

**20 Years**  
We Shape  
Neuroscience Care  
For A Better Tomorrow



**National  
Neuroscience Institute**  
SingHealth

# From the Operating Room to the Board Room

Assoc Prof Ng Wai Hoe  
Medical Director, National Neuroscience Institute  
Dy Group Chairman, SingHealth Medical Board



PATIENTS. AT THE HE<sup>ART</sup> OF ALL WE DO.®

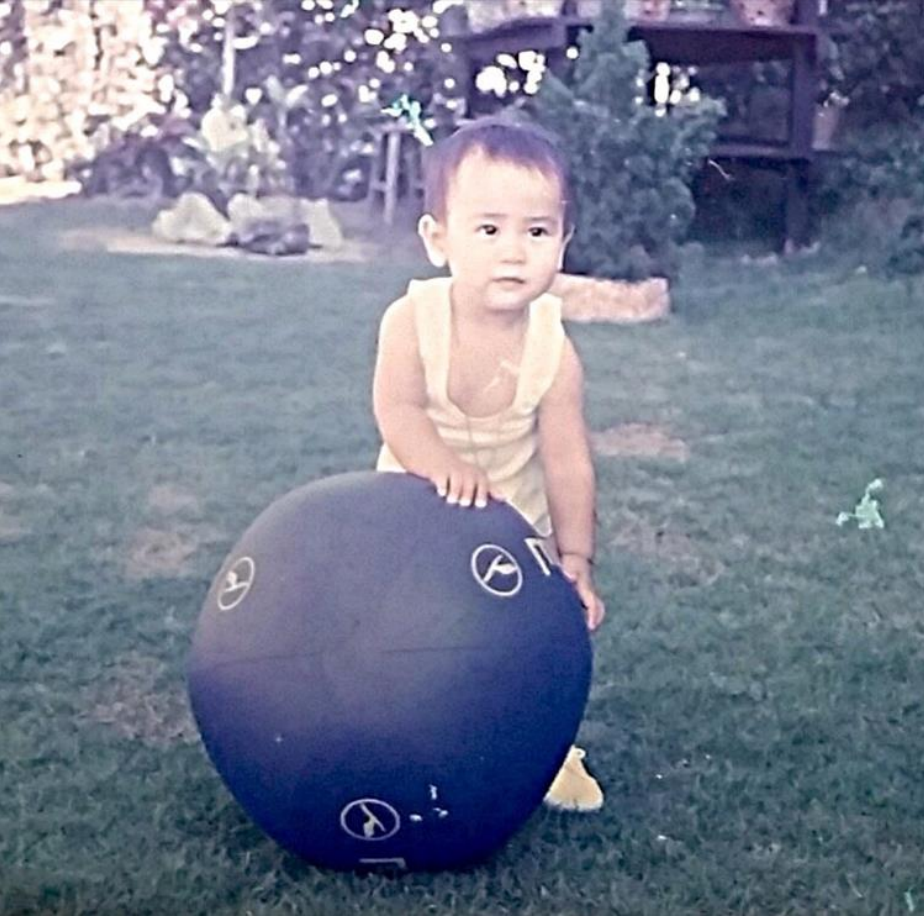






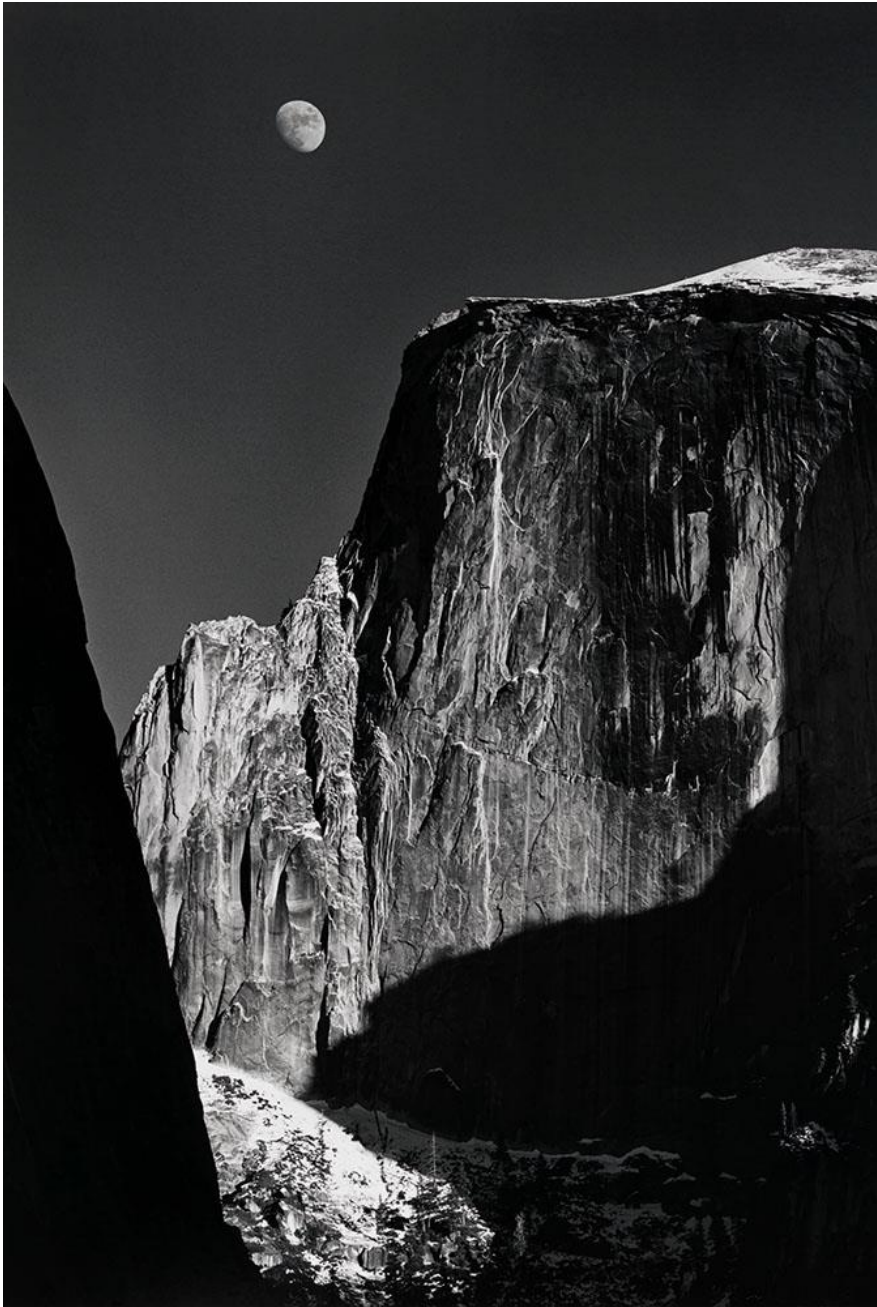
Singapore Airlines receives its first Boeing 747 jumbo jet at Boeing's factory near Seattle in 1973





Childhood Dream...





