

Royal College  
of Surgeons

ADVANCING SURGICAL CARE



# Lift As You Climb

Royal College of Surgeons of England

27<sup>th</sup> Sept 2019

The Art of Getting By


Richard Canter

# Making (your) messages stick

- Simplicity
  - Idea stripped to its core
- Unexpectedness
  - Use surprise to capture someone's attention
- Concreteness
  - Explain ideas in terms of human actions, in terms of sensory information
- Credibility
  - Ideas have to carry their own credentials: try before you buy
- Emotions
  - A good idea makes you feel something
- Stories
  - Tell stories to encourage people to act on new ideas

Heath C., Heath D. "Made to Stick." 2007 Penguin Random House ISBN  
97800099505693

Read the following sentences and write down whether you agree or disagree with each of them

1. You are a certain kind of person, and there is not much that can be done to really change that?
  2. No matter what kind of person you are, you can always change substantially
  3. You can do things differently, but the important parts of who you are can't really be changed
  4. You can always change basic things about the kind of person you are
- 

# Fixed mindset pattern

1. You are a certain kind of person, and there is not much that can be done to really change that?
- ~~2. No matter what kind of person you are, you can always change substantially~~
3. You can do things differently, but the important parts of who you are can't really be changed
- ~~4. You can always change basic things about the kind of person you are~~

# Fixed mindset

- Believe abilities are basically static
- Your behaviour is representative of your abilities
- Tend to avoid challenge because you are worried that others see failure as a reflection of your true ability
- You feel threatened by negative feedback because critics seem to be saying they are better than you
- Tend to be less resilient

Mindset: the New Psychology of Success.  
Carol S Dweck (2006) New York, Random House

# Growth mindset pattern

- ~~1. You are a certain kind of person, and there is not much that can be done to really change that?~~
2. No matter what kind of person you are, you can always change substantially
- ~~3. You can do things differently, but the important parts of who you are can't really be changed~~
4. You can always change basic things about the kind of person you are

# Growth mindset

- Believe abilities are like muscles-can be built up by practice
- Tend to accept more challenges despite the risk of failure
- Seek out “stretch” assignments
- More inclined to accept criticism, because ultimately it makes you better
- You are thinking about long term improvement
- Tend to be more resilient

Mindset: the New Psychology of Success.  
Carol S Dweck (2006) New York, Random House

# Key point 1

## Setback and Resilience

“Success is fine but failure is more interesting. Success and failure are just different forms of data”

“Success leads to repetition. Failure leads to innovation and creativity”



# Leadership

- No agreed definition, yet we somehow seem to recognize it.

# What to teach on a leadership course ?

Questionnaire (n=60)

- Example good/bad, leadership/management
- Who were the key people (jobs and roles)?
- What was your role?
- What did you do?
- What was the outcome?
- What did you learn about leadership/management?
- What would you do differently next time?

# Main themes

## surgical trainees n=58

- Structured situations eg trauma call, WR, theatre
  - 17 good, 1 poor
- Leading by example
  - 8 good, 10 poor
- Identifying cause (audit type)
  - 6 good, 6 poor
- Power issues (feeling silenced)
  - 5 good, 18 poor

# Leadership

- No agreed definition, yet we somehow recognize it.
- Don't really know what leadership is
- 24-28% NHS Education budget going on leadership training
- Evidence for effectiveness very limited
  - Kirkpatrick 1-4
  - Kirkpatrick 5 Return on investment

# What is leadership?

“to create the conditions  
for people to thrive,  
individually and collectively, and  
achieve significant goals”

