

ADC Leadership workstream report

Leadership Development amongst Dental Professionals

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BREAKING BLUE

Leadership development amongst dental professionals

Research Report 2020

Prepared for Health Education England

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BREAKING BLUE



Introduction



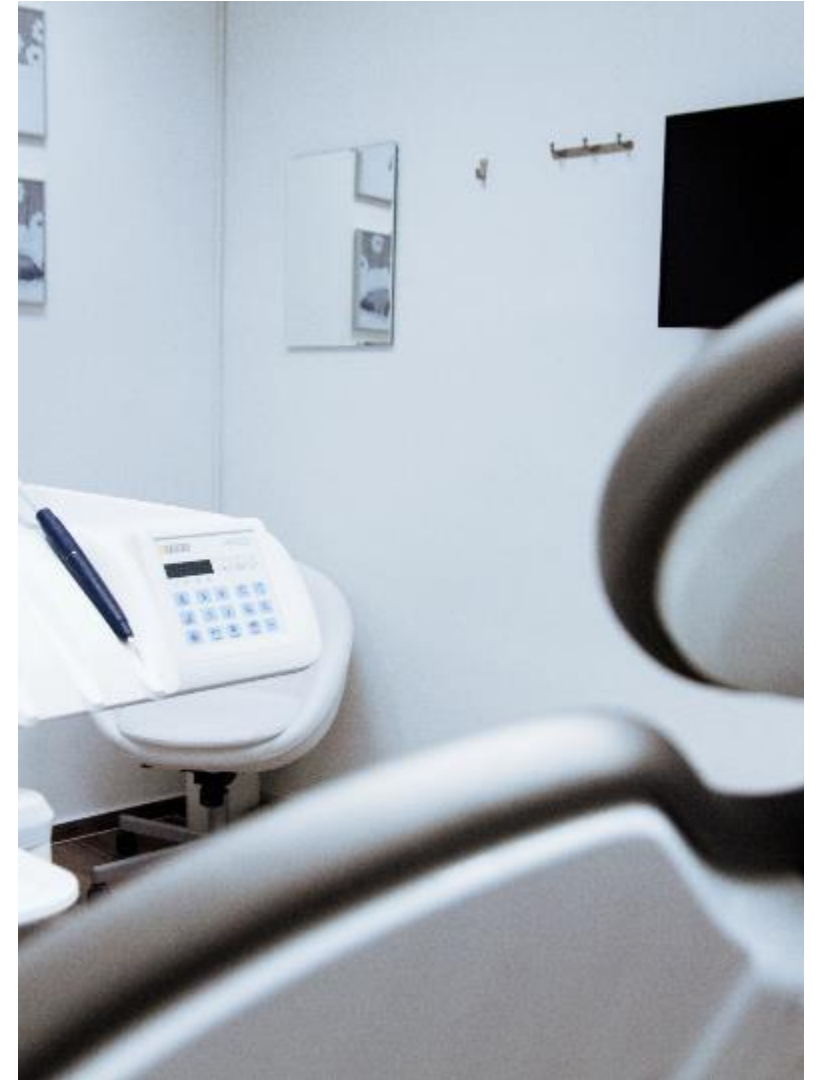
Study background

In May 2017, Health Education England (HEE) commissioned the Advancing Dental Care (ADC) Education & Training Review to consider the skills and composition of the future dental workforce that will best meet future patient need, and the training structures and funding models that will deliver that workforce.

The report, published in Spring 2018, considered the future challenges that dental services are likely to face and made the following two recommendations in regard to dental leadership and team development:

- *HEE to promote and so improve the identification of potential Leaders and ensure the accessibility and take up of leadership development opportunities provided by the NHS and Regional Leadership Academies by Dental Professionals linked to supporting team building and wider locality collaboration.*
- *HEE to develop system leadership from within primary care, identifying and supporting high-calibre individuals to maximise their potential.*

HEE believe that a dental leadership programme could be an opportunity to integrate “dental” with the rest of healthcare, given the NHS’s long-term plan to reduce health inequalities through integration of a wider healthcare system. A successful programme could see professionals from the dental team embedded into local healthcare management structures and empowered to represent the interests of the dental team.



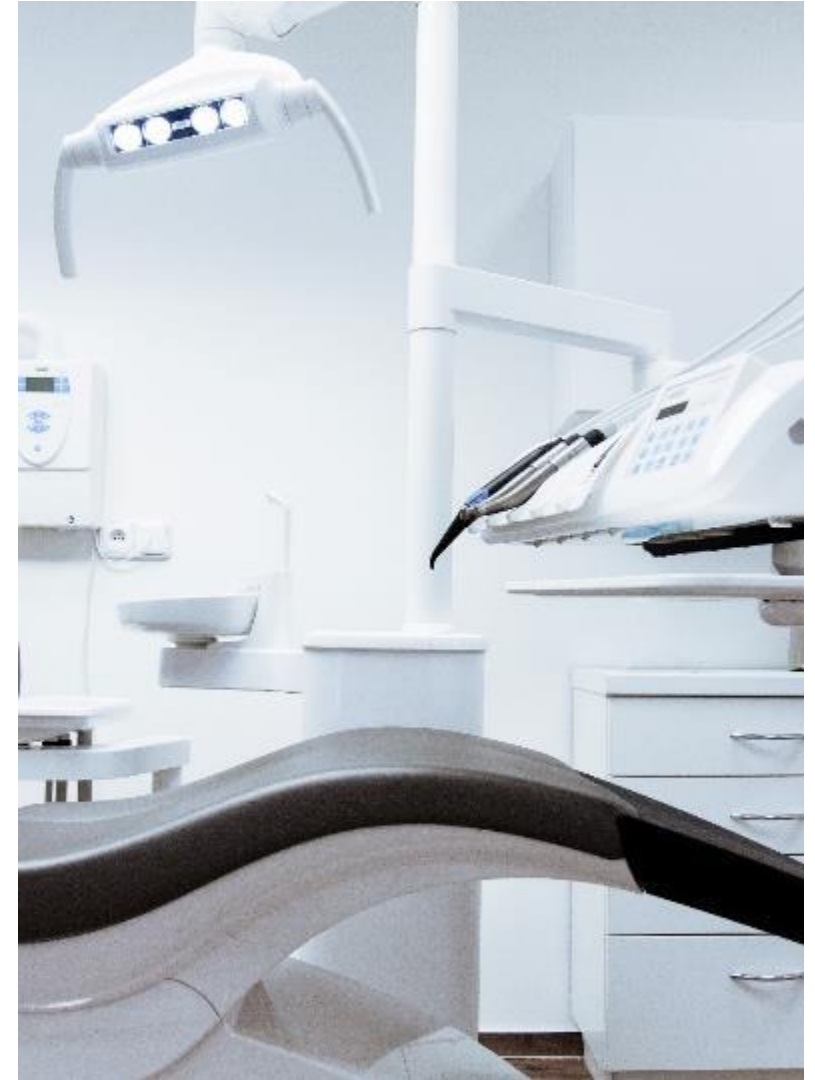
Research objectives

As the majority of dentistry is provided in primary care settings, it is essential to understand and remove the barriers to primary care engagement in leadership development.

The ADC Review's Leadership & Development workstream commissioned Breaking Blue to conduct a research exercise on the profile and impact of leadership & development training amongst the dental workforce in England.

The main objectives of the survey research were:

- To examine perceptions amongst the dental workforce regarding a range of leadership development approaches
- To examine perceptions of dentists and DCPs who have undertaken leadership development training, about the impact of this on their practice and career pathway
- To examine routes into leadership roles for dentists and DCPs in leadership positions of leadership



Survey methodology and sample



Survey sampling and data collection approach



Methodology

- 10-15 minute online survey
- Surveyed between 7th May and 22nd December 2019
- All taking part were on the General Dental Council (GDC) register
- 600 online interviews completed

Survey sampling

- Breaking Blue developed the online survey that HEE promoted via email campaigns, newsletters, website updates and word of mouth
- As with all self-selection surveys there is a degree of bias in the results, in that some groups end up over- and under-represented. Still, all the major dental disciplines are included in the sample (see table to the right).



Achieved survey sample vs. population profile from the GDC register 2017

	% achieved	survey count	% on register
General Dental Practitioner	48%	286	36%*
Dentist Specialist	22%	132	
Clinical Dental Technician	0%	0	<1%
Hygienist	19%	114	6%
Dental Nurse	17%	100	49%
Dental Technician	1%	3	5%
Dental Therapist	11%	68	3%
Orthodontic Therapist	0%	1	<1%
Lecturer / Educator	9%	52	**
Practice Manager	3%	16	**
Other	1%	6	**

*General dental practitioner and dentist specialist both recorded as 'Dentist' on the GDC register

**Job roles additional to those on the GDC register

Survey questionnaire coverage

Questions areas*

- Confirmation GDC registrant
- Job role / length of time in role / scope of work
- Qualifications
- Location / region
- Perceptions and practice of leadership
- Awareness of leadership development and training providers
- Use of providers offering leadership development training
- Satisfaction with leadership development training
- Importance of leadership development training
- General training decision-making process
- Leadership development moving forward
- Age
- Gender
- Ethnicity

Note: Within this report results are only analysed within charts where groups have 100 or more respondents

*Please see appendix for full list of questions asked

Key Findings



Key Findings Summary

Perceptions and practice of leadership in dental care

- Two thirds of general dental practitioners feel that leadership training is equally important as job specific training
- Leaders should show 'honesty and integrity', they should be 'good communicators' and 'inspire others'
- Dentist specialists are most likely to consider themselves as leaders, and dental hygienists least likely
- Most think the dental profession should be playing a part in designing and reforming NHS services, but not many think they currently play a part in this

Awareness and use of leadership development training

- Over a third have either taken part in or arranged leadership development training
- Almost a third are planning on arranging leadership training within the next year
- Only half of those interviewed are aware of organisations that provide leadership training
- Top of mind organisations that provide leadership training are: the British Dental Association, NHS England, the General Dental Council, Health Education England and NHS Leadership Academy

Encouraging uptake of leadership training

- Lack of awareness is the main barrier to not attending leadership training, along with training not being available as part of an individual's role
- Increasing engagement would mean providing more training locally, funding for training, and raising awareness (particularly amongst those groups who tend to relate less to leadership e.g. younger and female professionals)
- For Dental nurses and hygienists in particular, there seems to be an unfulfilled need for leadership training

Perceptions and practice of leadership



Honesty and integrity are key attributes associated with leaders

General dental practitioners assign a variety of attributes that they associate with a leader, emphasizing strong personal and character related characteristics such as being honest, inspiring committed – as well as a number of skills such as communicating effectively and thinking strategically. Creativity, innovation and empathy are not seen as important attributes of a leader.

