

Talent Management and Health Leadership Development

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The European Health Sector is undergoing significant transformation (Turner, 2017 and 2018; Enock and Markwell 2010; Veronesi 2018, Veronesi et al, 2013) and the resulting complexity has led to an increased focus on Leadership at all levels. As such, the need for a modern health leader is more than obvious in all Health Care systems. The majority of hospitals globally have taken into consideration the role of Clinical Director; clinicians need to be offered managerial responsibilities, relating to financial and human resources, who become also accountable for the overall performance of their respective Division (Veronesi et al, 2018; Kirkpatrick et al., 2016). Previous research conducted in this area, reveals that clinical leaders can have a positive effect on a range of outcomes relating to communities as a whole, patients and employees (Kickpatrick et al. 2016; Mountford and Wagg et. al, 2014). Therefore, it is argued that **engaging more doctors in leadership positions improves effectiveness and productivity of hospitals along some key performance indicators** (Turner, 2018; Veronesi et al., 2018; Veronesi et al., 2013; The King's Fund, 2011; Hamilton et al., 2008).

Moreover, as complexity in health care increases, European Health Management Systems require innovative leaders who can identify needs and current challenges in their practice, shift and adapt quickly, are resourceful and effective, thrive on organizational change, inspire others and make sense out of uncertainty and resistance to change for those they lead. **Strong leadership is the key driver of overall organizational performance, and well-constructed talent management systems remain critical to developing and retaining a successful pool of strong healthcare leaders, capable to meet growing demands for high quality, cost-effective care** (Kyriakidou et.al., cited in Turner, 2017).

Additionally, innovative Human Resource practices may result in a great cultural shift within main stakeholders involved in managing health conditions, allowing and promoting new service development and assist in shaping learning and development from clinicians, managers and commissioners. Hence, **clinical leaders can exercise leadership and Emotional Intelligence qualities, manage talent within the hospital and make informed decisions since they have expert knowledge at the core of the health organization they are operating** (Kyriakidou and Papagiannopoulos cited in Turner, 2018).

PURPOSE OF THE PRESENTATION

A recently developed program on clinical leadership for Thoracic surgeons, funded by the European Society of Thoracic surgeons and delivered by Prof Turner and Dr Kyriakidou (Leeds Beckett University) in collaboration with Prof Pierrakos (University of West Attica) , demonstrated a clear impact which doctors have in shaping their medical practice when they exercise their qualities in leading their staff and promote change within their health organizations. The European cases we developed demonstrated that the greater the involvement of clinicians in the roles of management and governance, the more efficient and productive their health care organizations become (Kyriakidou et al cited in Turner, 2017).

Reflecting on the programme, the key aim of the presentation is to introduce and critically discuss:

- **Talent management in health leadership development**
- **Emotional Intelligence and its contribution to health leadership development**

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