Leadership. All you need to know. Pendleton and Furnham 2016

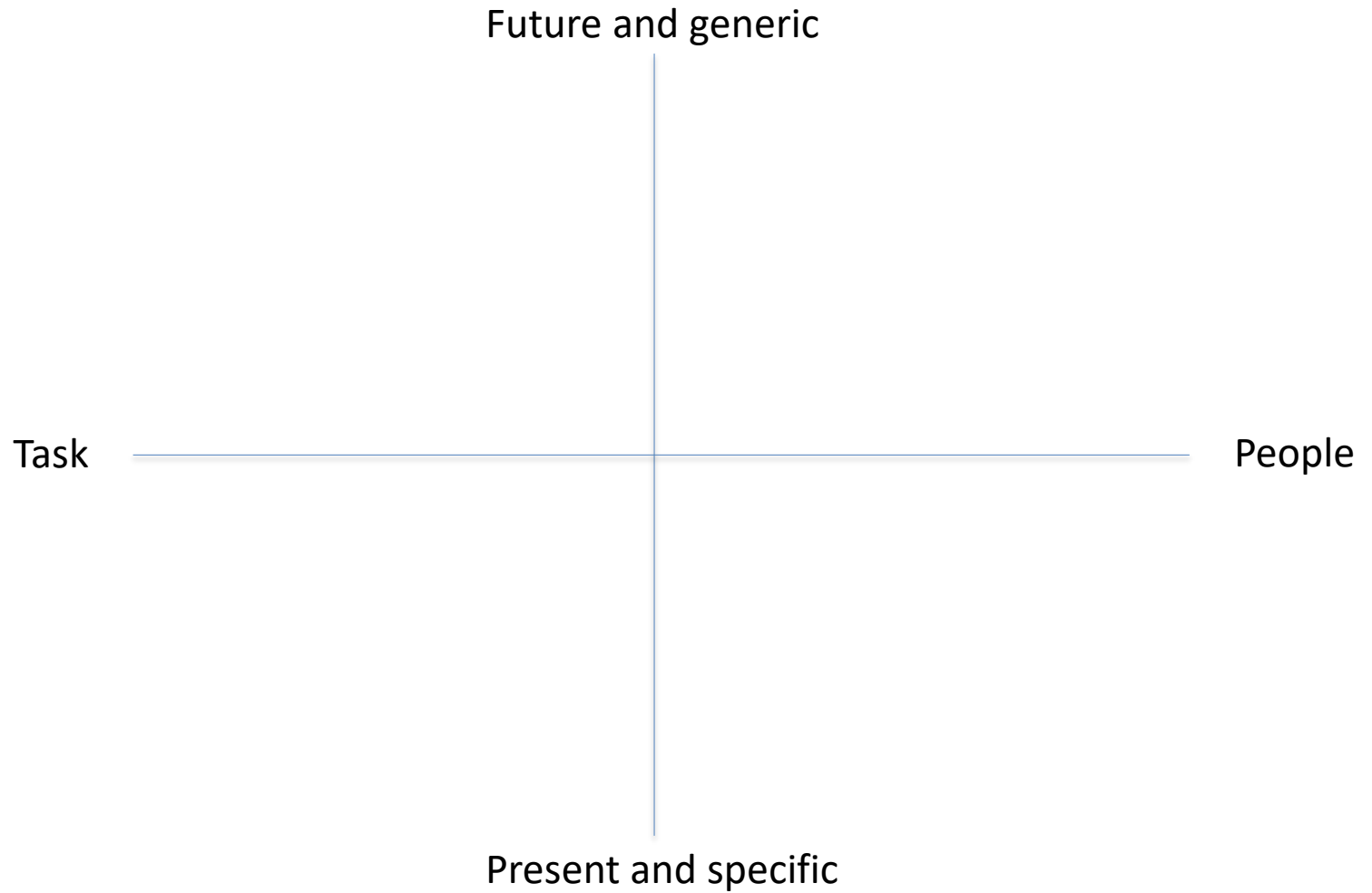
- ISBN 978 1-137-55434-5

What Model to adopt?

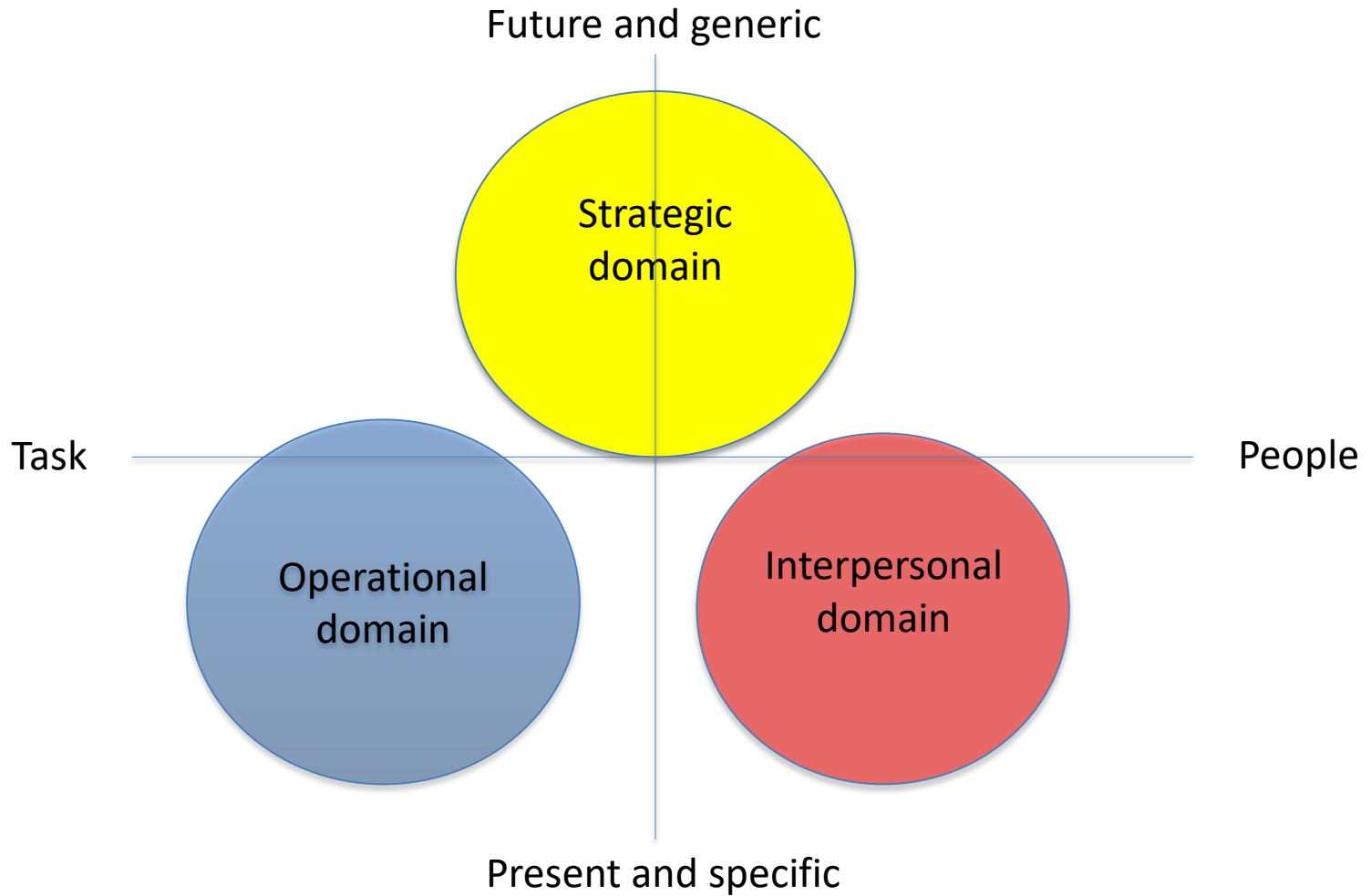
# Leadership

- Been an explosion of interest since 1950
  - Especially before and after birth of the internet
- Ideas have an impact, spawn research activity, then disappear
  - May linger in practice but not in academia
- There has been no game changing idea