Attributes associated with a leader
(% rated in top 3)



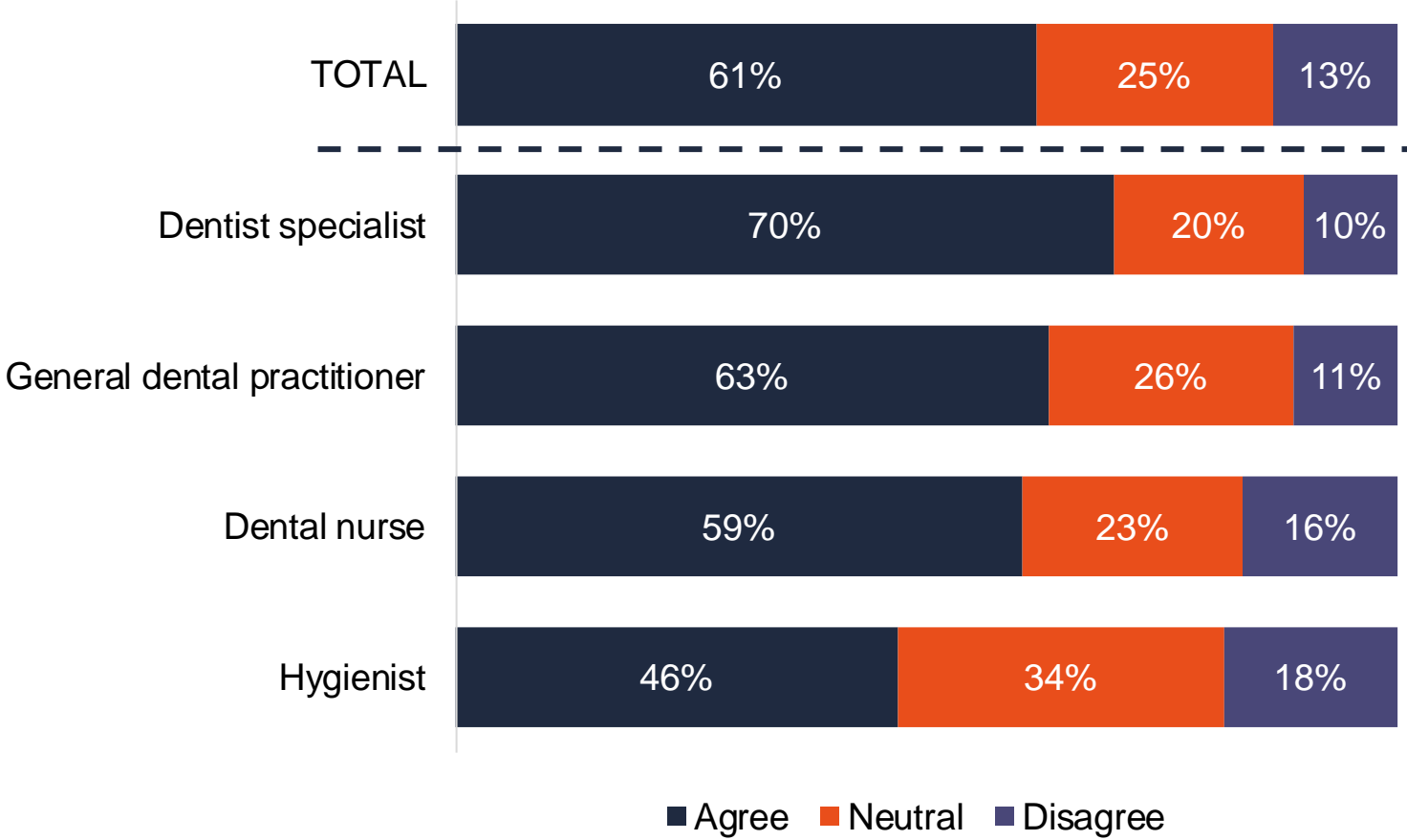
- Hygienists were most likely to rate honesty and integrity as a key attribute (70%)
- Dental nurses placed more emphasis on good communication skills than other Dental Professionals (60%)
- Dentist specialists were more likely to rate thinking strategically as a key attribute (40%) than those in other roles

Q2. Which of the following attributes do you associate with a leader...?
Base: All respondents (600)

Three in five dental professionals consider themselves to be a leader

Those general dental practitioners who work as specialists and who are older tend to be more likely to consider themselves as leaders. Dental hygienists and dental nurses are least likely to see themselves as leaders, as are younger and female professionals.

Extent to which you consider yourself a leader
(single choice question)



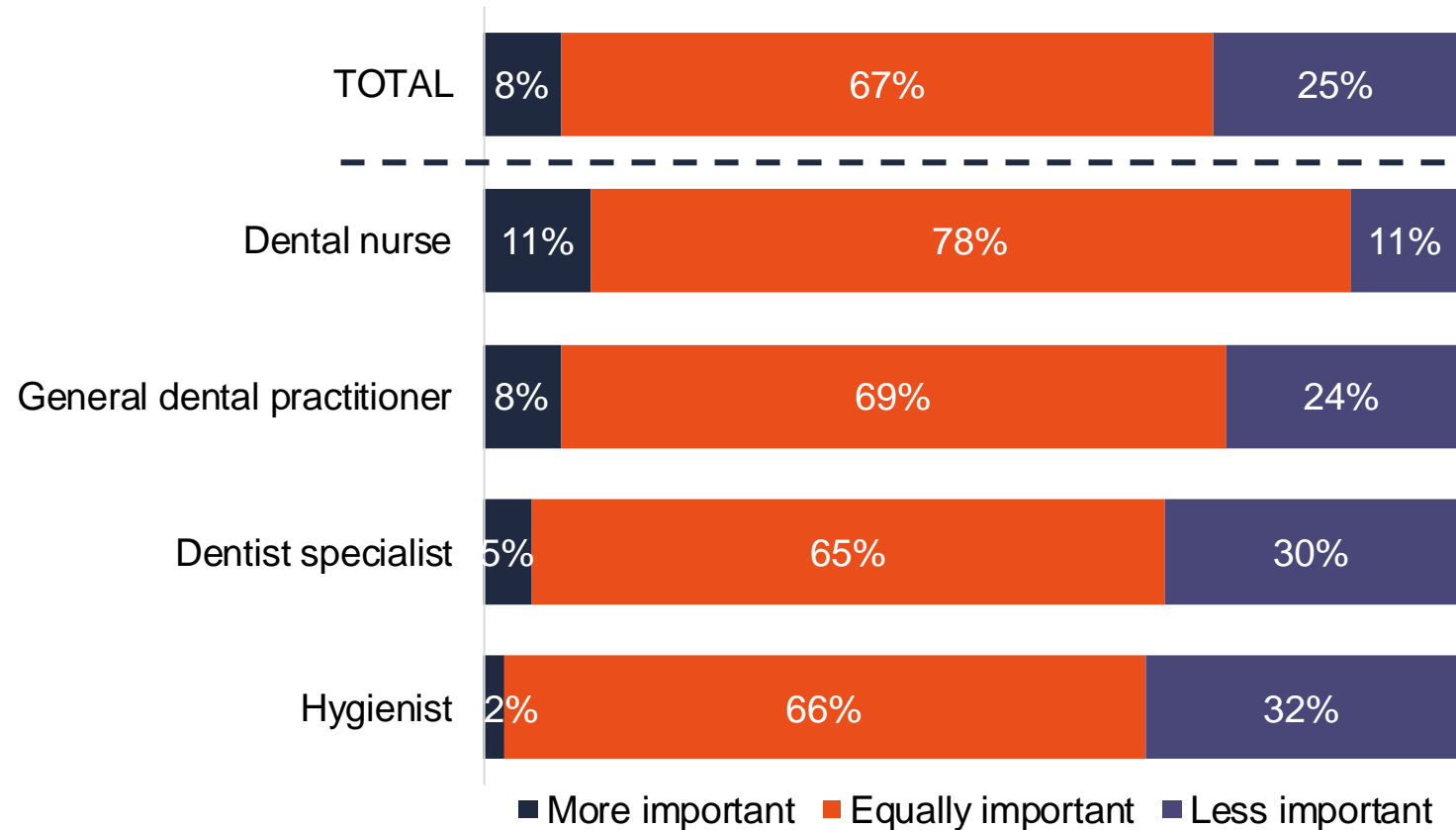
- Dentist specialists are most likely to consider themselves leaders (70%) followed by general dental practitioners (63%)
- Older dental professionals aged 55+ (67%) are significantly more likely to consider themselves leaders than younger professionals aged 18-34 (44%)
- Males are also significantly more likely to consider themselves leaders than females (73% vs 56%)

Q1. To what extent do you consider yourself to be a leader?
Base: All respondents (600)

Two thirds feel leadership is as important as job specific or technical training

About a quarter feel leadership training is less important, while one in 12 think it is more important than job specific or technical training. Some of the groups least likely to consider themselves leaders are the groups most likely to rate it as important.

Importance of leadership development
(single choice question)



- Dental nurses are significantly more likely to rate leadership training as important as job specific training (78%) than Dentist Specialists (65%) and Hygienists (66%)
- Those in the Midlands are more likely to rate leadership development as equally important compared to those in the North (75% vs 63% respectively)
- Females are also more likely to rate leadership training as equally important (71%) compared to males (58%)

Q25. How important is leadership skills development in your view, versus other job specific or technical training?
Base: All respondents (600)

The vast majority believe dental professionals should be playing a part in designing and reforming NHS services, but not many think they do currently

Very few however believe they currently play a part in designing and reforming NHS services.