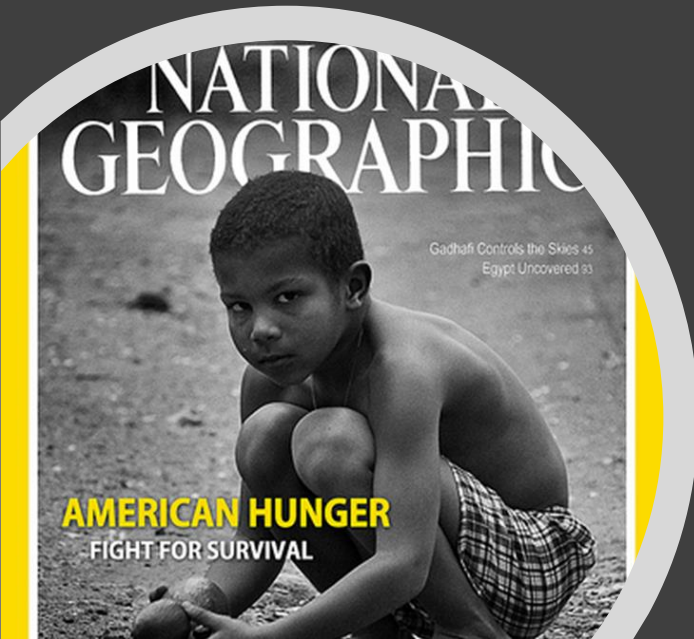
Ansel Adams

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# National Geographic

- Great beauty
- Powerful stories
- Great suffering





Leave this  
world a  
little better  
than you  
found it.

ROBERT BADEN-POWELL






**ninja**  
**cardio-thoracic**  
**surgeon poet**

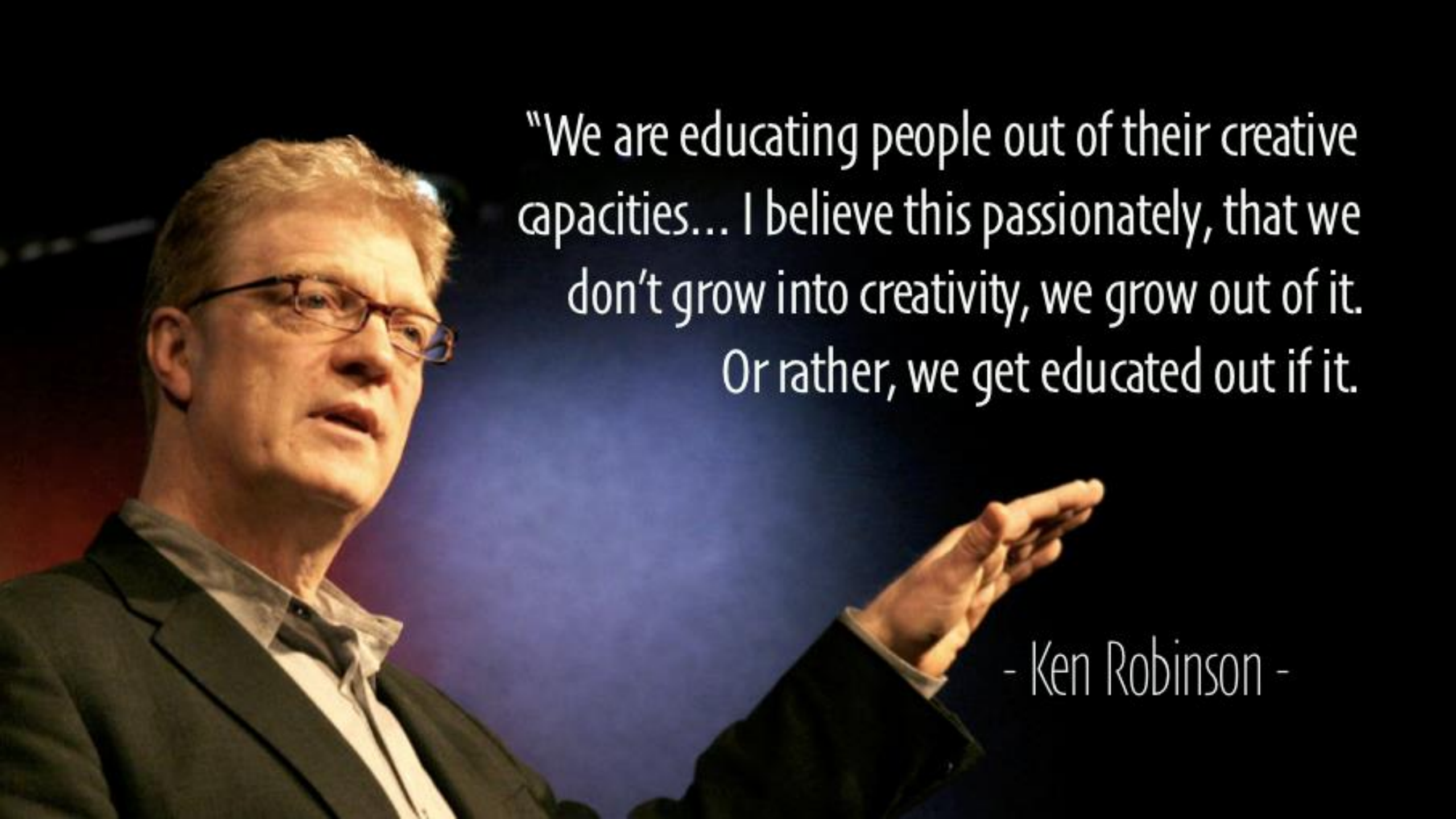




Adventurer-Photographer-Journalist-Social Entrepreneur

A close-up portrait of Richard Branson, an older man with long, wavy white hair and a full white beard. He is smiling broadly, showing his teeth, and looking slightly upwards and to the right. He is wearing a dark jacket over a white collared shirt. The background is a plain, light gray.