# Leadership

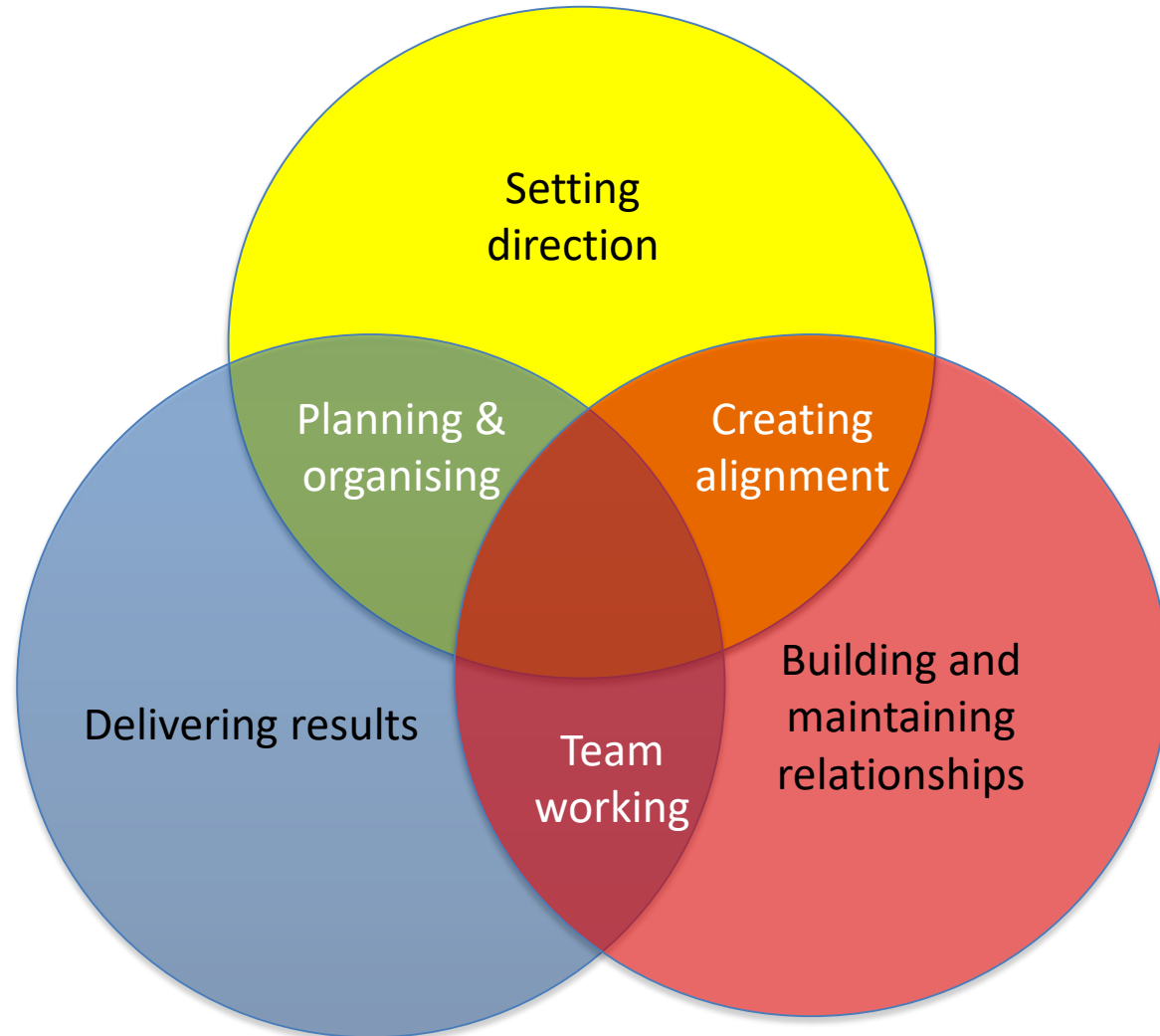


# The domains of leadership

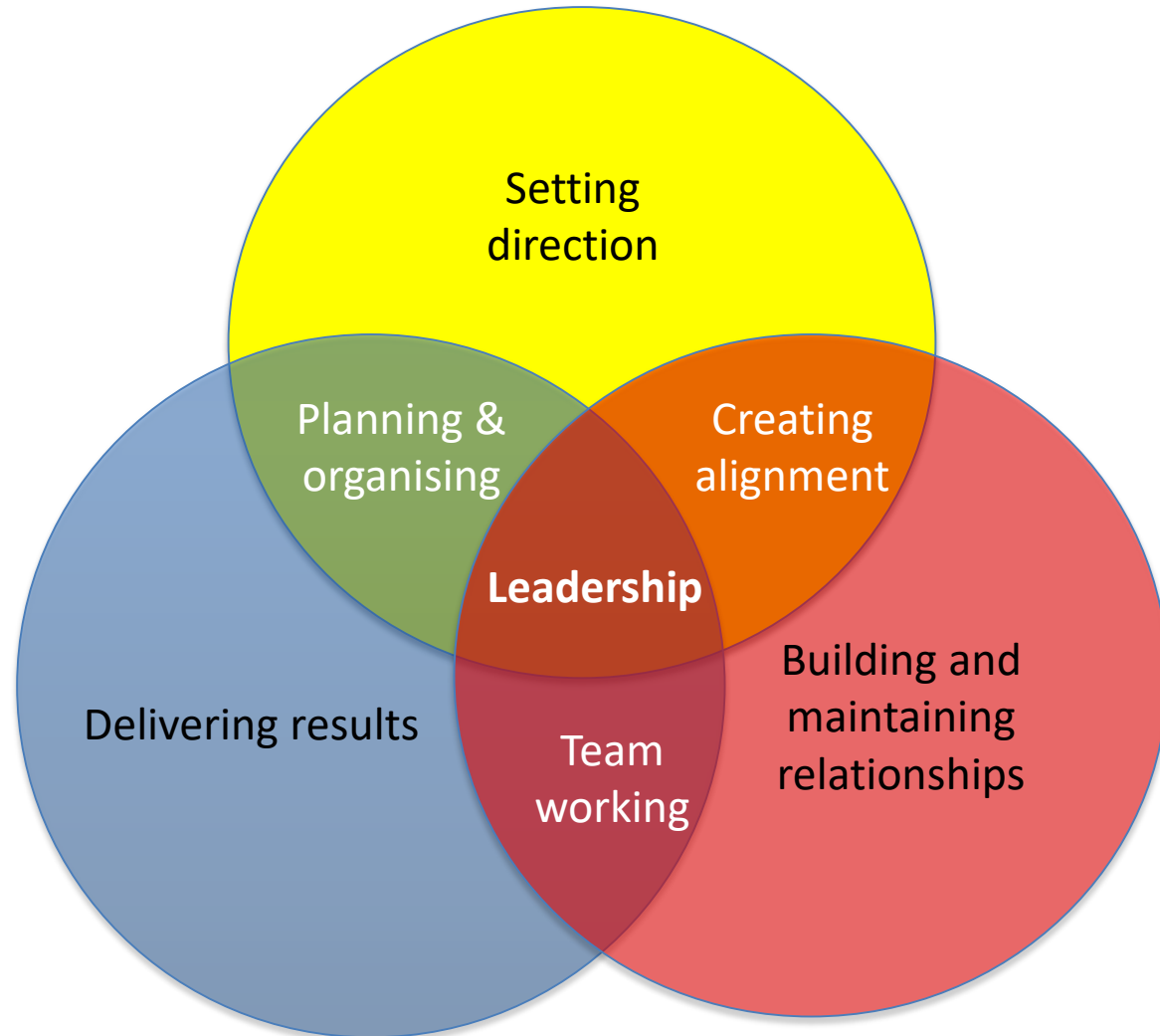




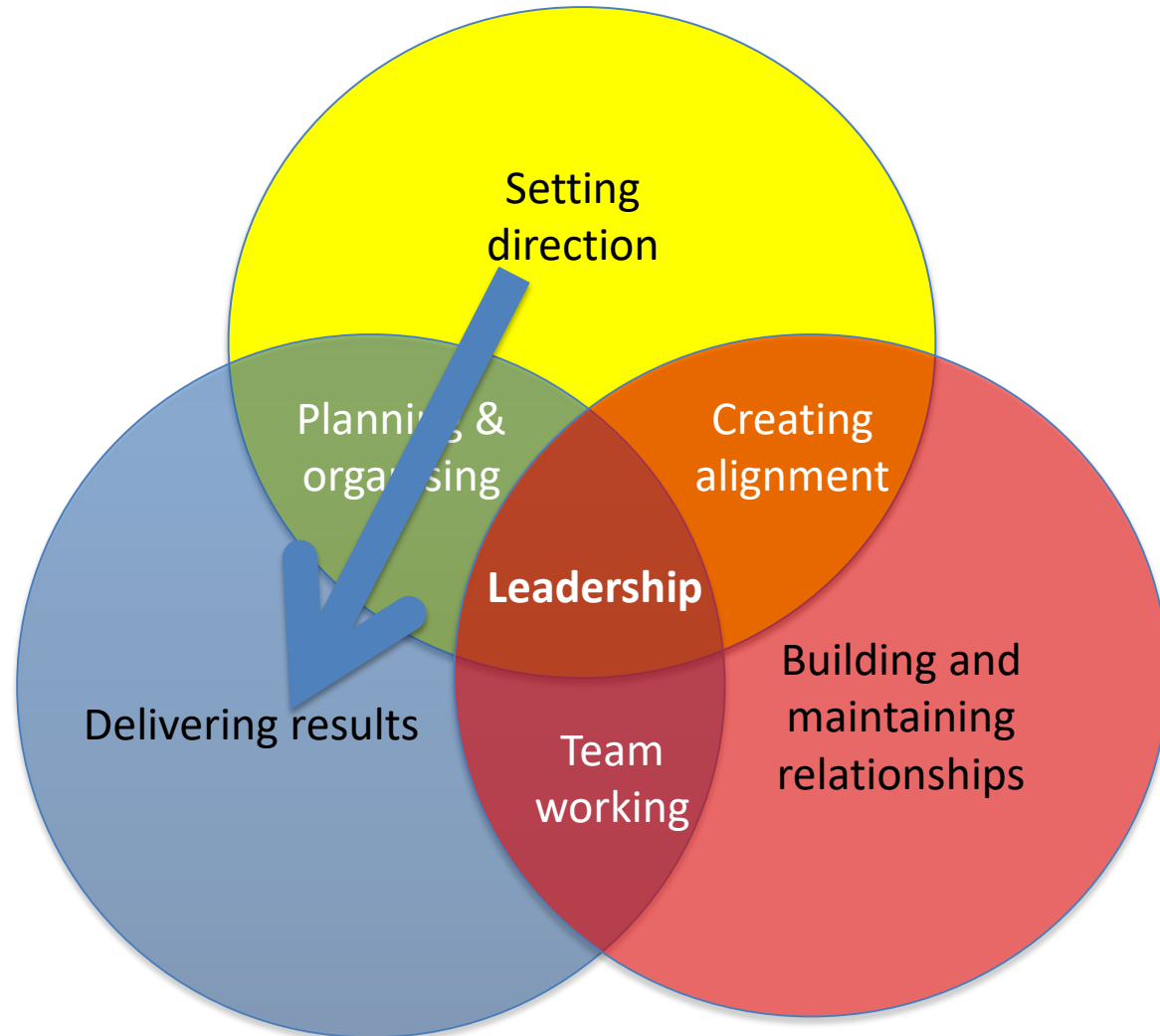
# The tasks of leadership



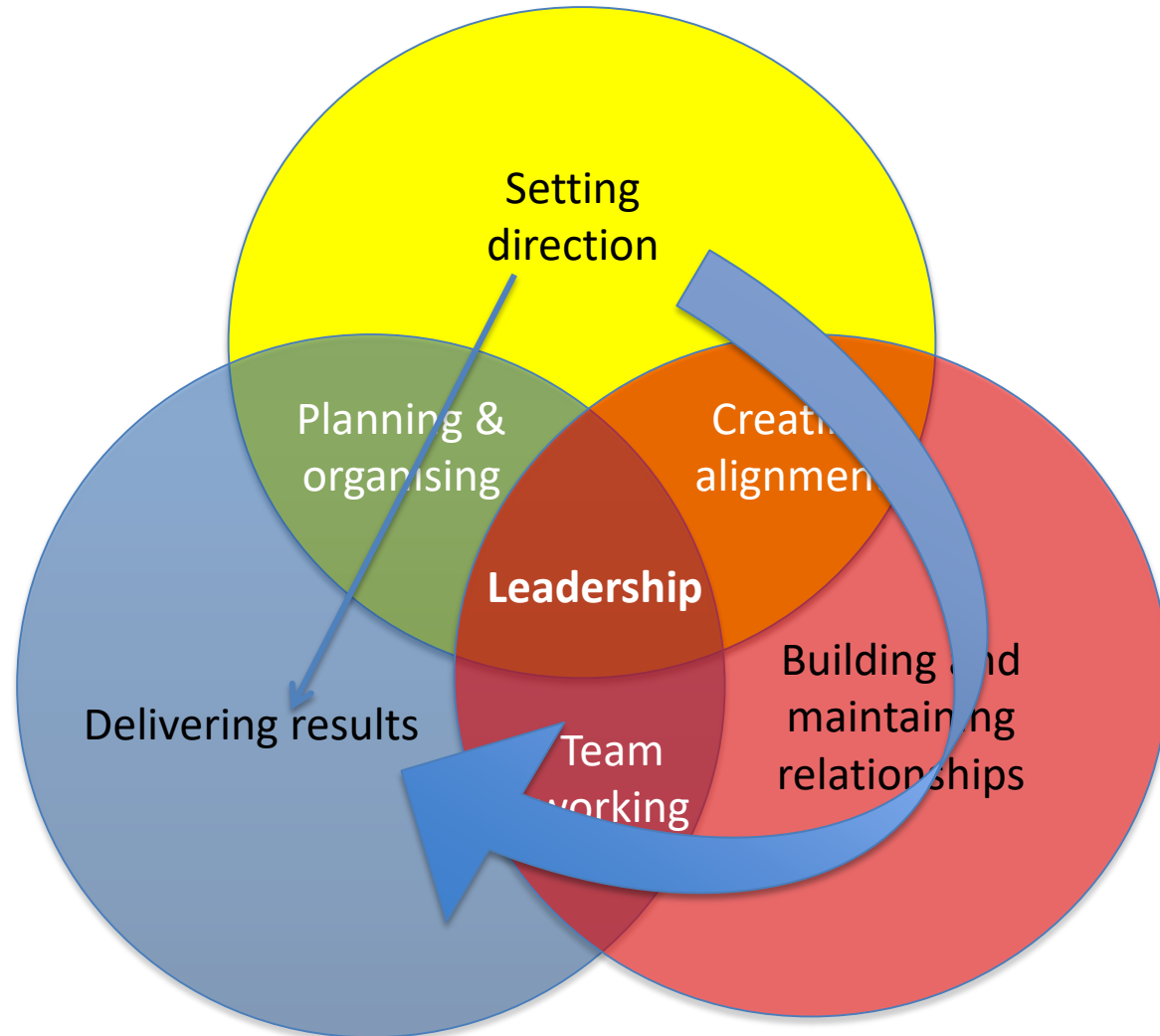
# The tasks of leadership



# The tasks of leadership



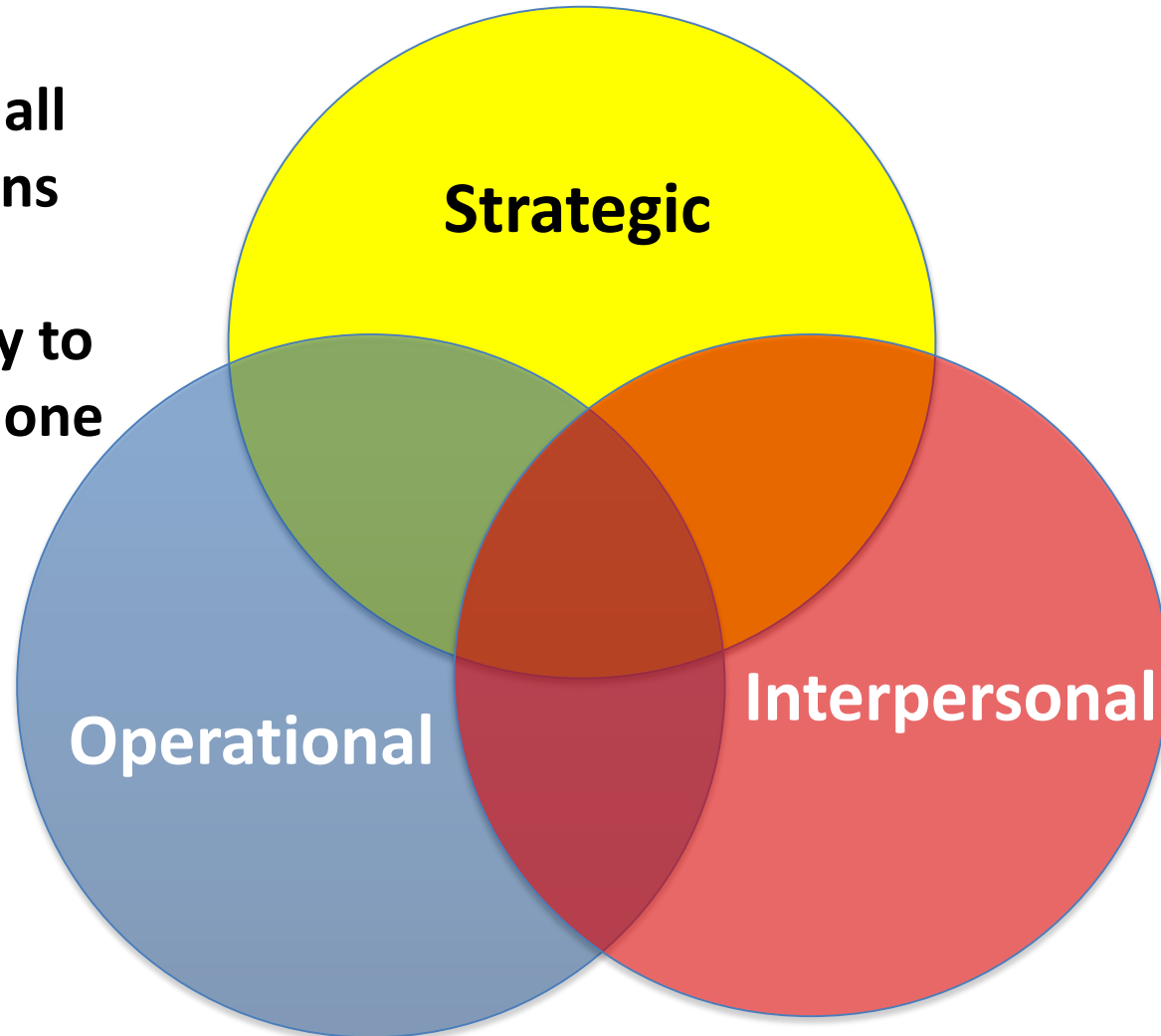
# The tasks of leadership



# The three domains of leadership

**Team needs all  
three domains**

**You are likely to  
be skilled in one  
of these**

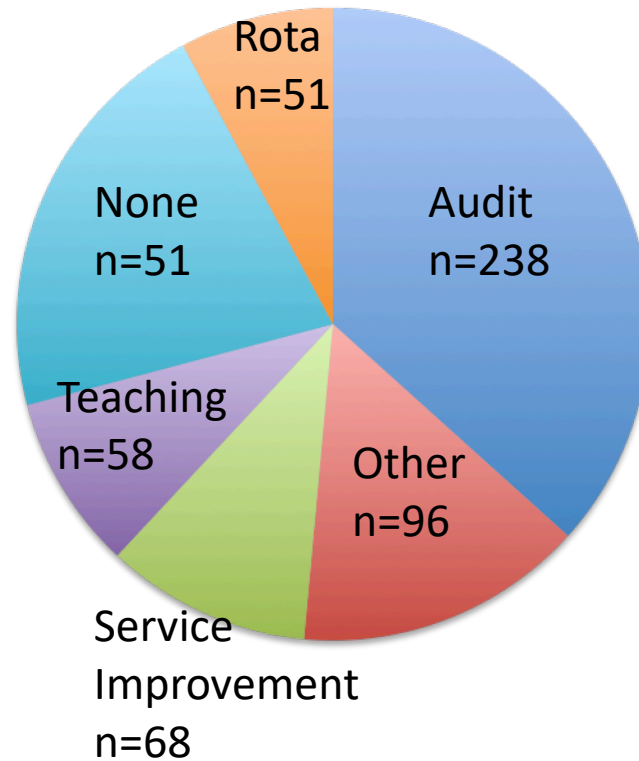


## Key point 2

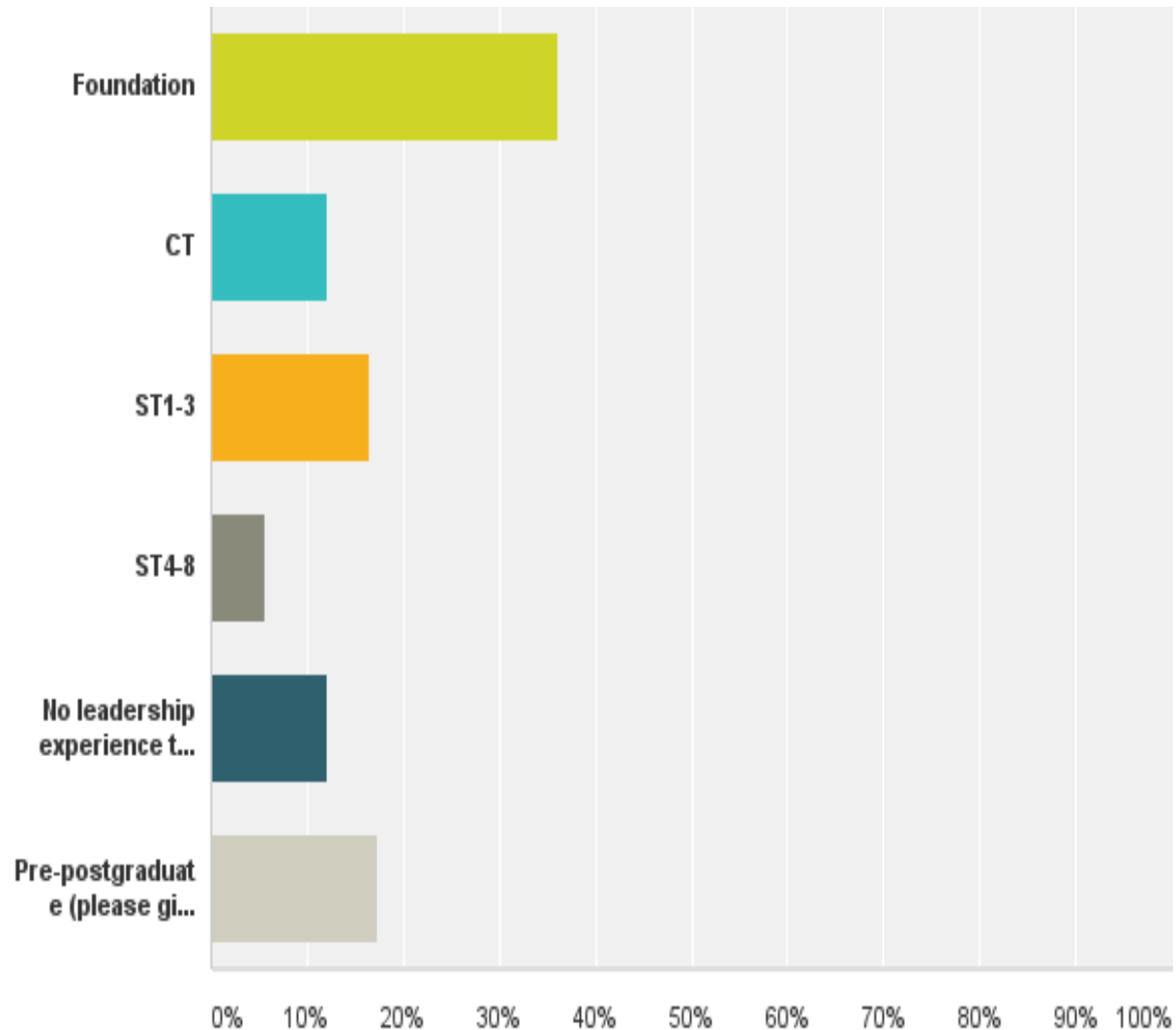
What are your leadership skills in a team based model of leadership?  
