



Editor in Chief
Dr James Mountford (UK)

Deputy Editor in Chief
Prof Amit Nigam (UK)

Commissioning Editor
Dr Anthony Berendt (UK)

Social Media Editor
Dr Aoife Molloy (UK)

Associate Editors
Dr Dominique Allwood (UK)
Mr Pedro Delgado (UK)
Prof Rachel Dunscombe (UK)
Dr Jan Frich (Norway)
Dr Indra Joshi (UK)
Dr Bob Klaber (UK)
Prof Erwin Loh (Australia)
Prof Catherine Stoddart (Australia)
Dr Tim Swanwick (UK)

Emeritus Editor
Prof Stephen Powis (UK)

International Editorial Board
Lord Victor Adebowale (UK)
Dr Helen Bevan (UK)
Dr Richard Bohmer (UK)
Dr Navina Evans (UK)
Dr Amanda Goodall (UK)
Dr Marc Harrison (USA)
Mr Göran Henriks (Sweden)
Dr Claire Lemer (UK)
Prof Domhnall MacAuley (UK)
Dr Jamie Stoller (USA)

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: © 2020 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, Chennai, India.

BMJ Leader is published quarterly by BMJ Publishing Group.



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 Denning, 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 Gulati, C Sarkar, A Duits, J O Busari

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

Original research

189 Taking phonerishp: 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 Bäker, M Bech, J Geerts, S Maigaard Axelsen, H Ullum, M P Krabbe, 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 Aloia, 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 Katya 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