One can always dream right...

A photograph of Ken Robinson, a man with glasses and a dark suit, speaking and gesturing with his right hand. The background is dark with a blue light source.

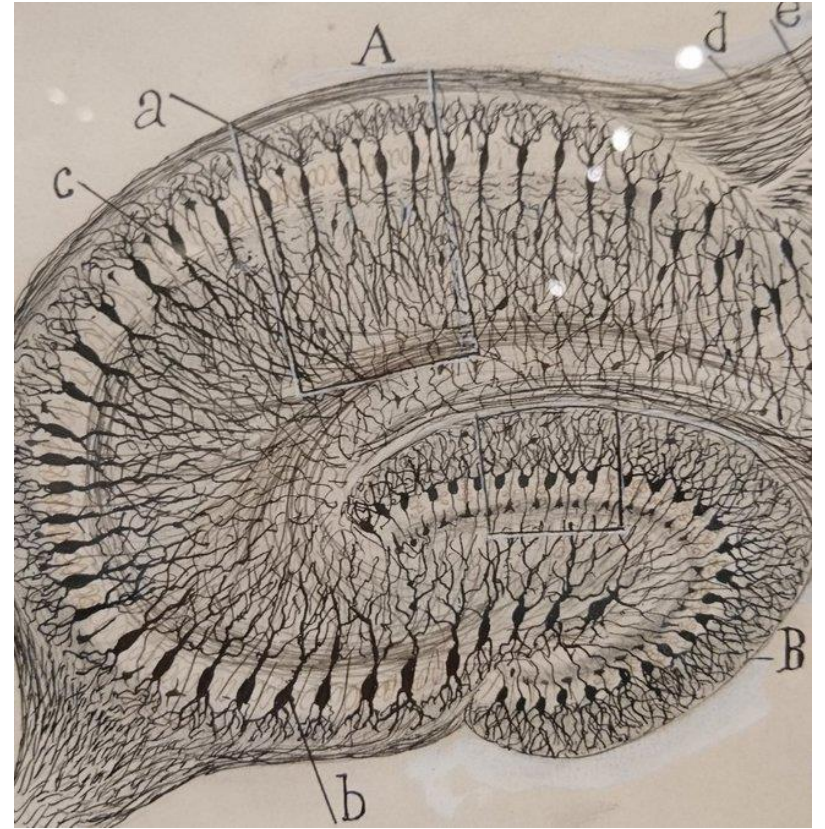
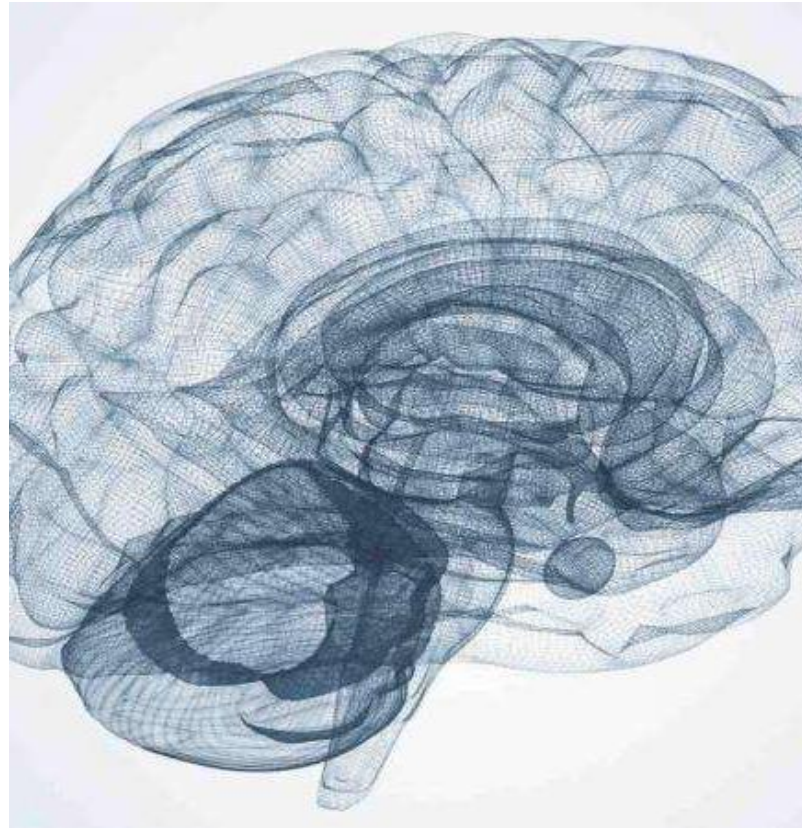
"We are educating people out of their creative capacities... I believe this passionately, that we don't grow into creativity, we grow out of it. Or rather, we get educated out of it.

- Ken Robinson -



National Service just  
spoils it all...

