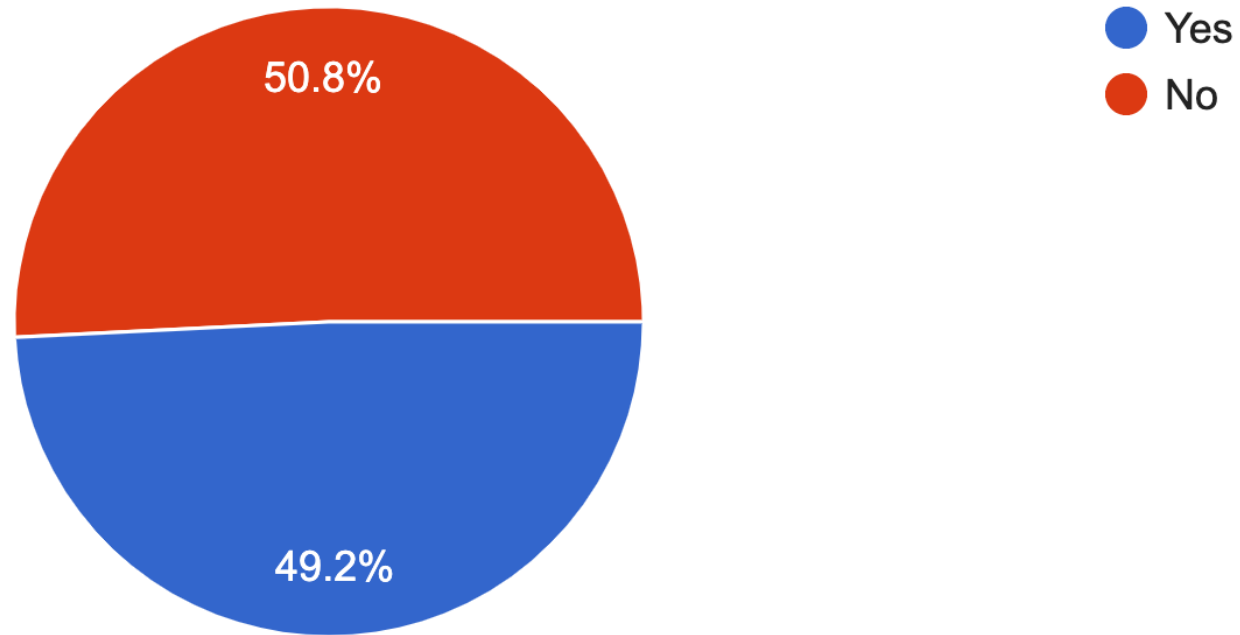
- Yes
- No



# Q5: Did you think that training was helpful?

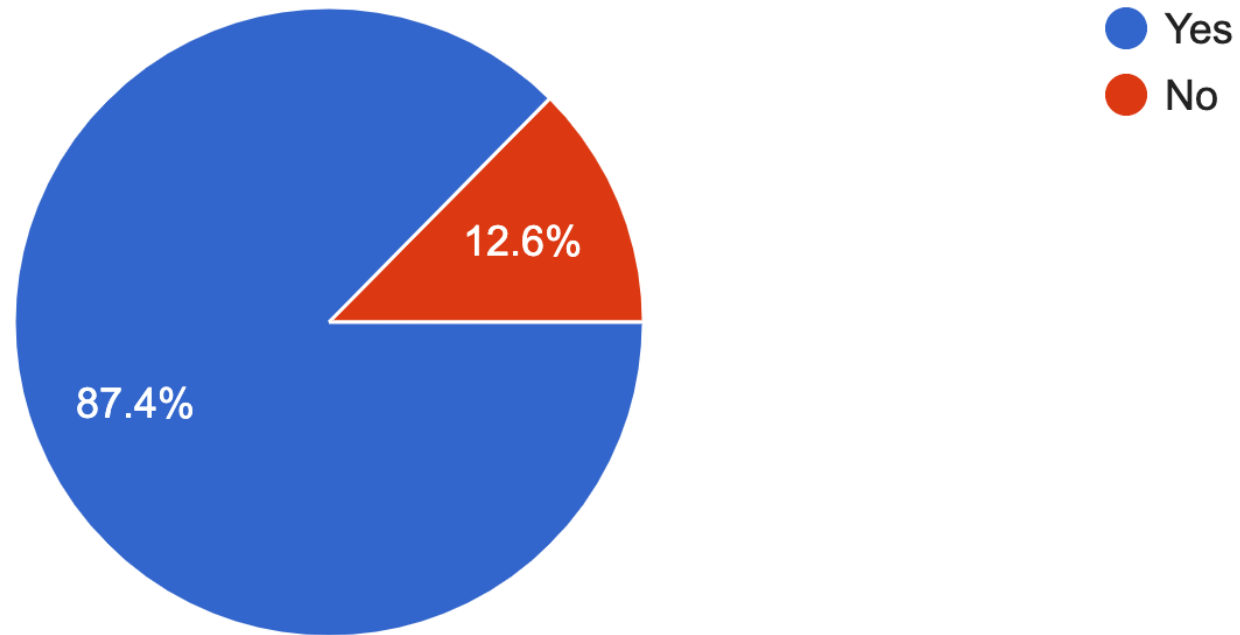


# Q6: Are you interested in (more) leadership training?





# Q7: Are you interested in taking a role of a leader in healthcare?




Q8: Please explain why you're interested in becoming a leader and what you hope to accomplish?

1. To change the healthcare system
2. To improve the quality of the organization
3. Part of family medicine physician job



# Q9: Define 'Leadership' in one line:

1. Vision with administration to reach the goal
2. Skillful professional facing challenges to achieve results
3. Dreamer
4. Prince Mohammed bin Salman 
5. Leader is a motivator



Q10: Among all leaders that you've come across in your life, please mention those who have had a direct impact (positive or negative) on you.

1. My father
2. My mother
3. My mentor
4. Head of department
5. My program director



# Q11: What are 5 traits you would use to describe the BEST leader you've ever come across?



# Q12: What are 5 traits you would use to describe the WORST leader you've ever come across



# Q13: What do you need to become a successful leader?

1. Training
2. Chance



# Introduction





# What People Look for and Admire in Their Leaders

1. Honest
2. Competent
3. Inspiring
4. Forward-looking



# Leadership Challenge

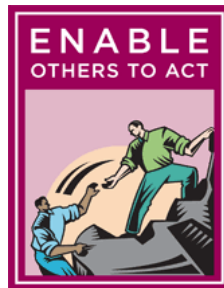
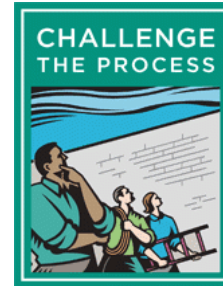
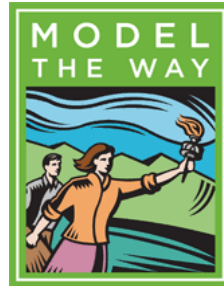
The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done.



# The Five Practices of Exemplary Leadership

The Five Practices of Exemplary Leadership framework. When leaders do their best, they:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart.



THANK  
YOU.



# Introduction



Leadership is important, not just in your career and within your organization, but in every sector, in every community, and in every country. We need more exemplary leaders, and we need them more than ever. So much extraordinary work needs to be done. We need leaders who can unite us and ignite us.

# Leadership Challenge

The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done.



# What did you do when you were at your personal best as a leader?

The Five Practices of Exemplary Leadership framework. When leaders do their best, they:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart.

# The Five Practices of Leadership

These five leadership practices provide an operating system for what people are doing as leaders when at they are at their best, and there's abundant empirical evidence that these leadership practices matter. Hundreds of studies have reported that The Five Practices make a positive difference in the engagement and performance of people and organizations.

# What People Look for and Admire in Their Leaders

1. Honest
2. Competent
3. Inspiring
4. Forward-looking

# Why Leadership Masterclass?



[https://www.youtube.com/watch?v=4p5286T\\_kn0](https://www.youtube.com/watch?v=4p5286T_kn0)

Among all leaders that you've come across in your life, please mention those who have had a direct impact (positive or negative) on you

My father's support me also dr yazeed alsnani

my father

My teacher at a scientific club

Senior resident

my high school soccer coach was good leader in he is always supportive during the match

Head of department

My mother

Teacher

My collage teacher

# The Leadership Challenge



# Practice 1

<https://www.youtube.com/watch?v=bU8h073wMcg>



# The Leadership Challenge

## Model The way

1- Clarify Values

2- Set the example

Practice 03

Practice05

Practice 02

Practice 04



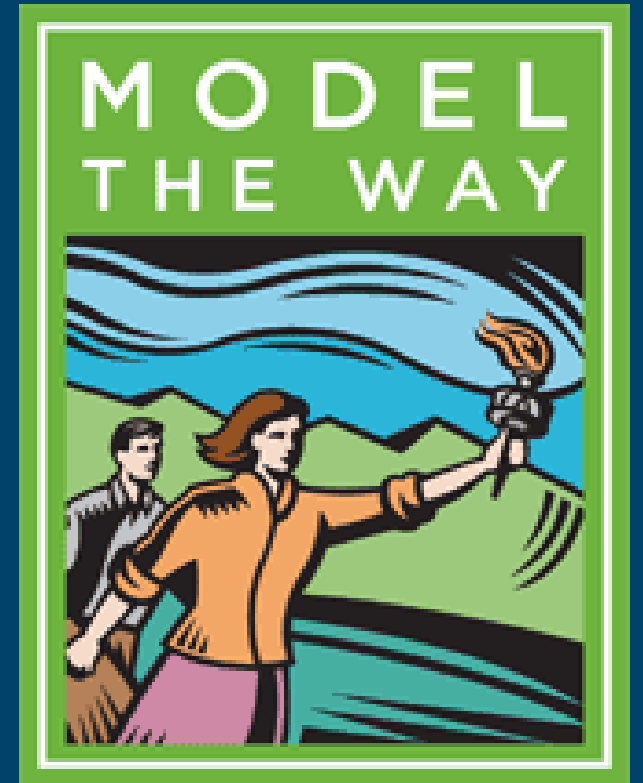


## Clarify Values

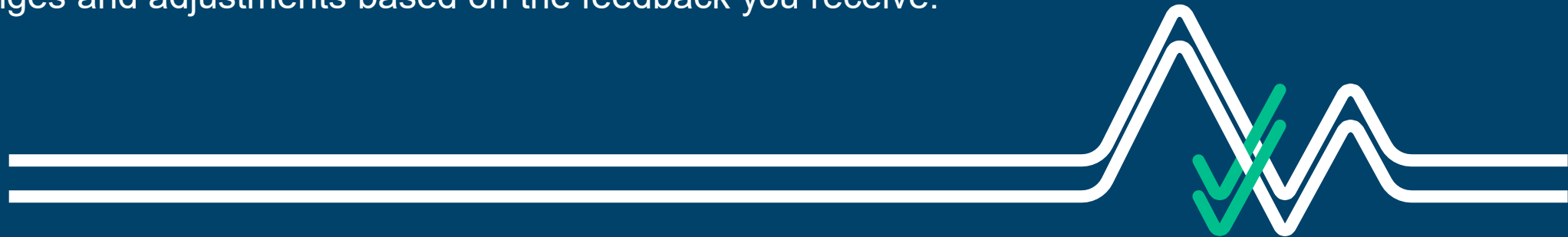
- 1- Identify the values you use to guide choices and decisions.
- 2-find your own way of talking about what is important to you.
- 3-Provide opportunities for people to talk about their values.

## Set The Example

- 1- Keep your commitments and promises.
- 2- Ask purposeful questions that keep people constantly focused on the values that are the most essential.
- 3- Make changes and adjustments based on the feedback you receive.



01



# Practice 2

<https://www.youtube.com/watch?v=6dKimoybmEo>



# The Leadership Challenge

## Model The way

1- Clarify Values

2- Set the example



## Inspire A Shared Vision

1- Envision the Future

2- Enlist Others



## Practice 03



## Practice 04



## Practice 05

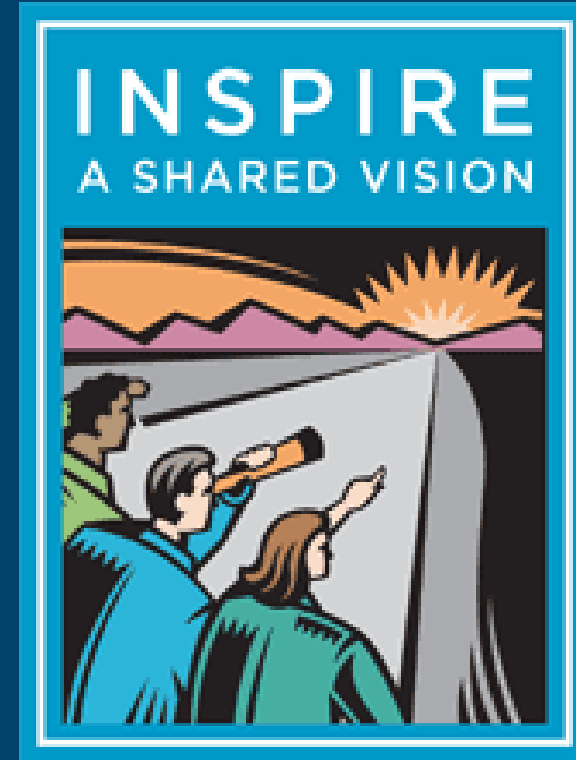


## Envision The Future

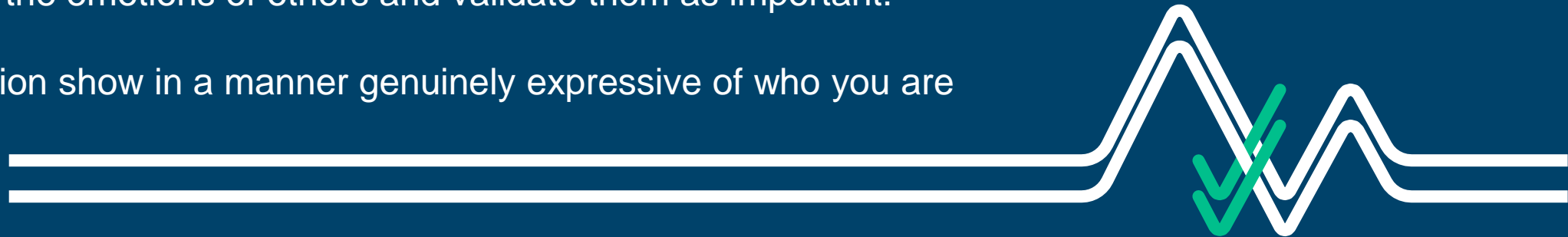
- 1- Stop , look and listen to what is going on right now- the important trends, and major topics of conversations.
- 2-Spend a good time focused on the future, imagining the exciting possibilities.
- 3- Listen deeply to what is important to other in their future, and what gives their lives meaning and purpose.

## Enlist Others

- 1- Be positive and energetic when talking about the future of your organization.
- 2- Acknowledge the emotions of others and validate them as important.
- 3- Let your passion show in a manner genuinely expressive of who you are



02



# Practice 3

YouTube الأمير محمد بن سلمان: الشرق الأوسط سيكون أوروبا الجديدة -



# The Leadership Challenge

## Model The way

- 1- Clarify Values
- 2- Set the example



## Inspire A Shared Vision

- 1- Envision the Future
- 2- Enlist Others



## Challenge The Process

- 1- Search for Opportunities
- 2- Experiment & take risks



## Practice 04



## Practice 05

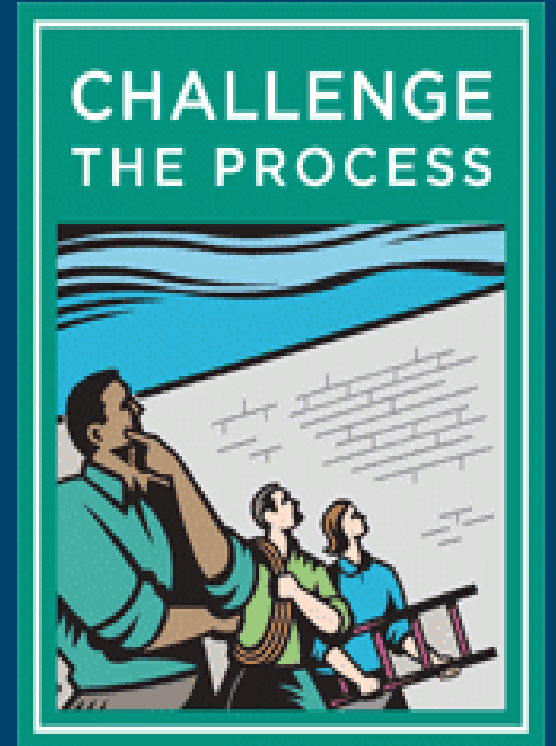


## Search for Opportunities

- 1- DO something each day so that you are better than you were the day before
- 2- Ask questions , seek advice, and listen to diverse perspectives.
- 3- Be adventurous, don't let routines become habits.

