

**Table 1.** Observations of physicians and other clinicians from positive deviance and similar qualitative studies that compare leadership styles observed across clinical or teamwork outcomes.

|                           | Positive outcomes   | Other outcomes   |
|---------------------------|---|--|
| <b>Collaborative work</b> | "Passion on the part of physician leaders to continually hit that mark and for the best outcomes..." <sup>1</sup>   | "Physician presence in championing...quality improvement efforts was weak" <sup>1</sup><br>"[T]here's not enough physician leadership on the committee" <sup>1</sup><br>"You should remember: I don't care about any patients but mine" <sup>2</sup>   |
| <b>Clinical work</b>      | "Clinicians frequently discuss difficult cases to solicit the opinions and insights of their colleagues." <sup>3</sup><br>"I told her [a student accompanying a transformational surgeon] she'd have the best case of the day out of all the students" <sup>2</sup> | "providers...tended to practice without the benefit of their colleagues' opinions." <sup>3</sup><br>"I gave you orders, and what are you calling me again for?" <sup>1</sup><br>"...A lot of them are afraid to call the physician. So sometimes the physician would be angry that they called a rapid response..." <sup>4</sup> |

**References:**

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