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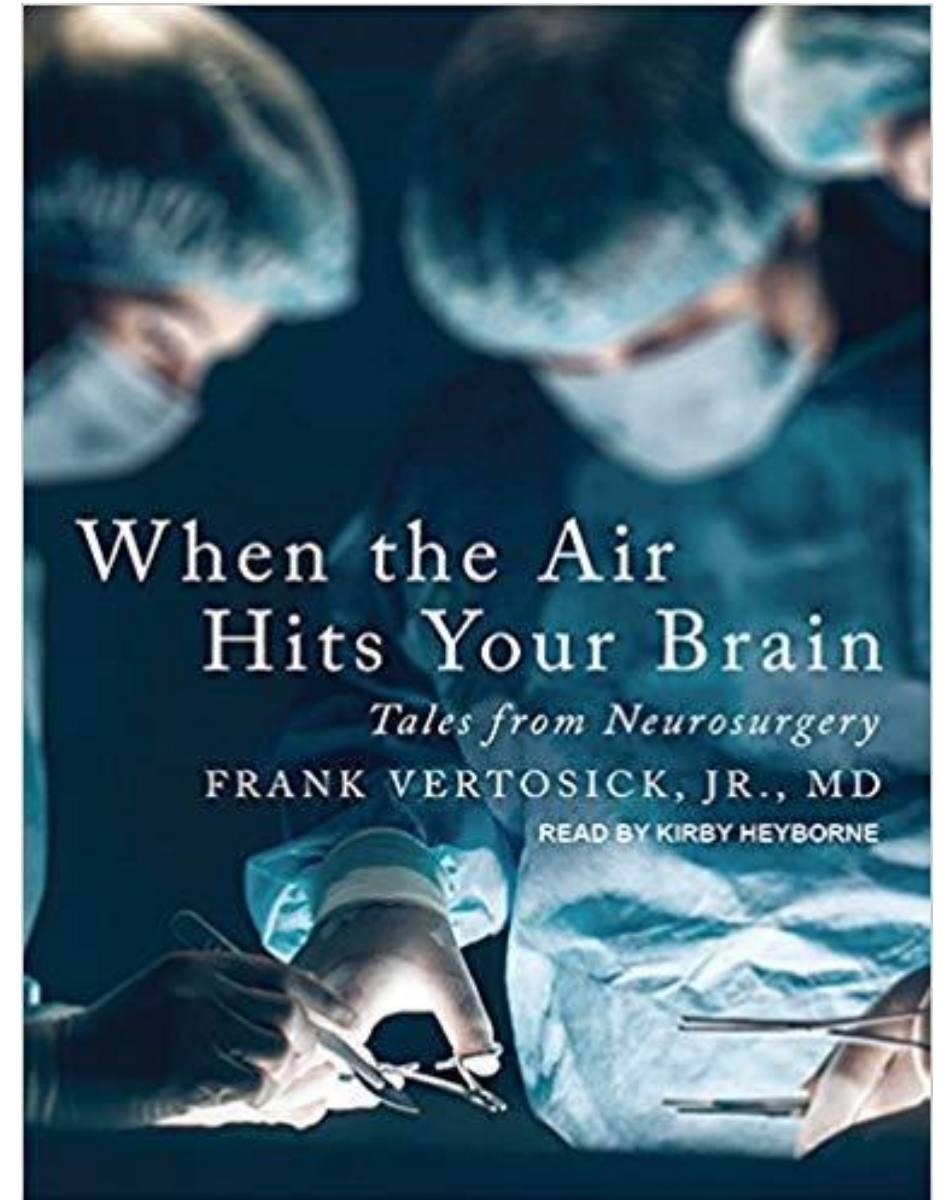
# The Beautiful Brain

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Hard @ Work

...the neurosurgeon, for whom the greatest mystery of creation resided in a few pounds of greasy flesh and blood. Only the neurosurgeon dares to improve upon five billion years of evolution in a few hours.





# The case for physician leadership

By Associate Professor Ng Wai Hoe

Academic Deputy Chair, Neuroscience Academic Clinical Program  
Deputy Director, National Neuroscience Institute  
Head, Neurosurgery, National Neuroscience Institute



What distinguishes a superstar National Collegiate Athletic Association basketball team from one that is merely very good? What do stellar English football teams do differently from their peers?

The answer may lie not in what they do differently but in who leads them. It turns out that the best performing teams are frequently managed or coached by former brilliant players.

These observations have led to the belief that expert domain knowledge is correlated with organisational performance. Organisations should therefore look towards 'expert leaders' for leadership.

Amanda Goodall has extrapolated these findings to the healthcare setting. Goodall studied the performance of thousands of US healthcare institutions and hospitals and discovered that hospitals positioned higher in the US News and World's Report's Best Hospitals ranking are led disproportionately by physicians.

While this study does not establish that physicians make more effective leaders when compared to professional managers, it is consistent with findings in other high-skill settings such as professional sports. Therefore, it does raise the association between physician leadership and hospital performance.

Hospital Leadership and Management have however often been viewed as the 'dark side' by physicians trained to provide

professional excellence for their individual patients. The traditional skills of physicians have focused physicians on management of an individual patient, scientific training, autonomy, working as an individual and optimization of a single outcome.

In contrast, leadership and management focus on the organization, systems training, standards, teamwork and the big picture view. Contrary to popular belief, these skill sets are complementary and not mutually exclusive.

In the light of the compelling evidence, it is perhaps timely that physicians should consider taking up the mantle of leadership. In the words of Mahatma Gandhi, we must be the change we wish to see in the world.

“Organisations should therefore look towards “expert leaders” for leadership.”

## References

*‘Why Do Leaders Matter? A Study of Expert Knowledge in a Superstar Setting’, with Lawrence M. Kahn and Andrew J. Oswald, Journal of Economic Behavior & Organization, July 2009, 77 (2011) 265-284*

*‘Physician-leaders and hospital performance: Is there an association?’ (Social Science & Medicine 73 (4): 535-539 August 2011)*

*This article is brought to you in partnership with SingHealth Leadership and Organisational Development*

- Why leaders matter?
- The case for expert leaders
- Why should physicians lead?

