

# Bedside to Battlefield to Boardroom: Reflections on Developing Healthcare Leaders

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# Outline



MY JOURNEY



REFLECTIONS ON  
LEADERSHIP &  
LEADERSHIP PHILOSOPHY



THE IMPORTANCE OF  
CRITICAL THINKING AND  
INTUITION



SELF-CARE



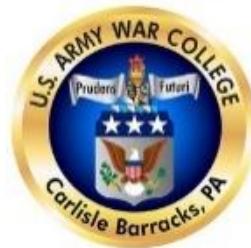
DISCUSSION

# My Journey

- Professional background and career journey
- Shift from clinical practice to leadership and healthcare administration
- What led me to this point?



BAYLOR  
UNIVERSITY



Martin Luther  
Charles R.  
KING/DREW  
MEDICAL CENTER

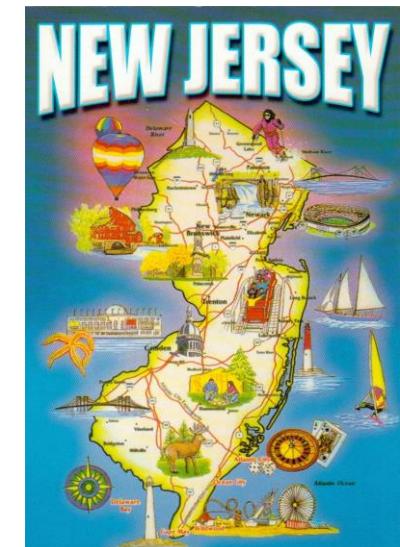


RUTGERS  
UNIVERSITY



University of Pittsburgh  
School of Dental Medicine

UTHealth  
The University of Texas  
Health Science Center at Houston



# My Journey

- Clinician
- Clinic Manager
- Residency Director
- Battalion Commander (Iraq)
- Director of Human Resources
- Brigade Commander (WA)
- Army Dental Chief (worldwide)
- Army Medical Personnel, Logistics, IM/IT budget Program Manager (Pentagon)
- Deputy CG-Support (BizOps) (Army Medical Command)
- Commanding General – Level 1 Trauma Center (TX)
- Commanding General, Regional Health Command-Central (Western US)



# Thoughts on Leadership



What is Leadership?



What makes a good leader?



What is Learning?



Why is change so painful?



Why is leadership at the strategic level different?

# The Peak Leadership Philosophy

Confidence

## Leader

- Aristotle *On Rhetoric*
- Know thy self
- Self-care

## Lifecycle

- Work/life balance
- Timing is everything
- Be “happy/happy”

## Legacy

- Who are your mentors?
- Who are you mentoring?
- Look beyond the familiar

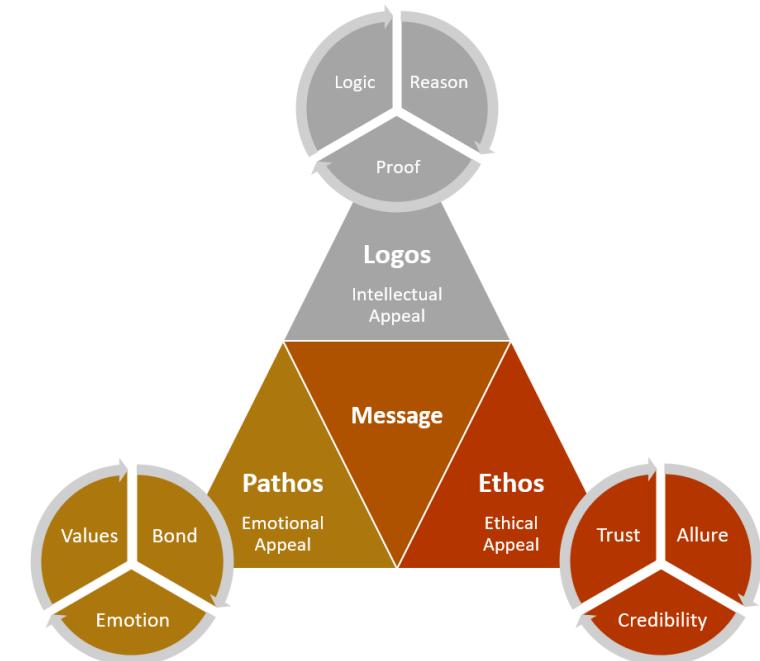
## Lifelong Learning

- What is “learning”
- Tripartite model
- “The more I see, the less I know”

# Leadership Philosophy: Leader

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- Aristotle: Logos, Ethos, Pathos (Mythos)
- Acknowledge your strengths
- Address weaknesses and biases
- Imposter Syndrome



# Leadership Philosophy: Lifecycle

You have the freedom to pursue any path—make your choices thoughtfully.

Strive for a balance between work and personal life.

The importance of timing cannot be overstated.

Consider career trajectories in relation to the landscape of opportunities.

