Leadership in the Mirror
163 Leading by virtual interaction: an application of cultural-historical activity theory
A Sitas, K C Ritchie

168 A long and winding road: non-traditional routes into medical leadership
S Galati, C Shrimpton

171 Diversity matters: the other doctor within the Dutch academic healthcare system
TTT Tweed, CV Maduro, NH Gomes, M Poeze, J O Basari

Translating Research and Evidence
175 Impact of the COVID-19 pandemic on a respiratory physiology department and the patient’s perception of rapid service change
I Cliff, N Mustafa, I Hussain, E Munro, H Bishop, H Stone

Original research
180 Relational aspects of regulating clinical work: examining electronic and in-person compliance mechanisms
K Baipai, J Chown, G Astile, K Green

186 Enactment of compassionate leadership by nursing and midwifery managers: results from an international online survey

192 Organisational values of National Health Service trusts in England: semantic analysis and relation to performance indicators
A Waheed, E Presswood, G Scott

199 Evaluating the impact of a national strategic leader development programme for UK doctors: myth-busting, mind-changing, mood-enhancing
J McKimm, P Lees, K Armit, C Mills

206 To dictate or collaborate? A phenomenological exploration of physiotherapists’ leadership styles
V Smith, C Maxwell, L Robinson

212 Enhanced model for leadership development for trainees and early career health professionals: insights from a national survey of UK clinical scientists
S Buckley, M Smith, J Patel, S Gay, I Davison

Commentaries
219 Clinical leaders, the first step for emotionally intelligent leadership
O Yuquero, M Inzitari, G Telchinsky

222 Setting up an emergency medical task force to manage the demands of COVID-19: experiences of a London teaching hospital

228 Leveraging technological change to address racial injustice and worker shortages in frontline care delivery
A S Litvin

233 Medical students’ and junior doctors’ leadership and teamwork skills improved after involvement with Simulation via Instant Messaging-Birmingham Advance (SIMBA)
C Y Ng, I Allison, E Ooi, M Daviadtz, E Melson, P Kemppegowda
237  Moral injury and well-being in essential workers during the COVID-19 pandemic: local survey findings  
C Guy, E Kunonga, A Kennedy, P Patel

240  Appetite for more exchange, connection and collaboration among senior health professionals  
S Sharp, A Prasad, A Sugavanam

243  Relational Gestalt approach to building a COVID-19 community of practice in a hospital setting  
J T Denholm, D Johnson, G C Denholm, E Deligiannis

10 minutes with...

246  Ten minutes with Jonathan Osborn, the Deputy Chair (Primary Care) of the British Medical Association’s Committee of Medical Managers (BMA CMM)  
S Kalipershad, J Osborn

248  10 minutes with Dr Shabnum Sarfraz, Senior Advisor for Health Systems and Policy Research at P2Impact Associates and Member Social Sector & Devolution, Planning Commission, Government of Pakistan, Islamabad, Pakistan  
S Sarfraz, R Ahmad