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## A new age in pharmacy management

Continued from front page





5 Tasks



5 Disciplines



# The Golden Circle

## Every person knows **What they do.**

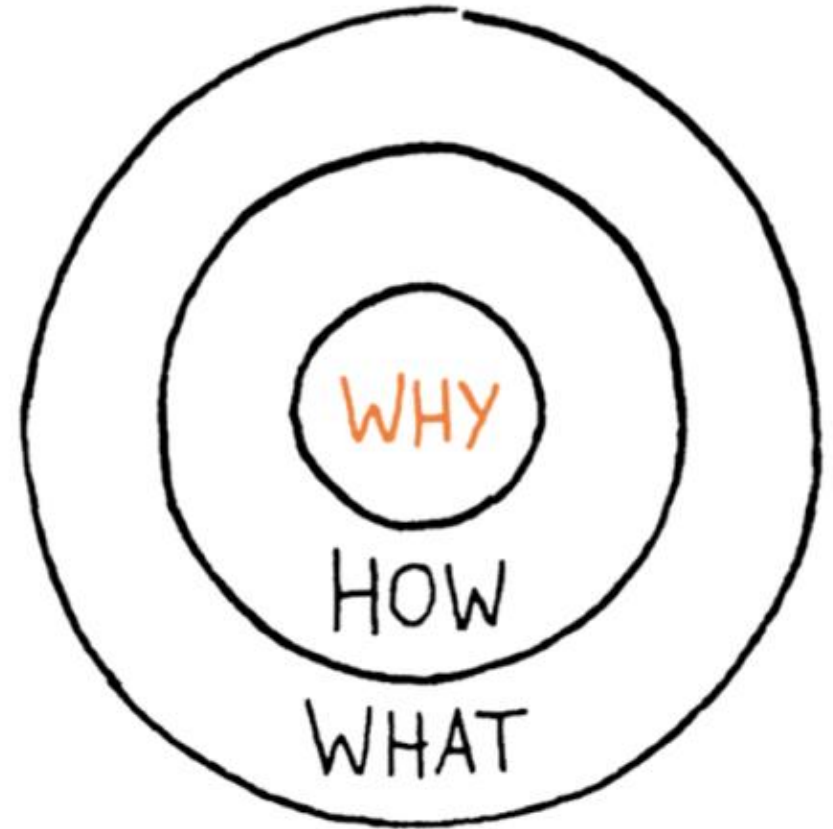
Your job title, function, the products you sell or services you offer.

## Some people know **How they do it.**

The actions you take that set you apart from others.

## Few people know **Why they do it.**

The purpose, cause or belief that inspires you.





And it's those who start with why, that have the ability to inspire those around them or find others who inspire them.

Simon Sinek

quote fancy



# Grand Vision

- “We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard”
- Well defined
- Aspirational

LEADING  
WITHOUT  
AUTHORITY

GETTING  
RESULTS

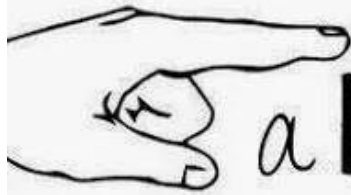
... when you don't  
have a fancy pants  
title



- Creating value vs Counting value
- Circles of influence vs Circles of power
- Leading people vs managing work

Leading vs Managing





The differences between

a **BOSS**

and

a **Leader**



Drives employees  
Depends on authority  
Inspires fear  
Says "I"  
Places blame for the  
breakdown  
Knows how it's done  
Uses people  
Takes credit  
Commands  
Says "Go"

Coaches employees  
Depends on goodwill  
Generates enthusiasm  
Says "We"  
Fixes the breakdown  
Shows how it's done  
Develops people  
Gives credit  
Asks  
Says "Let's go"



Change

# Why is Change so Hard?



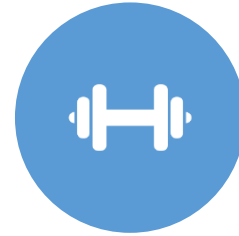
LOSS OF  
SOMETHING OF  
VALUE



FEAR OF UNKNOWN



UNCERTAINTY



RESISTANCE



TENSION

**Why you should  
make a  
Change**





A large colony of penguins, likely King penguins, is gathered on a flat ice floe in the middle of the ocean. The penguins are mostly white with black wings and heads. In the background, there are massive, layered ice formations that look like a frozen cliff or a large iceberg. The sky is a clear, bright blue. The water is dark blue with some white foam from the ice.

## Managing Change

# VUCA

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VOLATILITY



UNCERTAINTY



COMPLEXITY



AMBIGUITY

Focus on activities that will bring you closer to your goal

Vision.

Work with up-to-date data coming from all stakeholders

Understanding.

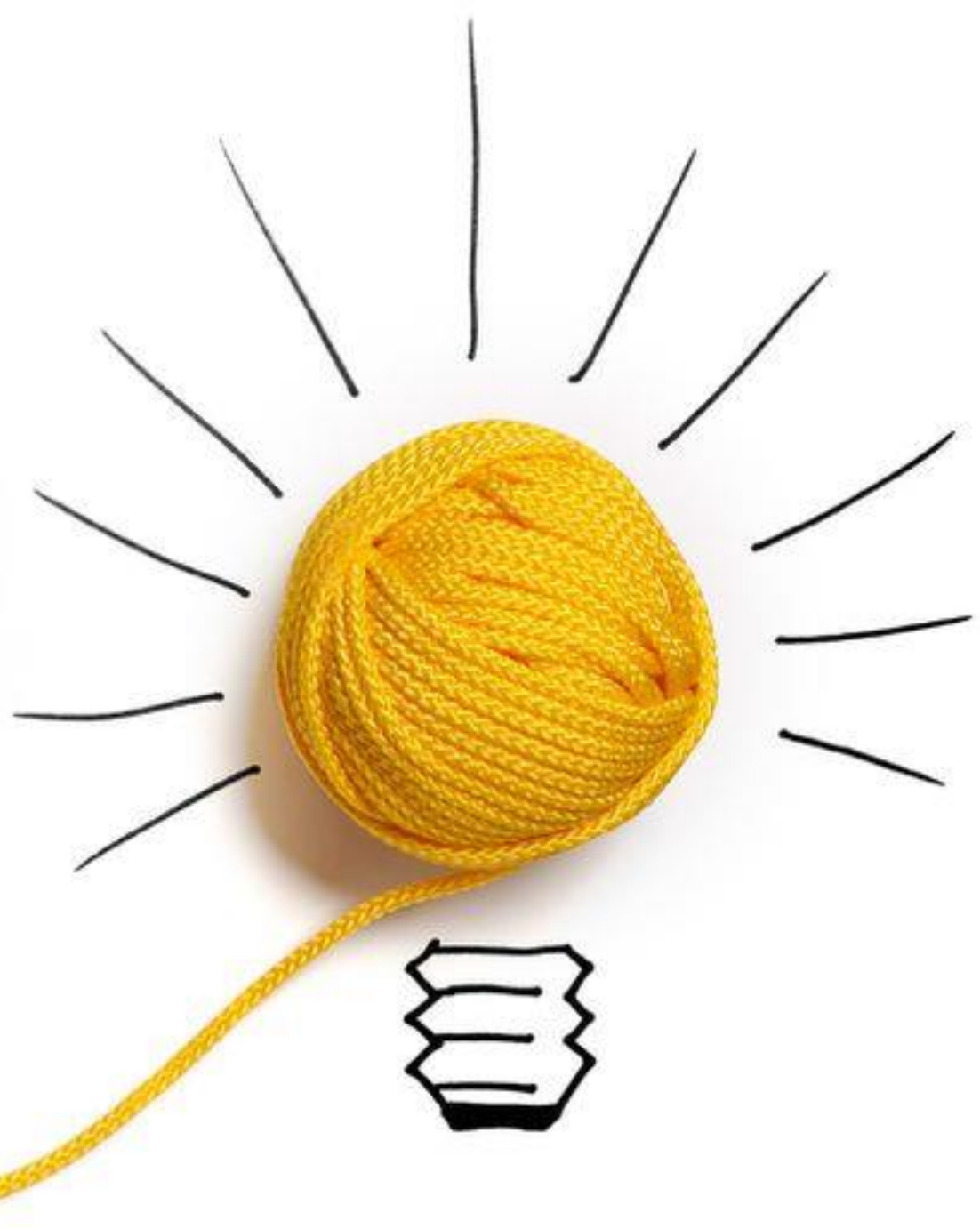
Simplify communication to make sure messages are understood clearly

