Bringing Education & Service Together (BEST)
The Resident as Team Leader

Learning objective:

At the end of this session, participating residents will be able to describe the role of the resident physician as team leader and manager.

Agenda:

12:00 Welcome
12:10 Leadership brainstorming exercise
   • What makes a good team on your inpatient service?
   • What are your greatest challenges as team leaders?
12:30 Collaborative Leadership Qualities Inventory exercise
   • Residents complete inventory in teams of up to five, then entire group discusses results and implications for clinical team leadership.
12:45 Introduction to orienting learners: slides
Collaborative Leadership Qualities Inventory


Below is a list of leadership traits. Rate the importance of these traits to effective resident physician leaders seeking to create high-performance clinical teams:

1 = of little importance    2 = of modest importance
3 = of marked importance   4 = of great importance

Your number total cannot exceed 60 and you must show at least five 1s and five 4s in your tally.

1. Question assumptions underlying current practices.  1 2 3 4
2. Formulate solutions with an eye to current political and organizational dynamics.     1 2 3 4
3. Communicate effectively across the hospital's departmental boundaries.     1 2 3 4
4. Have in-depth knowledge of a range of clinical topics. 1 2 3 4
5. Attend to colleagues’ aspirations for personal learning and development. 1 2 3 4
6. Listen to and incorporate diverse perspectives into decision making. 1 2 3 4
7. Engender the commitment of others to common goals. 1 2 3 4
8. Run rounds and make teaching presentations effectively. 1 2 3 4
9. Communicate with learners and patients to learn what they think. 1 2 3 4
10. Draw out others’ personal preferences to search for common ground. 1 2 3 4
11. Surface conflicts before they become serious roadblocks. 1 2 3 4
12. Articulate a clear vision for how individuals might work more closely together. 1 2 3 4
14. Show honesty and forthrightness in dealings with others.  
15. Demonstrate a caring attitude toward others.  
16. Shape working norms to include all cultural and ethnic groups in the team.  
17. Shepherd human resources to serve the team’s objectives.  
18. Seek representation of team members in discussions that affect them.  
19. Not only take risks, but encourage others to do the same.  
20. Exhibit a sense of humor.  
21. Demonstrate flexibility in responding to tough issues.  
22. Build consensus among team members on the direction of future plans for the team.  
23. Consistently build on others’ ideas in problem-solving discussions.  
24. Step in and redirect destructive conflict.  
25. Promote recognition of others’ contributions.

1, 6, 11, 16, 21 = Subtotal for challenging the process  
2, 7, 12, 17, 22 = Subtotal for inspiring a shared vision  
3, 8, 13, 18, 23 = Subtotal for enabling others to act  
4, 9, 14, 19, 24 = Subtotal for modeling the way  
5, 10, 15, 20, 25 = Subtotal for encouraging humanism

The subtotals should reflect a range, from highest to lowest priority, for the five different capacities. Add together the subtotals for the group. This will provide a basis for useful comparisons.
**Evaluation: Leadership Module**

Please rate the quality of your learning experience with each part of this module, using the key below. A score of 4 indicates an average learning experience compared with the rest of your residency training.

<table>
<thead>
<tr>
<th>Not acceptable</th>
<th>Needs some improvement</th>
<th>Fair</th>
<th>Good</th>
<th>Very good</th>
<th>Excellent</th>
<th>Wow!</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. Leadership discussion

2. Collaborative Leadership Qualities Inventory exercise

3. **Leadership module as a whole**

What did you like best about this module?

What could be improved about it?

What will you do differently after having participated?

Thanks!