

Table S8.Granular description of leadership and leader by learner

Leader & leadership	Learner	Key functions.
Leader	UME	<ul style="list-style-type: none"> • To engage with others. • To contribute to a vision. • To take responsibility. • Activities as clinicians, administrators, scholars, or teachers.
	MEDICAL EDUCATION	<ul style="list-style-type: none"> • To have a vision. • To Inspire people to move on. • To Inspire to do the job well. • To Inspire to have a good practice. • To Inspire to become the best they can be as a group working together toward a common goal. • To show other travellers the path ahead. • To embrace change as a means to innovate.

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- To apply leadership skills to all aspect of health care, from education to delivery of care.

INTERPROFESSIONAL

- To develop humble, reflective leaders.
 - To identify problems.
 - To work collaboratively with teams to create solutions.
 - To create a vision for positive change.
 - To set the vision.
 - To inspire followers.
 - To drive of these processes (refers to social psychological processes, interpersonal and group dynamics, and influence on all aspects of psychology (behaviors, cognitions, and motivations) of others).
 - To adjust to goals.
 - To adjust individuals.
 - To adjust context.
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	TRANSPROFESSIONAL.	NONE
Leadership	UME	<ul style="list-style-type: none"> • To inspire others to work together. • To achieve a common vision. • To exert conscious, goal-oriented social influence on people (subordinates, colleagues and teams) • To perform shared tasks in pursuit of common goals. • To focus on leading.
	MEDICAL EDUCATION	<ul style="list-style-type: none"> • To have the insight. • How a person can contribute to an institutional or country vision. • Time management. • To direct the activities of a group toward a shared goal. • To produces change and movement.

INTERPROFESSIONAL

- To influence on individuals and groups by enhancing behaviors (actions).
- To influence on individuals and groups by cognitions (perceptions, thoughts, and beliefs).
- To influence on individuals and groups by motivations (why people act and think as they do).
- To achieve goals that benefit the individuals and groups.
- To social psychological processes, interpersonal and group dynamics.
- To influence on all aspects of psychology (behaviors, cognitions, and motivations) of others.

TRANSPROFESSIONAL.

- To influence others
 - To work together towards achieving a common goal.
 - Transformation and change.
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		<ul style="list-style-type: none"> • System thinking. • Emotional intelligence. • Collaboration and teamwork. • Organisational learning and development. • Leading change. • Ethical and professional practice.
Leadership in combination.	UME	<ol style="list-style-type: none"> 1. Lateral leadership <ul style="list-style-type: none"> • To exert influence without formal power and disciplinary leadership functions. 2. Ethical leadership <ul style="list-style-type: none"> • To emphasize the responsibility of leaders for human dignity. • To emphasize the responsibility of leaders for excellent performance.

3. Leadership and Change

- To inspire motivation in others.
- To create goals toward a desirable vision
- Leadership pertains to team-based care and quality improvement projects.

4. Professionalism and Ethics

- Ethical behavior and professionalism, including conduct
- Congruent with generally accepted moral principles and values and with professional guidelines based on those principles and values.
- General leadership ethics: honesty and responsibility.

5. Shared Leadership

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- Being a responsibility for all staff at every level through effective teamwork
 - Being a responsibility for the continuous development of personal MLM attributes and behaviours

6. Leadership and Resilience Stems

- Intrapersonal relationship one has with oneself.
- Interpersonal relationships
- Relationships within organizations. To build partnership, respect, and change capacity.

MEDICAL EDUCATION

1. Patience and Leadership:

- To reflect on, examine, and endure in difficult situations.
 - To view health care in its social context
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- To reach agreement with other members of an organization

2. Educational Leadership

- Academic positions (formal administrative responsibilities for educational program)

INTERPROFESSIONAL	NONE
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TRANSPROFESSIONAL.	NONE
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