Clarity.

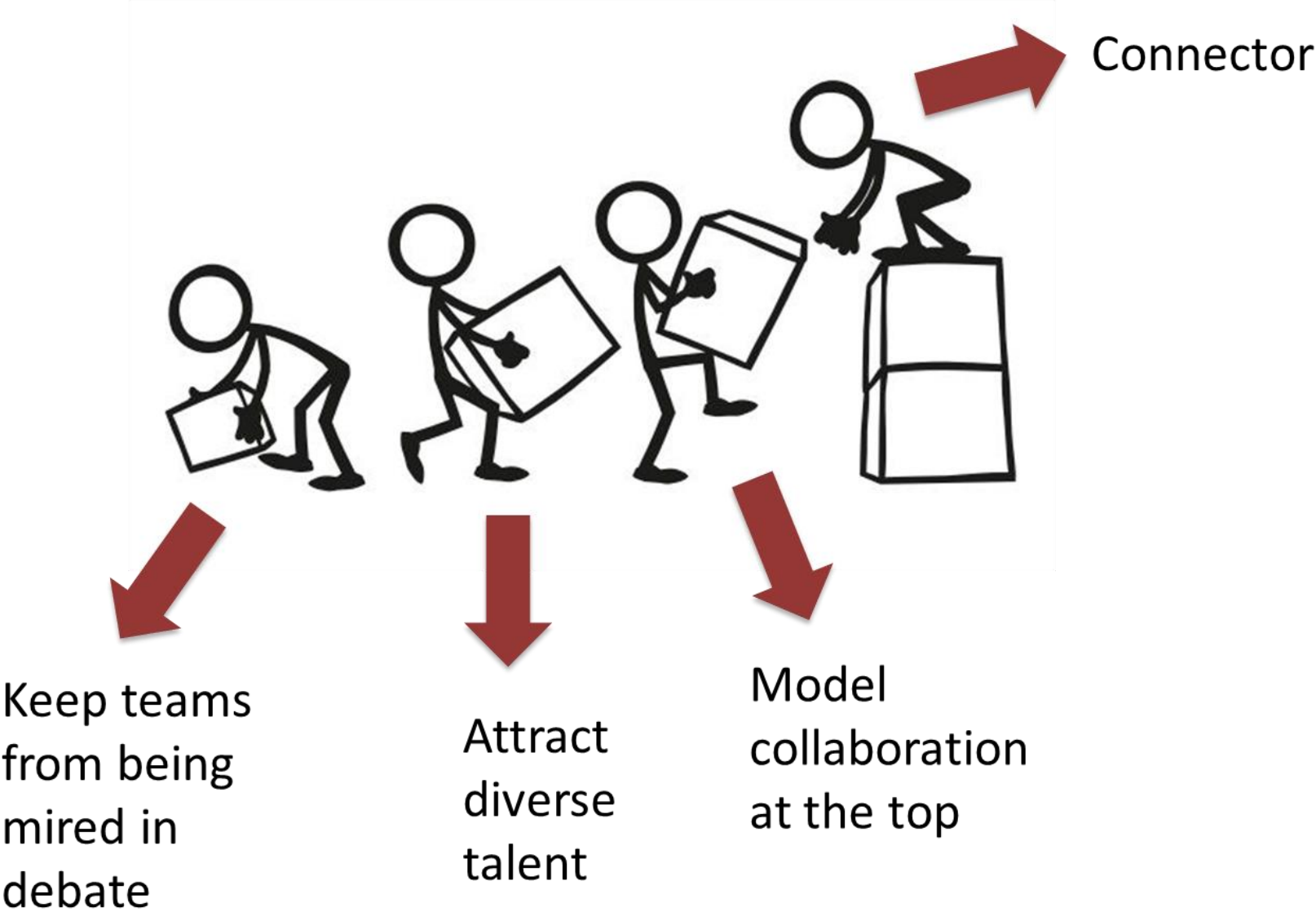
Provide flexibility to adjust to changes more quickly

Agility.





# Collaborative Leadership





“Without **trust** we don't truly collaborate; we merely coordinate or, at best, cooperate. It is trust that transforms a group of people into a team.”