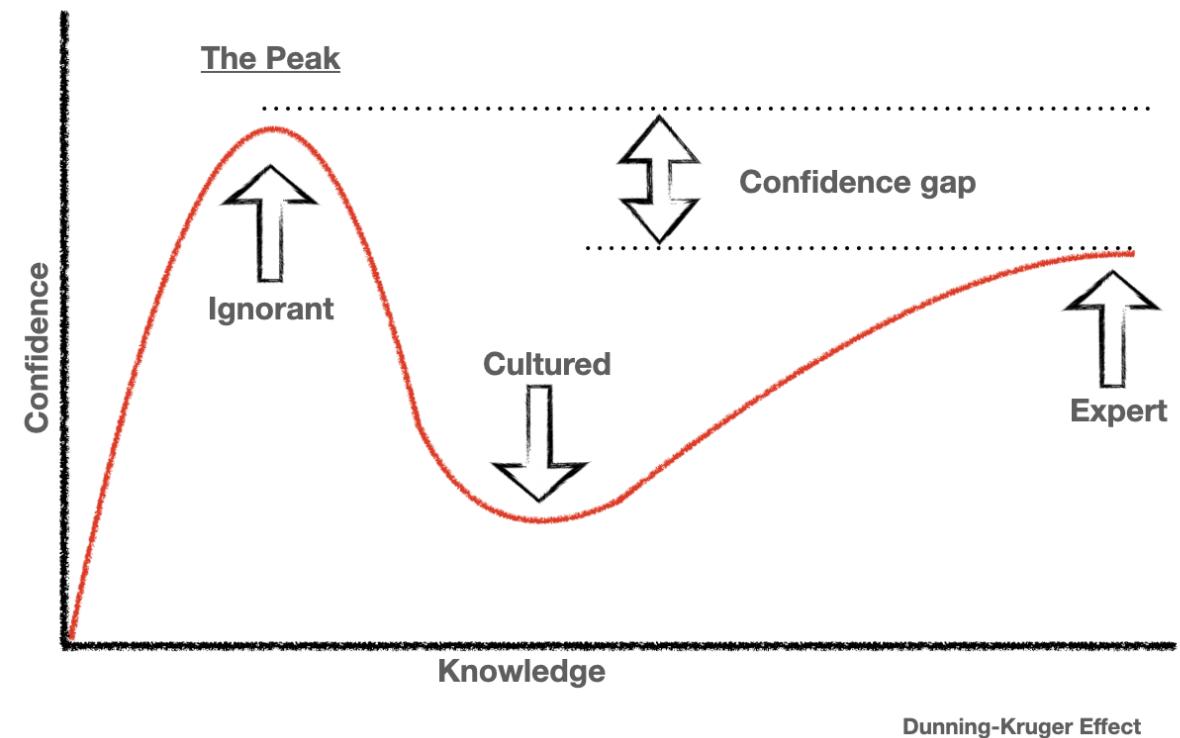


# Leadership Philosophy: Legacy

- Role models, mentors, and sponsors
- Give back, and you'll receive in return
- Expand your horizons beyond the known

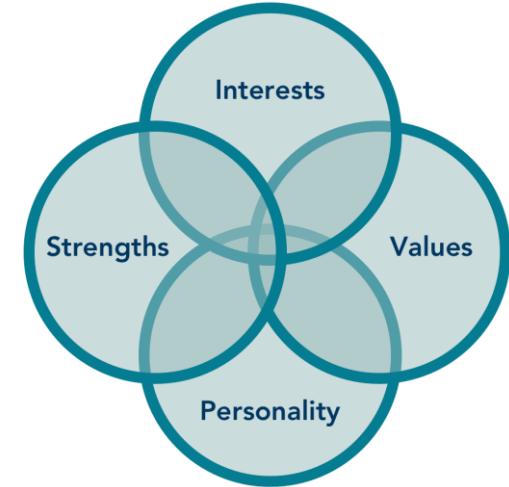
# Leadership Philosophy: Lifelong Learning

- Leaders are readers
- Tripartite model
- Dunning-Kruger effect
- Imposter Syndrome



# Thoughts on Career Development

- Occupational Domains vs. Competencies
  - Occupational Domain: direct care, public/private, for-profit/nonprofit, academic, insurance, IT, manufacturing, logistics etc.
  - Competency: capability to apply related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks in a defined work setting.



A silhouette of Rodin's 'The Thinker' statue is positioned on the right side of the slide, facing left. The background is a sunset or sunrise over a dark horizon, with the sun a bright yellow/orange circle on the left.

