



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 Frisch (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 Adebawale (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: © 2021 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.



Leadership in the Mirror

225 6Ps...reflections on leadership in the NHS
D J Fillingham

229 Leveraging physician leadership in healthtech startups in India
A Raj

232 Medical leadership in the military and NHS: what transferable lessons can be identified?
R L Davies, M Murali

Original research

236 Medical leadership in transformation: new ideas and practices at a crossroads in social sciences
W Keijser, G Martin

238 Assessing leadership in junior resident physicians: using a new multisource feedback tool to measure Learning by Evaluation from All-inclusive 360 Degree Engagement of Residents (LEADER)
A Bharwani, D Swystun, E Oddone Paolucci, C G Ball, L A Mack, A Kassam

247 Developing medical leadership in India: A mission impossible?
K Gulati, I Kirkepatrick

252 National Health Service (NHS) trust boards adopt statistical process control reporting: the impact of the Making Data Count Training Programme
S Riley, A Burhouse, T Nicholas

258 Role model nursing leaders in COVID-19 crisis
M Mollahadi, J Mokehtari Nouri, S T Moradian

Commentaries

264 Bridging leadership science and medical leadership using servant leadership theory
M P Standish, J L Alba, R Ayman

266 Leadership during the COVID-19 pandemic: building and sustaining trust in times of uncertainty
S Ahern, E Loh

270 Speaking truth to power: why leaders cannot hear what they need to hear
M Reitz, J Higgins

Brief reports

274 Psychiatrists on boards: the diversity of psychiatrists working as board directors in Mental Health Trusts in England
P L Cornwall, A Osborne

278 South West England leadership training survey (2019)
S Hayward, S McGlade, S Cockburn, B Ballisat, F Smith-Jack, C Fleming, M Everleigh, J Thurlow

Review

283 Women in surgery: a systematic review of 25 years
C Singh, C Loseth, N Shoqirat

Translating Research and Evidence

291 Translating 6 key insights from research on leadership and management in times of crisis
D L Reyes, T Bisbey, D Day, E Salas

10 minutes with...

295 Ten minutes with Dr Nikita Kanani, General Practitioner, and Medical Director for Primary Care, NHS England and NHS Improvement
N Kanani, A R Berendt

298 10 minutes with Maureen Luba, Africa Region Advocacy Advisor at AIDS Vaccine Advocacy Coalition, Lilongwe, Malawi
M Luba, R Ahmad