-Stephen M.R. Covey



Reflection

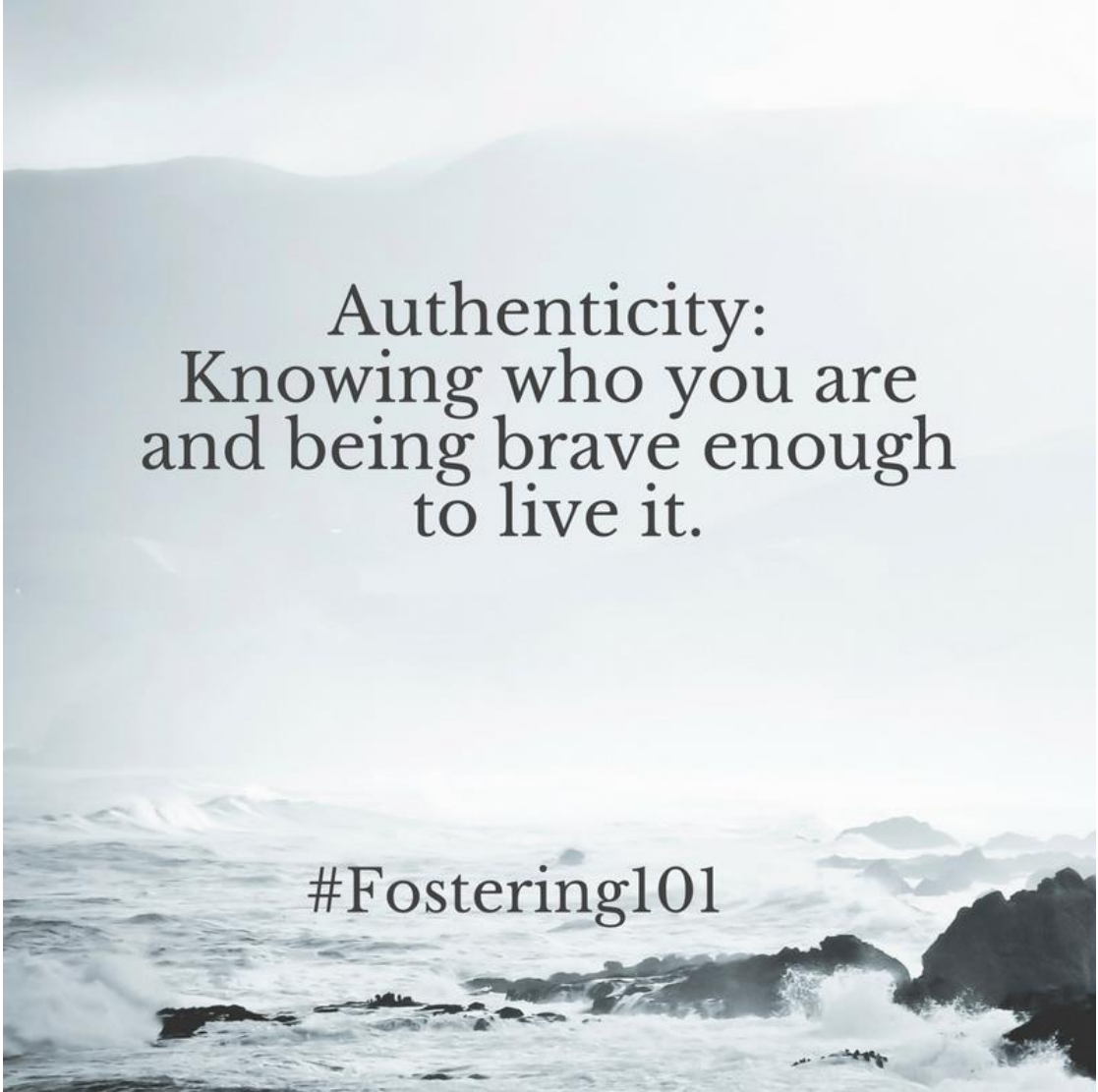
Be Authentic



Authenticity is the  
act of telling people  
what you believe  
and care about, not  
telling them what  
you think they want  
you to believe or  
care about.

Dale Partridge

LaWhimsy//Monday Mantra



Authenticity:  
Knowing who you are  
and being brave enough  
to live it.

#Fostering101

# The Best Leaders are Constant LEARNERS

KENNETH MIKKELSEN & HAROLD JARCHE

LEADERS CANNOT RELY ON STATIC MAPS

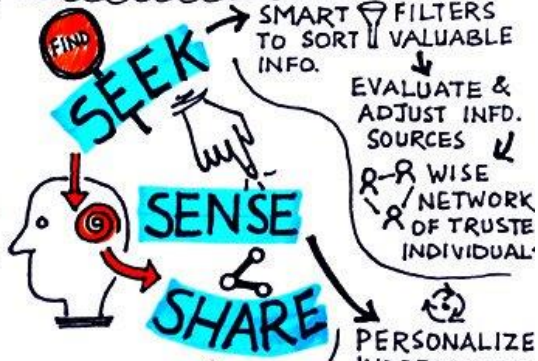


ORGANIZATIONS MOVING FROM SCALABLE EFFICIENCY to LEARNING

connect and participate in knowledge flows that challenge our thinking

HOW?

PERSONAL KNOWLEDGE MASTERY



SMART FILTERS TO SORT VALUABLE INFO.

EVALUATE & ADJUST INFO. SOURCES

R-R WISE NETWORK OF TRUSTE INDIVIDUAL

PERSONALIZE INFORMATION AND USE IT.


REFLECTION WEAVE THOUGHTS, EXPERIENCES, IMPRESSIONS & FEELINGS

MAKE MEANING

BECOME PART OF A LEARNING ECOSYSTEM LISTENING AT DIFFERENT FREQUENCIES, SCANNING HORIZONS, SEEING PATTERNS & MAKING BETTER INFORMED DECISIONS...