# Critical Thinking and Developing Intuition

# What is “Intuition”?

(1 of 2)

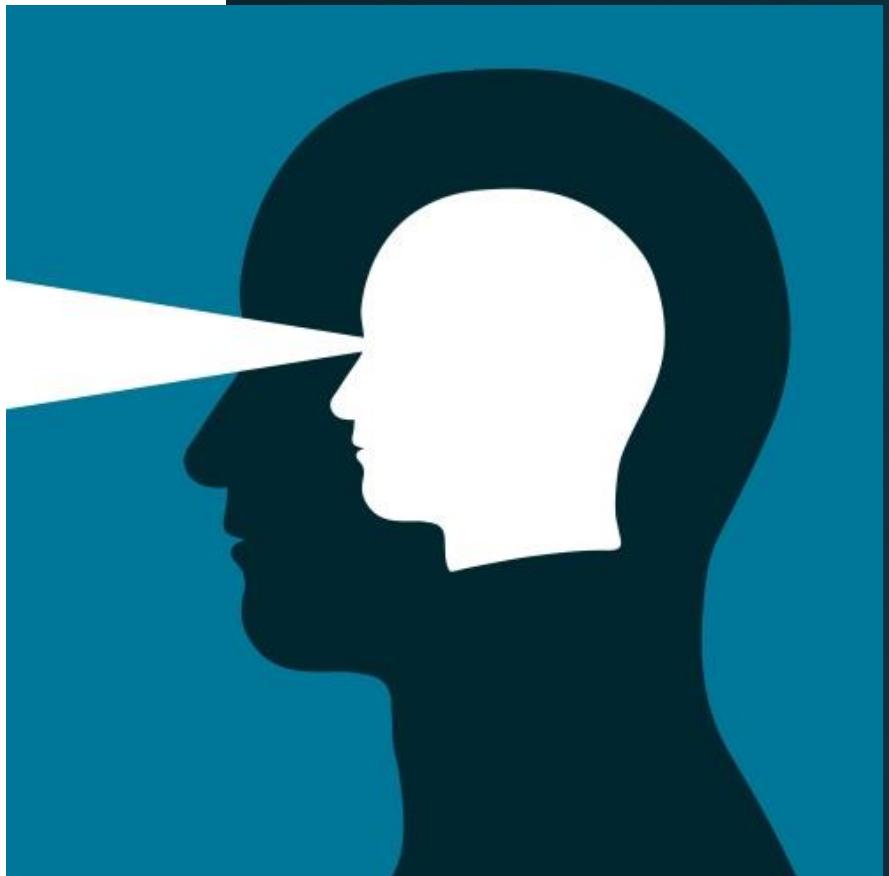
- *Noun*
- “A phenomenon of the mind”
- “The ability to understand something immediately, without the need for conscious reasoning.”
- “A thing that one knows or considers likely from instinctive feeling rather than conscious reasoning.”



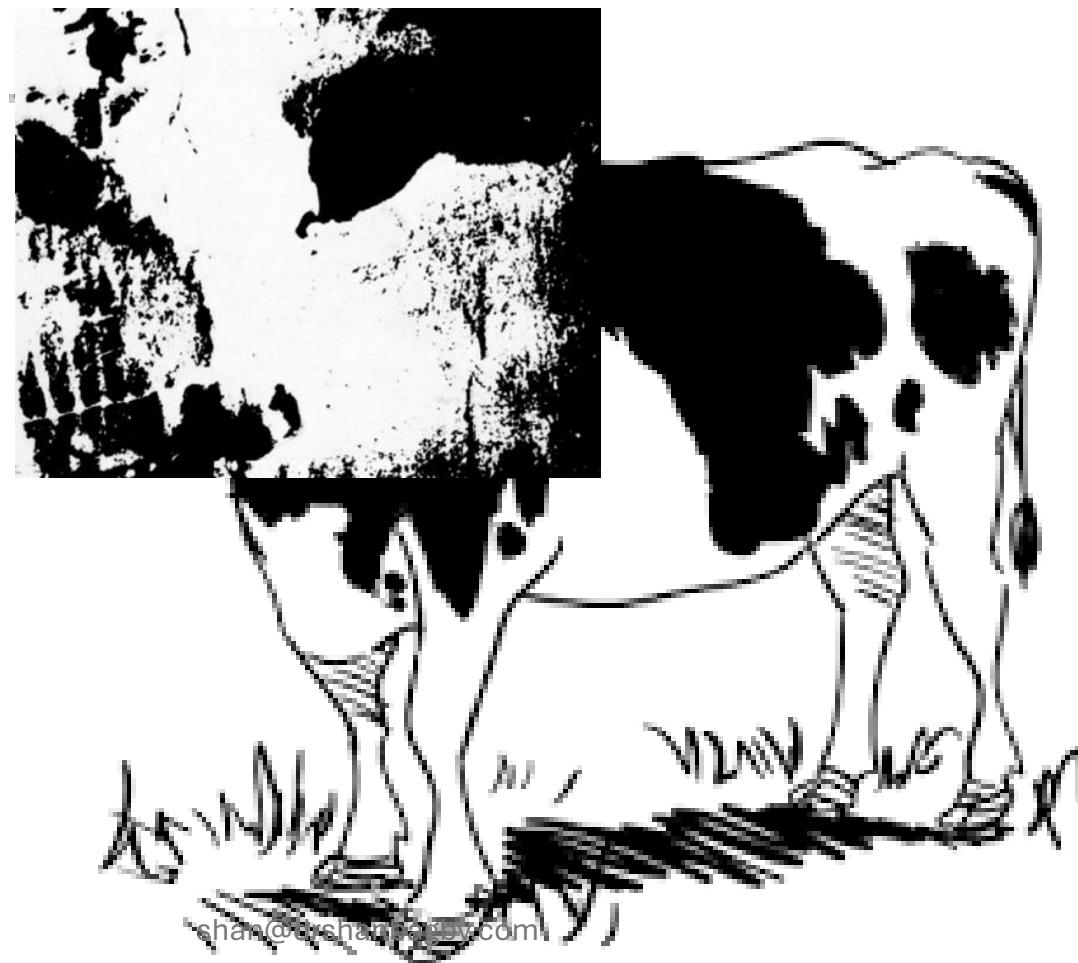
# What is “Intuition”?