Extent of playing a role in reforming NHS services (single choice questions)



However, only....



- Views are consistent across roles, regions, age groups and genders
- Dental nurses are slightly more likely to be unsure on this question compared to general dental practitioners

Q3a. To what extent do you feel dental professionals CURRENTLY have a part to play in designing and reforming the way NHS services are delivered in England?

Q3b. To what extent SHOULD dental professionals have a part to play in designing and reforming the way NHS services are delivered in England?

Base: All respondents (600)

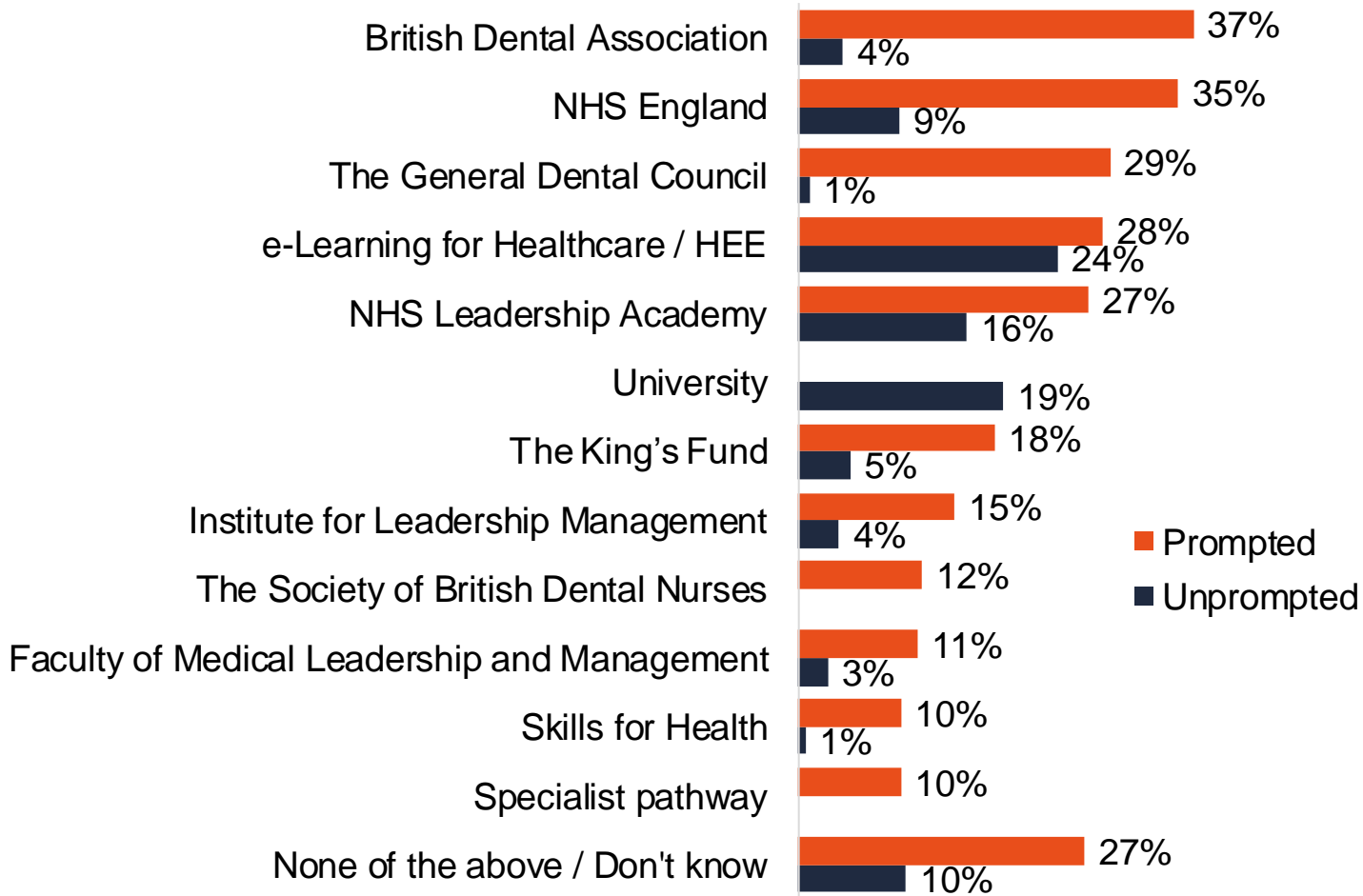
Awareness and use of leadership development training



Just under half of dental professionals are aware of organisations that offer leadership development training

Unsurprisingly, dentist specialists are more likely to be aware of and recall names of leadership development providers.

Awareness of organisations offering leadership development training
(multiple choice question, answers shown >10%)

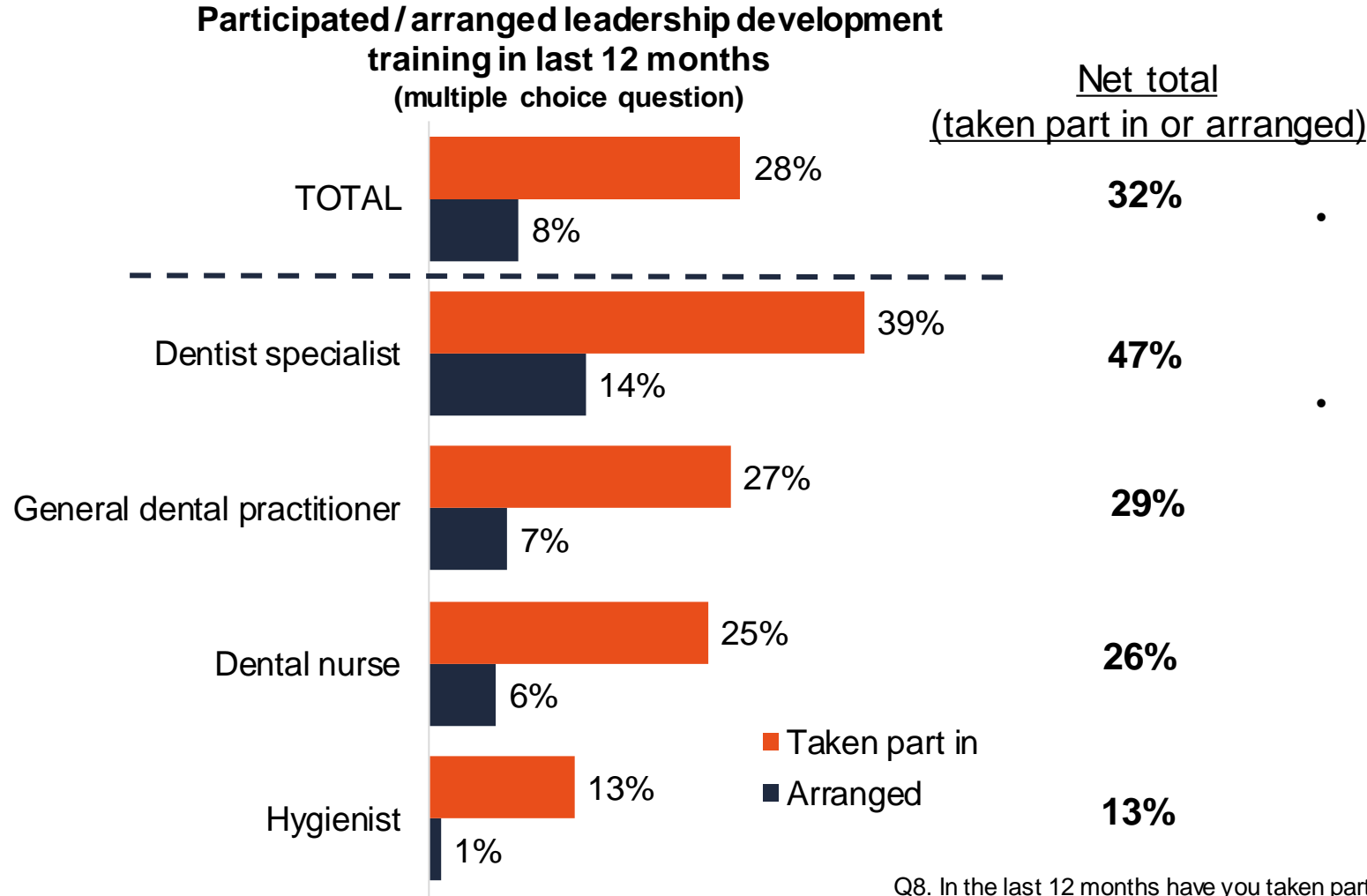


- Dentist specialists are most likely to be aware of organisations offering leadership training (68%) and hygienists least likely (28%)
- Those in the North are significantly more likely than those in the South to be aware of providers (57% vs 42%)
- Half of dentist specialists (49%) mentioned NHS Leadership Academy compared to just a quarter (24%) of general dental practitioners, 20% of dental nurses and 12% of hygienists
- Older professionals aged 55+ were most likely to mention The British Dental Association (45%) whereas younger professionals are most likely to mention NHS England (39%)

Q5. Are you aware of any organisations that provide leadership development training?
Q6. What organisations are you aware of that provide leadership development training?
Q7. Are you aware of any of the following organisations that provide leadership training?
Base: Q5. / Q7. All respondents (600) Q6. All aware of organisations (288)

About one in three general dental practitioners have undertaken, and a further one in 12 have arranged leadership training in the last 12 months

Dentist specialists are most likely to have taken part in or arranged leadership training in the last 12 months, in contrast to hygienists who are least likely to have done this. Again, there is a skew towards more men participating in training compared to women.



