

**Bringing Education & Service Together (BEST)**  
**The Resident as Team Leader**

**Learning objective:**

At the end of this session, participating residents will be able to describe the role of the resident physician as team leader and manager.

**Agenda:**

- 12:00      Welcome
- 12:10      Leadership brainstorming exercise
- What makes a good team on your inpatient service?
  - What are your greatest challenges as team leaders?
- 12:30      Collaborative Leadership Qualities Inventory exercise
- Residents complete inventory in teams of up to five, then entire group discusses results and implications for clinical team leadership.
- 12:45      Introduction to orienting learners: slides

## Collaborative Leadership Qualities Inventory

Adapted from Kaagan SA, Leadership Games: Experiential Learning for Organizational Development.  
Thousand Oaks, CA: SAGE Publications, 1999.

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Below is a list of leadership traits. Rate the importance of these traits to effective resident physician leaders seeking to create high-performance clinical teams:

1 = of little importance                      2 = of modest importance  
3 = of marked importance                      4 = of great importance

Your number total cannot exceed 60 and you must show at least five 1s and five 4s in your tally.

- |  |   |   |   |   |
|--|---|---|---|---|
| 1. Question assumptions underlying current practices.                                | 1 | 2 | 3 | 4 |
| 2. Formulate solutions with an eye to current political and organizational dynamics. | 1 | 2 | 3 | 4 |
| 3. Communicate effectively across the hospital's departmental boundaries.            | 1 | 2 | 3 | 4 |
| 4. Have in-depth knowledge of a range of clinical topics.                            | 1 | 2 | 3 | 4 |
| 5. Attend to colleagues' aspirations for personal learning and development.          | 1 | 2 | 3 | 4 |
| 6. Listen to and incorporate diverse perspectives into decision making.              | 1 | 2 | 3 | 4 |
| 7. Engender the commitment of others to common goals.                                | 1 | 2 | 3 | 4 |
| 8. Run rounds and make teaching presentations effectively.                           | 1 | 2 | 3 | 4 |
| 9. Communicate with learners and patients to learn what they think.                  | 1 | 2 | 3 | 4 |
| 10. Draw out others' personal preferences to search for common ground.               | 1 | 2 | 3 | 4 |
| 11. Surface conflicts before they become serious roadblocks.                         | 1 | 2 | 3 | 4 |
| 12. Articulate a clear vision for how individuals might work more closely together.  | 1 | 2 | 3 | 4 |

13. Generate creative solutions in the midst of chaotic circumstances.	1	2	3	4
14. Show honesty and forthrightness in dealings with others.	1	2	3	4
15. Demonstrate a caring attitude toward others.	1	2	3	4
16. Shape working norms to include all cultural and ethnic groups in the team.	1	2	3	4
17. Shepherd human resources to serve the team's objectives.	1	2	3	4
18. Seek representation of team members in discussions that affect them.	1	2	3	4
19. Not only take risks, but encourage others to do the same.	1	2	3	4
20. Exhibit a sense of humor.	1	2	3	4
21. Demonstrate flexibility in responding to tough issues.	1	2	3	4
22. Build consensus among team members on the direction of future plans for the team.	1	2	3	4
23. Consistently build on others' ideas in problem-solving discussions.	1	2	3	4
24. Step in and redirect destructive conflict.	1	2	3	4
25. Promote recognition of others' contributions.	1	2	3	4

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1, 6, 11, 16, 21 = Subtotal for challenging the process  
 2, 7, 12, 17, 22 = Subtotal for inspiring a shared vision  
 3, 8, 13, 18, 23 = Subtotal for enabling others to act  
 4, 9, 14, 19, 24 = Subtotal for modeling the way  
 5, 10, 15, 20, 25 = Subtotal for encouraging humanism

The subtotals should reflect a range, from highest to lowest priority, for the five different capacities. Add together the subtotals for the group. This will provide a basis for useful comparisons.

## Evaluation: Leadership Module

Please rate the quality of your learning experience with each part of this module, using the key below. A score of 4 indicates an average learning experience compared with the rest of your residency training.

	1	2	3	4	5	6	7			
	Not acceptable	Needs some improvement	Fair	Good	Very good	Excellent	Wow!			
1. Leadership discussion				1	2	3	4	5	6	7
2. Collaborative Leadership Qualities Inventory exercise				1	2	3	4	5	6	7
3. Leadership module as a whole				1	2	3	4	5	6	7

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What did you like best about this module?

What could be improved about it?

What will you do differently after having participated?

Thanks!