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Exploring leadership styles and behaviours in the medical field

Jonathan Phillip Graniero Mr.
granierj@uwindsor.ca

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Exploring Leadership Styles and Behaviours in The Medical Field



Jonathan Graniero
Supervised by Dr. Jess Dixon

A Moment to Ponder

- Congratulations! You just got accepted into medical school!
- But... how do I stand out as a leader once I'm there? What leadership style should I use?
- This is what I researched in my individual study





Objective of The Research

Which leadership theory, if any, has resulted in more success over others when used in a variety of medical settings? If there is such a theory, how can I use it to better position myself to succeed in the medical field?

Goal of The Course

Review and explore the leadership styles and behaviours documented in the literature as the most effective within the medical field and understand why that is the case



What Did I Do?

- Created and completed an Individual Study course (KINE-4750) during the Fall 2021 semester. Supervising professor: Dr. Jess Dixon
- Researched various leadership topics within a medical context
- Wrote five (5) reflection papers summarizing my findings. Critically reflected on how the findings could inform my personal leadership style
- Results interpreted in terms of personal, team, organizational, and patient outcomes
- Informational interview was conducted to understand how my findings apply to real-world medical scenarios



Topics Covered

Reflection One (1): Is leader-member exchange theory or transformational leadership more effective for a student in residency? For a physician working in a hospital? For a physician working in a private practice? Why?

Reflection Two (2): What is the importance and benefits of transparency and balanced processing in leadership? How do these principles apply to (1) other residence students and (2) the rest of a surgery team?

Topics Covered

Reflection Three (3): How do servant leader behaviours from a physician or residence student help create more confident residence student followers?

Reflection Four (4): What are effective ways to manage peoples' different personalities to create a more productive team? What role does emotional intelligence play in this process?

Culminating Reflection

Reflection Five (5): Summarize the results of the informational interview. How do the results apply to what you have learned in the previous four (4) reflections?

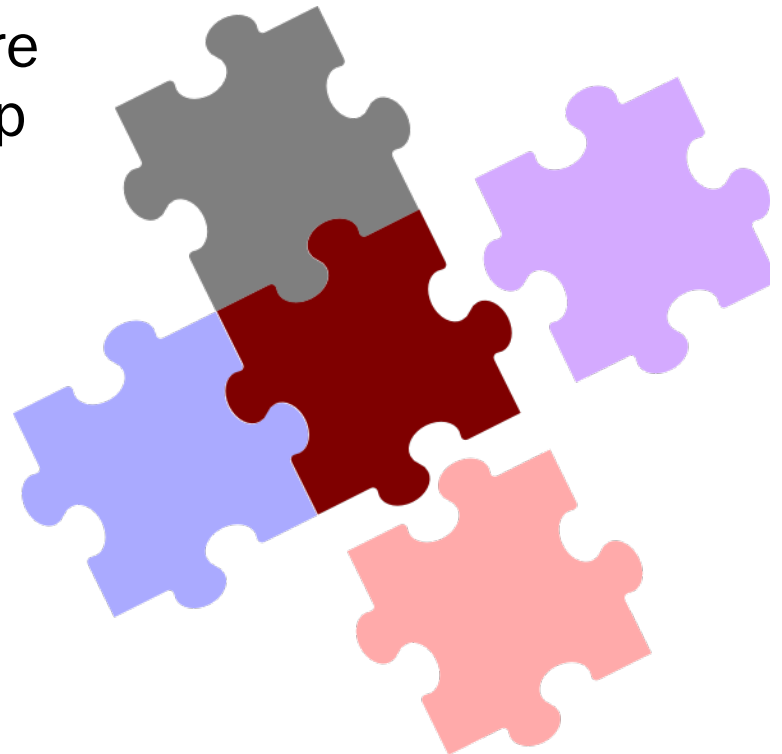


Results

- Medical students have a greater chance of success when embodying transformational leadership rather than utilizing leader-member exchange theory
- Favourable outcomes for medical students and physicians result when physician leaders display authentic leadership, which includes the use of transparency and balanced processing
- Physician instructors leading through servant leadership will help build the confidence and abilities of their residence student followers, resulting in better patient care and, therefore, overall health in society
- Having high emotional intelligence allows a leader to effectively navigate their relationships with others, improving the outcomes of a patient care team

The Informational Interview and Culminating Reflection

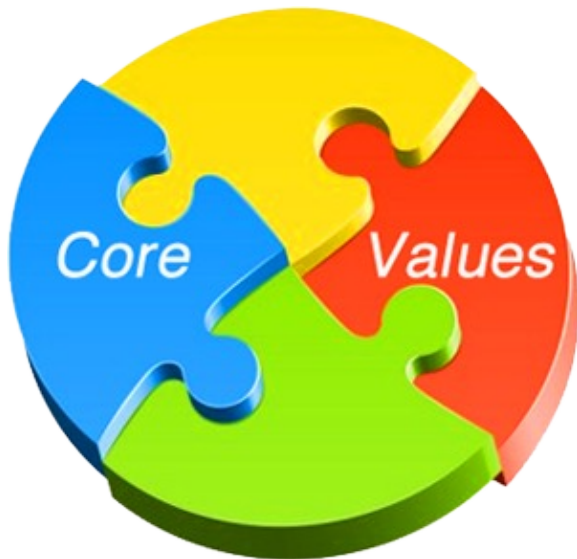
- The interviewee believes that leaders rely on concepts (core values) from many leadership styles to form their own unique style of leadership
- Example core values: being an enabler (of others achieving their goals), engaging in self-reflection, actively developing relationships with team members





Final Conclusion

- There is no correct leadership style or associated behaviours that all leaders in medicine (or more broadly, all leaders) should embody
- A leader must recognize their own values and develop them through the use of concepts from many leadership styles... a leader must understand the legacy they want to be remembered by



Take-Home Message



- Medicine is like leadership; neither follow strict norms
- So, it is important that leaders in medicine stay true to their values in order to satisfy their Hippocratic Oaths and/or their obligations to their patients

Thank You and
Final Thought