

Executive Summary

Healthcare Industry

Authored by: Dr Lynne Cruickshank, Head of Research, PBC



Executive Summary

The healthcare industry has experienced increased challenges and demands, with those within the healthcare industry required to operate in a complex and shifting environment. The healthcare industry is a huge part of the economy with constraints on funding and high expectations for delivery to the broader Australian community. Research indicates that leadership impacts on employee engagement and teams' performance.

Our recent research has studied the Australian healthcare industry in detail.

For those looking to optimise leadership and facilitate outcomes in the healthcare industry, the following research provides insights on how Australian healthcare workers may differ when compared to workers in other industries and also when comparing different groups within the healthcare industry.

It explores differences based on the results of personality and value-based assessments, providing insights that can be used to help support the selection and development of talent and to help optimise leadership and work environments within the healthcare industry.

- **When comparing the healthcare industry to other industries**, regardless of job level, people in the healthcare industry had a stronger focus on helping others, appropriate social behaviour, and objective decision-making processes. However, the results also indicated that people in the healthcare industry may have a stronger tendency to be conflict-averse and less inclined to embrace change or focus on commercial outcomes.
- **Leaders** in the healthcare industry were more inclined to hold high standards of performance, be procedurally driven, and attentive to ensuring compliance and mitigating potential risks relative to their counterparts in other industries. However, they were also less inclined to delegate, be flexible in their approach to work, or actively seek opportunities to socialise and build their networks.
- **Individual contributors** in the healthcare industry were more likely to be concerned about their performance and work with a sense of passion and urgency relative to their counterparts in other industries. However, they were also likely to be more susceptible to daily stresses and pressures.
- **When looking at differences across job levels** within the healthcare industry, leaders were more likely to value opportunities to drive high performance, embrace change and new challenges, and seek opportunities to stay up to date. However, they were also at a greater risk of communicating in a complicated or hard to understand manner.
- **When looking specifically at doctors**, relative to other healthcare practitioners they were more inclined to value analytic problem solving, focus on the bigger picture, and stay up to date. They were also more inclined to value opportunities to lead and help others, hold high standards of performance, be procedurally driven, and attentive to rules and mitigating potential risks. However, they were less inclined to delegate or be flexible in their approach.

- **Relative to those in management roles**, doctors were more likely to value helping others and opportunities to be recognised for their performance. They were also more inclined to value objective decision-making processes and minimising risks, be procedurally driven and adopt high standards of performance. They were also more likely to focus on the bigger picture and stay up to date, although less inclined to focus on commercial matters.
- **In terms of sector differences**, regardless of job level, those working in the private healthcare sector were more inclined to value social interaction, recognition for their performance, and be interested in financial matters relative to those in the public healthcare sector.
- **Leaders in the private healthcare sector** were more likely to value opportunities to lead and drive performance and exhibit higher levels of resilience and confidence relative to leaders in the public healthcare sector. They were also more likely to focus on the bigger picture and take an innovative approach to problem solving. However, when not self-managing, they were more likely to be at risk of communicating in a manner that is overly complicated or hard to understand.
- **Leaders in the public healthcare sector** were more likely to value helping others and to work with a sense of passion and urgency relative to leaders in the private healthcare sector. They were also more inclined to be pragmatic in their approach to problem solving and focus on minimising risks. However, they were more likely to be susceptible to stress and pressure and derail by seeking to distance themselves from others. When not self-managing, they were also more inclined to derail by being indecisive and hesitant to voice their own opinions.
- **Regardless of job level, males within the healthcare industry** were more inclined to value opportunities to be noticed and recognised for their performance relative to their female counterparts. They were also more likely to value opportunities to lead others, drive high performance, focus on commercial matters, adopt objective decision making processes, and focus on the bigger picture. However, when not self-managing, they were more likely to seem indifferent to others' feelings and concerns, less inclined to attend to risks, and more likely to communicate in a manner that others may find overly complicated or hard to understand.
- **Regardless of job level, females within the healthcare industry** were more inclined to value helping others and adopt a tactful and considerate approach, although they may also be more likely to be conflict-averse relative to their male counterparts. They were more inclined to be comfortable following others' lead and direction and less inclined to engage in politics to advance professionally. Additionally, females were more likely to be pragmatic in the approach to problem solving. However, when not self-managing, they were more likely to derail by being reluctant to change methods or take chances, or by being slow to act and make decisions.
- **The implications associated** with these differences between the healthcare industry and other industries as well as differences across different groups within the healthcare industry are explored in the white paper. Recommendations are also provided for addressing various considerations and challenges for those working within the healthcare industry.

About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

For more details on the research, please contact the author Dr Lynne Cruickshank,
Head of Research | research@peterberry.com.au

Peter Berry Consultancy Pty Ltd
info@peterberry.com.au | www.peterberry.com.au

Sydney Office
T: +61 2 8918 0888
Level 8, 201 Miller Street North Sydney, NSW 2060

Melbourne Office
T: +61 3 8629 5100
Suite 303, 430 Little Collins Street, Melbourne, VIC 3000

