

Emeritus Editor

Prof Stephen Powis (UK)

Dr James Mountford (UK)

Associate Editors

Dr Dominique Allwood (UK) Dr Tony Berendt (UK) Mr Pedro Delgado (UK) Dr Jan Frisch (Norway) Dr Bob Klaber (UK) Dr Aoife Molloy (UK) Prof Amit Nigam (UK) Prof Catherine Stoddart (Australia) Dr Tim Swanwick (UK)

Disclaimer: *BMJ Leader* is published by BMJ Publishing Group Ltd (a wholly owned subsidiary of the British Medical Association) and the Faculty of Medical Leadership and Management. The owners grant editorial freedom to the Editor of BMJ Leader. BMJ Leader follows guidelines on editorial independence produced by the World Association of Medical Editors and the code on good publication practice of the Committee on Publication Ethics

BMJ Leader is intended for medical professionals and is provided without warranty, express or implied. Statements in the journal are the responsibility of their authors and advertisers and not authors' institutions, the BMJ Publishing Group or the BMA, or the Faculty of Medical Leadership and Management, unless otherwise specified or determined by law Acceptance of advertising does not imply endorsement.

To the fullest extent permitted by law, the BMJ Publishing Group or Faculty of Medical Leadership and Management shall not be liable for any loss, injury or damage resulting from the use of BMJ Leader or any information in it whether based on contract tort or otherwise Readers are advised to verify any information they choose to rely on.

Copyright: © 2019 BMJ Publishing Group Ltd and the Faculty of Medical Leadership and Management. All rights reserved; no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without prior permission.

BMJ Leader is published by BMJ Publishing Group Ltd, typeset by Exeter Premedia,

BMJ Leader is published quarterly by BMJ Publishing Group



The Learning Zone

Leadership and management: what's the difference?

T Swanwick

Leadership in the Mirror



#UsToo: implicit bias, meritocracy and the plight of black minority leaders in healthcare

I O Busari

Translating Research and Evidence

104 Brief note about management research on job mobility

G Dokko, M Gorli

Original research

- **108** Hospital performance and clinical leadership: new evidence from Iran E Kakemam, A H Goodall
- 115 Leadership in physiotherapy: experiences of leaders of physiotherapy professional organisations

E McGowan, E Stokes

Leadership development in New Zealand and Australian medical schools: needs analysis

O Lyons, K McHardy, W Bagg, T Wilkinson

Commentary

129 Leadership in the NHS

R Kline