(2 of 2)

- Unconscious process
- Tacit knowledge
- Gained by experience
- Reinforced by repetition









# Who Uses Intuition?

- Mission-critical performers:
  - Medicine
  - Law
  - Competitive sports
  - Professions (e.g. “professional judgment”)
  - Strategic leadership



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# Epistemic Foundations

(1 of 3)

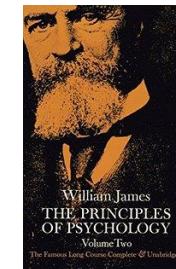
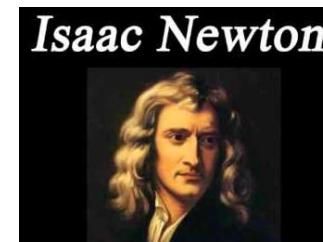
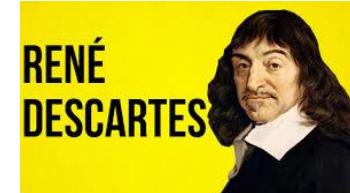
- Epistemology (e·pis·te·mol·o·gy)/noun:
  - The theory of knowledge, especially with regard to its methods, validity, and scope. Epistemology is the investigation of what distinguishes justified belief from opinion.
- How do we know what we “know”?
- Limits of language in describing cognitive processes
  - “In the gut”
  - “Gut feeling”



# Epistemic Foundations

(2 of 3)

- Foundational philosophical traditions:
  - Empiricism
  - Rationalism
  - Scientific Method
- Contemporary neurocognitive inquiry:
  - Dual process theory



# Epistemic Foundations

(3 of 3)

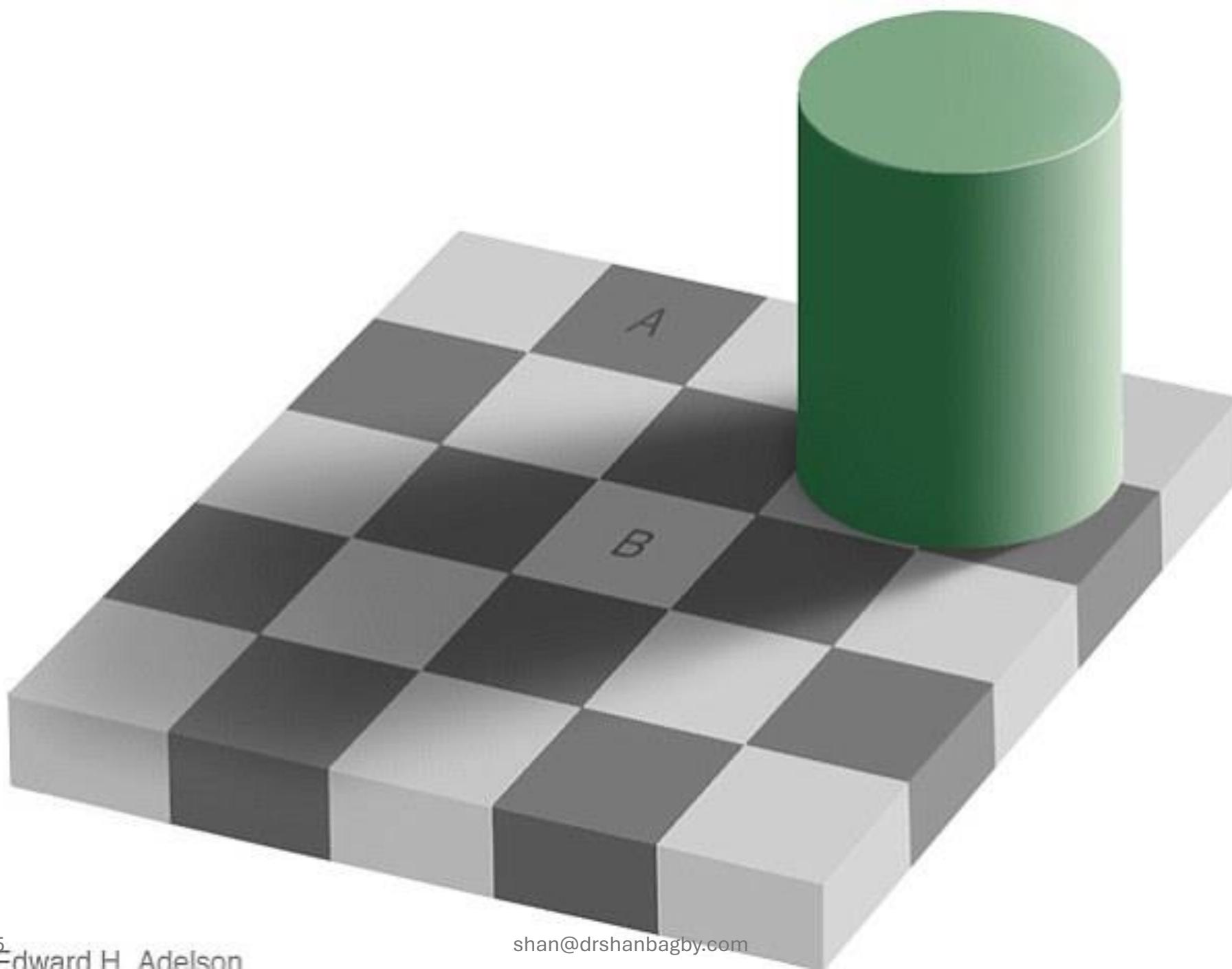
- Linking Intuition with Expertise
  - Bloom's findings
  - Deliberate practice
  - Performance in a “like environment”
  - Accurate and timely feedback
  - Trusted teacher/coach/agent



