

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:

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