



Tomorrow's Doctors, Tomorrow's Cures®

# The Development of Leaders in Medical Education

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Lead

**John E. Prescott, M.D.**

**AMFEM VI International Congress in  
Medical Education and the V International  
Congress of Simulation in Medical  
Education**

**June 13, 2018**



Association of  
American Medical Colleges

“ Academic medicine is the discovery and development of basic principles, effective policies, and best practices that advance research and education in the health sciences, ultimately to **improve the health and well-being** of individuals and populations. ”

KanterSL: *Academic Medicine*; 83:205-206

# Challenges in Medical Education

- **Limited human and financial resources**
- **High costs**
- **Government regulations**
- **Speed of technological and curricular advancement**
- **Need for continuous quality improvement in education, research, and patient care**

# The overwhelming rate of change can sometimes make it easier to:

- **Focus on the present/individual needs vs long-term institutional planning**
- **Limit the scope of transformation (i.e., focus on one mission area)**
- **Surrender to real/perceived lack of resources**

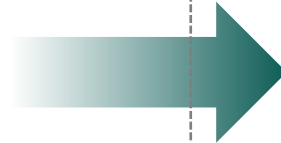
# And...

- **Remain in the ideation phase (analysis by paralysis) vs implementation**
- **Assign too little importance to leading and developing faculty and staff**



# Medical educators as leaders must transition from:

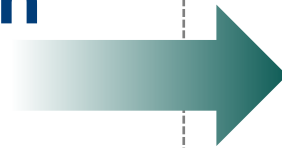
**Focusing on the present/individual needs for the current way of “doing” education**



**Setting, communicating, and enacting a future vision for education at the institution**

# Medical educators as leaders must transition from:

**Limiting the scope of transformation (i.e., focus on one mission area)**



**Aligning vision for medical education with the overarching vision, values and missions of the institution and community**



# Medical educators as leaders must transition from:

**Surrendering to  
real/perceived lack of  
resources**



**Identifying and  
creating a solid case  
for needed resources**

# Medical educators as leaders must transition from:

**Remaining in the idea generation phase vs the implementation phase of an educational project**



**Developing clear plans for implementation and execution of an educational innovation or intervention**

# Medical educators as leaders must transition from:

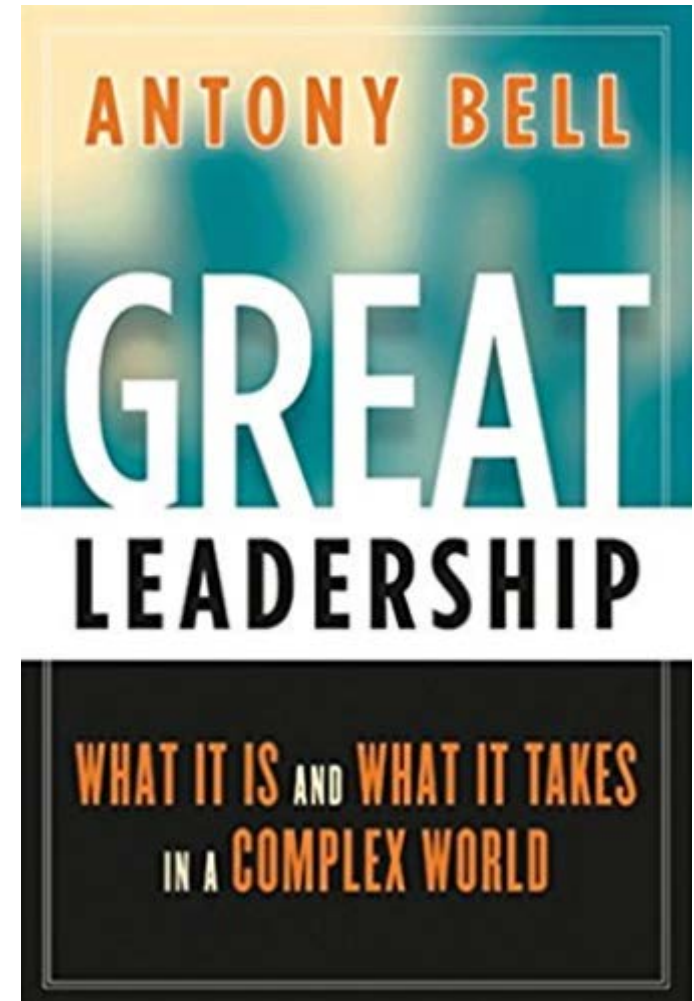
**Assigning too little importance to leadership and professional development**