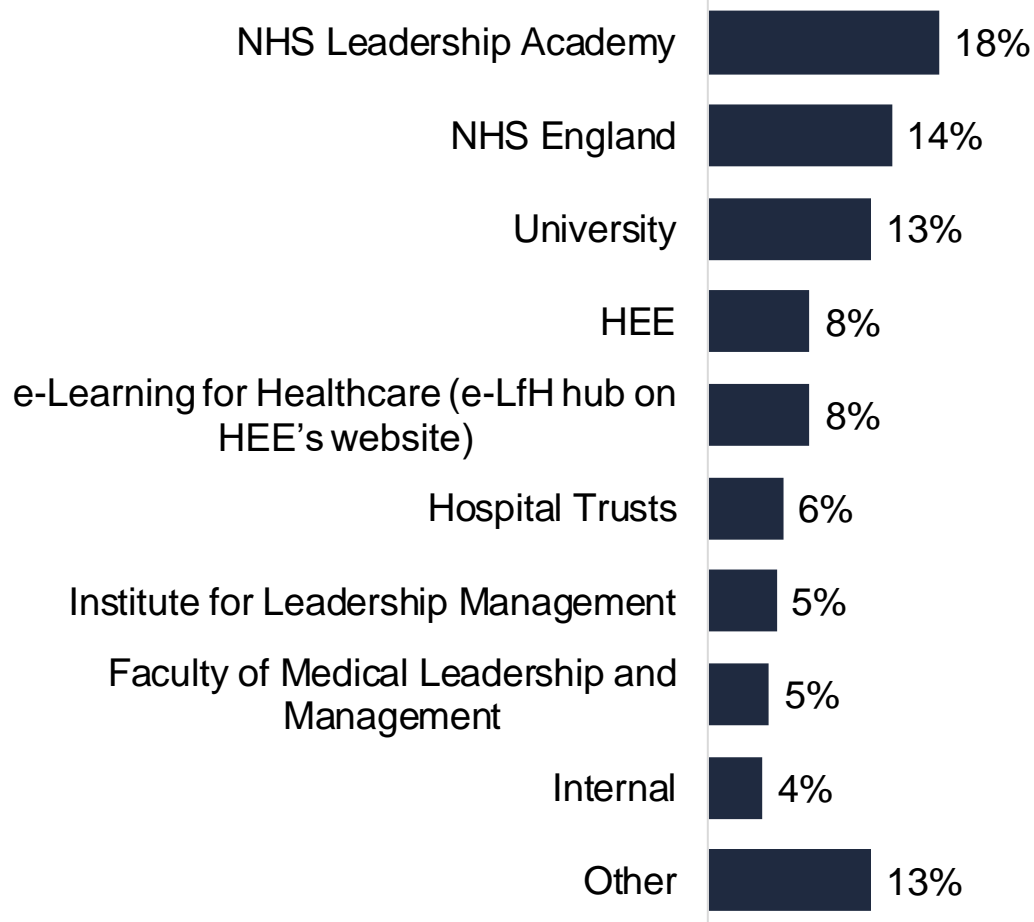
- Those aged 55+ are significantly less likely to have taken part in leadership training in the last 12 months (21%), however they are more likely to be arranging it than other age groups (13%)
- Males are significantly more likely to have undertaken or arranged leadership training within the last 12 months (37%) than females (28%)

Q8. In the last 12 months have you taken part in or arranged any leadership development training for yourself or colleagues?
Base: All respondents (600)

Dental professionals are going to a wide range of providers for leadership training, topped by the Academy, NHS England, Universities and HEE

Amongst a wide range of organisations are e-learning providers, hospital trusts, and specialist leadership training institutes.

Top 10 organisations used for leadership development training
(multiple choice question)



- The “other organisations” are made up of a wide range of different types of organisation. These include consultancy businesses and specialist training organisations
- Dentist specialists are more likely to go to NHS England for leadership training (21%) than those in other roles

Q9. With which organisation(s) did you undertake leadership development training, or arrange such training for any of your staff?
Base: All respondents taking part in or arranging leadership training (189)

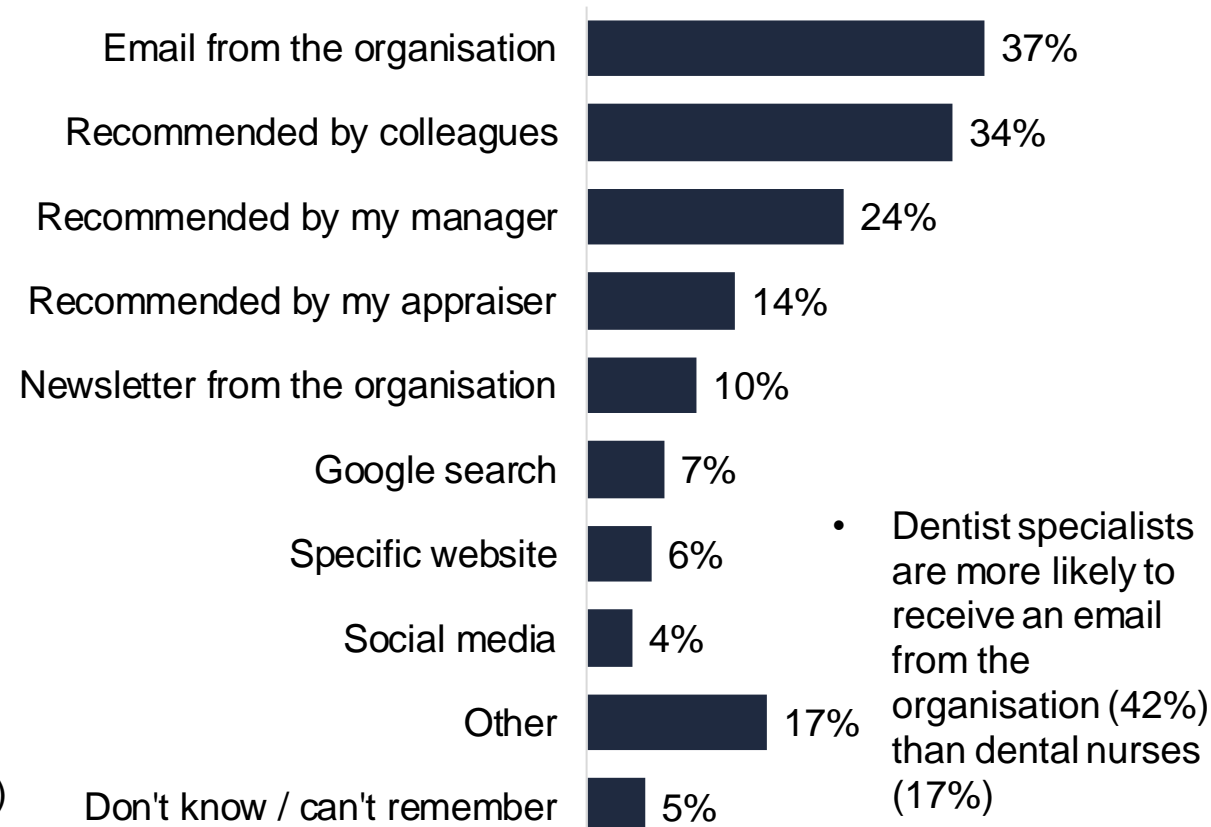
Reputation and convenience are the main reasons for choosing a provider

The wide range of criteria for choosing a provider suggests that a variety of factors need to be just right for an individual (or their sponsor organisation) to engage in leadership training. Recommendations and emails direct from the organisers drive awareness.

Reason for choosing training providers
(multiple choice question)



Mode of hearing about training
(multiple choice question)



Q14. How did you find out about the leadership development training offered by this provider?

Base: All respondents taking part in or arranging leadership training, except those who didn't know who didn't select which organisation they used (167)