## Experiment and Take Risk

- 1- Set goals and milestones for small wins, breaking big projects into achievable steps.
- 2- Make it safe for people to experiment and take risks by promoting learning from experience
- 3- Continuously experiment with new ideas through small bets



# Practice 4

YouTube ولي العهد محمد بن سلمان يلقي خطاب لشعب السعودي انا لاشي بدونهم -





# The Leadership Challenge

## Model The way

- 1- Clarify Values
- 2- Set the example

01

## Inspire A Shared Vision

- 1- Envision the Future
- 2- Enlist Others

02

## Challenge The Process

- 1- Search for Opportunities
- 2- Experiment and take risks

03

## Enable Others to Act

- 1- Foster Collaboration
- 2- Strengthen others

04

## Practice 05

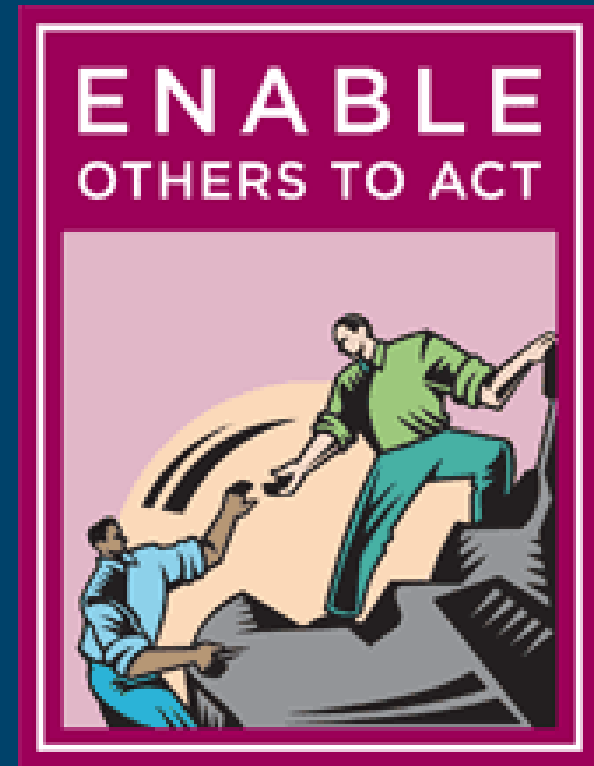
05

## Foster Collaboration

- 1- Extend trust to others , even if they haven't already trusted you.
- 2- Show concerns for the problems others have.
- 3- Listen, Listen and Listen more....

## Strengthen Others

- 1- Take actions that make people powerful and in control of their circumstances.
- 2- Provide people opportunities to make choices about how they do their work.
- 3- Ask Question, Stop giving answers.



# Practice 5

<https://www.youtube.com/watch?v=SpdLC4RdJTg>



# The Leadership Challenge

## Model The way

- 1- Clarify Values
- 2- Set the example

01

## Inspire A Shared Vision

- 1- Envision the Future
- 2- Enlist Others

02

## Challenge The Process

- 1- Search for Opportunities
- 2- Experiment and take risks

03

## Enable Others to Act

- 1- Foster Collaboration
- 2- Strengthen others

04

## Encourage The Heart

- 1- Recognize Contributors
- 2- Celebrate Values & Victories

05

## Recognize Contributors

- 1- Maintain high expectations about what individuals and team can accomplish
- 2- Create an environment that is comfortable to receive and give feedback
- 3- Be creative when it comes to recognition, be spontaneous, Have fun!
- 4- Make saying “ Thank you “ a natural part of your everyday behavior.

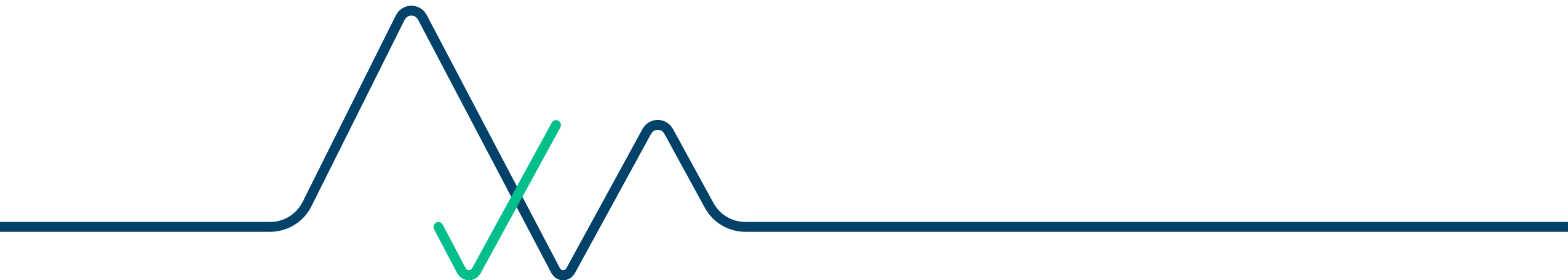
## Celebrate the Values and Victories

- 1- Find and create occasions to bring people together to publicly celebrate the accomplishments.
- 2- Get personally involved in as many as recognitions and celebrations as possible, show you care by being visible
- 3- laugh and enjoy yourself , along with others...



# Self Leadership Skills

25/01/2023



**Dr. Mariam Bagis**

**Dr. Ahmad Andijani**

**Dr. Daniyah Alghaithi**



# Outline:

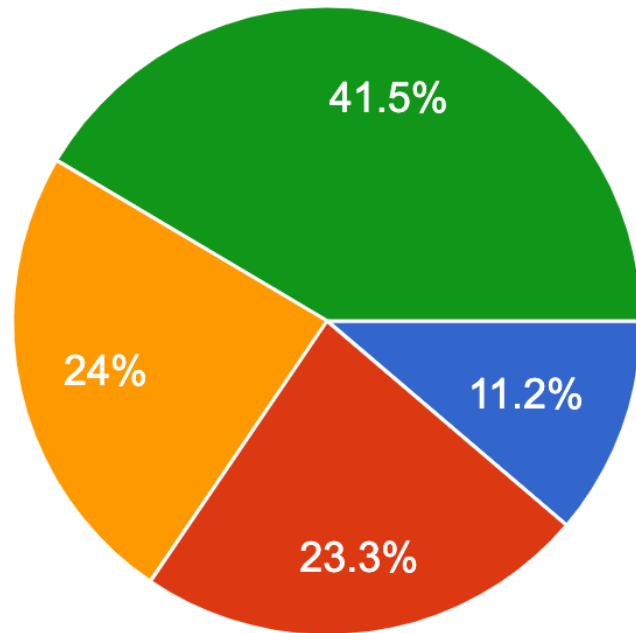
- 1- Introduction to self leadership skills
- 2- Critical thinking
- 3- Communication
- 4- Self-reflection



# Key Points from the Survey

Q2: Have you taken on a leader position previously?

258 responses



- Yes, I am currently a leader
- Yes, I have previously been a leader
- No, but I'm interested to a leader
- No, I am not interested



# Introduction to Self Leadership skills

## Definition of leadership:

- Multiple definitions
- Kouzes and Posner statement about leadership is that it ‘can happen at any time, anywhere and in any function’.



# Introduction to Self Leadership skills

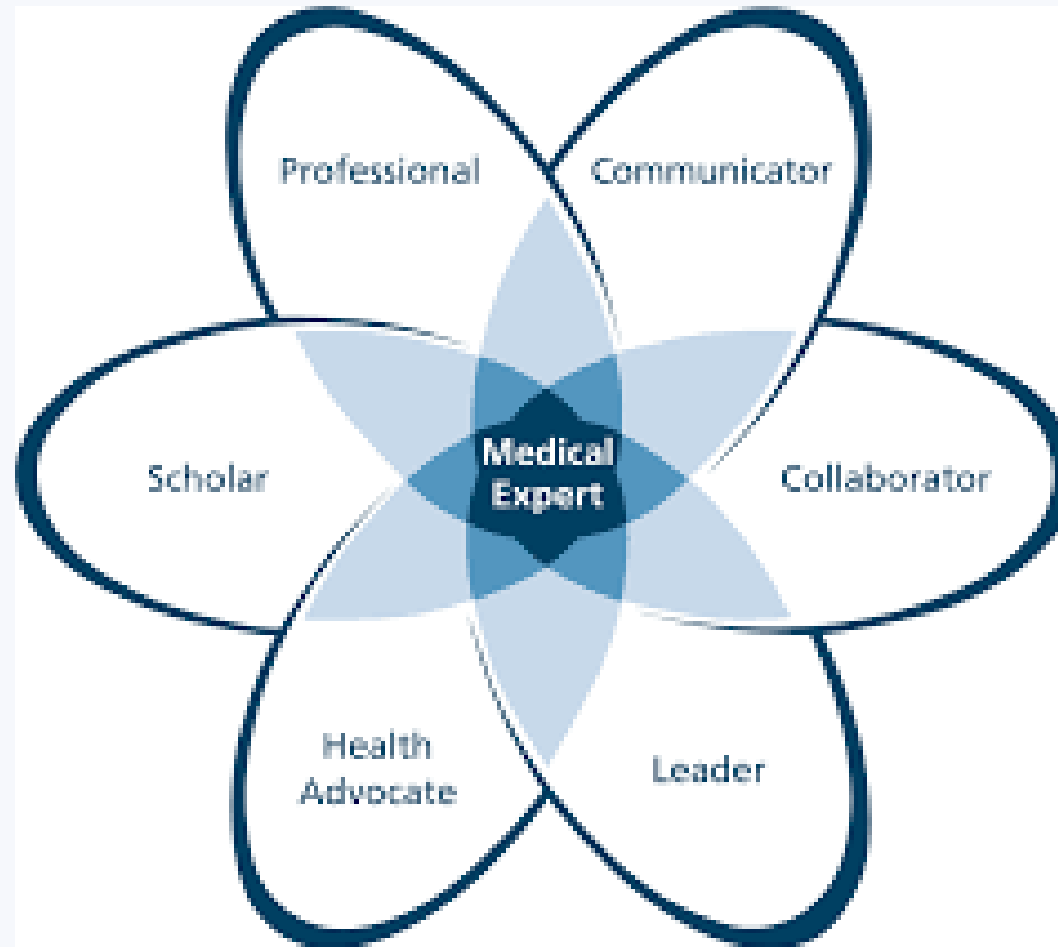
- Practicing medicine involves leadership.
- More evidence shows that leadership skills and management practices has positive outcomes in patient care, healthcare organizations and healthcare spending.
- Developing and implementing leadership training programs has been main focus of medical programs.
- From graduating medical school to R1, R2, R3/R4 then becoming fellows or attending physicians, each step involves more management and leadership skills. With each level responsibility grows graduating and entering independent practice.
- Leadership is a core medical competency.



# CanMEDS Framework



# CanMEDS Framework



# The SaudiMED-FM 2020 Framework





Saudi Board for  
Family Medicine  
Curriculum 2022



# The SaudiMED-FM 2020 Framework



# The SaudiMED-FM 2020 Framework

## Management and Leadership definition:

The family physician is a competent leader and role model to others in planning, managing, and monitoring healthcare process to achieve health goals, optimize resource utilization, and maximize patient safety.





# The SaudiMED-FM 2020 Framework

## Competencies

- ML 1:** Provides cost-conscious medical care to optimize resources utilization.
- ML 2:** Assesses, improves, and monitors the quality of care delivered to patients and their families.
- ML 3:** Applies patient safety principles and measures to minimize the incidence and impact of, and maximize the recovery from, adverse events.
- ML 4:** Advocates for individuals, families, and community health according to their health needs and priorities, based on the principles of the community-oriented primary care model.
- ML 5:** Manages conflicts in the workplace effectively and professionally, whether they are personal conflicts, disputes with patients and their families, or conflicts within the healthcare team.



Criteria	Ratings						Pts
<p>🕒 MK1 Demonstrates medical knowledge of sufficient breadth and depth to practice family medicine</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 MK2 Applies critical thinking and decision making skills in patient care based on the best available information and resources</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 PC1 Provides preventive and promotive care to all individuals and their families in the targeted community</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 PC2 Provides continuous maternal and child care through well-structured system to support safe pregnancy and delivery, and wellbeing of children</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 PC3 Manages acute or urgent problems by providing needed treatment in the right place at the right time</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 PC4 Manages patients with chronic illnesses, and terminally ill patients, by providing comprehensive biopsychosocial-spiritual, integrated, and coordinated care, to improve patients and caregivers quality of life</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 PC5 Delivers specialty specific planned care and coordinate other planned care through an accessible and efficient pathway</p> <p><a href="#">view longer description</a></p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 
<p>🕒 CC1 Develops and Maintains meaningful relationships and effectively communicates with patients, families, physicians and other health professionals</p> <p>threshold: 3</p>	5 pts Outstanding	4 pts Above Average	3 pts Average	2 pts Below Average	1 pts Unsatisfactory	0 pts N/A	<input type="text"/> / 5 pts 

<p>🕒 CC2 Collaborates with healthcare professionals and participates effectively in teamwork and inter-professional activities threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 CC3 Documents and shares patient information appropriately to facilitate clinical decision making, and preserve confidentiality threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 CC4 Uses technology to enhance communication with individuals' community and health professionals threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 ML1 Provides cost-conscious medical care to optimize resources utilization threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 ML2 Assesses, improves and monitors the quality of care delivered to patients and their families threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 ML3 Applies patient safety principles and measures to minimize the incidence and impact of, and maximizes recovery from, adverse events threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 ML4 Advocates for individuals, families, and community health according to their health needs and priorities, based on the principles of community oriented primary care model threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 ML5 Manages conflicts in the workplace effectively and professionally, whether they are personal conflicts, disputes with patients and their families, or conflicts within the healthcare team threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 PO1 Adheres to ethical principles derived from the profession, Islamic faith and culture, and humanist values threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>
<p>🕒 PO2 Recognizes and adheres to rules and regulations organizing the health care practices in the kingdom threshold: 3</p>	<p>5 pts Outstanding</p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts </p>

<p>🕒 PO3 Develops and maintains professional conduct and sense of accountability threshold: 3</p>	<p>5 pts <b>Outstanding</b></p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts 🗨</p>
<p>🕒 PO4 Demonstrates a commitment to physician health and well-being threshold: 3</p>	<p>5 pts <b>Outstanding</b></p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts 🗨</p>
<p>🕒 SC1 Demonstrates capacity for reflective practice, personal growth and lifelong learning threshold: 3</p>	<p>5 pts <b>Outstanding</b></p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts 🗨</p>
<p>🕒 SC2 Contributes effectively in educating individuals and community, including patients, students, residents, and other healthcare professionals threshold: 3</p>	<p>5 pts <b>Outstanding</b></p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts 🗨</p>
<p>🕒 SC3 Integrates best available evidence into practice considering context, epidemiology of the disease, comorbidity, and the complexity of patients threshold: 3</p>	<p>5 pts <b>Outstanding</b></p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts 🗨</p>
<p>🕒 SC4 Contributes in scientific research and publication of knowledge relevant to family medicine practice threshold: 3</p>	<p>5 pts <b>Outstanding</b></p>	<p>4 pts Above Average</p>	<p>3 pts Average</p>	<p>2 pts Below Average</p>	<p>1 pts Unsatisfactory</p>	<p>0 pts N/A</p>	<p><input type="text"/> / 5 pts 🗨</p>

Total Points: 0 out of 120



**\*A. MEDICAL EXPERT:**

**History & Physical Examination:**

**1. Comprehensive, accurate & concise with all relevant details**

**\*Diagnostic Tests:**

**2. Used in a cost-effective manner & understands limitations & predictive value.**

**\*Clinical Decision:**

**3. Able to formulate appropriate differential diagnosis.**

**\*4. Able to analyze, integrate, and formulate effective management strategies.**

**\*Medical Knowledge:**

**5. Broad Clinical & Basic knowledge of a wide variety of medical problems and develops a plan of secondary prevention.**

**\*Emergency Management:**

**6. Able to identify and respond appropriately to urgent cases**

**\*Evidence-based Practice/Critical Appraisal Skills:**

**7. Aware of the role of evidence in clinical decision-making.**

**\*8. Able to apply relevant information in problem-solving.**



contraindications, and adverse effects.

**\*Procedural Skills:**

10.. Perform diagnostic & therapeutic procedures, understands indications, limitations & complications.

**\*B. COMMUNICATOR**

11. Communicates effectively with patients, their families, and HCPs.

\*12. Able to maintain clear, accurate & appropriate records.