**Prioritizing their leadership development and the professional development of those they lead**

# Leadership Domains for Medical Educators

- **Organizational Leadership**
- **Operational Leadership**
- **People Development**



# “Great Leadership”



**Bell, 2010**

# Organizational Leadership

- **Creating and clarifying the direction**
- **Aligning the organization and resources to the direction**
- **Selling and promoting the message of the organization**



# Operational Leadership

- **Planning and shaping processes**
- **Organization and controlling**
- **Measuring and problem-solving**



# People Leadership

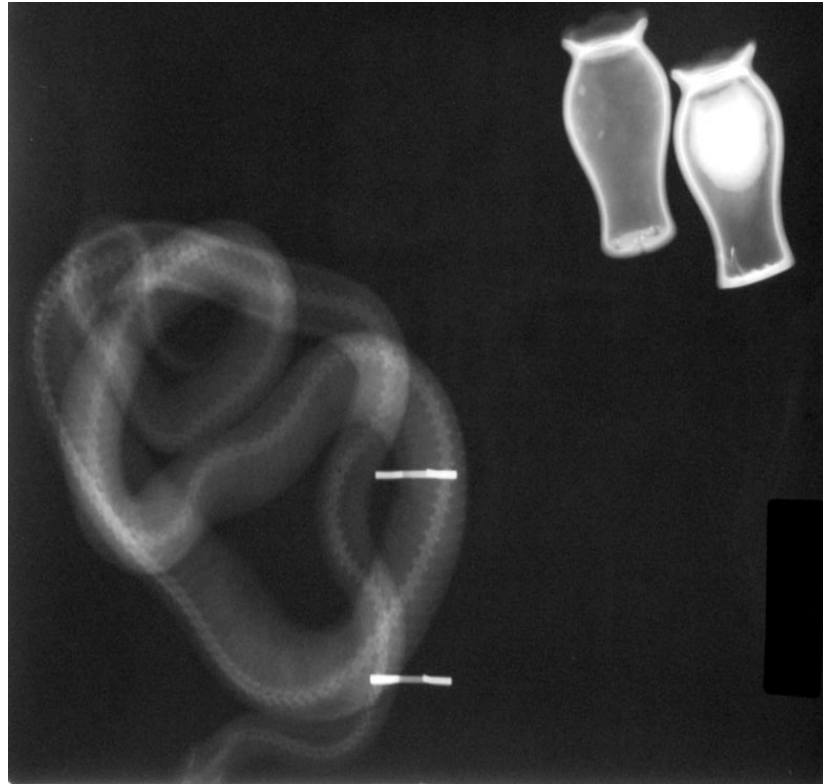
- **Selecting and matching the right people**
- **Explaining and clarifying expectations**
- **Motivating and developing**





**You're probably thinking this is common sense...**

...But it's not!



# An Important Aspect: Self-Leadership

- Identify and holding yourself accountable to your **personal values** and the values you share with the institution
- Lead with **purpose** – reflect on what you want to do, why you want to do it, and how to reach success
- Identify natural **behaviors and actions** that hinder your performance as a leader
- Leverage formal and informal mentorship to **challenge** your perspectives

# Key Take-Aways for Effective Leadership in Medical Education

- **Be an effective organizational leader.**
  - **Have a vision and communicate that vision often.**

# Key Take-Aways for Effective Leadership in Medical Education

- **Be an effective operational leader.**
  - **Understand the financial impact of the curriculum changes**
  - **Use evidence to make the case for changes**
  - **Understand the bigger system of academic medicine and how medical education fits**

# Key Take-Aways for Effective Leadership in Medical Education

- **Be an effective people leader.**
  - Find and develop individuals.
  - Use the wisdom of teams to their full advantage.
  - Motivate and help people grow.

# Key Take-Aways for Effective Leadership in Medical Education

- **Develop skills in self-leadership and practice life-long learning.**
  - **Read about leadership and reflect on your personal values**
  - **Attend trainings and leverage mentor relationships**
  - **Put concepts into practice**

# ¿Preguntas?





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