

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

References:

1. Curry LA, Spatz E, Cherlin E, Thompson JW, Berg D, Ting HH, Decker C, Krumholz HM, Bradley EH. What distinguishes top-performing hospitals in acute myocardial infarction mortality rates? A qualitative study. *Ann Intern Med.* 2011 Mar 15;154(6):384–390. PMID: PMC4735872
2. Hu YY, Parker SH, Lipsitz SR, Arriaga AF, Peyre SE, Corso KA, Roth EM, Yule SJ, Greenberg CC. Surgeons' Leadership Styles and Team Behavior in the Operating Room. *J Am Coll Surg.* 2016 Jan;222(1):41–51. PMID: PMC4769879
3. Rose AJ, Petrakis BA, Callahan P, Mambourg S, Patel D, Hylek EM, Bokhour BG. Organizational characteristics of high- and low-performing anticoagulation clinics in the Veterans Health Administration. *Health Serv Res.* 2012 Aug;47(4):1541–1560. PMID: PMC3401398
4. Dukes K, Bunch JL, Chan PS, Guetterman TC, Lehigh JL, Trumpower B, Harrod M, Krein SL, Kellenberg JE, Reisinger HS, Kronick SL, Iwashyna TJ, Nallamothu BK, Girotra S. Assessment of Rapid Response Teams at Top-Performing Hospitals for In-Hospital Cardiac Arrest. *JAMA Intern Med.* 2019 Oct 1;179(10):1398–1405. PMID: PMC6664378