\*13. Written orders and progress notes are well organized & legible.

\*14. Discharge summaries are concise & completed promptly.

**\*C. COLLABORATOR:**

15. Works effectively in a team environment with attending, juniors & nursing staff.

**\*D. MANAGER :**

16. Serves in administration and leadership roles as appropriate.

\*17. Appropriate & efficient use of health care resources.



**\*E. SCHOLAR :**

**18. Attends and contributes to rounds, seminars, and other learning events.**

**\*19. Accepts and acts on constructive feedback.**

**\*20. Contributes to the education of patients, junior residents, house staff, and students.**

**\*21. Contributes in scientific research.**

**\*F. HEALTH ADVOCATE :**

**22. Able to identify the psychosocial, economic, environmental & biological factors which influence the health of patients and society.**

**\*23. Offers advocacy on behalf of patients at practice and general population levels.**

**\*G. PROFESSIONAL :**

**24. Delivers the highest quality of care with integrity & compassion. Recognizes limitations and seeks advice and consultations when necessary.**

**\*25. Reflects the highest standards of excellence in clinical care and ethical conduct.**







# Introduction

## The LEADS framework

### **L** LEAD SELF

- Are self-aware
- Manage themselves
- Develop themselves
- Demonstrate character

### **E** ENGAGE OTHERS

- Communicate effectively
- Build teams
- Foster development of others
- Contribute to creation of healthy organizations

### **A** ACHIEVE RESULTS

- Set direction
- Strategically align decisions with vision, values, and evidence
- Take action to implement decisions
- Assess and evaluate

### **D** DEVELOP COALITIONS

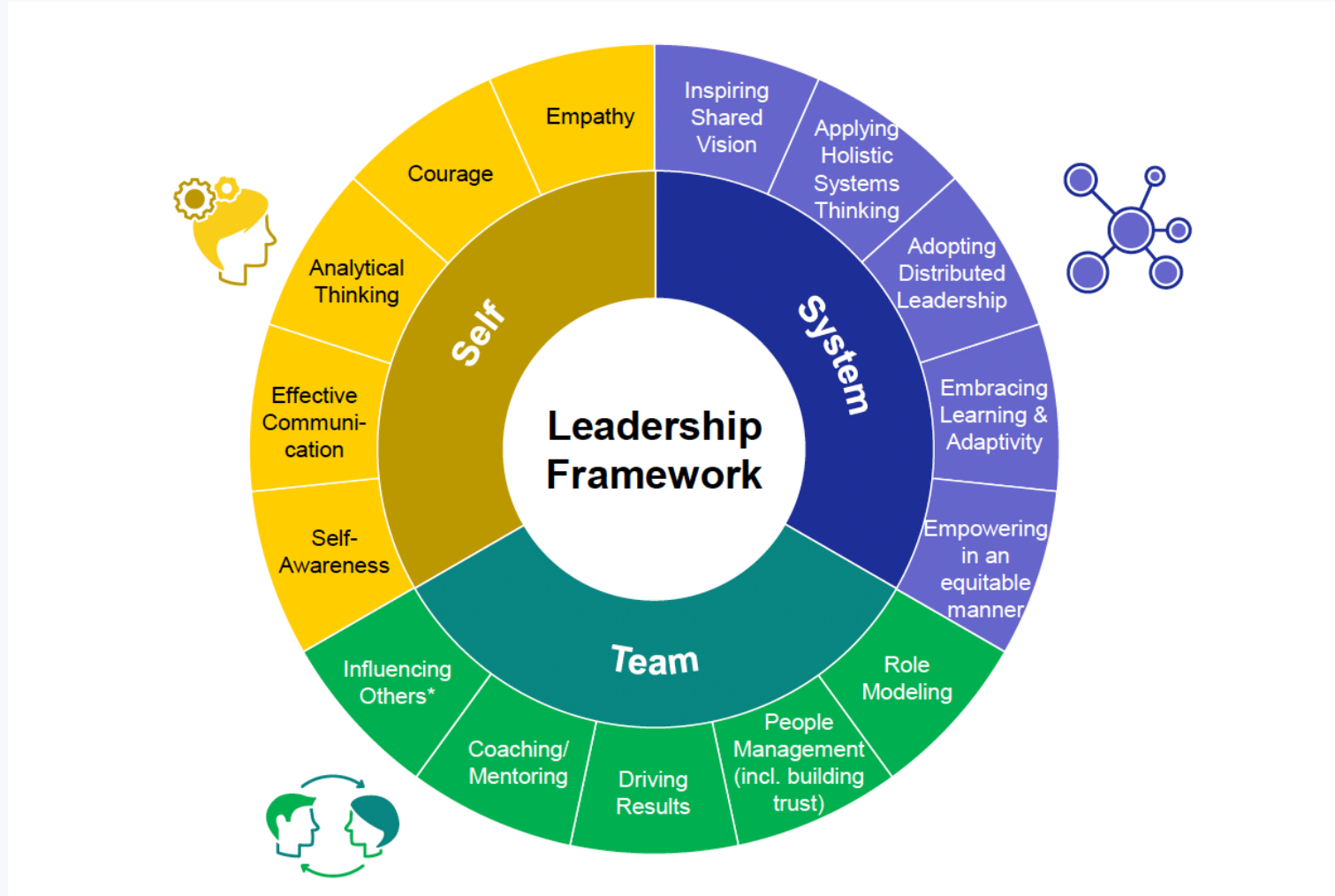
- Purposefully build partnerships and networks to create results
- Mobilize knowledge
- Demonstrate commitment to customers/service
- Navigate socio-political environments

### **S** SYSTEMS TRANSFORMATION

- Demonstrate systems and critical thinking
- Encourage and support innovation
- Orient themselves strategically to the future
- Champion and orchestrate change



# Health Sector Transformation Program (2022)



# Critical Thinking



# Critical Thinking

- Analytical or critical thinking is a process of collecting appropriate information, accurately assessing information, and using that information to reach a considered conclusion.
- Critical-thinking skills are used to solve problems in a rational way. Everyone uses analytical thinking daily.
- Research shows a positive relationship between critical thinking skills and professionalism, and academic success.



# Critical Thinking

- It is an essential skill for all physicians.
- Analytical thinking is a skill that is taught, developed and enhanced.
- The best physicians think analytically, and problem solve through appropriate gathering and accurate interpretation of information.



# Critical Thinking

## Core Critical thinking skills:

- Interpretation
- Analysis
- Evaluation
- Inference
- Explanation
- Self-regulation/reflection



# Critical Thinking

## Benefits of critical thinking:

- Avoiding medical errors
- Identifying better alternatives for solution/diagnosis and treatment
- Ability to make better clinical decisions
- Working in a resource-limited environment
- Quality thinking, output, and increased productivity



## Case #1

A 45-year-old man with history of HTN is brought to the emergency department. He has a history of fatigue, sore-throat, low-grade fever, and mild shortness of breath. In the emergency department, the patient's heart rate is 110 and he is hypotensive 90/50 mm Hg. He is given 2 L fluids, but his blood pressure is not responding to fluids. Physical examination is normal except for dry mucous membranes.

Laboratory studies performed on blood samples obtained before administration of intravenous fluid show: white blood cell count, 6.0 K/uL; hematocrit, 35%; lactate, 0.8 mmol/L; blood urea nitrogen, 14.2 mmol/L (normal is 2.1 to 8.5); and creatinine, 97.5 umol/L. A chest radiograph shows no infiltrates. He is admitted to the medical intensive care unit.





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## Case #1

What do you think is going on?

A- Sepsis

B- Trauma

C- Drug overdose

D- I am not sure



# Critical Thinking

## Core Critical thinking skills:

- Interpretation
- Analysis
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## Case #1

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THANK  
YOU.





**From this video...**

**What skill do you think we'll be talking about?**



# Effective Communication

Daniyah Alghaithi

[www.scfhs.org.s](http://www.scfhs.org.s)

[a](#)

الهيئة السعودية للتخصصات الصحية  
Saudi Commission for Health Specialties





# What are we planning to cover?

- Definition
- Modes of Communication
- Non-verbal communication?
- Directions...
- Basis of Effective Communication
- Traits of a Good Communicator
- Managing Upwards!



**“Great leaders communicate, and great communicators lead.”**

**- Simon Sinek**





## Definition

- It is the ongoing and dynamic process of imparting or exchanging information
- Nothing new... just giving it a definition
- Goal? To reach a common understanding





A leadership not only a leader in special status, for me it's a skills for improving the personality and **communication** skills.

Improve my **communication** skills , motivate and encourage the team members so we can get good work done in the best way .



My father was great leader and supervisor of our family, helping us in taking good decisions , teach us how to deal with people enhancing **communication** skills , sympathizing, loving caring.

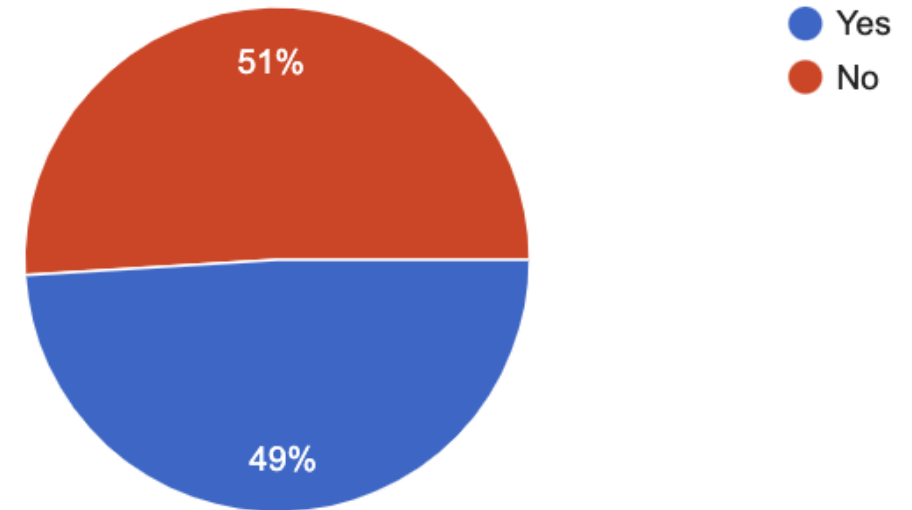
Is ability to **communicate**, generate ideas and create beliefs to follow a mission



**We use communication every single day, it's an important skill to harness!**

Q6: Are you interested in (more) leadership training?

259 responses



# Modes of Communication

- Face-to-face
- Virtual
- Written (letters, messages, emails)
  
- Influenced by:
  - Message purpose**
  - Urgency**
  - Level of formality**



## Examples:

- Asking a friend what coffee they want?
- Calling in sick...
- Submitting a leave request.



# Non-verbal Communication

So much goes into it!

- **Tone**
- **Volume**
- **Complexity**
- **Facial expressions**
- **Body Language**
- **Speed**



**Example:**

**A colleague comes to tell me about an issue she's facing that is affecting her at work**

**I want to let her know she can come speak to me at any time...**



# Directions...

- **Downward**
  - Interns, students
- **Lateral**
  - Peers and colleagues
- **Diagonal**
  - Nurses, receptionist, patient relations
- **Upwards? We'll talk more about it...**



# Basis of Effective Communication



# Basis of Effective Communication

## Context?

What's the message, time frame, information needed?  
Get the facts right!

## Positive Attention

Minimize interference with effective listening

## Clear & Concise

Precise information, deadline or time limit, communicate expectations, provide instructions if needed

## Feedback

Verify clarity through feedback.

## Follow-up

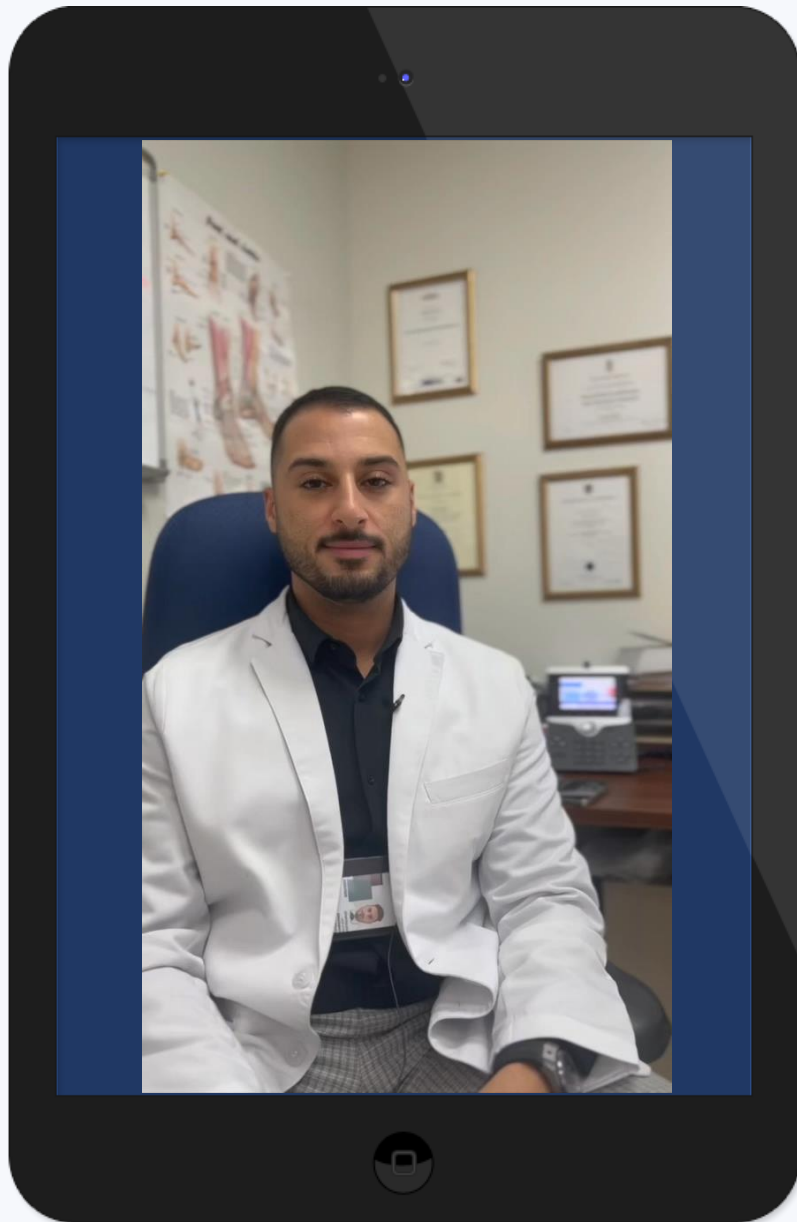
Touch base again, address questions or concerns





# Traits of a Good Communicator





## What are the traits of a good communicator?



Confident

Passionate

Self-Aware

Motivating

Encouraging

Reflective

Clear

Caring

Supportive

Respectful

Optimistic

Approachable

Creative

Organized



**Managing  
Upwards!**



# What is managing upwards?

- As residents we often use upward communication
- Managing upwards is essentially using effective communication to create an environment where influence and power move in **both** directions
- Managing your boss
- Okay... but how?





## 1. Trust comes first

Managing upwards through communication starts with a foundation of a strong trustworthy relationship



## 2. Put yourself in their shoes

Imagine their responsibilities, their limitations, what they can or cannot do



## 3. Rationale?

Is your request reasonable?



## 4. Timing is critical

Set a date and time!



