

INTRODUCTION		
0 :04	Eleonor Angeles	Welcome to Talking Healthcare: Insights from global leaders produced by the International Hospital Federation. The Talking Healthcare Podcast series features healthcare leaders and executives from the IHF's global community sharing their expertise, knowledge and insights into cutting edge topics in healthcare. As generations evolve, so too do the challenges and expectations awaiting our future leaders. The expectations that future leaders have are also vastly different than their predecessors. Or are they? How do we capture the wisdom and experience of now and carry it into the future? In this episode, the speakers for plenary session one at the upcoming 47 World Hospital Congress will provide insights on intergenerational leadership. Why is it relevant and why is there a need for healthcare leaders to discuss it now? To host this episode, we have Mr. Pedro Delgado, Vice President at the Institute for Healthcare Improvement in the UK.
1:09	Pedro Delgado	Thank you so much for the for the brief introduction and it's so exciting to be here. Less than a month away from our session in Rio at the World Hospital Congress. I'd like to start by inviting Dr Lee, and I'm going to call Dr Klajner Sydney, because I've known him for a long time, so I'm going to invite Sydney and Dr Lee to do a quick introduction about themselves. Before we move on to some questions around this session, that's going to be very exciting at the World Hospitals Congress. Dr. Lee, can you just briefly introduce yourself?
1:47	Dr Lee	It's nice to meet you, everyone. My name is -- I'm basically, you know, a surgeon, especially a surgical oncologist. And I started my own career for the management of private hospital. Since 25 years ago, from a small hospital to nowadays, we are running nearly 1000 bed general Hospital. and I'm also looking forward to the Korean Hospital Association as vice president. Thank you.
2 :32	Pedro Delgado	It's so good to have you here, Dr. Lee. And welcome. Sydney, how about you? Welcome.
2 :41	Dr Sidney Klajner	Hi Pedro. Hi Dr Lee. It's a pleasure to be with you in this panel and will be a greater pleasure in one month that session in the IHF Congress. So my name is Sydney Klajner. I'm a surgeon as well from digestive surgeon and colorectal surgeon by background. And nowadays I divide my time in the role as the president of Albert Einstein Hospital in Sao Paulo, Brazil. It's a not-for-profit organization that we have participation in healthcare delivery, also in teaching and education and research and innovation. It's my pleasure to be with you. As we know each other from more than decades and working towards quality and safety and healthier lives to the population. Thank you very much.
3 :39	Pedro Delgado	Welcome. In the end, we have a session coming up and I want to zoom out first because we have two senior leaders who are clinical practitioners who have been in healthcare for decades and who are inevitably also part of the wider world that we inhabit. And I want

		to zoom out to start with. It's a world that we're seeing polarization. We're seeing post-truth. We're seeing populism and the solution to the wider issues that we're facing as a world that includes dialogue. And I think the essence of the session that we're going to be doing together is about dialogue. And the solutions are not necessarily in one person, in one country, in one generation, but certainly the solutions will require all generations to work together. And that's where we land.. And that's where this beautiful dialog between established leaders who have been in healthcare for decades and some of the younger leaders who are newer to healthcare, session will be around intergenerational leadership. And the aim of this session will be to ensure that generation don't operate in silence and that we very proactively connect across their conceptual divides to the best of our knowledge, good practice and the leadership. So I'm going to ask a first question and I'll ask maybe Sydney to start and Dr Lee to follow. But with that working definition of avoiding silos and getting the best out of our knowledge, good practice and thought leadership. The first question is why do you think it's important for health care, to talk about intergenerational leadership? And why is it relevant?
5 :25	Dr Sidney Klajner	We all know that the healthcare sector or being a health organization, we have a lot of complexity by people that work in a lot of backgrounds, in health professional, management professionals and also younger physicians that they can see a pathway not only in the practice, but also like being prepared in terms of what we think. It's new, it's very important because now we are dealing with digital transformation AI, gen AI and we have this people more prepared to deal with their tools. I think it is a tool because it's not the end of the work as we have our proposals to deliver healthier lives to every human being. So, we need some tools. We need all this complexity of people, younger people, experienced people also. We must create in our organization the opportunities for people to develop, to achieve their goals, and to implement something that will excel in terms of the purpose of the organization. We think not only we must behave ourselves as an example to bring this people also to the leadership and to give them the opportunity to develop themselves. Because if you do this way, we are developing our organization and creating the opportunities to bring more and more people to work in this same purpose. It's very important that behaviour of the leadership inter-generational and being an example and bringing this people to also occupy their roles in terms of leadership. It's like a wire that all these people implement new models, to test and to correct things that are not good, but also to stimulate people to occupy these roles.
7 :44	Pedro Delgado	And I have seen their commitment to me and the times that have been with you over the last 15 years of the commitment to developing future generations of leaders. And I know yourself had really good mentor in your trajectory, so that's been beautiful to watch at the Institute, we have a phrase that all teach, all learn. And I've seen that being embraced by the Einstein family in Sao Paolo and through a Brazilian. Dr. Lee, what would you add to