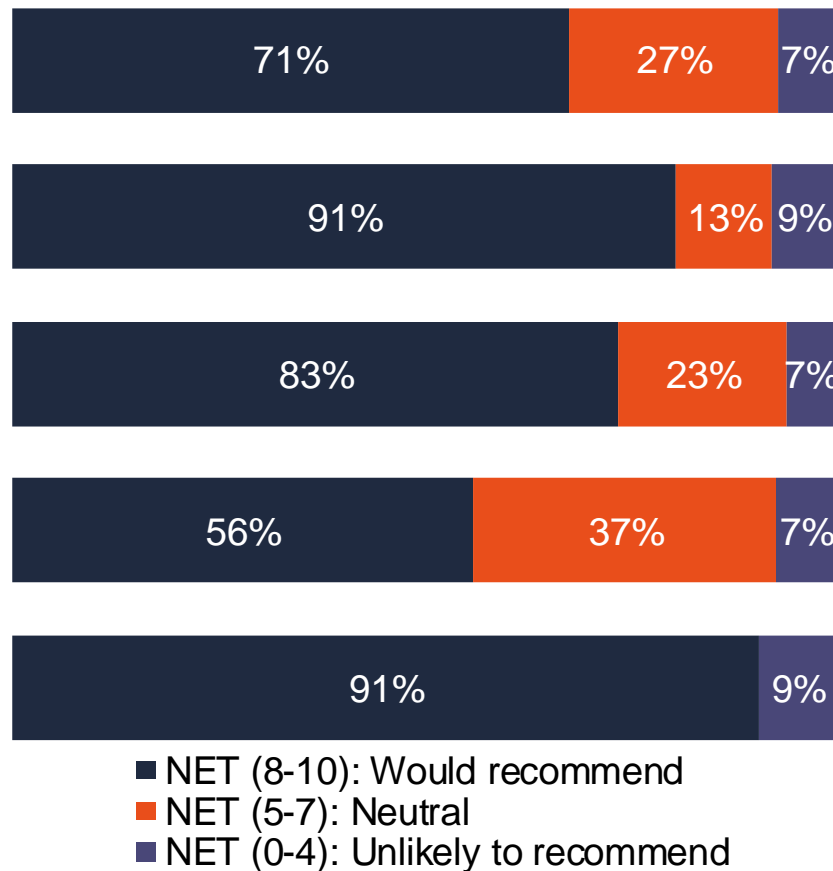
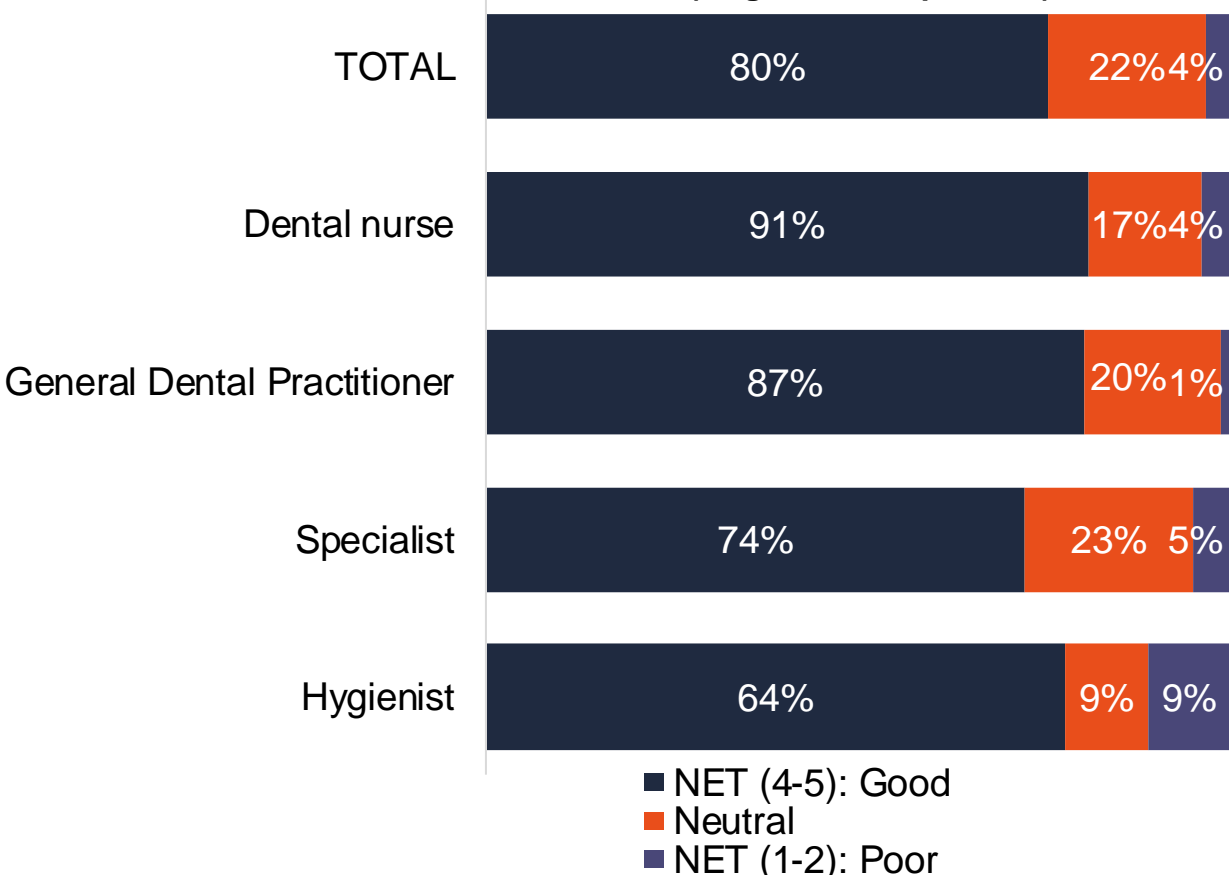
Q10. Why did you choose this provider?

Eight in ten who have attended a course were satisfied with their experience; seven in ten would recommend the provider

Although general uptake is relatively modest, once dental professionals go on a course, they tend to be very positive. Satisfaction and recommendations were highest amongst dental nurses.

Satisfaction with providers
(single choice question)

Likelihood to recommend
(single choice question)



Q11. How would you rate the leadership training provided?

Q13. How likely would you be to recommend this provider?

Base: All respondents taking part in or arranging leadership training, except those who didn't know who didn't select which organisation they used (167)

There are many positive outcomes expressed by those who have already taken part in leadership training

Many mention they are more confident and assertive as a result of their training, communication skills also improve, and in turn this provides a happier more efficient working environment, and a better service provided.

Positive effect of leadership training
(open question)



The department is running more efficiently through better departmental communication, clearer definition of roles, empowering younger colleagues, encouraging innovation. Unfortunately this training programme was discontinued by the Trust due to increased financial pressures.
Dentist specialist + University of Leeds

Communication skills / coaching skills improvement. Communicating vision and strategy to groups and communicating with individuals to help them develop
General dental practitioner + Leadership Foundation for Higher Education / University of Essex

Assertiveness, better communication skills, initiative, organisation strategic thinking and more
Dental hygienist + Unspecified programme

It has spurred me on to continue my own personal development in theory to support what I do on a daily basis
Dental nurse + Glenys Bridges

Q15. Can you provide any examples of positives outcomes as a result of having undertaken leadership development training?
Base: All respondents taking part in or arranging leadership training (189)

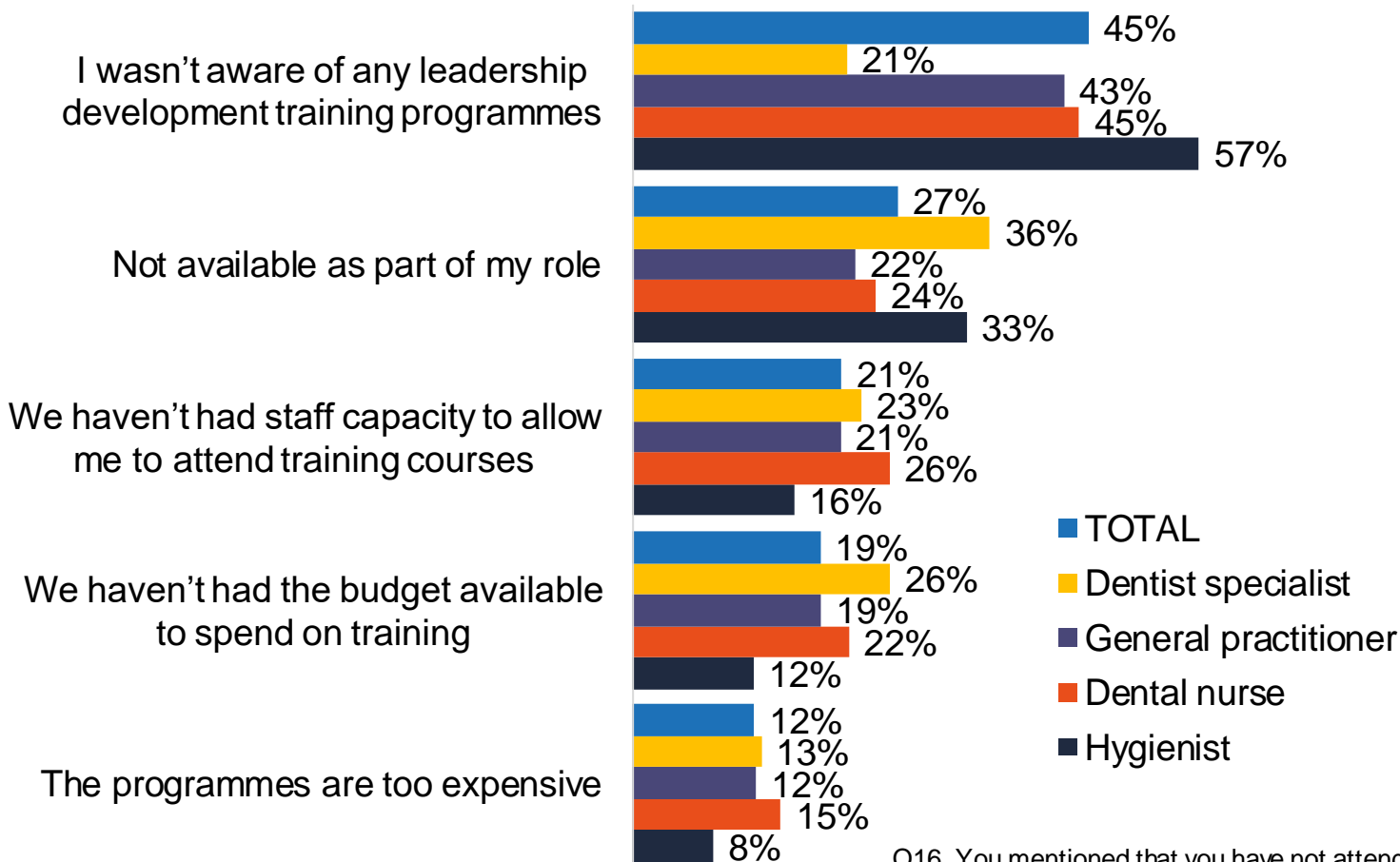
Barriers to uptake of leadership development



Lack of awareness is a major barrier to uptake, especially for hygienists

Dentist specialists are more likely to say they have not taken part in leadership training, as it is not available as part of their role. Other barriers include lack of staff capacity to cover for training absences and budgetary constraints.

Reasons for not attending / arranging leadership training
(multiple choice question)



- Those in the South are more likely to say they weren't aware of any such training (55%) compared to those in the North (43%)
- Younger professionals are also more likely than older age groups to say they didn't attend due to lack of awareness (57% aged 18-34 vs. 36% aged 55+)
- Females are also significantly more likely to give lack of awareness as a reason (49%) compared to males (37%)
- Although base sizes are on the small side dentist specialists and educators / lecturers are slightly more likely to mention lack of budget than other roles

Q16. You mentioned that you have not attended or arranged any leadership development training in the past 12 months, why is this?
Base: All respondents NOT taking part in or arranging leadership training (411)

Engagement could be improved by having local training centres available, more funding, and better awareness of courses overall

Awareness in particular is an issue for hygienists and those in the South of England. Again, the evidence suggests that a variety of factors need to be put in place (not just a single one) for engagement to improve in the sector.