# When Intuition Misleads Us

(1 of 6)

- False patternicity (or history)
- Very large/small numbers and statistical outcomes
- Long timelines



# When Intuition Misleads

(2 of 6)

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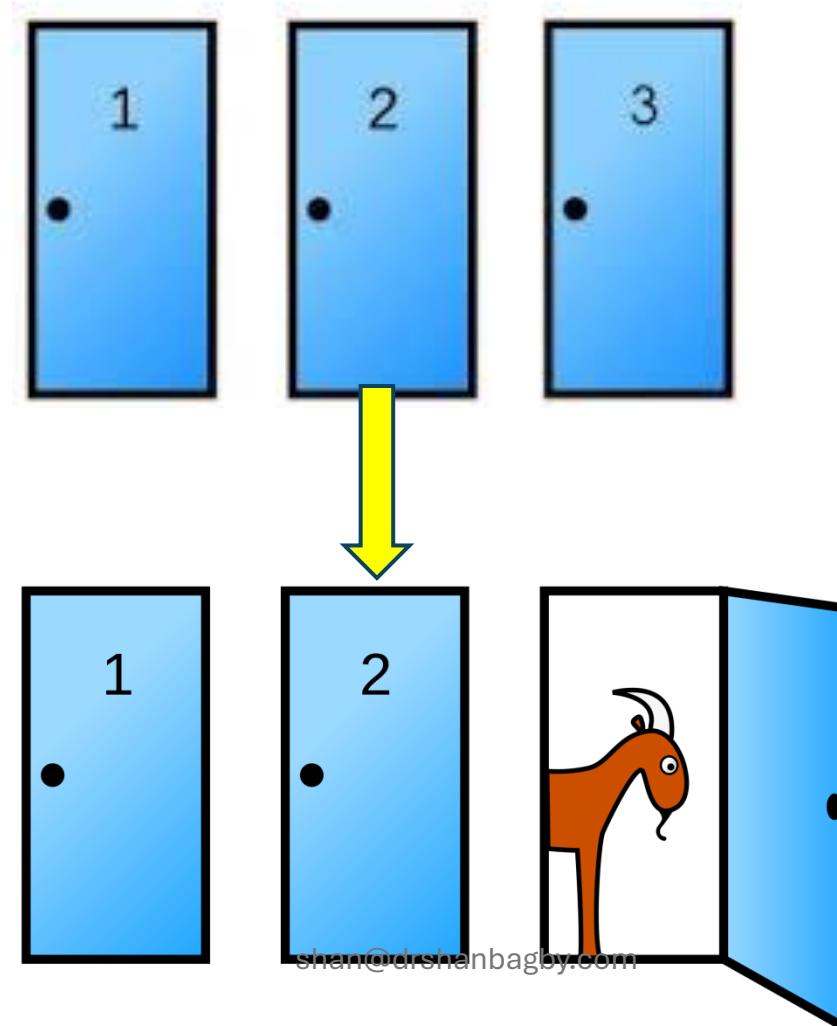
- Biases, prejudices, desires and emotions
- Past success
- Luck vs. skill



# When Intuition Misleads

(3 of 6)

