Contents

The Learning Zone

165 Your leadership style: why understanding yourself matters
C F J Price-Dowd

168 Understanding yourself as a leader: diagnostics and tools
A Bean

171 Leading for innovation
M Denting, H Ashrafian

Translating Research and Evidence

174 Reframing and reacting to employees’ responses to change: a focus on resistance
C Reed, A M McDermott

178 A two-dimensional perspective of healthcare leadership in non-Western contexts
K Galati, C Sarkar, A Duits, J O Busari

185 Improvisation during a crisis: hidden innovation in healthcare systems
R Wiedner, C Croft, C McGovern

Original research

189 Taking phoners: an initiative to improve telephone access for patients receiving services at a dental hospital in the UK
S Deacon, E Dodd, D Wynne-Jones

196 Motivating doctors into leadership and management: a cross-sectional survey
A Biker, M Bech, J Geerts, S Maigaard Axelsen, H Ullum, M P Kraal, A H Goodall

201 Infodemic: what physician leaders learned during the COVID-19 outbreak: a qualitative study
K-Y Tham, Q Lu, W Teo

207 Functional framework for change leaders: results of a qualitative study
A L Woods, M M Luciano, T A Alsa, V Gottumukkala, E Salas

214 Staff perceptions of how changes occur in an emergency department: a qualitative study
S Ratnapalan, D Lang

Commentaries

220 Assessment of leadership development in the medical undergraduate curriculum: a UK consensus statement
T Swanwick, J McKimm

224 Moral injury and the COVID-19 pandemic: reframing what it is, who it affects and how care leaders can manage it
S Shale

Brief report

228 Clinical academic leadership in COVID-19: a rapid response to sharing emerging insights in intensive care
N Rehill, A Begley, K Mantell, C M Roberts

Reviews

231 Leadership development of health and social care professionals: a systematic review
E McGowan, J Hale, J Bezner, K Harwood, J Green-Wilson, E Stokes

239 Leadership training in family medicine residency: a scoping review
S Godard, S Ratnapalan

10 minutes with...

246 Ten minutes with Professor Meghana Pandit, Chief Medical Officer, Oxford University Hospitals NHS Foundation Trust
M Pandit, A R Berendt

248 Ten minutes with Mrs Katyam Tambe, Joint Head of Service, Ophthalmology Department, Nottingham University Hospitals NHS Trust, Nottingham, UK
K Tambe, B Lakhani

251 Ten minutes with Doctors Adam and Tom Sullivan
A Harvey-Sullivan, T B Sullivan, P Sullivan

254 Ten minutes with Dr Jennifer Ramsey, Wellness Officer, Respiratory Institute, Cleveland Clinic
J Ramsey, A Nigam
257  Ten minutes with Luis Machado,
Department Manager for Eye Casualty,
Nottingham University Hospitals NHS Trust,
Nottingham, UK
L Machado, M S Attzs

260  10 minutes with Dr Claire Dewsnap,
consultant in genitourinary medicine at
Sheffield Teaching Hospitals
G Webster, C Dewsnap