## 5. Support with evidence

Not numbers or statistics or evidence from studies



## 6. Stay flexible, listen...

If the answer is 'No,' listen for the reason, search for common ground



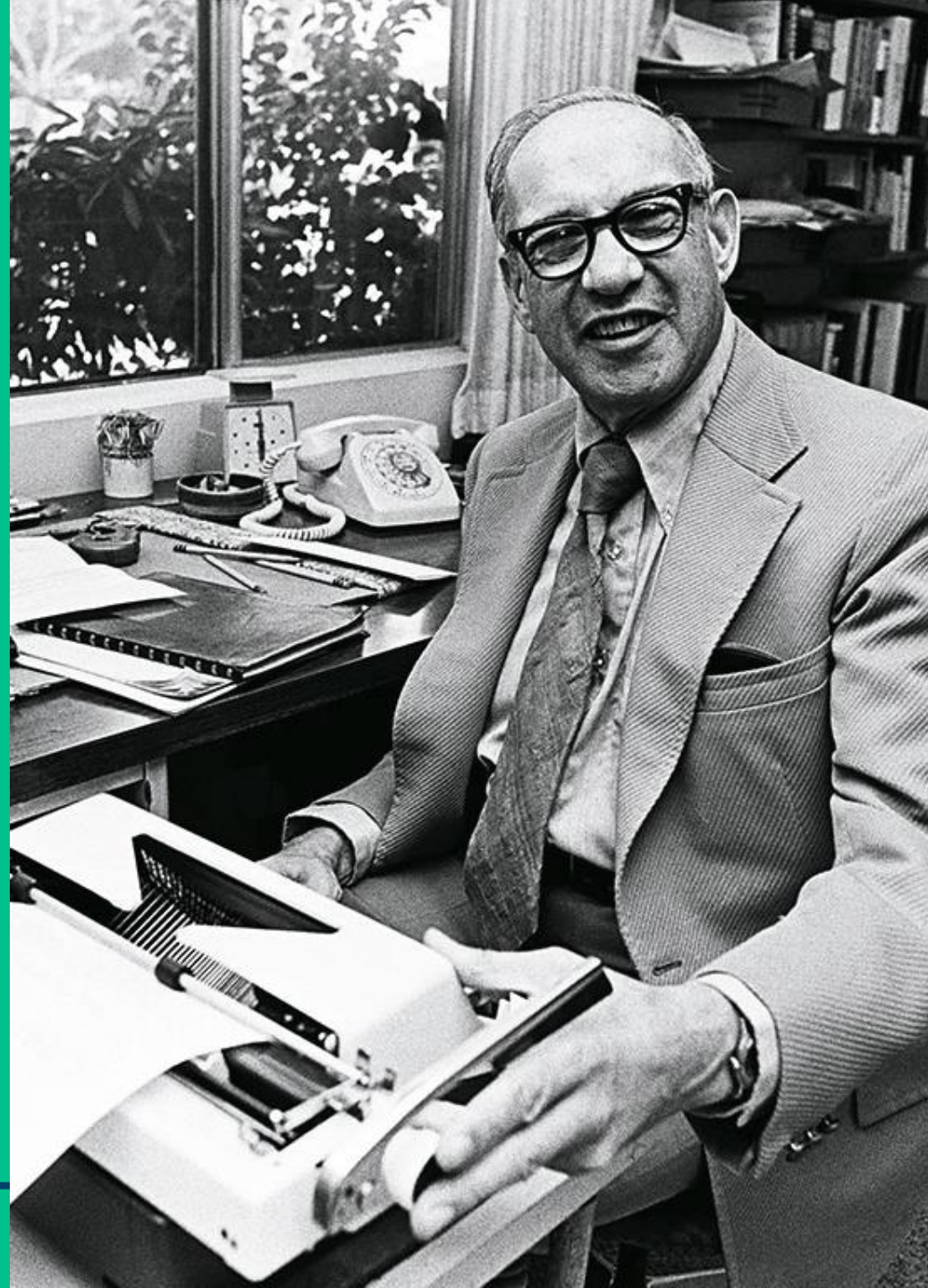
## 7. Rinse and repeat

Persistence is your best friend



**“The most important part of communication is to hear what isn’t being said.”**

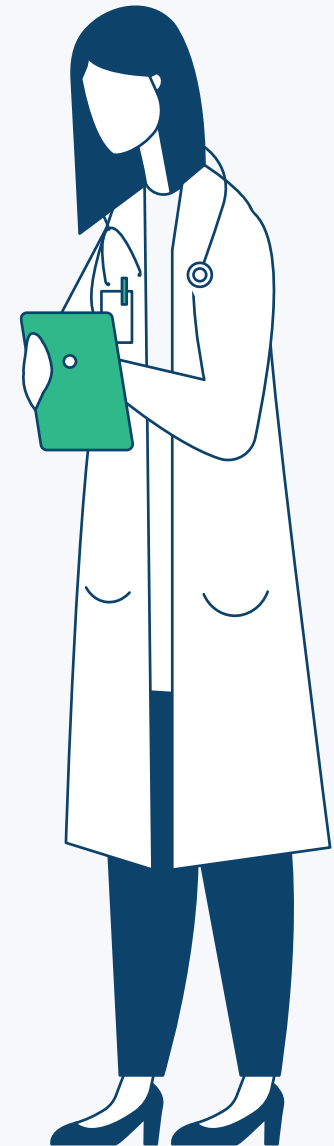
**- Peter Drucker**  
The founder of modern management



# Example...

*I'm sure many residents can relate, sometimes we find opportunity to improve...*

*For us, the residents templates was an opportunity to improve*



# Example...

## Context?

The current templates were not designed to best accommodate our learning needs as residents

## Positive Attention

I asked to meet my program director, in her clinic

## Clear & Concise

Proposed a new template that I had prepared, took feedback from other residents and graduates

## Feedback

“Are we on the same page?”

## Follow-up

Followed up a few days later





# Take Home Messages

- **Communication is an important skill in self-leadership**
- **Good communicators are all around us!**
- **Using effective communication can help you manage your boss**
- **You might not be interested in leadership, but communication is a skill we as physicians need to master**



## References:

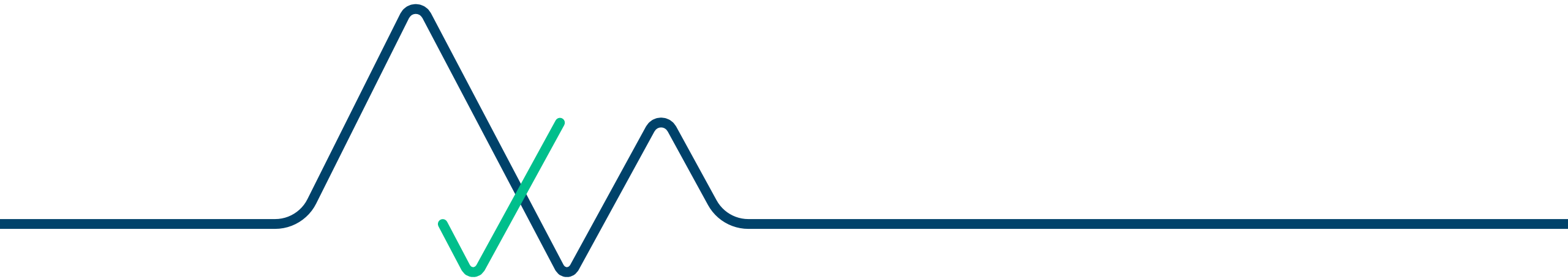
1. Family Medicine The Essentials
2. Sullivan, Elanor J. *Effective Leadership and Management in Nursing*, 8<sup>th</sup> Edition, Pearson, 2013.



THANK YOU



# 4<sup>th</sup> Masterclass: Healthcare Transformation and Leadership. TEAM



**Prepared by:** Dr. Zena Albeiruti And Dr. AlJawhara AlSaadoun

[www.scfhs.org.s](http://www.scfhs.org.s)

a

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Saudi Commission for Health Specialties



# Outline:

- 1- Where is our role in here?
- 2- Teamwork in healthcare, Importance and characteristics of good team
- 3- Team leader definition, traits and responsibilities
- 4- Leadership styles



## Crown Prince and Prime Minister **Mohammed bin Salman bin Abdulaziz**



**“The future of the Kingdom is one of great promise and potential. Our precious country deserves more than it has achieved. Therefore, we will expand and develop our talents and capabilities to craft this future.**



# الدليل التعريفي ببرامج التحول الوطني في القطاع الصحي

تحديث رقم ( 4 )  
2019/02/05

# Health Sector Transformation Program

## Delivery Plan

# Health Sector Transformation Program





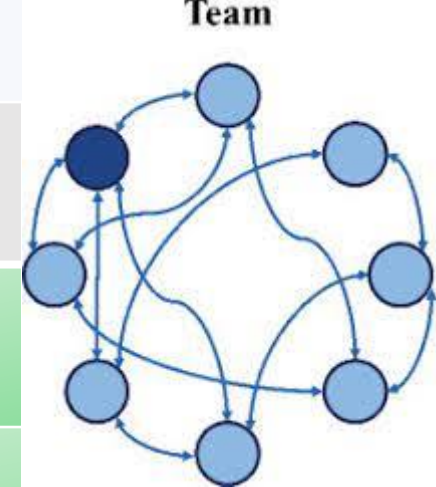
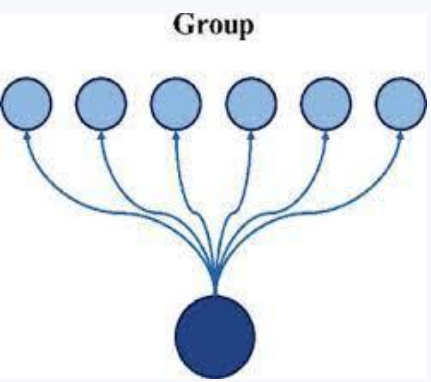


TEAM

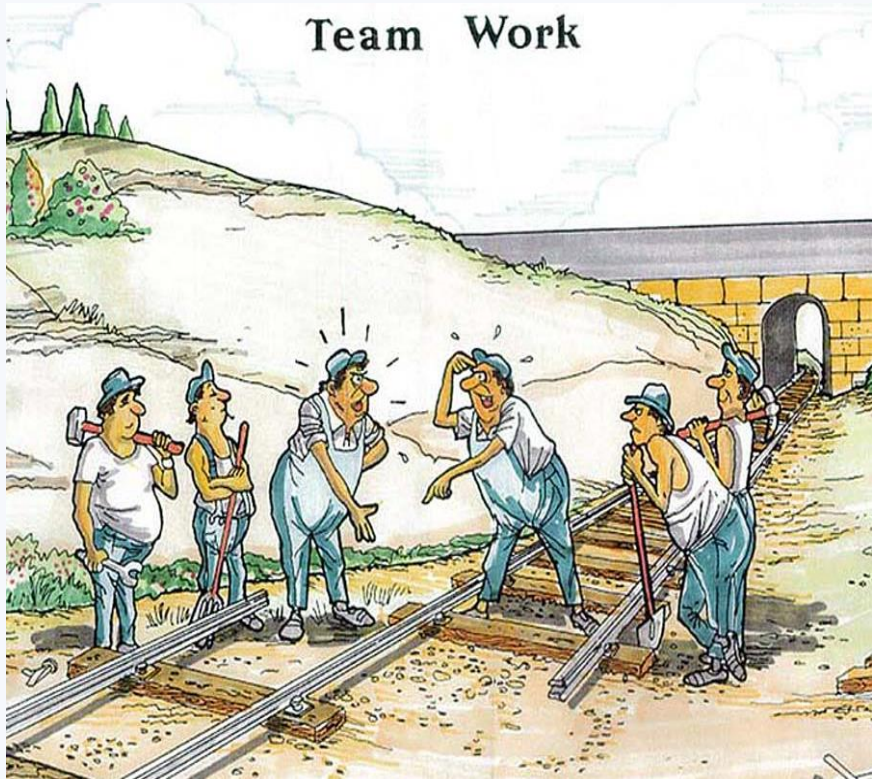
01



“When people share an elevator ride, they are a group; when the elevator gets stuck, they become a team.”



GROUP	TEAM
Members are independent	Members are interdependent
Individual accountability	Collective accountability
Individual success/ failure	Collective success/ failure
Individual goal	Shared goal
Members might not know each others	Members know each others
Specific roles and tasks not assigned to individuals	Specific tasks assigned to everyone
Skills are random and varied	Skills are complementary



*“Getting good players is easy.  
Getting them to play together is  
the hard part.”*

Casey Stengel  
American Baseball Coach



**T: Together**

**E: Everyone**

**A: Achieves**

**M: More**



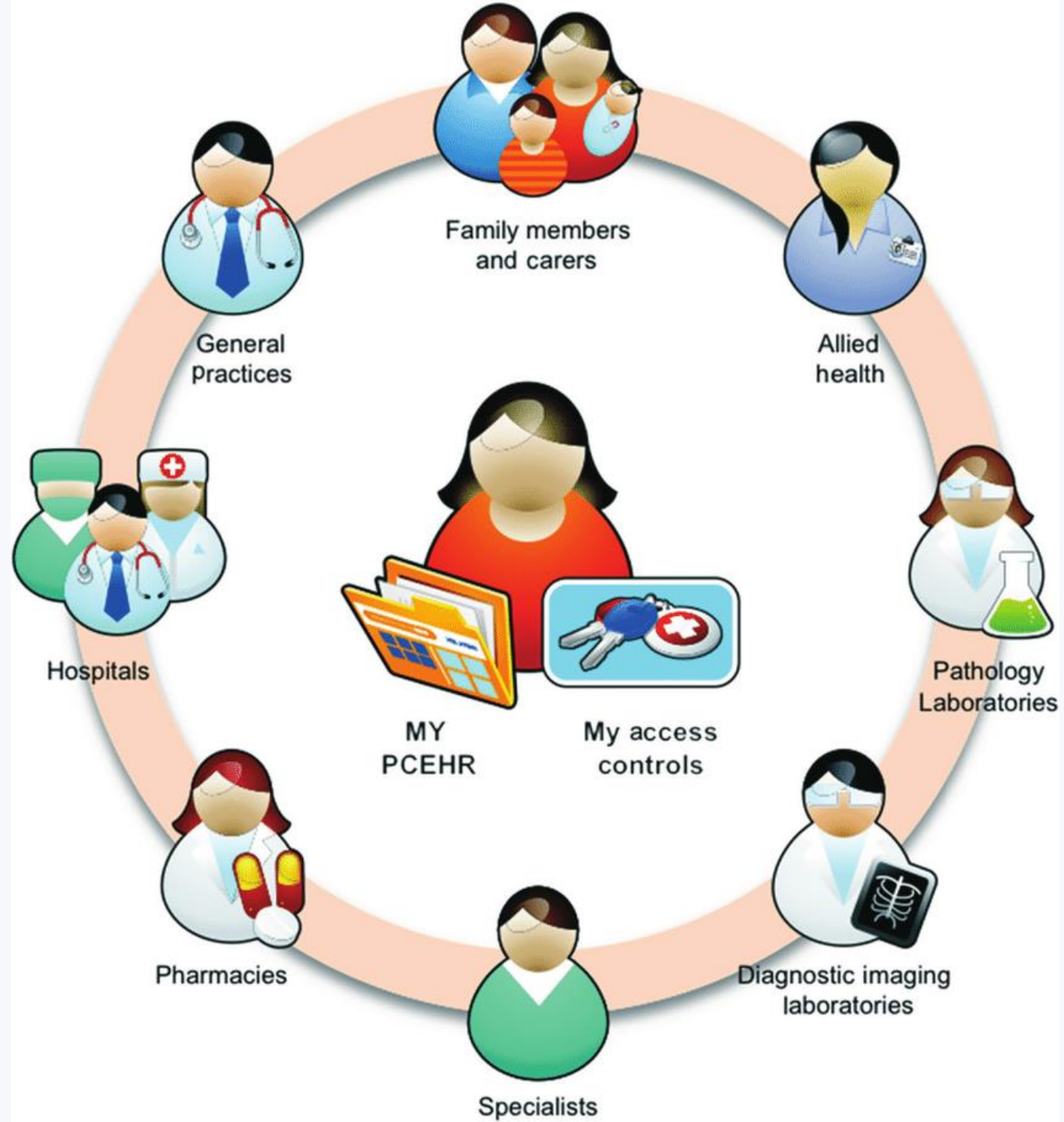
1. Creates Unity
2. Better workplace synergy
3. Boosts productivity
4. Encourages initiatives
5. Promotes innovation
6. Reduces stress
7. Enhances problem solving skills
8. Challenges individual skills and creates learning opportunities.

# Team in Healthcare

Teamwork in health is defined as two or more people who interact interdependently with a common purpose, toward measurable goals that benefit from leadership to maintain stability while encouraging honest discussion and problem solving.









10:36

10:13 53°

  
CBSDFW.COM

 CBS  
DFW  
11

Always miss their target ...time?