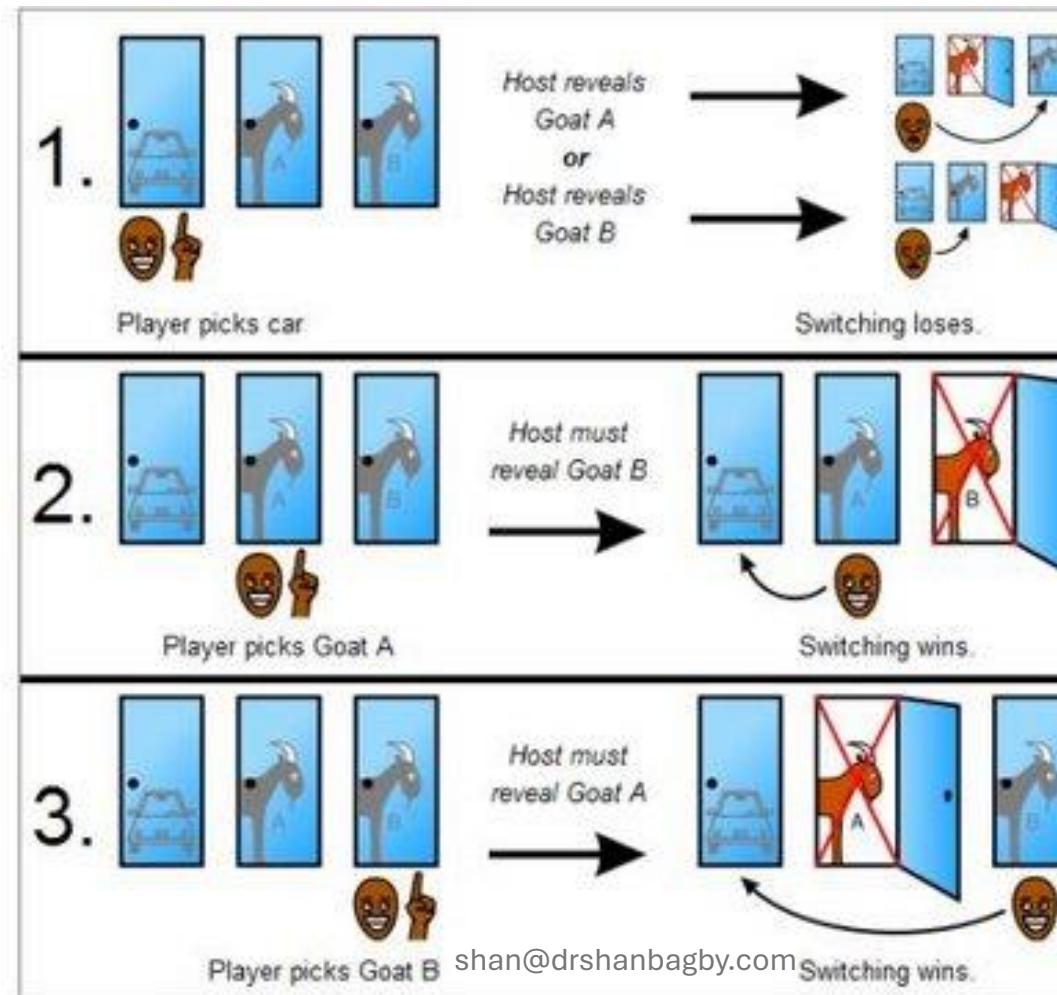
- Monty Hall Problem (conditional probabilities):