		Sydney response about the importance of intergenerational leadership and why it's relevant?
8 :21	Dr Lee	So, generally I totally agree with Sydney and the same fundamental and also the same principle why we need such an intergenerational leadership is so needed in healthcare sector. But I want to emphasize something special, especially in these periods. At the current time, even in Korea it is the big changes in the shifts of the generation of culture and also the gap between the generational differences. Nowadays we are so seriously suffering by the work for sustainability and also with cultural difference. This is usually very universal to the other sectors of the industry, but I think that the healthcare sector is more crucial in this aspect of generational difference. Previously, we were a little bit more accustomed to the hierarchy of the workforce leadership, but nowadays it impossible to sustain on such a out of the style of leadership. If we should focus on how to overcome, to make more harmony or more persuasive way to collaborate between the generations, especially the young generations of the healthcare workers could be more following the organizational culture that is more crucial and important issues nowadays.
10 :46	Pedro Delgado	Thank you. And I'll use your prompt of this opportunity of moving from a traditionally hierarchical style of leadership to a distributed and shared leadership approach which you have invited people to consider and highlighted as important in this distributed space. The generations that are coming up to leadership positions have access to technology that we never had access to, social media channels and the Internet in ways that we never experienced. And they come with a lifetime of experience in that sense. And there might be opportunities in that to share and shape the narrative, to share and shape opinion, to invite the voice of community and patient and others into how we lead and so on. But how do you this kind of existence of social media and internet savvy and open channels of communication? Do you see it as a positive or negative challenge in nurturing inter generation? And if you see it as a kind of positive challenge, what other challenges do you foresee might be important for us to address proactively? Dr Lee, why don't you go first and then we let Sidney respond?
12 :10	Dr Lee	So there is also a very important one: environment. As for the two challenging issues for the older generation, even for me, we are more accustomed to communicate face to face. But to the younger generations, they are very hesitant to have a conversation or communication face to face too, rather than the asset is all the more indirect. There is another challenge to make more friendly and more effective way to communicate in a sentence or the other, more mobile communication channels to make clear or to make more friendly communication.
13 :07	Pedro Delgado	Thank you, Dr Lee and Sidney. I know I'm speaking to someone who has truly embraced some of the social media mechanisms like LinkedIn to send messages of hope, optimism and what's possible. But tell us how you see this specific challenge. Do you see that that positive challenge and that negative challenge as an opportunity?
13 :30	Dr Sidney Klajner	The social media, we can spread our thoughts and what we are feeling in a very fast and efficient way. If I want for example

		influence an organization in terms that I did during the Olympic Games because towards a better way of life or exercise. So, we can use the social media, but we cannot use it that long because people that have the domain of this opportunity, it's not my generation. We must open spaces for people because they know what language, the ones that are going to read the social media to see or to engage and participate in the discussions. It's not our generation, but the younger generation or people that we going to cause some impact on. So, it's just a small part, but we are talking nowadays about technology. How is the best way to use technology in advantage to the physician? We have younger staff physicians that are going to operate this technology, medical equipment, the new robots on surgery. If you don't transfer your leadership to give the responsibility about that, we cannot engage towards the proposal of your organization. So it's very important to give the space and also to bring this people to achieve the purpose of the organization through something that it's not our model or it was not part of our graduation on medicine or physician. We must have all the people that have all the knowledge to transfer their knowledge to organization. And as leaders, we must open the space for that.
15:44	Pedro Delgado	The Level of proactive invitation you're making to future generation around the technology at large, and we suddenly have unprecedented opportunities with machine learning, and to leverage their wisdom into the future. And one last question. As we approach the end of this conversation, and it's around the core characteristic of future leaders, what do you think will be one core characteristic of future leaders in the world hospital as you foresee the future, think about things that are really important in leadership. Sydney you go first and then Dr Lee.
16:24	Dr Sidney Klajner	I think the core characteristic is to not tell people what to do from behind the table but to link together with the people, not only give the orders or give what we need, but work as a team. I think the core characteristic may be a leader that have the permission, give the permission to our team to do what they want to do. Being together and working together. I think it doesn't function anymore that the role as the leader from behind the table and giving your orders or what you think and trying to receive what you need. I think that the core character is to participate and give the opportunity for everyone to express themselves towards what we as a team need to do.
17:21	Pedro Delgado	Fantastic. Dr. Lee, how about you? One core characteristic of future leader.
17:27	Dr Lee	My opinion is also very similar to Sidney, but I want to make it more clear one sentence, the leadership based on collective intelligence and collaboration. I think that in technical aspect or even in the clinical knowledge, the AI technology will be more bold and also will be based on new technology and the clinical decision supporting system will be more very properly developed and then maybe the main ability of doctors or even social care givers should be based on not the technical aspect, rather than the more humane aspects. So if we try to be based on a collective intelligence that is based on the very diverse aspect of the human being or the health care workers, and then we cannot advance more comprehensive or

		integrative care. Finally, I want to emphasize the key concept, the leadership based on collective intelligence and collaboration. That would be the core component of the future leadership.
19:00	Pedro Delgado	Beautiful. Sydney an invitation for shared leadership doing with not doing to and Dr Lee collective intelligence and collaboration. So, thank you both for your insights, for your inputs, for your wisdom. And it's a real pleasure to work with you in this session. We look forward to seeing you in about a month's time in Rio. And we hope that you can join us there in person to our listeners as we bring the voices of the next generation as well in the session that we have. And we have a couple of surprises for you in that interaction. So, thank you. And see you all in Rio.