Couldn't be bothered less

Are talking behind others back

Don't care about others feelings

Are looking for a culprit to blame

Put themselves first

Use others to get what they want

Only invest minimal amount of effort

## BAD Team

Always are on time ...to meetings

Are prepared

Are straightforward

Are respectful

Find solutions to problems

Work for the team

Are interested in the other team members

Take their tasks seriously

## GOOD Team

# Helen Keller



**“Alone we can do so little;  
Together we can do so  
much.”**



# Who is a Team Leader?

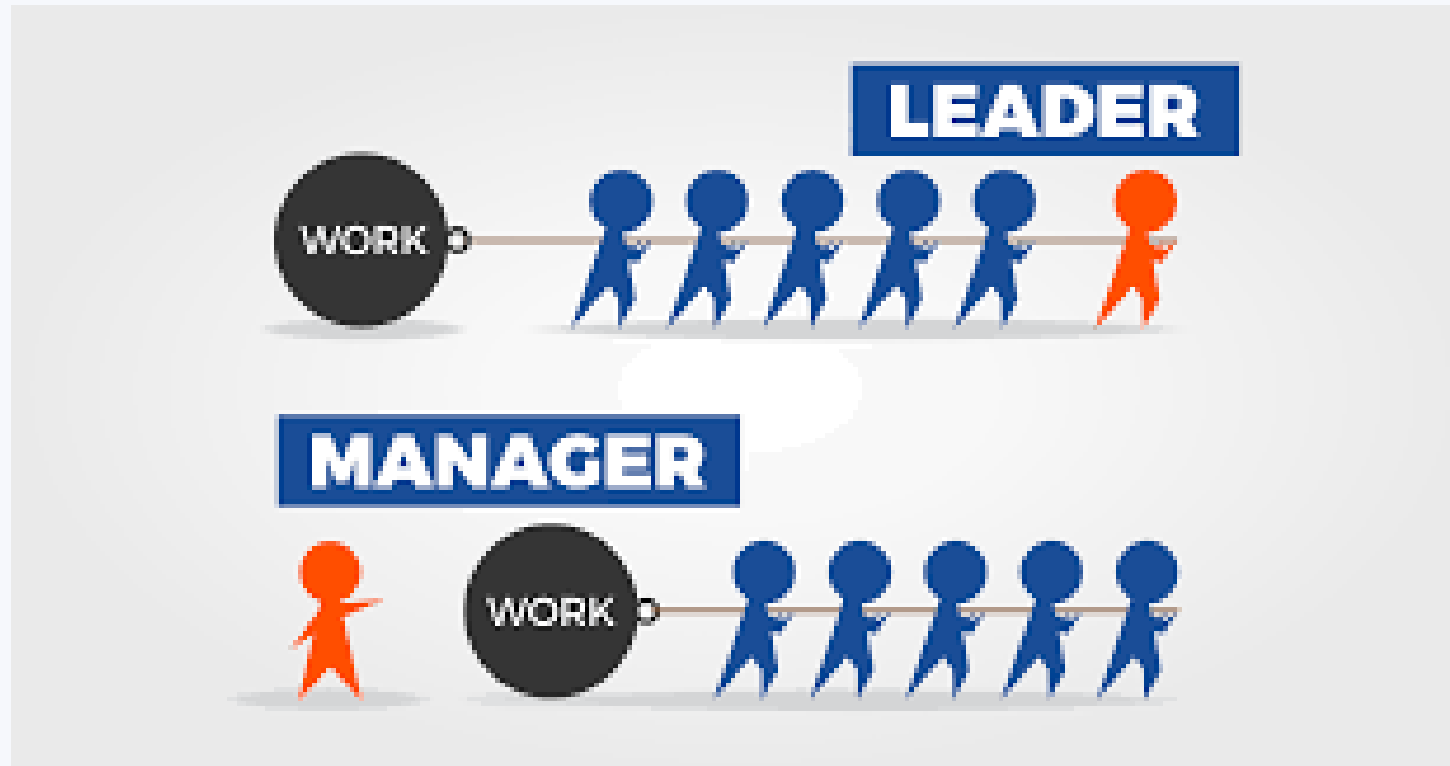
02





A team leader is a person who provides guidance, instruction, direction and leadership to a team for the purpose of achieving a goal.

# What is the Difference?



# BOSS

# LEADER



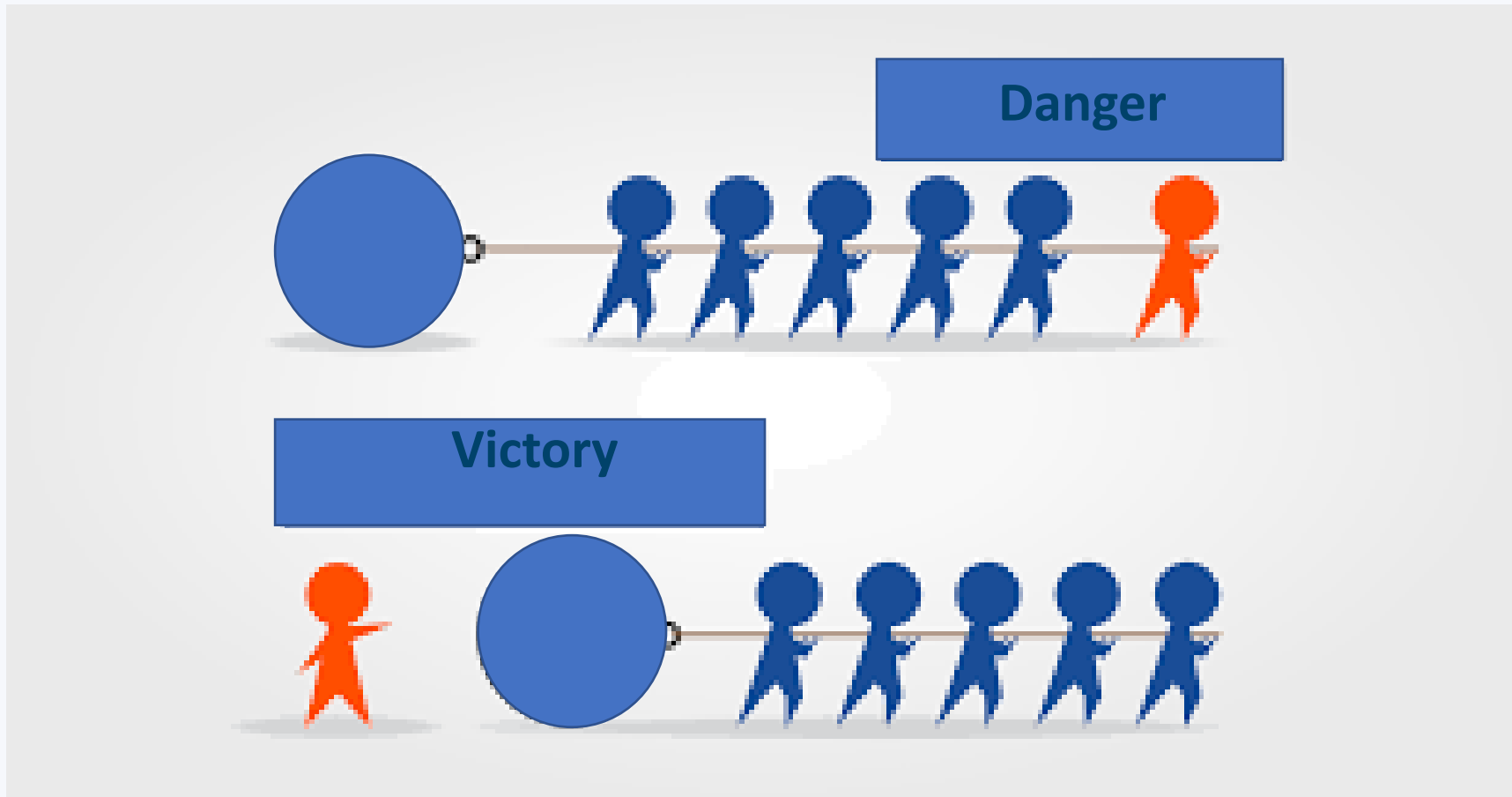
DIFFERENCE BETWEEN



"Managers who don't lead are quite discouraging, but leaders who don't manage don't know what's going on. It's a phony separation that people are making between the two."

Henry Mintzberg

“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.”



# MasterClass #4: Leadership and Transformation



This survey is a part of the preparation for the upcoming 4th MasterClass: Leadership and Transformation on Jan. 25th. Your participation is greatly appreciated!

Characteristics of a good team Leader?

**Supportive**

**Empathy**

**Respectful**

**Teamwork**

**Transparent**

**Influencer**

**Firm and flexible**

**Responsible**

**Characteristics of a good team Leader?**



# 5 Key Team Leader Responsibilities

- 1) Manage the operation and admin
- 2) Manage performance
- 3) Lead and motivate the team
- 4) Solve problems
- 5) Care for the health, safety and welfare of your people



# Lead and motivate the team

Coaching and mentoring

Communicating goals and targets

Setting objectives

Sharing feedback

Leading team meetings

Development plans (PDPs)

Pitching ideas through

Presentations and reports

Supporting social and wellbeing activities

Using incentives and rewards

# Tom Petter

**“Leaders don’t create followers; they create more leaders.”**

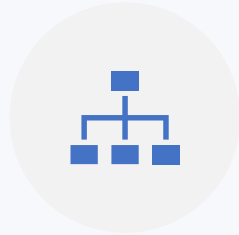




# Solve problems



INTRODUCE  
NEW RULES  
AND WAYS OF  
WORKING  
TOGETHER



CLEARLY  
DEFINE AND  
SEPARATE  
TASKS



LEAD  
MEDIATION



SCHEDULE  
MORE  
REGULAR 1-2-  
1S



LIAISE  
BETWEEN  
MANAGEMENT  
AND HR

# Care for the health, safety and welfare of your people

Health and safety training

Risk assessments

Safeguarding against bullying

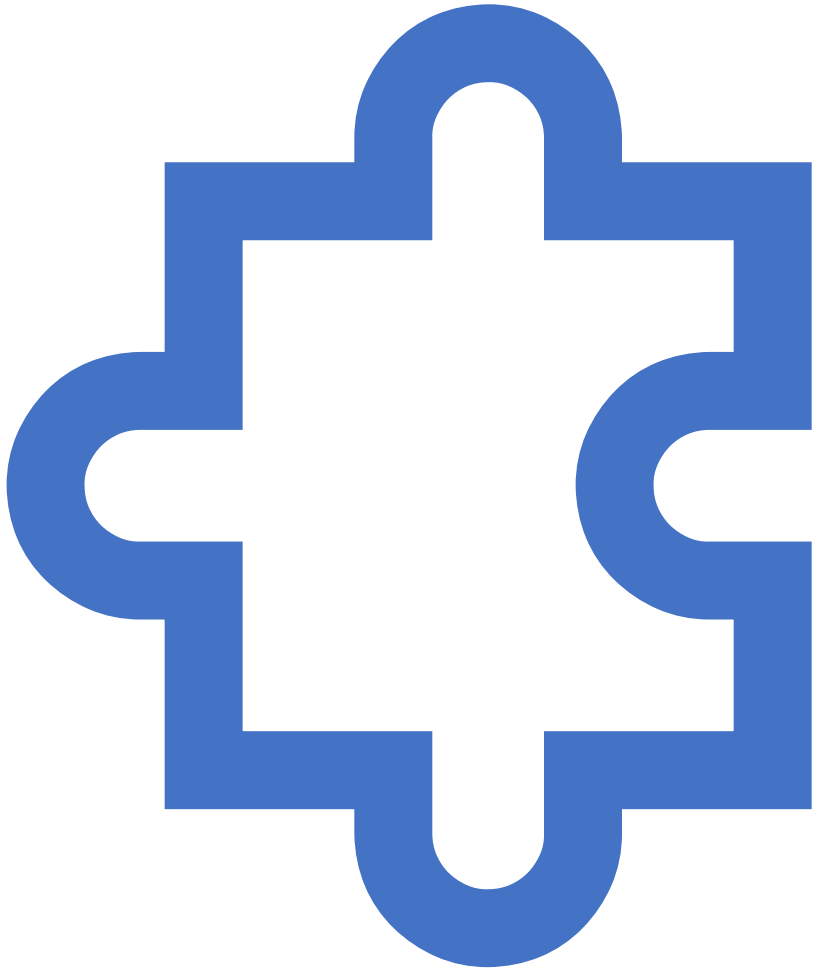
Safeguarding against substance abuse

Prevent presenteeism and control working hours

Ensure compliance with relevant laws and standards

# Leadership styles





Game coming  
up soon:

5 Winners



# Leadership Styles

1. Adaptive
2. Collaborative
3. Servant
4. Compassionate
5. Experiential Leadership Learning



# Adaptive leadership

is a practical leadership framework that helps individuals and organizations thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change.

Characteristics of an Adaptive Leadership:



## Principles Of ADAPTIVE LEADERSHIP STYLE



**STRATEGIC THINKING**



**DISCIPLINE**



**HONESTY & RELIABILITY**



**LISTENING TO MULTIPLE  
VIEWPOINTS**



**EMOTIONAL INTELLIGENCE**

# Collaborative leadership

is a style defined by collaboration, support, and trust.

- leaders are focused on bringing out the best in teams.
- leaders seek out a diversity of opinions and ideas, listening to all views, building on them, and using them to develop strategies and solve problems.

As a result, employees are more engaged, feel trusted and are more likely to take ownership of their work.

What is the characteristic of collaborative leadership style:





Example:



## CanMEDS

- **Collaborator**

“As Collaborators, physicians work effectively with other health care professionals to provide safe, high-quality, patient-centered care.”



# Servant leadership

**Pros** They put the needs and wellbeing of followers first. In other words, these types of leaders adopt a serve-first approach and growth mindset to prioritize their

- Focuses on the development and growth of others
  - Can lead to improved performance, innovation, and collaboration
  - Creates a safe environment where people aren't afraid to fail
  - Reduces turnover and disengagement
  - Increases trust with leaders
- Cons** Servant leaders can become more easily burnt out
- Resource intensive
  - Difficult to train other leaders in the serve-first mindset
  - Can take longer to see results or reach goals
  - Has the potential to be perceived as 'weak'



# Compassionate leadership

It means seeing employees both as individuals and as members of an organization. Compassionate leaders relate to their employees as individuals and as members of an organization.

The characteristics of compassionate leadership:





# Experiential leadership Learning



# WHO AM I?





## Leader 1:

I am disciplined, I can regulate my own personal distress and my teams' member's distress by keeping it in productive range instead of being overwhelmed by it.

1. Adaptive
2. Collaborative
3. Servant
4. Compassionate
5. Experiential Leadership Learning





## Leader 2:

I am unique, I focus on designing an environment that creates results instead of managing for results only. My priority is serving the team and achieving goals not my own self interest.

1. Adaptive
2. Collaborative
3. Servant
4. Compassionate
5. Experiential Leadership Learning



### Leader 3:

I connect with my team on personal level, and I believe what I am weak on, is someone's else's strength & I believe in forcing the setting of stage without necessarily performing on it.

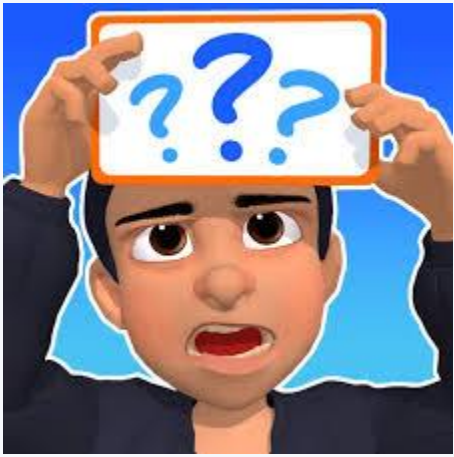
1. Adaptive
2. Collaborative
3. Servant
4. Compassionate
5. Experiential Leadership Learning



## Leader 4:

I am curious and I have a massive inclusive sense of team, I encourage action rather than analysis alone, I am okay with failure as I know experiment might inevitably lead to it.

1. Adaptive
2. Collaborative
3. Servant
4. Compassionate
5. Experiential Leadership Learning



## Leader 5:

I care about my team, and I always think about their needs to help them develop. My priority is to reach friendly and kind environment where my team members feels great and productive.

1. Adaptive
2. Collaborative
3. Servant
4. Compassionate
5. Experiential Leadership Learning

AlJawhara AlSaadoun:

Phone number: 056-623-6925

Email: [aljawharaalsaadoun@gmail.com](mailto:aljawharaalsaadoun@gmail.com)



**“Leaders aren't born, they are made. And they are made just like anything else, through hard work.”**



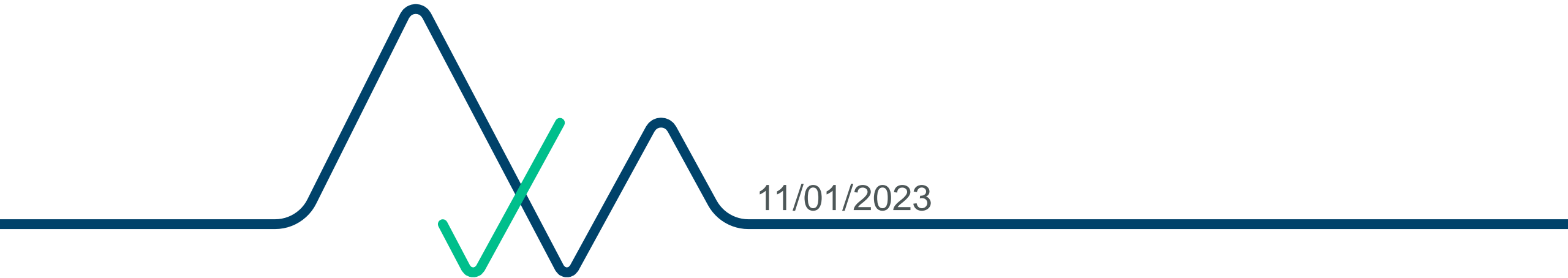
# Take home message







# System leadership





# Let's reflect...

What do you think about this story?