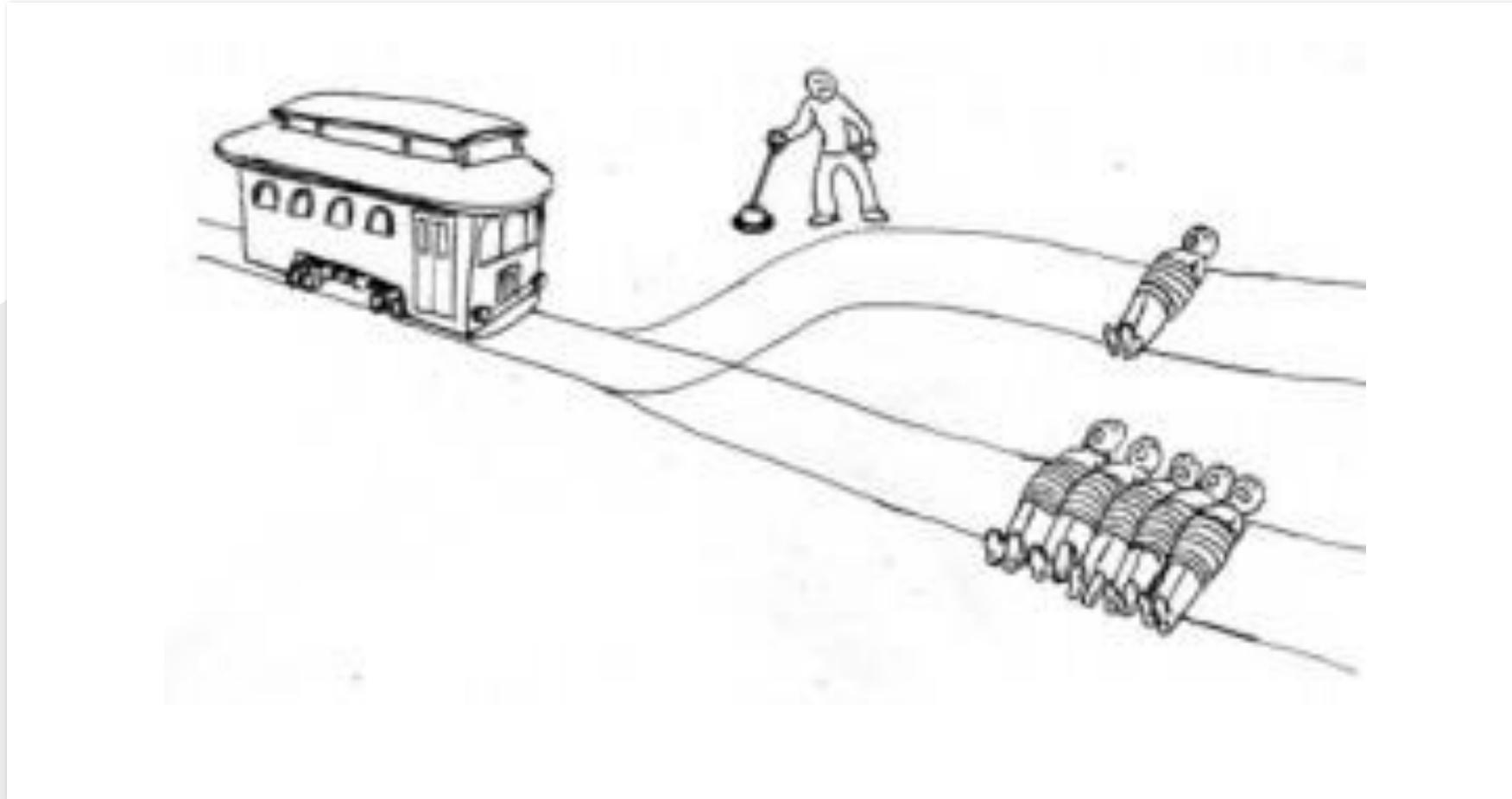


# When Intuition Misleads

(4 of 6)

- Monty Hall Problem (conditional probabilities):

