



Global 100 - 2021

GLOBAL TRAUMA SURGEON OF THE YEAR
RODNEY PEYTON OBE MD

Featured interview – 10 Top Strategies
for Success in Healthcare and Business

TRAUMA SURGEON OF THE YEAR 2021

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We at Global 100 are pleased to announce this year's award winner for the category "Trauma Surgeon of the Year – 2021" is Mr Rodney Peyton, OBE TD MD.

As you know, our purpose is to provide our readership with a comprehensive understanding of those individuals who are truly outstanding leaders in their chosen field of specialisation.

We have therefore made this award in recognition of Rodney's lifetime achievements as a surgeon, teacher and trainer which have given him global reputation, being widely recognised as the Worlds #1 Surgical Coach. He has been awarded five fellowships of the Royal College of Surgeons of Physicians in the UK and Ireland and is also regarded as a leading authority on medical education and medico-legal practice, someone to whom experts go for advice and training.

Not only is he renowned in his profession, but he is a businessman, entrepreneur and investor with a portfolio that spans three continents. He is also a keynote speaker and author on subjects as diverse as corporate issues and personal finance, with clients including companies such as Johnston & Johnston, Ethicon, PwC, Helios and Asklepios groups.

At the moment he is Chair of the International Institute of Medical Project Management. He would say his Credo has always been to help himself and others grow and develop to meet their fullest potential and enjoy the process! He notes a wise man learns from his experiences however a genius learns from the experiences of others and so for this feature article we asked him to give the top 10 insights from his career as a trauma surgeon and how he has applied those in a business environment.

1 LEADERSHIP

In business, many leaders rely on executive authority with a clear ranking structure and, generally speaking, the ability to hire and fire. Within the Health Service environment, a ranking hierarchy is less obvious and the structure of the organisation has many components with inherent ambiguity. This gives rise to one of the biggest challenges of leadership, getting people to follow on when they have the freedom not to.

The best leaders in both do not rely on simple authority but rather have the ability to influence the thoughts, feelings, actions and behaviour of others, guiding them towards a common goal or vision. They aim for

graduated, evolutionary change and use influence, not authority, in order to assist, motivate and inspire. Their ability to do so comes from confidence which is gained by competence and relevant experience as, if they are lacking in either, they will ultimately fail in both types of organisation. At times all have to make unpopular decisions and the absolute key to their long-term success is to have already gained a level of trust within the workforce.

Leadership is also context specific, being the right person, at the right time, in the right place. The owner or chief executive of a business does carry the ultimate authority and responsibility however they are not necessarily the leader in every situation. In medicine, the consultant or attending has overall charge of a patient's care, however leadership may be more appropriately exercised by an Anaesthetist, a Physiotherapist or even ward staff under particular circumstances. A similar situation can pertain in a company situation, where there may be technical staff who know more about the inner workings of a product or service than those senior in the management structure.

2 VISION

The vision statement defines the *raison d'être* of a company. It is about the future and where the company wants a community or the world to be as a result of its service. The best way to predict the future is to create and plan it, coupled with being proactive in moving and fostering high standards.

Leaders understand achievement of the vision requires their efforts to be leveraged through a team approach



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and therefore it has to be meaningful and inspiring so employees at all levels can ascribe to it and feel they are participating in something worthwhile. It has to reflect ethics and values to which all may subscribe. It is essentially about internal communication and is a living document which has to be constantly revised and revisited. Clarity of purpose and vision along with consistency in messaging and follow through is of paramount importance to the success of any venture.

Senior management must therefore coordinate and communicate the vision and mission with clear consistent messaging throughout the organisation. There is no point in saying one thing externally and then something different to employees. Customer confidence and trust come down to knowing the "why", the purpose for which an organisation or company exists and having a quality product delivered to them on a consistent basis by empowered and motivated staff. This requires joint ownership and buy-in, not just about what is being undertaken but also the impact and purpose it will have.

3 MISSION

While vision is about the future, a mission statement is about the present and the manifestation of the vision. There has to be clarity of the end result and the necessary resources put in place to achieve it.

The health service in the UK has been besotted with "Targets" and "Outcome quality measures" imposed on the organisation, or more correctly the employees. There is absolutely no point in someone running around with a clipboard to monitor "targets" when at the same time appropriate resources are not put in place to carry out the strategic vision, either financially or with personnel. It is not really surprising when these cannot be met and personnel become disillusioned.