Strategic, Interpersonal, Operational?

# Examples of leadership and management

**Leadership and Management activity  
n=511**



# Q5: At what level was your first leadership experience?





# Recognising leadership skills in trainees

- Leadership qualities in trainees
  - Initiative, extra mile, not spoon fed, takes responsibility early, credible with peers, organized ward rounds, good portfolios, visible in other areas, know their names
  - NB Don't overlook the remaining trainees not in these categories-the slow burners
    - Honest grafters, different types of leadership eg emotional leaders, strategic thinkers, quietly organised
  - Look at teaching and research as a proxy marker
  - Good with interpersonal relationships,
- Data from n=100 consultants

## Key point 3

Leadership skills develop earlier  
than you might think



# sources of data in decision- making

People, social actors, bodies, subjects, objects, minds psyches, rationality, emotion, thought, feeling memory, senses, consciousness, subconsciousness, instincts, understandings, interpretations, motivations, ideas, attitudes, beliefs, views, identity, essence, being, self, individuals, others, collectivities, representations, cultural or social constructions, experiences, accounts, stories, narratives, biographies, evolution, development, progress, texts, discourses, words, codes, communications, languages, actions, reactions, behaviours, events, interactions, situations, social relations, social or cultural practices, social processes, rules, morality, belief systems, institutions, structures, the 'material' market, cultures, societies, groups, producers, consumers, nature, genes, humans, animals, empirical patterns, regularities, order, organisation, connectedness, empirical haphazardness, spontaneity, disorder, disorganisation, chaos and disconnectedness, underlying mechanisms, one objective reality, multiple realities or versions

Mason 1996

N.B. Postmodernism decline of the single authority perspective

# What is a system?

“A system is a configuration of interacting, interdependent parts that are connected through a web of relationships, forming a whole that is greater than the sum of its parts.”

# Factors to consider when faced with or initiating change

Rational  
Political  
Emotional

Some authorities argue that leadership is about harnessing power that is intrinsically political, and conceptualised into rational and emotional elements. If interested

G. Sheard, A.P. Kakabadse, N.K. Kakabadse, (2011) "Organisational politics: reconciling leadership's rational-emotional paradox", Leadership & Organization Development Journal, Vol. 32 Iss: 1, pp.78 - 97