- Awareness and greater understanding of the value of leadership is significantly more important to hygienists than any other role (71% awareness and 40% greater understanding)
- Funding is less important to hygienists (44%) than educators / lecturers (75%), general dental practitioners and dentist specialists (both 62%)
- Increased awareness is also more likely to be mentioned by those in the South than in the North (62% vs. 51% respectively)
- Locality is more likely to be mentioned by younger professionals aged 18-34 (66%) and by those in the Midlands (68%)

Q17. What would make it easier for you to engage with and attend leadership development training programmes, or arrange it for your staff?
Base: All respondents (600)

Cost, relevant content, time commitment, and locality are all important factors when considering a potential training course

The approach taken on the courses (practical vs theoretical) is less of a deciding factor.

Important factors when choosing training providers
(multiple choice question)



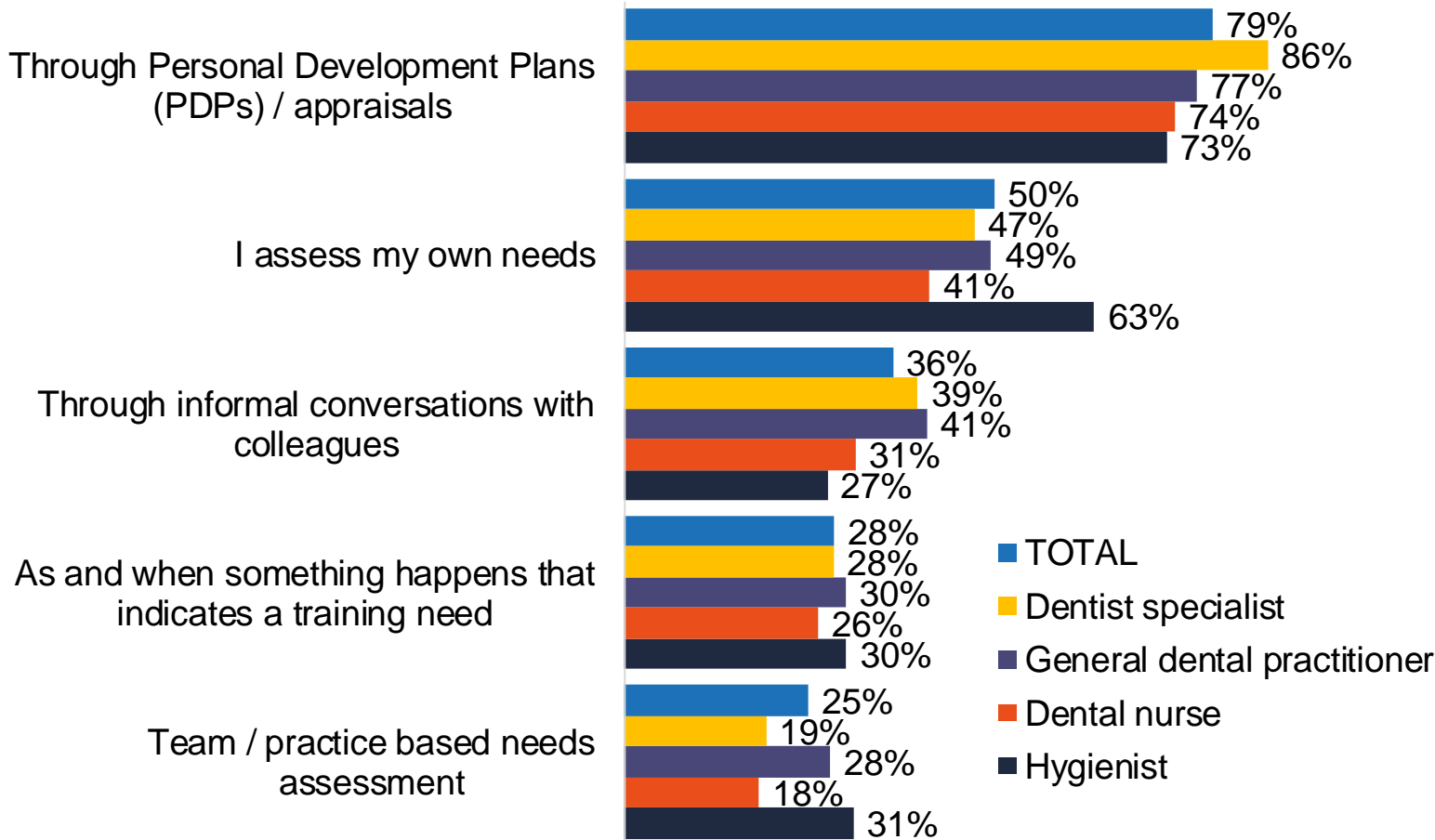
- Three quarters (75%) of hygienists mention price as an important factor they take into consideration when choosing a training course compared to just. Hygienists are also more likely than other roles to mention content relevant to their profession (82%) and provision of a verifiable CPD (70%)
- Although base sizes are relatively small we can see that dental therapists place more emphasis on courses providing transferrable skills (50%) than those in other roles
- Price is less important to the older audience aged 55+ (56%) with relevant content more important (74%)

Q22/Q23. Which of the below factors are important to you when making decisions about attending training courses/programmes?
Base: All respondents (600)

The majority of dental professionals assess training needs during regular appraisals or personal development plans

Team / practice base needs assessments are used less often to identify training needs.

How training needs are identified
(multiple choice question)

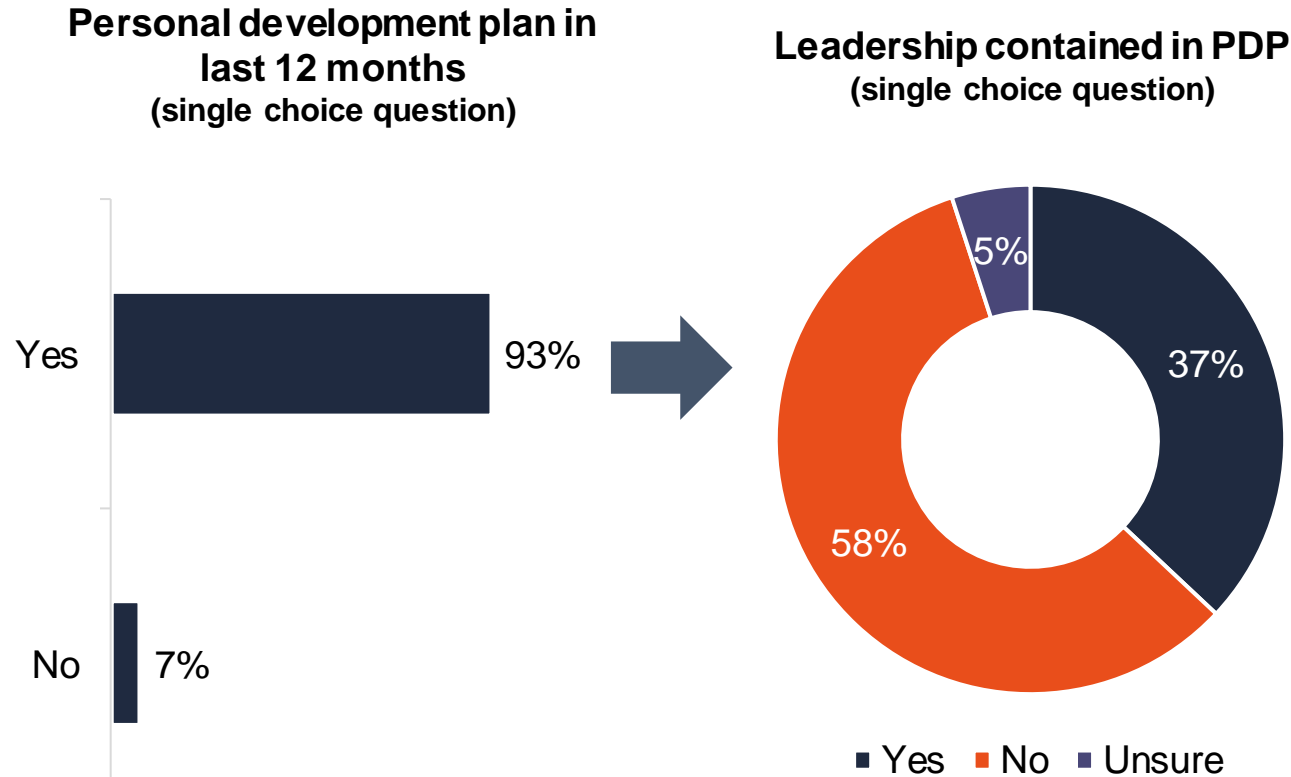


- Although almost three quarters of hygienists (73%) assess their training needs during PDPs. They are also more likely than those in other roles to assess their own needs (63%)
- Again those aged 55+ are most likely to assess needs via PDPs (78%) and assess their own needs (48%) however they are also more likely than other roles to think about training as and when something happens indicating training is needed (37%) and through team / practice based needs assessments (34%)
- Those based in the South (73%) are less likely to assess needs via PDPs than those in the Midlands (85%) and the North (84%)

Q18. How are training needs identified at your place of work?
Base: All respondents (600)

The majority of dental professionals interviewed have had a PDP in the last year

Of those that have had a PDP in the last 12 months, over a third say leadership development was covered.