In business and the health services it is important the vision and the mission statements form an integral part of the strategic plan. The mission statement is about the actions and orientation required to achieve the vision with a road map of how it is going to be achieved, placing the business squarely in the context of its environment. The vision is the overall strategy and it is a function of management to translate this into practicality at both tactical, an overview of how it is going to be carried out, and operational levels, how the mission is actually carried out on the ground. It is a clear function of management to determine and procure the resources required.

4 SYSTEMS

When a group of experts in the management of trauma was brought by the British Council to review the Accident and Emergency services in my hospital, the most telling comment was that they were impressed by

the quiet professionalism of the staff in the resuscitation bays. At that time, all major trauma episodes were videotaped. Everyone, including doctors, nurses, radiographers and porters knew their role which they had practiced many times.

This came about after the introduction of a system of work called ATLS (Advanced Trauma Life Support), which clearly set out a pathway for the management of major trauma, whether carried out external to the hospital, for instance by ambulance staff, or within the resuscitation area.

The proper systematisation of techniques was vital to the efficient management of major trauma and the same is true in business. Any routine can be dissected and developed into a system to make processes faster, better and more efficient and "System" translates to "Save Yourself Stress, Time, Energy and Money". It is the development and implementation of efficient systems which allow ordinary people obtain extra-ordinary results.

5 INTEGRITY/CULTURE

Integrity and culture are values. They are beliefs or ideals which are stated to be good by a particular society and represent basic guidelines of behaviour and attitude. They are all pervasive and, no matter what the edicts from the boardroom may be, it is a true saying "culture eats strategy for breakfast".

Culture develops when a group or groups of people with similar values act together in a consistent manner. Throughout the civil conflict in Northern Ireland, diverse teams of doctors, nurses, porters, radiographers, physiotherapists, of different races and religions, all worked together with common values towards a common goal, the health of a patient whatever their perceived background.

In any organisation, culture can make or break the business. Company culture confirms the beliefs, behaviours and ethics within an organisation and informs how employees and management interact and handle business transactions. A healthy culture is therefore essential to success.

While a culture will develop naturally over time, it is the responsibility of management to ensure it stays aligned with the vision by constant evaluation and encoding. This is a fundamental aspect of leadership at all levels so everyone from the top team to the shop floor needs to believe in and uphold it with clarity of purpose. This allows decision-making to be delegated to lower levels within the organisation since employees can be empowered because their decision-making is guided by their moral code, integrity and values. It is also an essential element of any staff retention strategy.

In medicine, junior staff spend many years working closely with their seniors. In a business it is important to appreciate new additions to any workforce learn by both training and apprenticeship. When they graduate from a training scheme they should be competent and confident in what they do as they are usually appointed for their technical expertise. However, they do need nurturing, supervision and day to day guidance which requires close association with more senior, competent colleagues, helping them develop not only competence and confidence but also ethics and values in a healthy way. No-one is born with ethics and value systems but these grow and develop over time. They are learned from those with whom they are in contact which is one of the most difficult aspects of remote working during the recent pandemic. New additions to the workforce therefore need an appropriate environment, a great place to work in which they are happy and which gives a sense of contribution to something bigger than themselves, with increasing levels of delegation.

6 OUTCOMES

If you do not know where you are going, any road will get you there, but how will you know you have arrived?

Health organisations succeed because they satisfy the health needs of patients. Businesses succeed because their clients are successful. Therefore, to succeed any organisation has to understand the needs of its customers and find some relevant way to measure performance. These are the key performance indicators, or KPIs, and need to be meaningful in the context of the customer by making what is important measurable as opposed to making what is measurable important.

It is not just about the process of undertaking customer surveys which, but what effect the results have on the organisation going forward. Change is an inevitable part of life and it is vital to stay relevant. Better the slow evolutionary change of developing with your client base, than the enforced, painful, revolutionary change if their growing needs are not satisfied.

KPIs are therefore vital internal goals and objectives that must be achieved to deliver the highest level of business outcomes both for the client and the various stakeholders, should they be government regulators or shareholders in a business.

7 BRANDING

If culture is internal to an organisation, branding is about how it is seen and judged by the outside world. The biggest problem for most with branding is obscurity, the organisation may know what it stands for, but does the customer?