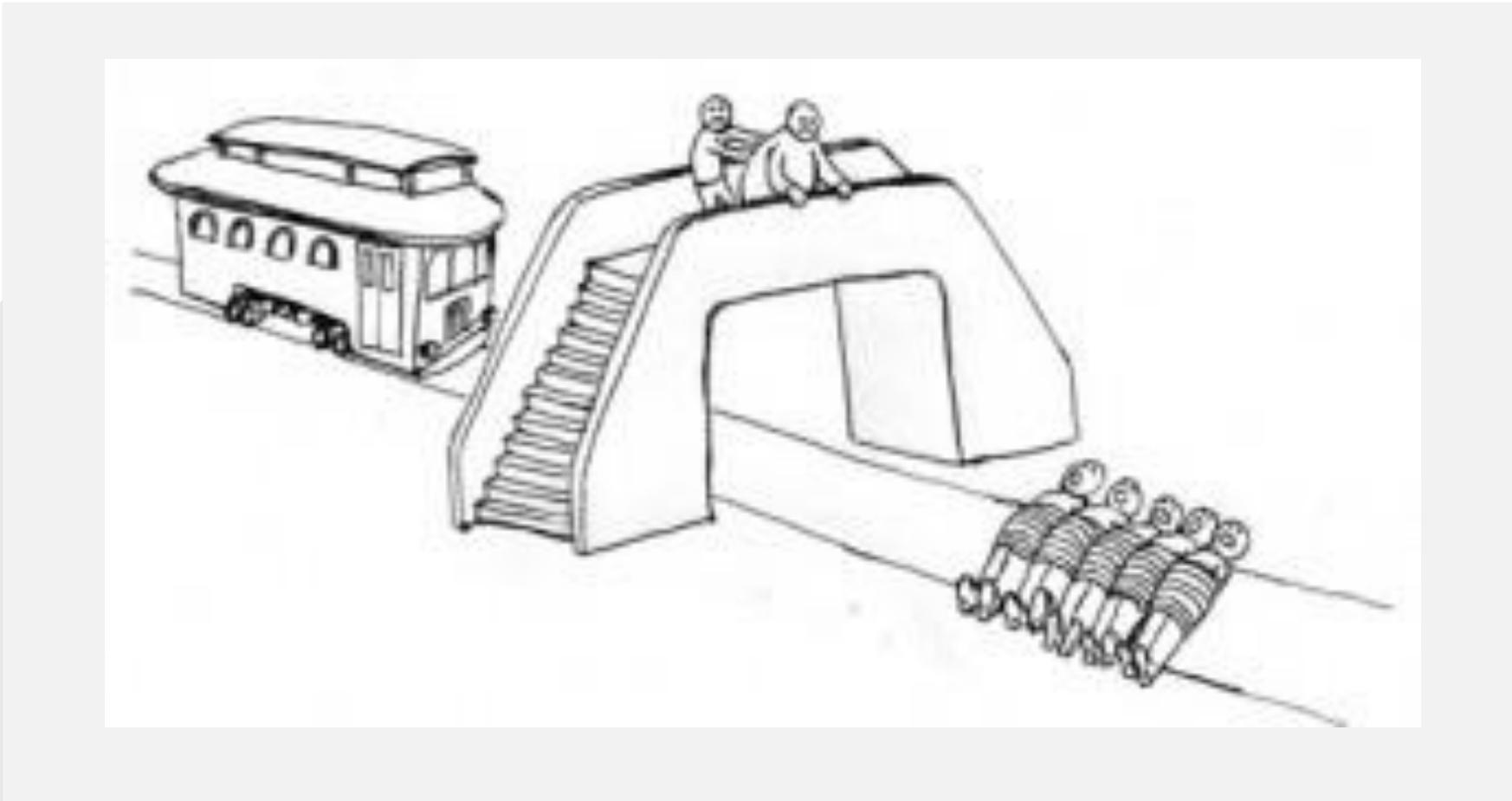




## When Intuition Misleads

(5 of 6)

Trolley Car Problem (moral framing):



# When Intuition Misleads

(6 of 6)

Trolley Car Problem (moral framing):

# Strategic Problems are Different

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- High levels of complexity
- Ill-structured problems
- Risk to human/financial capital
- Any action produces reaction
- Problems mutate over time



# Strategic Leaders and Intuition (1 of 2)

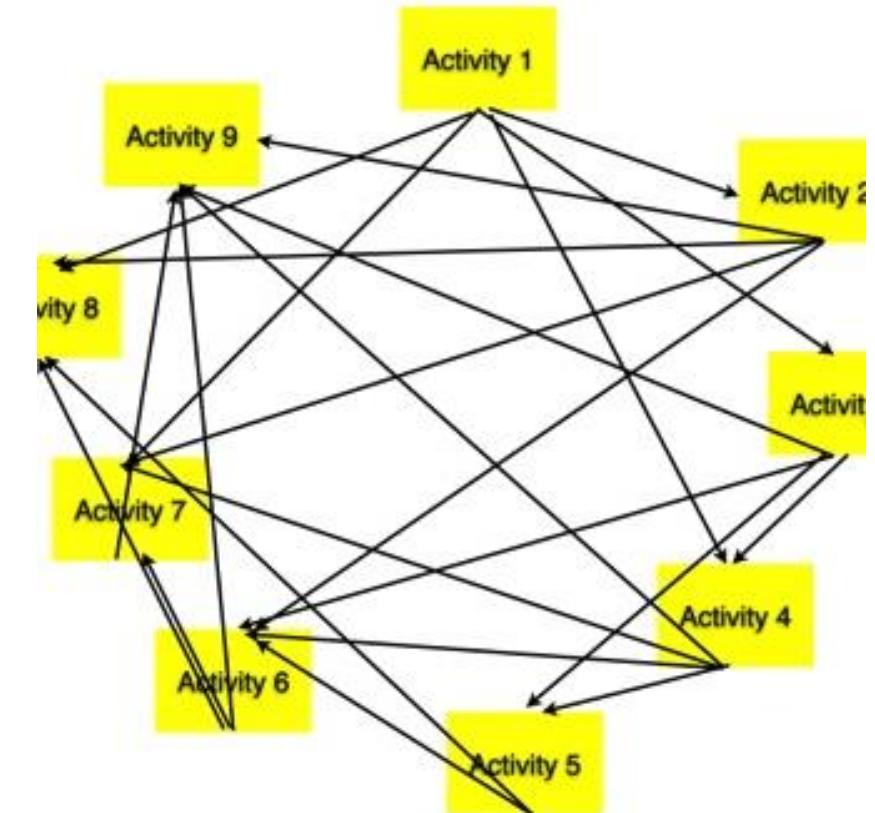
- Cunningham's study (2012)
- Must influence resources not under direct control
- Problems inherently ambiguous



# Strategic Leaders and Intuition

(2 of 2)

- High risk
- Intangible dependencies
- Organizational culture and values have impact



# Developing Critical Thinking

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(1 of 2)

- Recognize evidence-based practice is a strength
- Consistent exposure to complex, ambiguous, problems
- Scenario-based modeling
- Mentorship



# Developing Critical Thinking (2 of 2)

- Assignments outside of one's "comfort zone"
  - Study relevant history
  - Study and address (own) cognitive biases



# Self Care

- Every action comes with its own price and cost.
- Results are not guaranteed, so cherish the experience.
- Your physical and mental well-being is an invaluable asset.
- The mental health situation in the US is currently at a critical juncture.
- Cultural stigma continues to pose a challenge.
- It is essential for leaders to promote self-care as a regular practice.



# Summary

- My Journey
- Reflections on Leadership & Leadership Philosophy
- The importance of critical thinking and intuition
- Self-care
- Questions



# Thank you!



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