What can go well? What go wrong?

Is this type of practice sustainable?



# Learning Objectives

By the end of this activity, attendees are expected to:

- Understand the concept of health system
- Discuss Why the “learning health system”?
- Recognize “system” leadership skills:
  - Applying holistic system thinking
  - Adopting distributed leadership
  - Embracing learning and adaptivity
- Conclusion and recommended readings

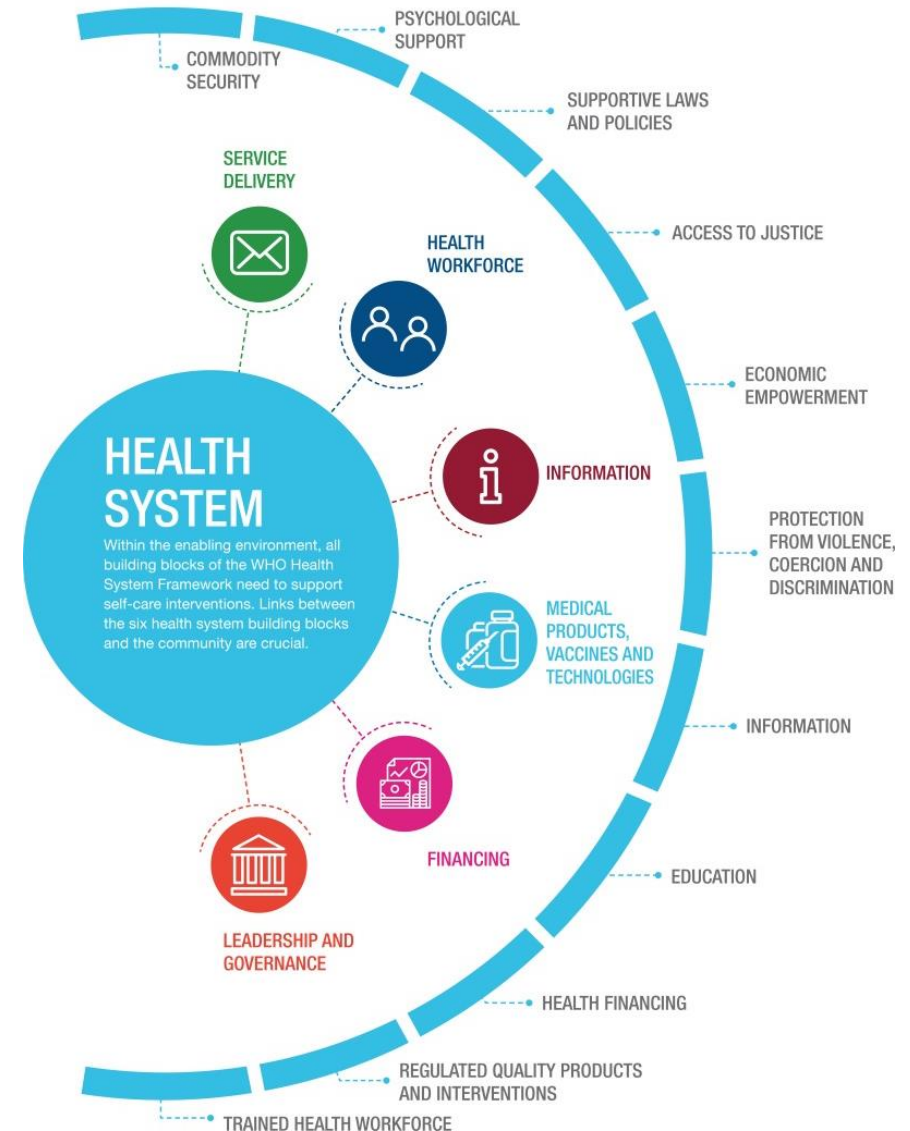
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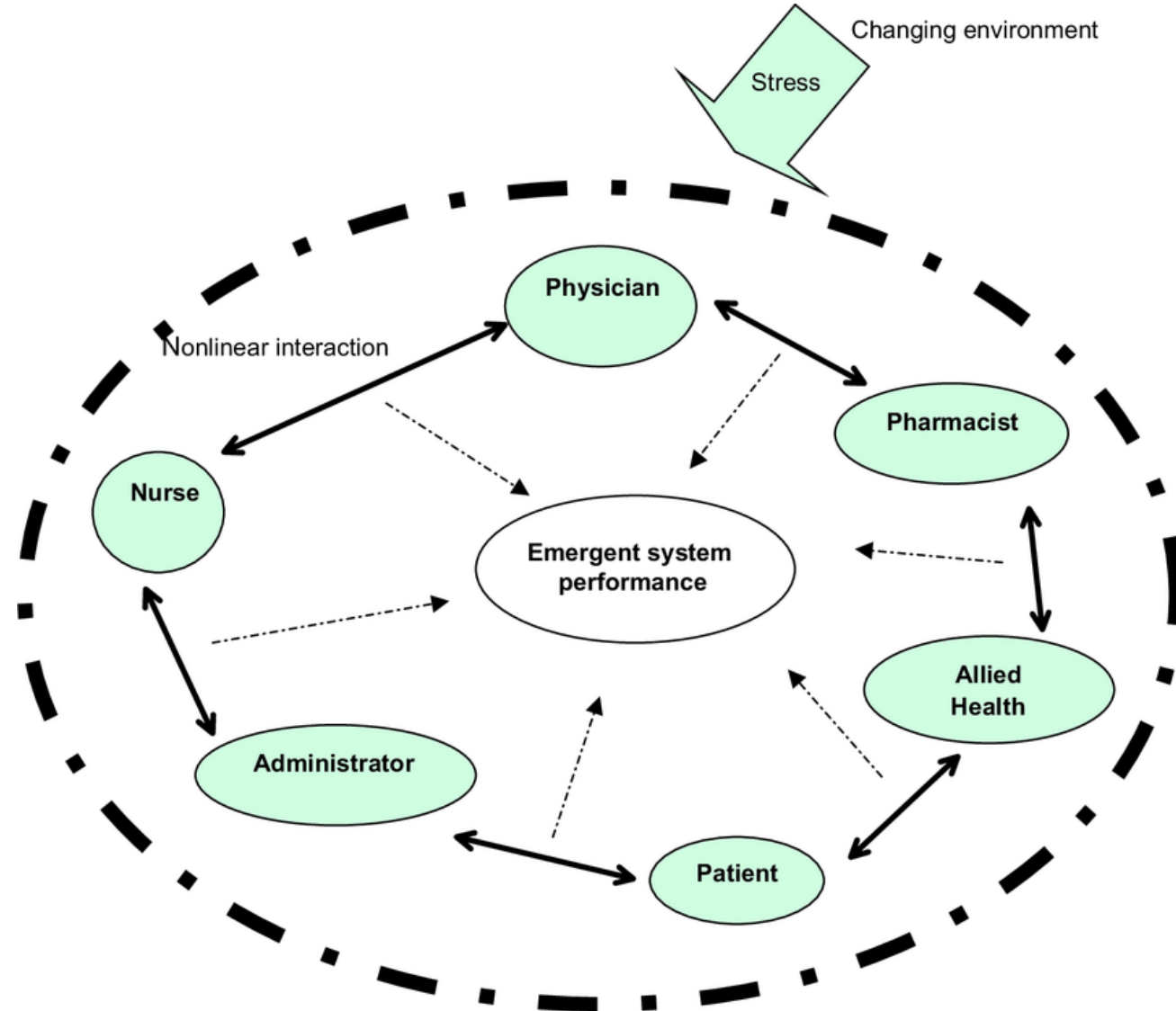
# Is this simple?



# More complicated or complex?

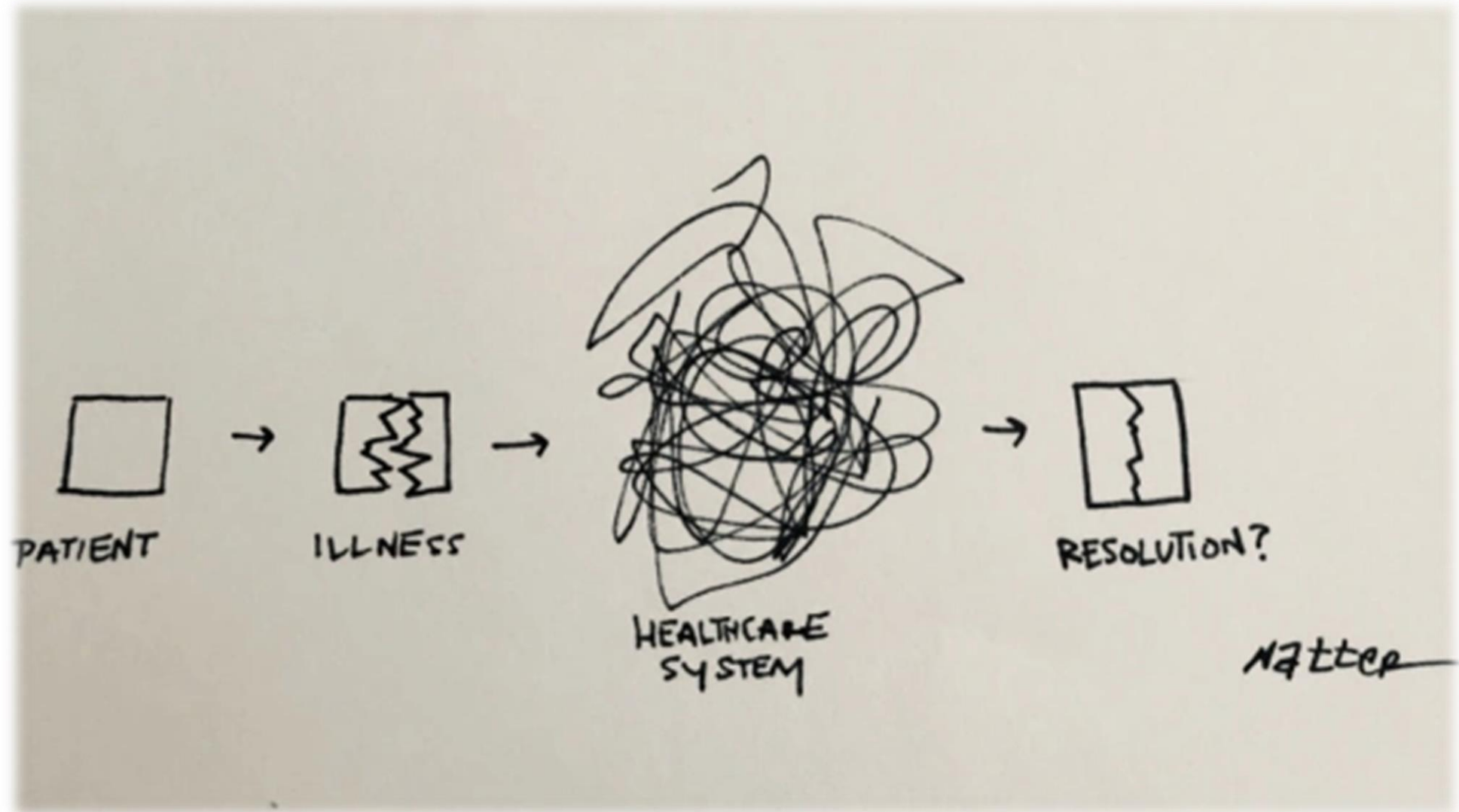


# It is Complex and Adaptive





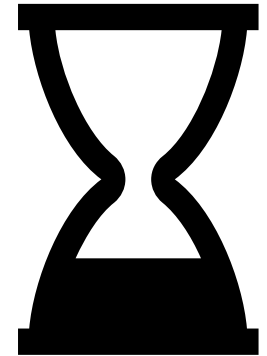
# Does it really matter?



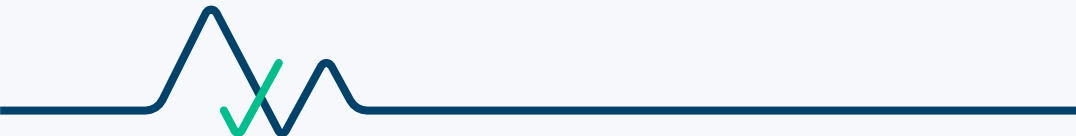
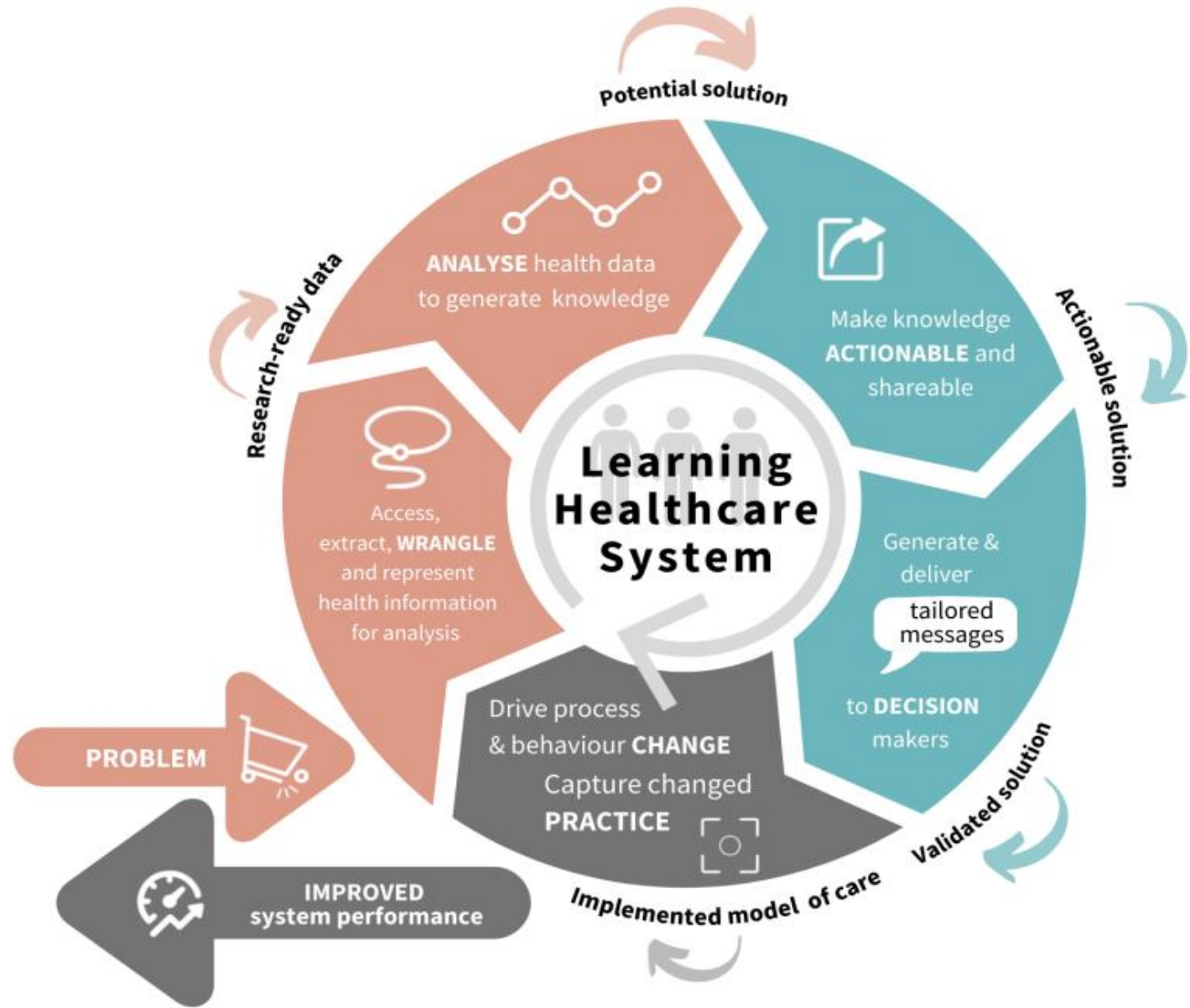
do we have  
to think  
differently?