Another word for branding is reputation which may be gained in two ways. The first is by association. If you work for an organisation which has a good reputation in the community, then some of that rubs off onto you and your customer assumes your competency which gives a good head start when it comes to persuasion, otherwise known as selling.

The other form of branding comes from the reputation gained by interactions with customers. This can be positive or negative for the organisation. If the customer perceives they have been treated well by a competent employee, then the reputation of the organisation increases. Unfortunately, the reverse may be true and one bad experience by a client or customer could damage the reputation of the organisation and, by association, others who work for it.

It takes time to build a reputation, but a good reputation can be lost very quickly by adverse experiences which is why a considerable time must be spent gaining customer feedback and using the social proof when something goes well along with analysing and correcting any negativity.

8 COMMUNICATION

Communication is not just about giving information by the written or spoken word, it is about "Getting through" to the recipient so there is understanding. One of the biggest sources of controversy in medical practice is the concept of informed consent. This is usually signed off as a document whereby a patient confirms they have been told the reasons for a procedure, significant risks associated with the plan of action and any reasonable alternatives which may be available. The question arises as to how much information should be given and in whose opinion is the risk "significant".

The legal situation is that the patient must be informed of a risk which would be regarded as significant by any reasonable person in a similar position to the patient. So, there has to be a two-way meeting of minds for consent to be truly "informed".

Similarly in business, both internally and externally to an organisation there has to be clear, consistent messaging in a way employees and/or customers can understand in order to build mutual confidence and trust. It is therefore not enough for leaders and managers to have coherent command, control and coordination structures in place, but also they must understand the difference between simply telling and actually communicating.

9 CONTINUOUS PROFESSIONAL DEVELOPMENT

Medicine is a rapidly evolving speciality, with the amount of knowledge appearing to double every 18

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months to two years. The same is true in every industry so success cannot be a destination but is a lifelong never-ending journey of growth and development. The truth is, if you are doing the same thing now in your industry as you were doing three years ago, you are probably falling well behind.

This also means that excellence is something to be strived for but perfection cannot be a standard, indeed in business if you are not embarrassed by the first version of any product you are shipping you are probably too late for the market. If the first iPhone was perfect, there would be no need for version 12. This is also a warning about over specialisation. If you do not keep diversifying with the ability to grow laterally as well as vertically, then you will have built in obsolescence and ultimately you will fail.

The biggest blockage to learning is the IKT syndrome, "I know that". This sort of thinking comes from a wish for certainty and security which is one of the largest blocks to growth through research and development. You have to learn to hate security, constantly looking, not just at your sector but others, to see future trends.

All significant learning is likely to be uncomfortable and in such an environment it is best not to be the smartest person in the room but rather ensure that at least 80% of the room know more than you do. You can only speak about what you know however when you listen you will find out what other people know which is the key to success.

10 WORK/LIFE INTEGRATION

Both work and social life are essential to wellbeing. To have a guiding sense of purpose along with time for rest and relaxation is essential for good mental health.

Over a prolonged timescale, a sense of balance is required but in any hospital environment or business

there are times of maximum workload and others when the workload may be less. It is obviously important to deal with urgent and emergency situations as they arise and not to put them off in whichever facet of life. It is not so much about balance but rather a reasonable integration between the two.

Analysing work patterns and social habits and developing systems to deal with issues in either, before urgencies arise, is key to success. The object is as far as possible to anticipate and head off matters which may become urgent as early as possible.

Consider the following:-



Identify and concentrate on important matters before they become urgent, try and avoid running up against deadlines. Helicopter overviews of weekly and monthly to-do lists help identify upcoming issues of high importance which can then be prioritised. Items of little importance and low urgency can usually be dumped and those of low import which may appear urgent might, as far as possible, be delegated. Central to successfully addressing lifestyle issues and reducing stress is therefore planning and systematising both work and leisure activities.

CONCLUSION

To quote Tony Robbins "If you want to be successful, find someone who has achieved the outcomes you want, copy what they do and you will achieve similar results".

Rodney Peyton has certainly achieved success as a Surgeon, as an investor and in the business environment. His coaching insights are a valuable resource to those in senior positions who seek to continually grow and develop their knowledge and skills to the benefit of their organisations, peers and staff.

Great achievements in this day and age require a team effort. It can be lonely at the top which is why most truly successful leaders have great coaches and mentors.

For more information on any of the topics covered here and how his coaching programme can benefit you personally or senior management within your organisation, contact him now on:
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