## Key point 4

Decisions and outcomes in healthcare  
are complex and uncertain

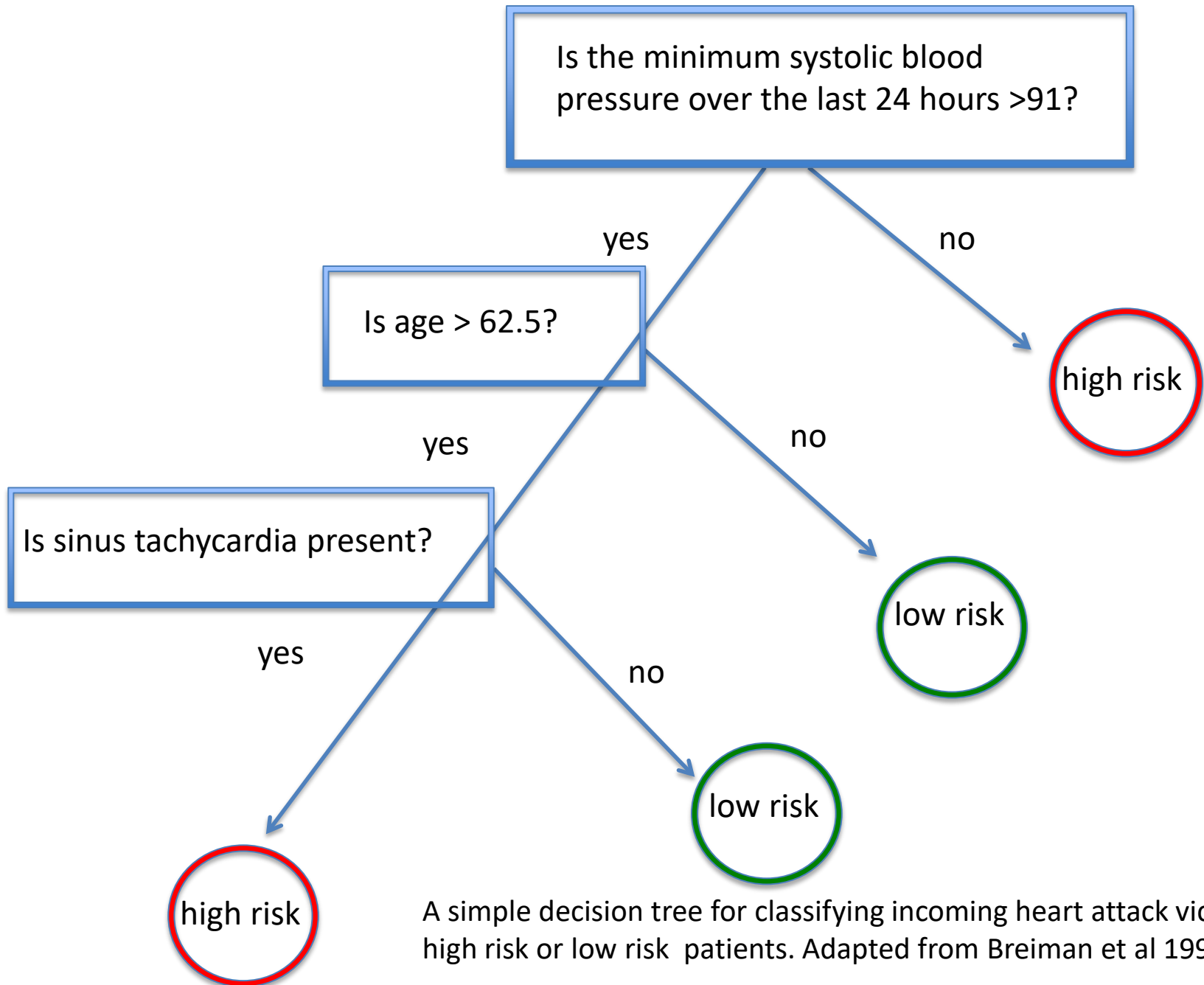
# Making a decision-classic model

- Four steps
  - You encounter a choice
  - You analyse your options
  - You make a choice
  - Then you live with it

Decision making in complex situations-  
the value and pitfalls of using heuristics

Herbert Simon  
Daniel Kahneman  
Gerd Gigerenzer





A simple decision tree for classifying incoming heart attack victims as high risk or low risk patients. Adapted from Breiman et al 1993

# Decision Making Bias and Errors

## A Little List of Errors and Biases

After Krueger & Funder (2004), Table 1

- Overconfidence Bias
- **Fundamental Attribution Error**
- False Consensus Effect
- Positivity Bias
- Confirmation Bias
- Justice Bias
- Hot-Hand Fallacy
- Self-Protective Similarity Bias
- **Self-Serving Bias**
- Optimistic Bias
- Sinister Attribution Error
- Ingroup-Outgroup Bias
- Hypothesis-Testing Bias
- Durability Bias
- Self-Image Bias
- **Actor-Observer Bias**
- Systematic Distortion Effect
- Asymmetric Insight Illusion
- Dispositional Bias
- Clouded Judgment Effect
- Empathy Neglect

*Google*  
*“Cognitive Errors”*

**Decision-Making**  
**Probability and Belief**  
**Social**  
**Memory**

- Correspondence Bias
- Halo Effect
- False Uniqueness Effect
- Negativity Bias
- Disconfirmation Bias
- Male Bias
- Gambler’s Fallacy
- Hindsight Bias
- “Ultimate” Self-Serving Bias
- Pessimistic Bias
- Conjunction Fallacy
- Positive Outcome Bias
- Diagnosticity Bias
- Vulnerability Bias
- Labeling Bias
- External Agency Illusion
- Intensity Bias
- Just-World Bias
- Romantic Bias
- Bias Blind Spot
- Empathy Gap

# Four villains of decision making

- Narrow framing
  - unduly limiting options-tend to be binary
- Confirmation Bias
  - seeking out information that supports our beliefs
- Short term emotion
  - being swayed by emotions that fade with time
- Overconfidence on our predictions
  - Having too much confidence in our predictions

# Decision making process- four elements

- Widen your options
  - Opportunity costs, vanishing options, multitrack
- Reality test your assumptions
  - Look for disconfirming data
- Attain distance before deciding
  - Address short term emotions
- Prepare to be wrong
  - Set a tripwire

# Key point 5

Select and use leadership skills  
(heuristics) in your social life and work

# Key points-interim summary

- Setback and Resilience
  - “Success is fine but failure is more interesting”
  - Growth Mindset
- Leadership takes place in teams
  - You already have leadership skills in one domain at least
- Outcomes in leadership are complex and uncertain
- Use heuristics to make better decisions in life and work
  - Heuristic-a rule of thumb to solve a problem without the exhaustive application of a set of rules.

# Bringing it together Using a heuristic



# Communication

- Frame
  - Right time, place, expectations, permissions, context etc
- Advocate
  - A clear description of your opinion, belief etc
- Illustrate
  - The data you have to support your belief
- Inquire
  - What is your response to my position?

The Power of Balance. Transforming Self Society and Scientific Inquiry.  
Torbert 1991. ISBN 0 8039 4068 8



# Heuristic useful for....

- Clear communication in everyday situations
- Giving and receiving criticism
- Responding when disempowered
- Interviews
- Oral exams
- Writing etc

**Thank you**