EXCHANGING RESOURCES, IDEAS, EXPERIENCES WITH OUR NETWORK





**"It takes humility to realize that we don't know everything, not to rest on our laurels, and to know that we must keep learning and observing. If we don't, we can be sure some startup will be there to take our place."**

Cher Wang, CEO of HTC

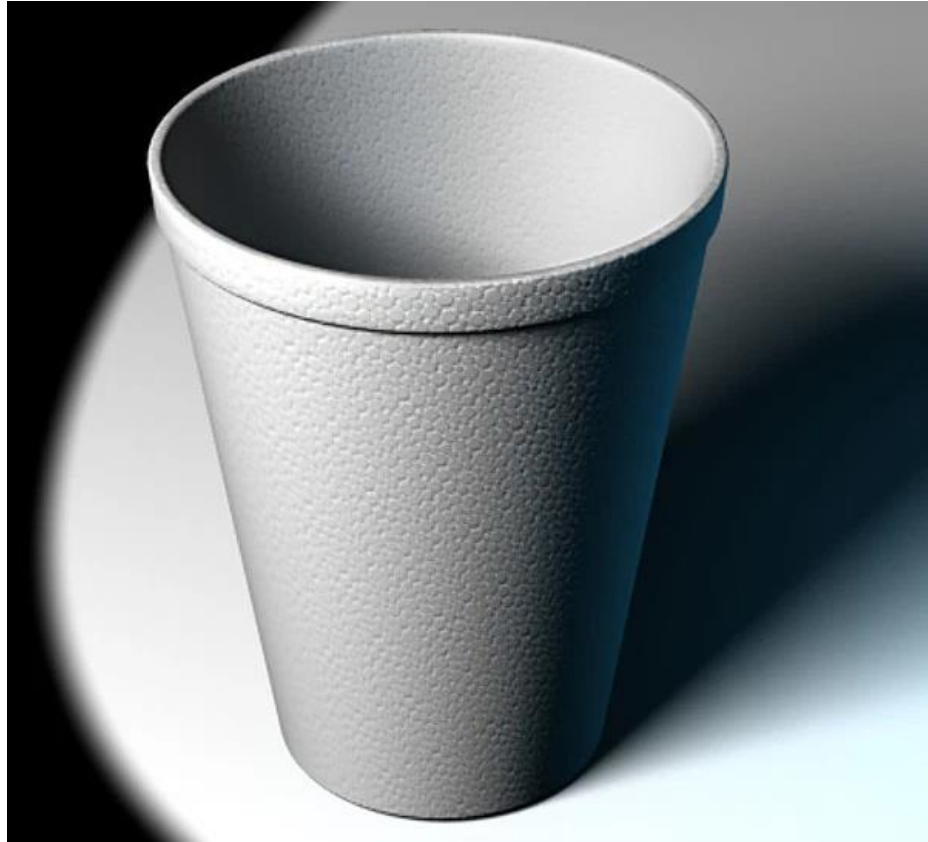
RECONVERGE G2 2018

#Humility



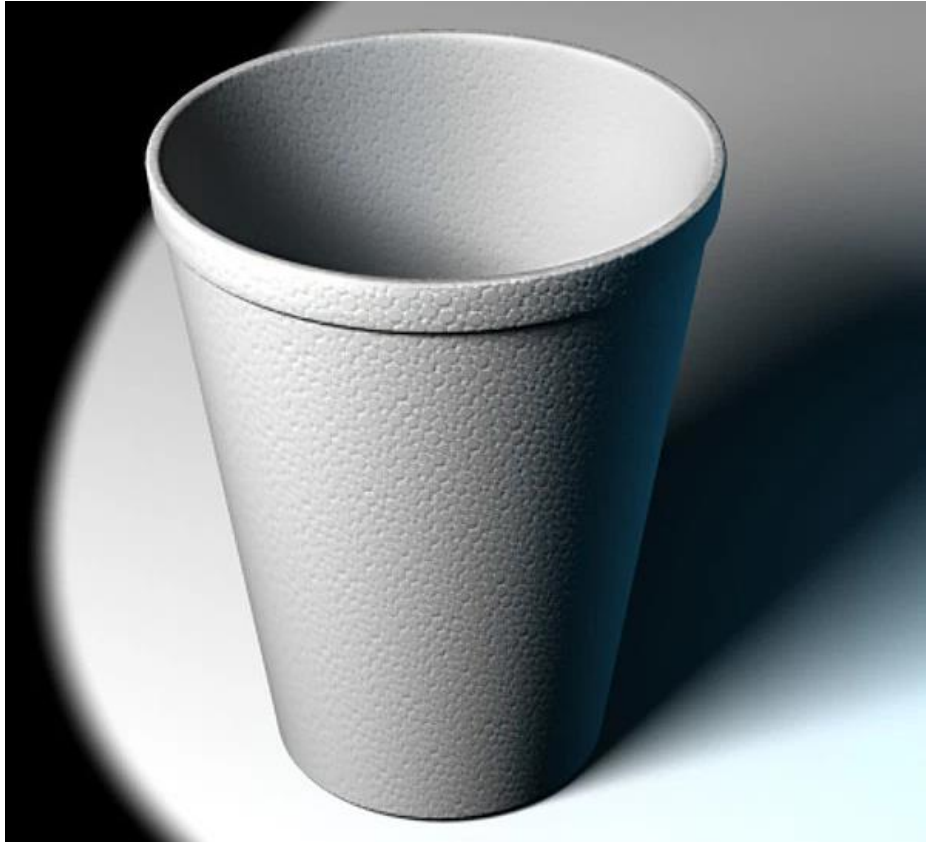
# Styrofoam cup

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# Styrofoam cup

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ALL THE PERKS, ALL THE BENEFITS AND ADVANTAGES YOU MAY GET FOR THE RANK OR POSITION YOU HOLD, THEY AREN'T MEANT FOR YOU. THEY ARE MEANT FOR THE ROLE YOU FILL. AND WHEN YOU LEAVE YOUR ROLE, WHICH EVENTUALLY YOU WILL, THEY WILL GIVE THE CERAMIC CUP TO THE PERSON WHO REPLACES YOU. BECAUSE YOU ONLY EVER DESERVED A STYROFOAM CUP.

- SIMON SINEK -

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**DON'T BELIEVE THE HYPE  
ABOUT YOURSELF**

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**DON'T TAKE YOURSELF TOO  
SERIOUSLY**



DREAM.

PLAN.

DO.

•NOMEANSYESS

# Thank You

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“ DO OR DO NOT.  
THERE IS NO TRY. ”

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