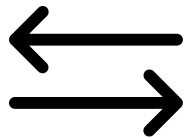
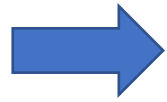
# Practical example

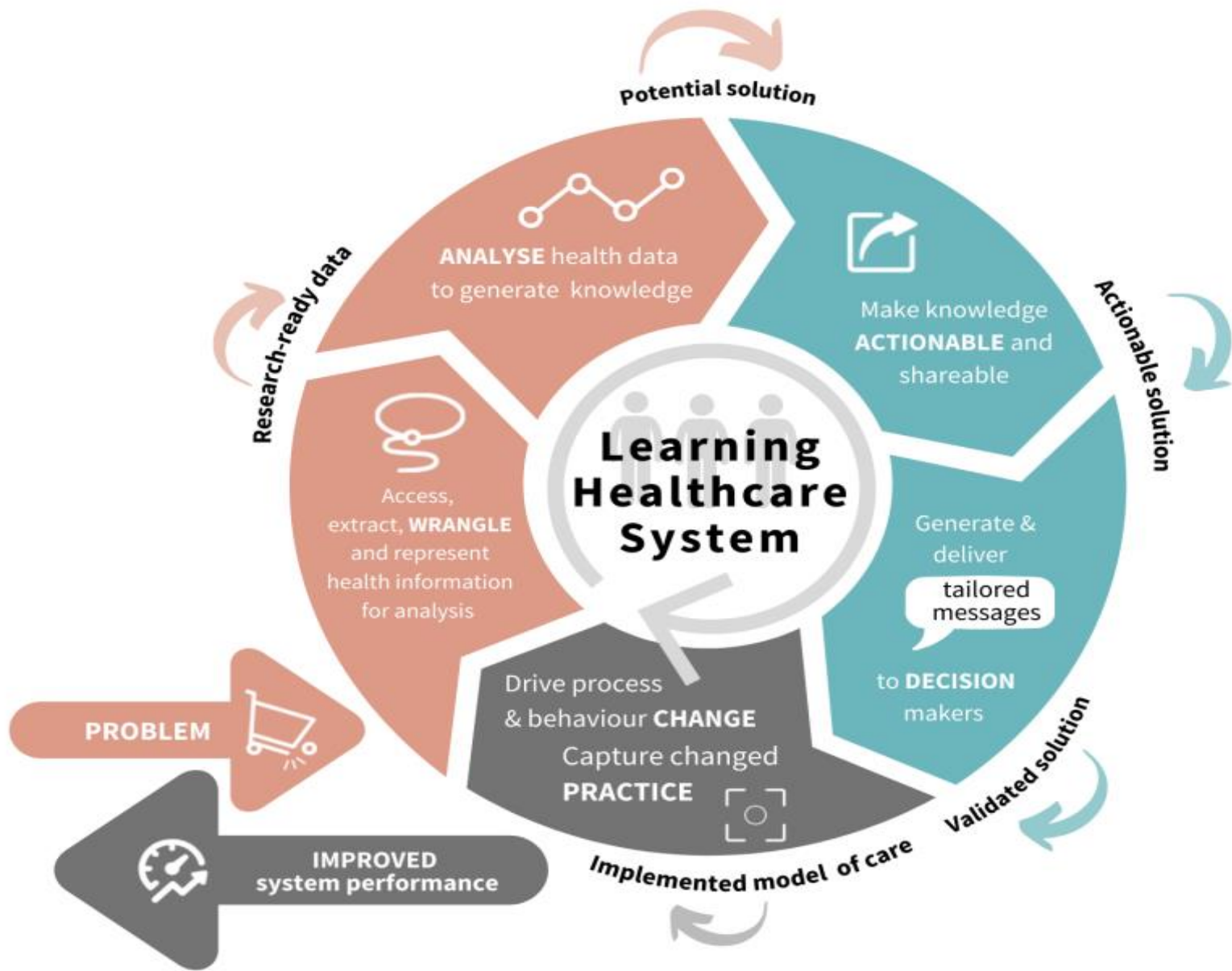


# The learning health system



# Cont.





# LHS: why

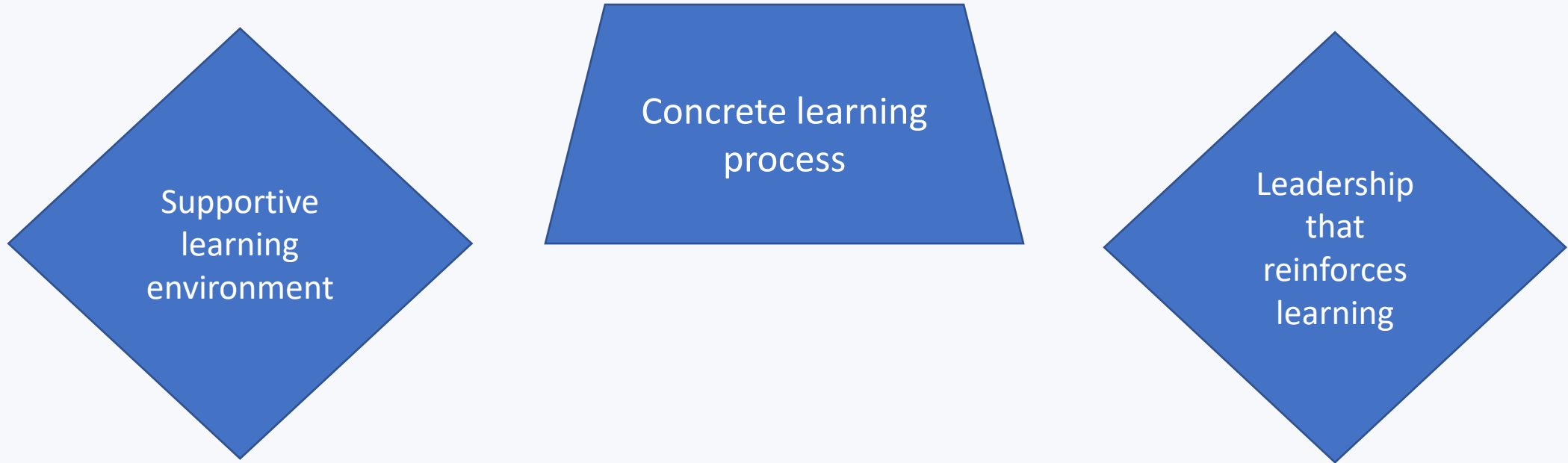


Improves  
health  
systems  
functions

support  
adaptation  
and  
innovation

support Self  
Dependance





**How :**



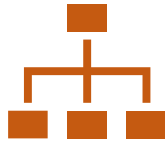


# System Leadership Skills

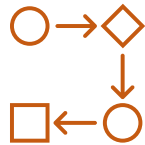


# Applying Holistic System Thinking

What?



Dealing with the **whole** system



Thinking how things **interact** with each other

Why?



Generate deeper insight



Guard against unintended consequences



Coordinate action more effectively

How?

# TOOLS OF A SYSTEM THINKER



DISCONNECTION



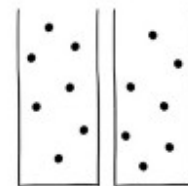
INTERCONNECTEDNESS



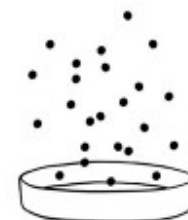
LINEAR



CIRCULAR



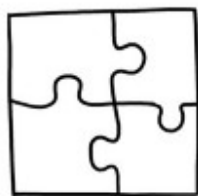
SILOS



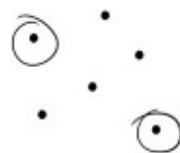
EMERGENCE



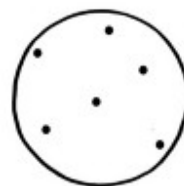
PARTS



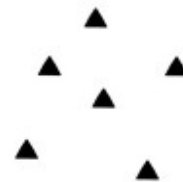
WHOLES



ANALYSIS



SYNTHESIS



ISOLATION



RELATIONSHIPS

Well-being



Pre-acute



Acute



Post-acute



Homecare



Medical care



Personal Health

Diagnostics

Therapy

Monitoring and surveillance

Rehabilitation

Chronic therapy

Monitoring

Telehealth

Remote monitoring

Precaution

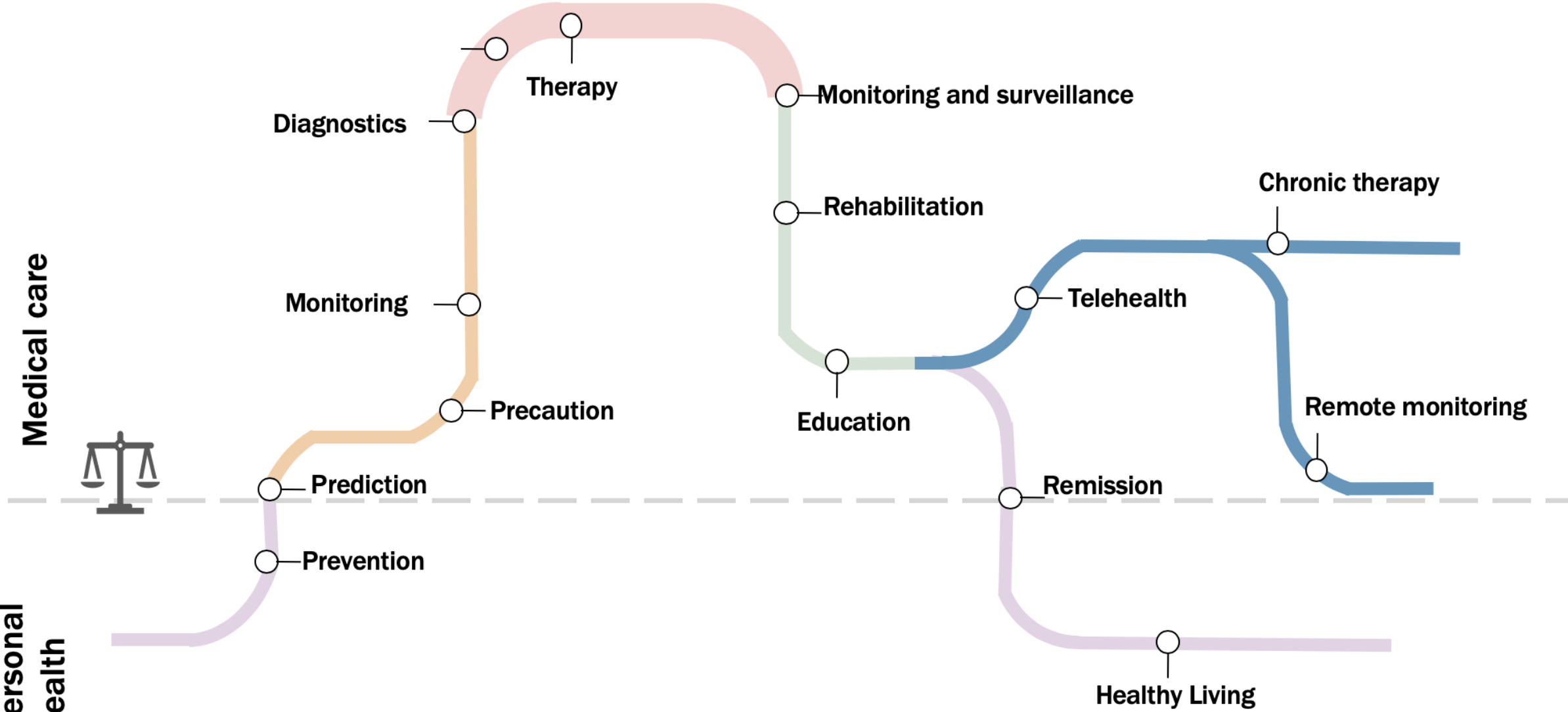
Education

Remission

Prediction

Prevention

Healthy Living



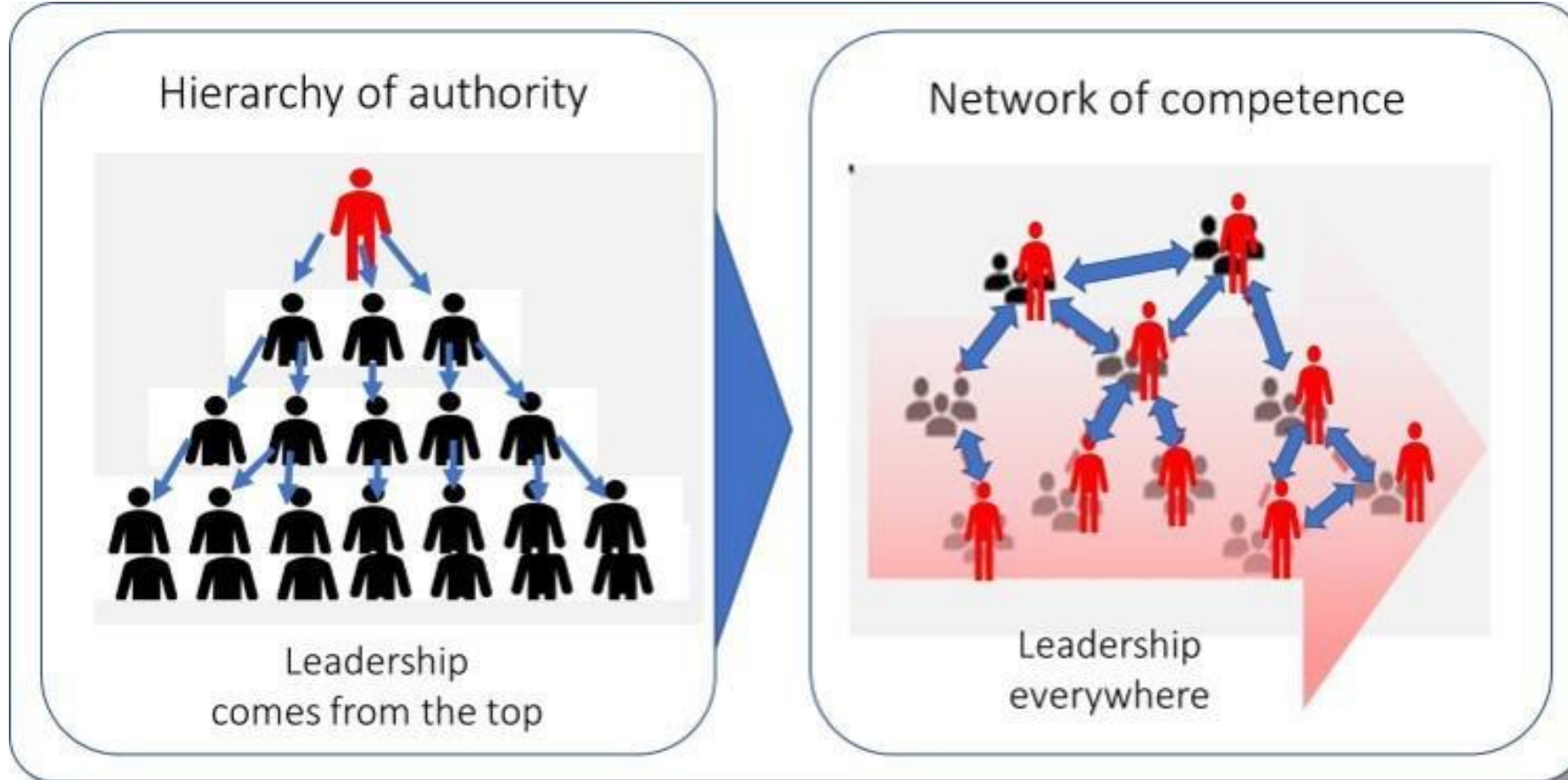
A blue boat is beached on a sandy shore. The background features a vast blue ocean under a clear blue sky. The quote is overlaid on a dark grey rectangular background.

The most serious failure of  
leadership is the failure to foresee.

