

Medical Leadership

Learn - Understand - Act - Decide - Organize – Inspire

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Requirements for the management training of medical management personnel

Prof. Dr. Christoph A. Zenger, LL.M., Attorney at Law
University of Bern

Introduction

1. Management art
2. Management expertise
3. Management guidance
4. Management judgment

Summary and conclusion

1. Art: Know how

- > **Dispositional knowledge** (Verfügungswissen) and skills
- > Designs and effects
- > What is feasible (technology) and possible (art)

- > Knowledge and skills for **health care task fulfillment**:
 - **Strategy** development and implementation
 - **Structure** development and implementation
 - **Process** development and implementation
 - **Financial** development and management
 - **Human resources** development and management
 - **Marketing** development and management
 - **Communication** management (patient dialogue, media!)

2. Expertise: Know why

- > **Factual knowledge** (Sachwissen) and understanding (scientific: explaining)
- > Models and scenarios
- > What is real (social reality) and why, and what is essential

- > Knowledge and understanding of institutions and **contexts of health care tasks**:
 - **Actors**
 - **Power structures** (professions!)
 - **Decision-making** contexts
 - **Public tasks** (social insurance!)
 - **Political and economic** environment
 - **Legal and moral** environment

3. Guidance: Know what (for)

- > **Orientation knowledge** (Orientierungswissen) and intention
- > Plans and consequences
- > What is right and for what reason, and what is important

- > Knowledge and intention to **guide health care tasks**:
 - Strategic direction and **goals**
 - Organizational **values and norms** (important v. negotiable!)
 - Internal **purpose** of the organization and its operations (prioritization!)
 - **Personal stance** and integrity (trustworthiness, authority!)

4. Judgement: Don't know

- > Admission of **not knowing**
- > Admission of **limits to reaching agreements**
- > Admission of **quandaries, dilemmas and aporias**

- > **Reflection and judgment** in decision-making situations:
 - **Human education** beyond competence formation
 - Ability to **tolerate the plurality and differend of worlds** of meaning
 - **Practice** in interacting with people from differing worlds of meaning
 - Willingness to **search** for what is appropriate to the situation
 - Willingness to **consult and judge**
 - Willingness to assume **responsibility**
 - Courage and **decisiveness**

- > Management training for medical staff requires the necessary knowledge and competences for management functions in organizations based on the division of labor, namely
 - dispositional knowledge and skills
 - factual knowledge and understanding
 - orientation knowledge and intention} Management training as competence formation

- > It requires, moreover, the admission of, in the differend of worlds,
 - not being sovereign and yet having to judge
 - having dirty hands or no hands
 - not understanding anything about management of health care, if only understanding management
 - failing if being locked in one's own world of meaning} Management training as human education