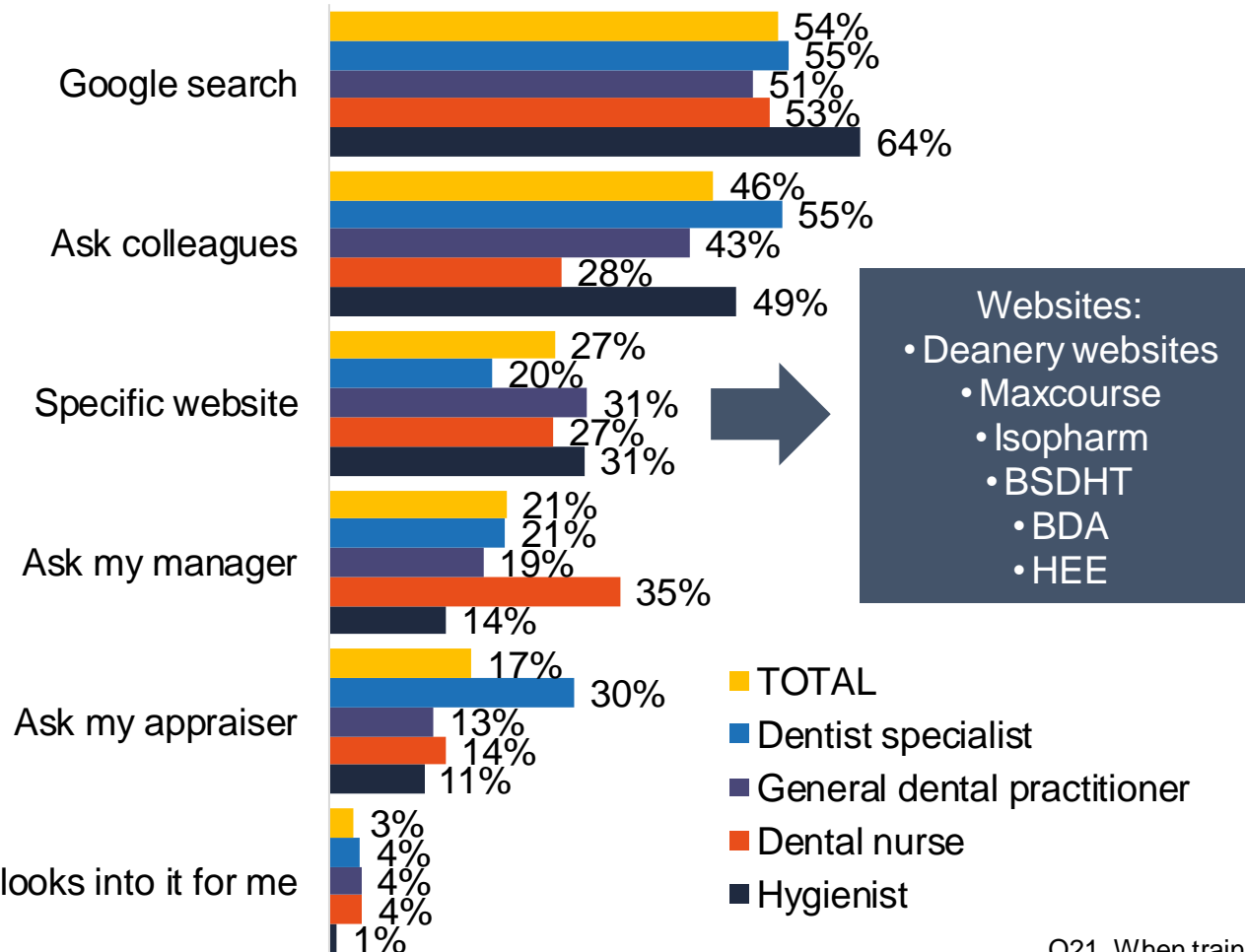
- Those based in the Midlands are slightly less likely to have had a PDP in the last 12 months (89%)
- Dentist specialists and educators / lecturers are most likely to have leadership development as part of their PDP (52% and 42% respectively)
- Only 16% of hygienists having a PDP within the last 12 months said it included leadership development
- Younger professionals are more likely than older professionals to have leadership development included in their PDPs (42% aged 18-34 vs 29% aged 55+)

Q19. In the past 12 months, have you put together/worked with a Personal Development Plan (PDP)?
Q20. Is leadership development part of your Personal Development Plan (PDP)?
Base: Q19. All respondents (600) Q20. Those having a PDP in the last 12 months (558)

Dental professionals use various avenues when looking for information on training available; most tend to use Google or ask colleagues

The majority will look for information themselves with very few getting someone else to look into it for them.

Sources of information
(multiple choice question)



- Hygienists are significantly more likely than other roles to use Google when looking for information on training courses
- Dental nurses are more likely to Google and/or ask their manager for information
- Older professionals aged 55+ are less likely to use Google (46%) than younger professionals (58%)
- Females are most likely to use Google to find information whereas males are most likely to ask colleagues

Q21. When training needs arise, where do you look for information on courses/programmes available?
Base: All respondents (600)

Outlook into the future



Changes to the NHS dental contract, and issues around funding / budget cuts, are top of mind when looking at the future of the dental profession

Many also mention the utilisation of skills mix and political influences on the profession.



Q24a. Looking ahead to the next five years, what are the things that you think will influence the profession as a whole?

Q24b. Looking ahead to the next five years, what are your priority concerns as a dental registrant?

Base: All respondents (600)

Three in ten interviewed are plan to arrange leadership training in the next 12 months

Interventions most appropriate are varied, with coaching and mentoring most popular, and talent management less important.

Leadership development training in the future (single choice question)



Training interventions required (multiple choice question)



- Younger professionals aged 18-34 are more likely to arrange leadership training in the next 12 months compared to those aged 55+ (38% vs 21%)
- Dentist specialists tend to have more of an interest in Organisation leadership and strategic thinking (both 45%) than those in other roles
- One in five (21%) dental hygienists are unsure what intervention would best support their needs

Q26. Do you plan to arrange any leadership skills training in the next 12 months?
 Q27. What training intervention do you think would best support your leadership development?
 Base: All respondents (600)

Conclusions and next steps



Conclusions and next steps

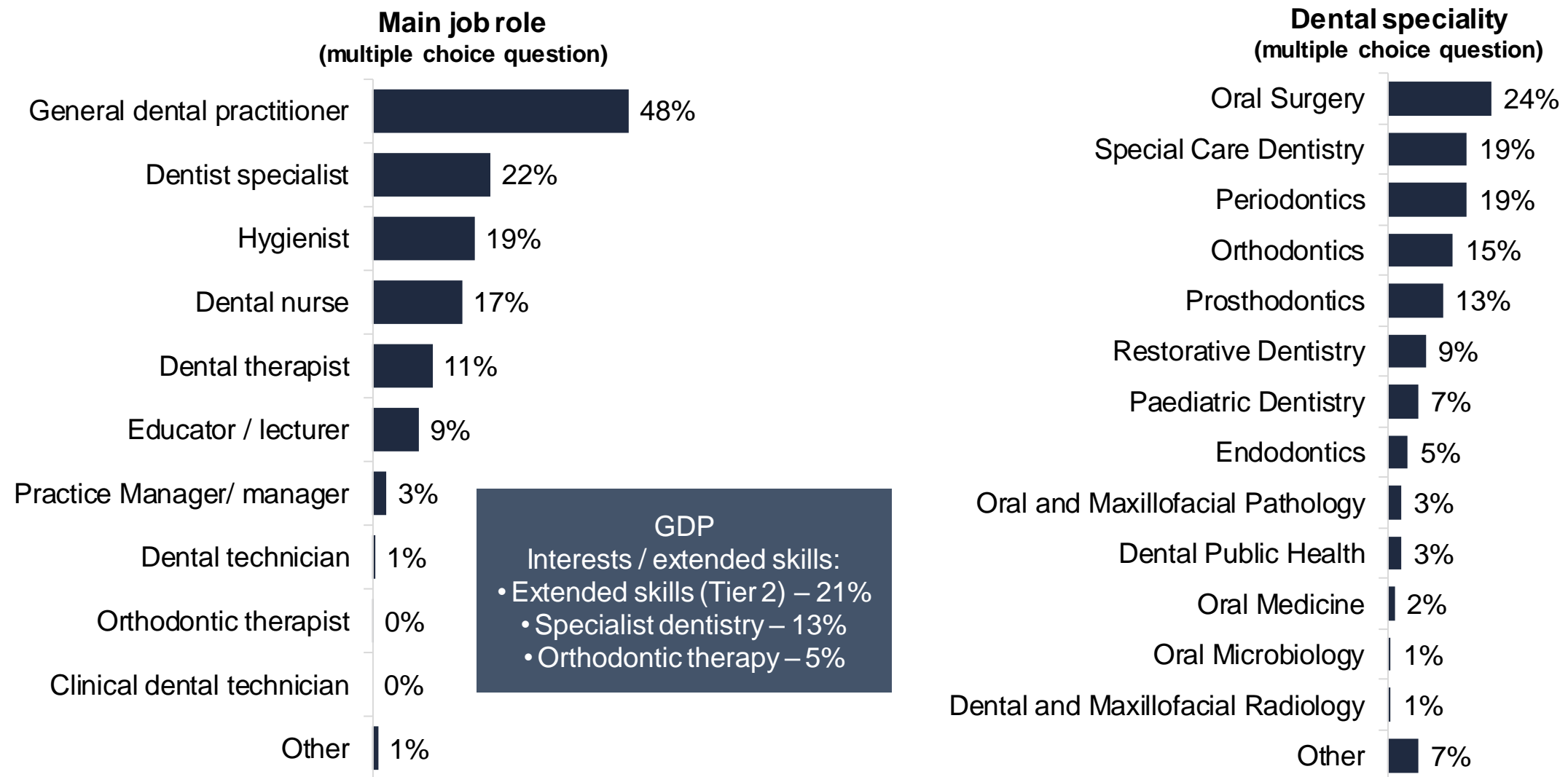
- This survey has helped us build our understanding of the prevalence of leadership training being carried out by dental professionals and its impact on practice and career as well as learn about barriers to the uptake of training.
- Respondents expressed the importance of leadership training, with two thirds of dental professionals feeling leadership training is equally important as job specific training; training that was attended by respondents was well-regarded and would be recommended to peers.
- About one in three respondents stated they had undertaken leadership training in the last 12 months; general dental practitioners and dental specialists are more likely to be aware of and have taken part in leadership training than those in more junior roles. Lack of awareness of leadership training is a major barrier to uptake.
- Dental nurses and hygienists are least likely to consider themselves leaders, and least likely to have taken part in leadership training. Females are also less likely than males to see themselves as leaders.
- All dental professionals should have opportunities to be leaders and access training to support their development in leadership skills. This is becoming increasingly important as health professionals are increasingly working in more diverse multidisciplinary teams and are encouraged to work in and within their full scope of practice to support patient needs.
- Leadership training should be advertised and promoted more effectively to all dental professionals to improve awareness and increase uptake, particularly amongst those who are not as aware of training. HEE will work collaboratively with system partners to support this initiative.
- Further work is required to identify the full range of training available to dental professionals and any specific training packages that are currently unavailable that may be required to develop system leadership within primary care.