Robert K. Greenleaf

quote fancy

# Adopting Distributed Leadership



clarification

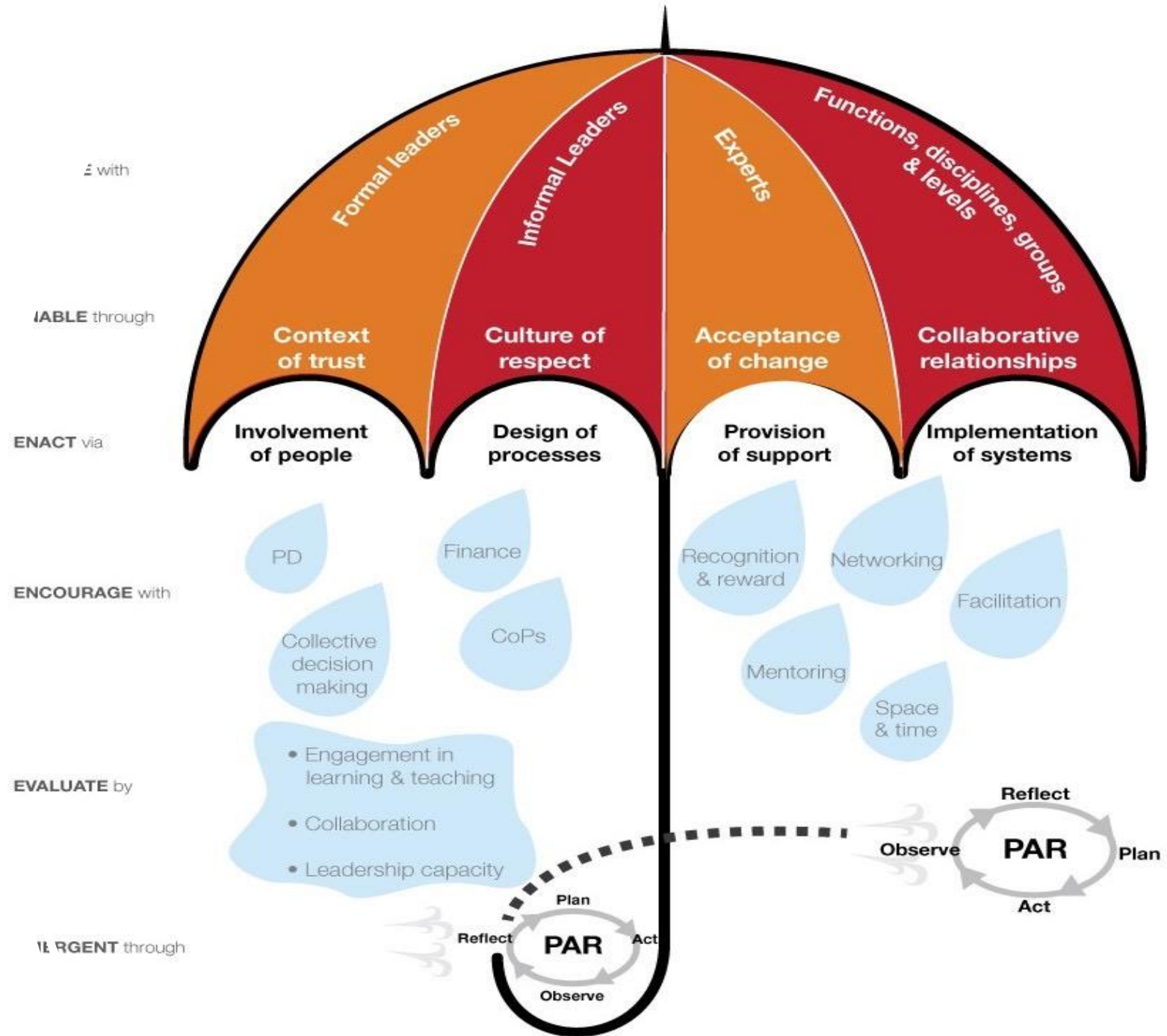
## Distributed Leadership In A Nutshell (laissez-faire leadership)

Distributed leadership is based on the premise that leadership responsibilities and accountability are shared by those with the relevant skills or expertise so that the shared responsibility and accountability of multiple individuals within a workplace, builds up as a fluid and emergent property (not controlled or held by one individual). Distributed leadership is based on eight hallmarks, or principles: shared responsibility, shared power, synergy, leadership capacity, organizational learning, equitable and ethical climate, democratic and investigative culture, and macro-community engagement.



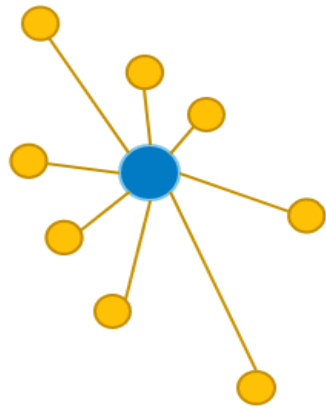
# How?

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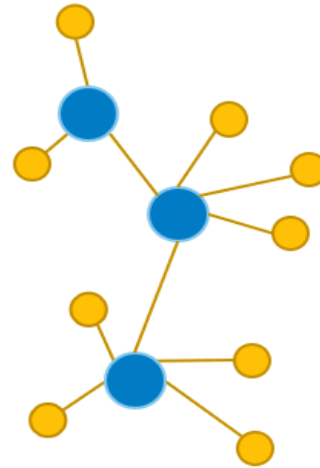




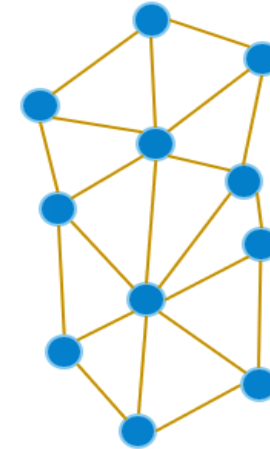
# Why?



Centralized



Decentralized

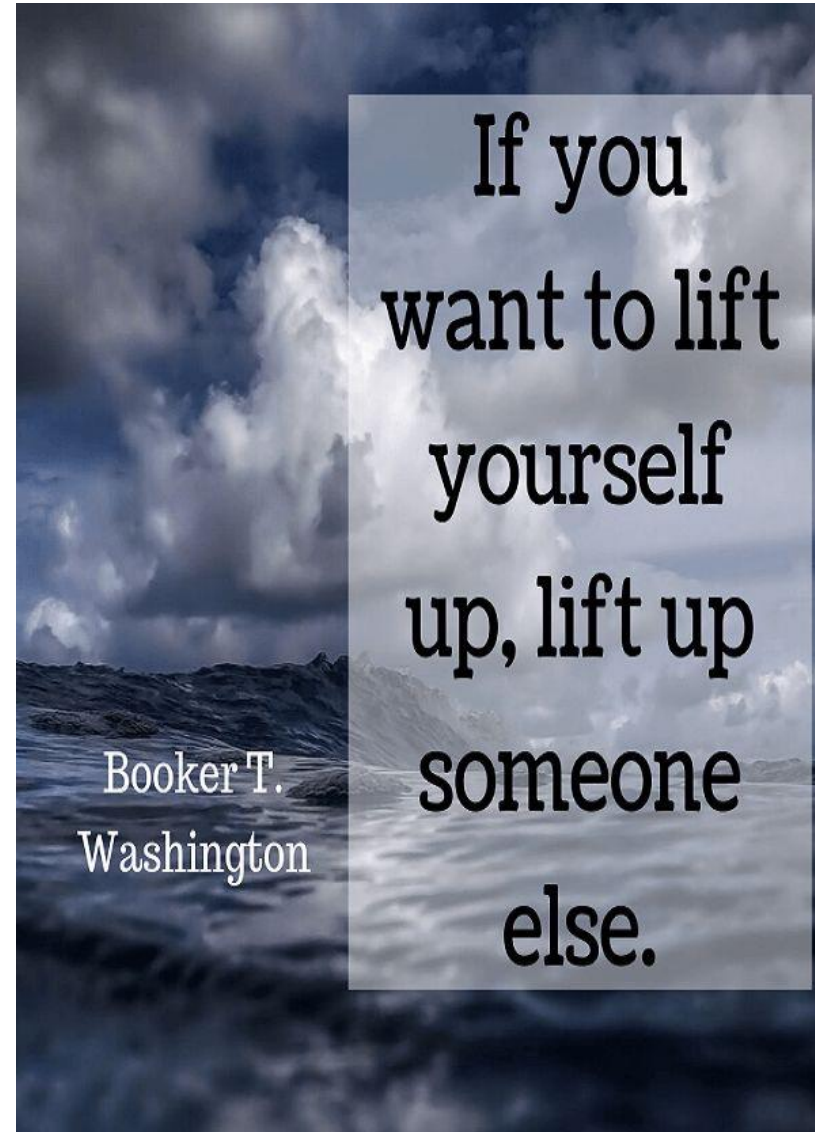


Distributed

**LEADERSHIP STRUCTURES & EVOLUTION**



whistle



Booker T.  
Washington

If you  
want to lift  
yourself  
up, lift up  
someone  
else.

# Embracing Learning and Adaptivity

What?



Learning experience that addresses the needs based on just-in-time feedback rather than one-size-fits-all



**Factors:** performance (skills), behavior, and information (knowledge)

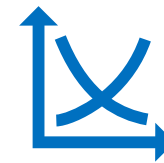
Why?



Tailored to learning styles  
And personal needs



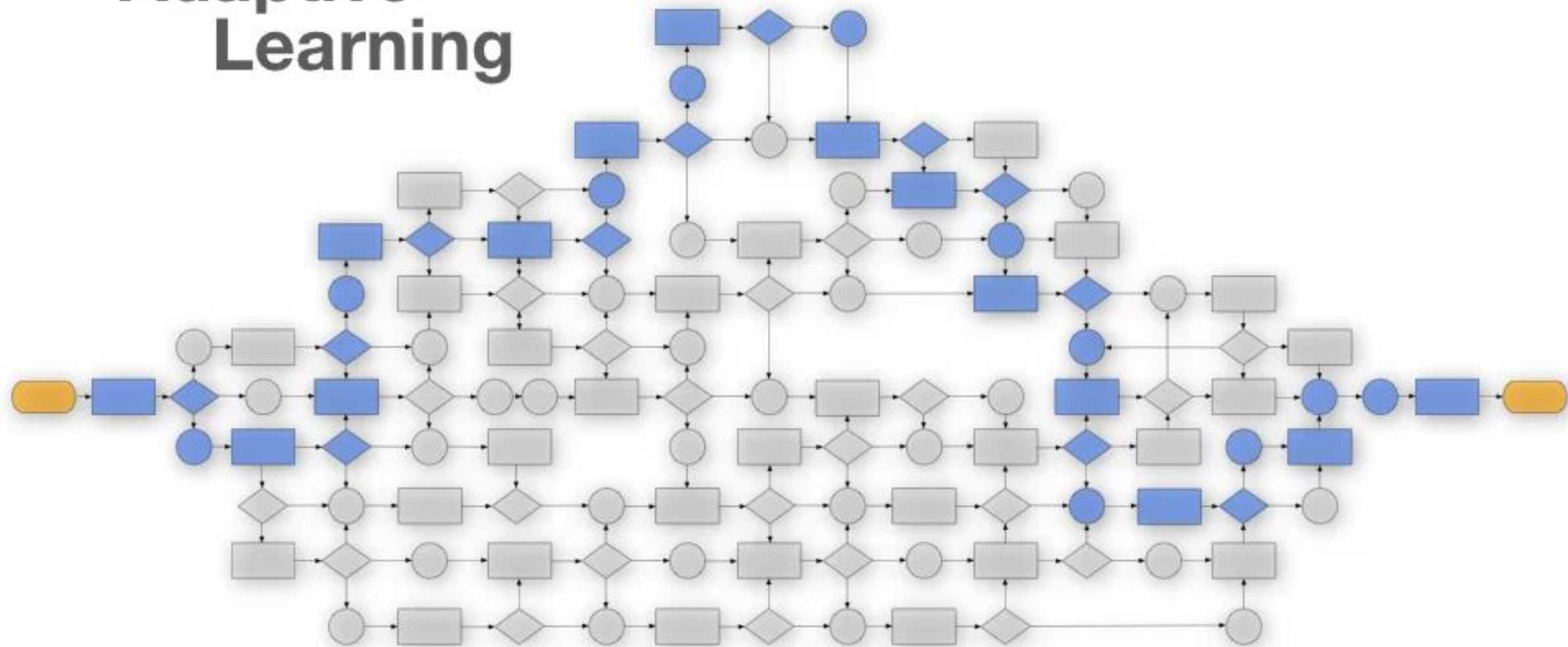
More effective in the fast-paced and  
uncertain era of transformation



Flexible and responsive to the  
market demands

Adapting to

# Adaptive Learning



# Adaptability Skills

Critical thinking

التفكير النقدي

Resilience

المرونة

Growth mindset

عقلية النمو

Collaboration

التعاون

Responsive to feedback

الاستجابة للتغذية الراجعة



# TRUST THE WAIT.

Embrace the uncertainty.

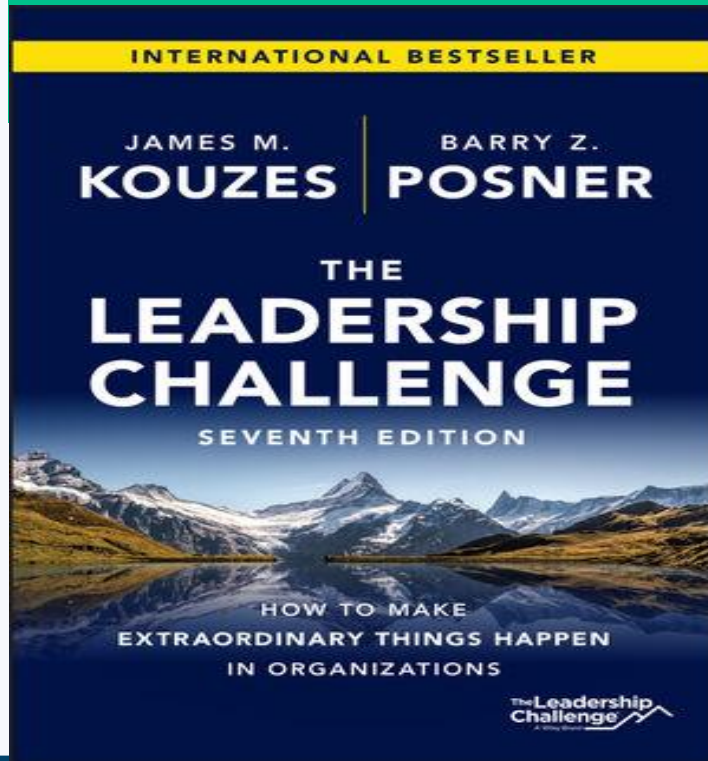
Enjoy the beauty of becoming.

When nothing is certain,  
anything is possible.

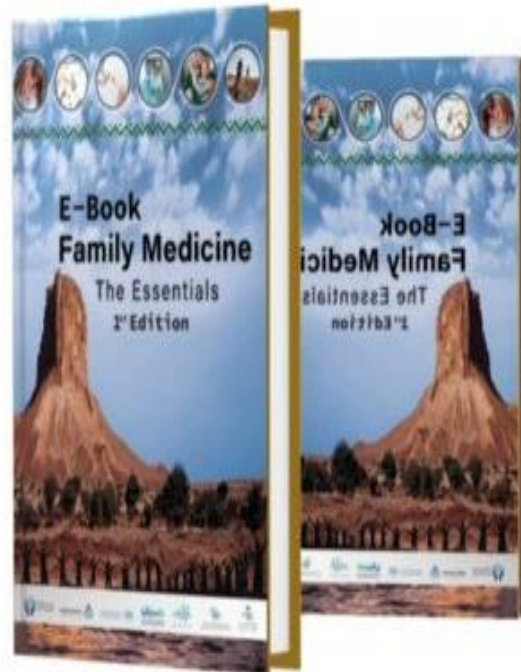
MANDY HALE

# RECOMMENDED READING

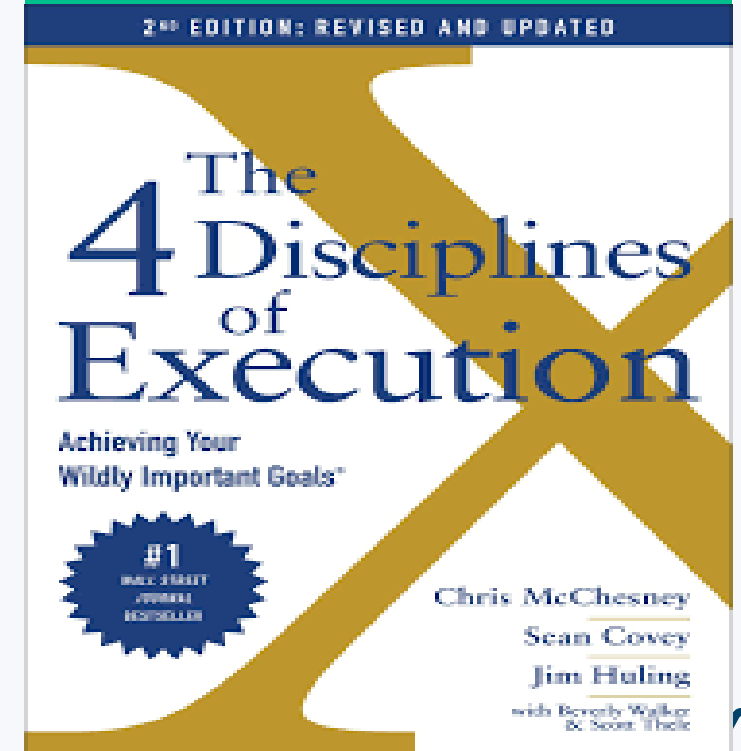
Leadership challenge



Family Medicine the Essentials



4 Discipline of execution



# References

- Leadership challenge
- Healthcare Org as complex adaptive system
- Learning health systems: pathways to progress
- 'The importance of inspiring a shared vision'  
Queens university  
belfast





# Thank you