Appendix:

- * Survey sample profile
- * Survey questionnaire

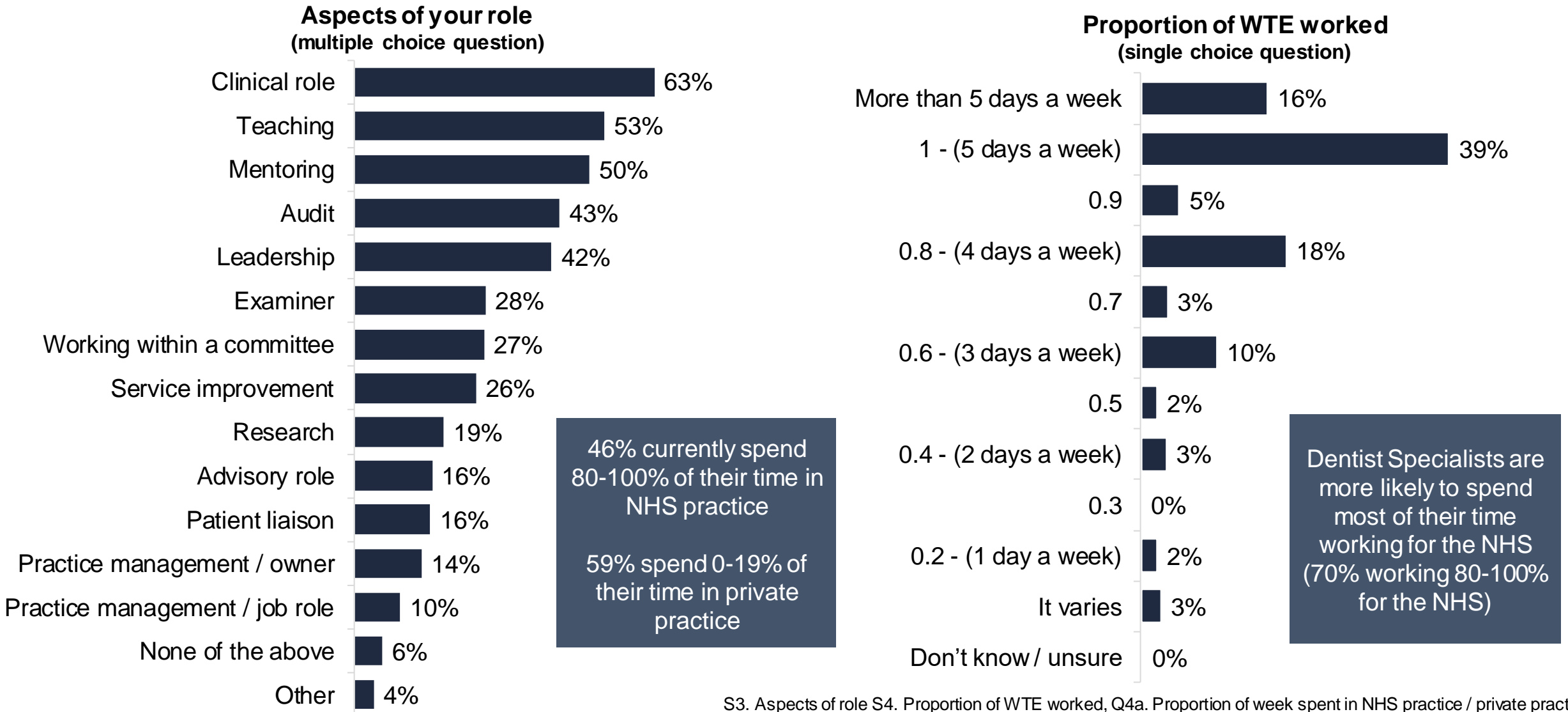


Our survey reached a broad range of dental professionals, with interests and specialties in a variety of fields



S2. Main job role, Q2a. Interests or skills, S2b Dental Speciality Base: S2. All respondents (600), S2a. All DCPs (162), S2b. All Dentist Specialists (124)

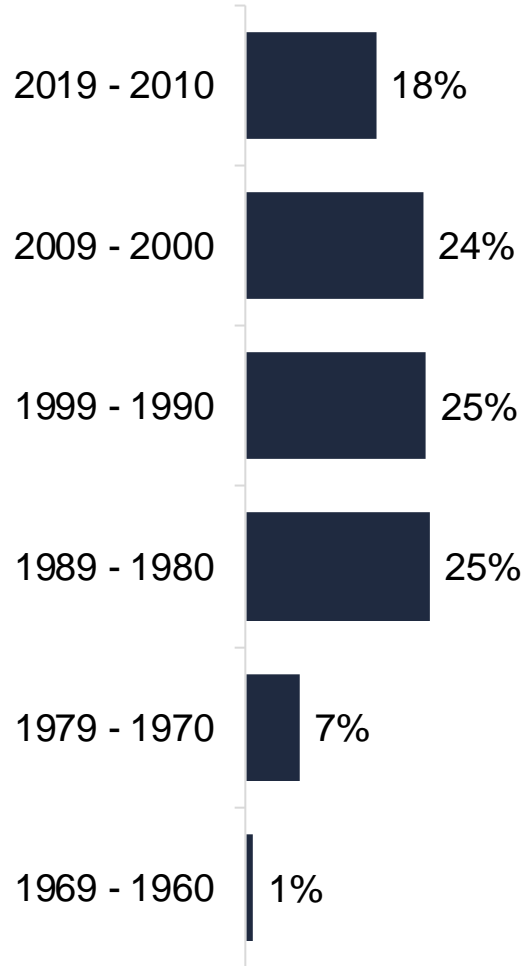
The majority of those interviewed operate in a clinical role with a half also teaching and mentoring. Most work full-time or more than five days per week



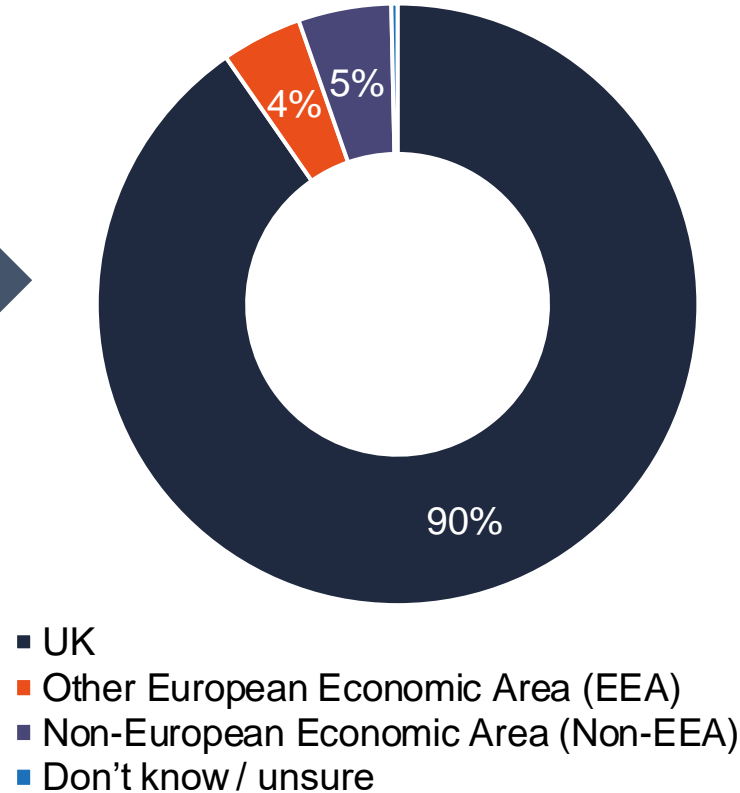
S3. Aspects of role S4. Proportion of WTE worked, Q4a. Proportion of week spent in NHS practice / private practice
Base: S3. / S4. / S4a. All respondents (600)

The survey sample comprised a good spread of different seniority levels, and nine out of ten gained their qualifications in the UK

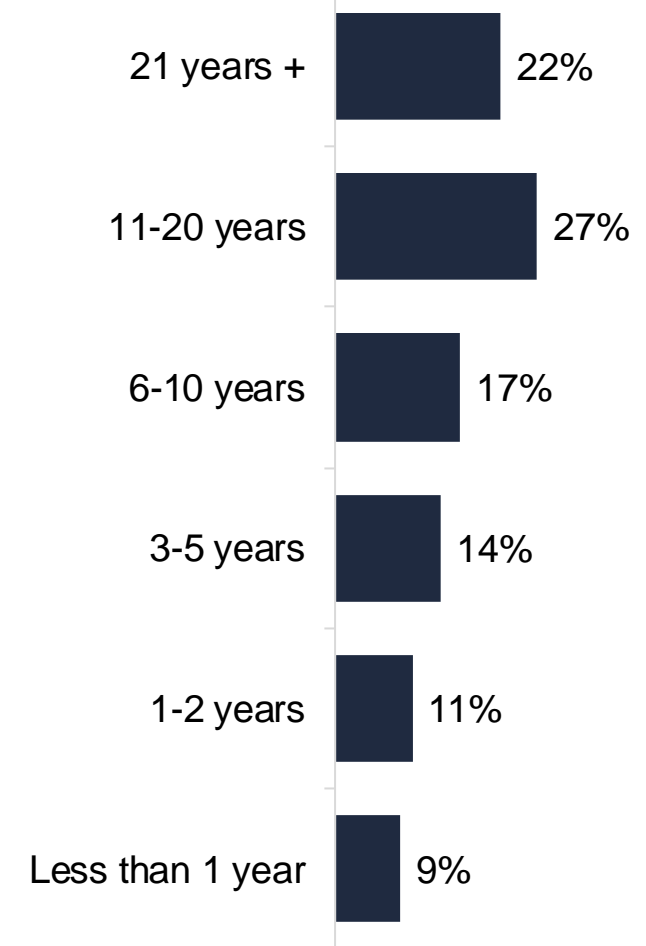
Year gained first dental qualification
(month and year selection question)



Location of institution awarding qualification
(single choice question)

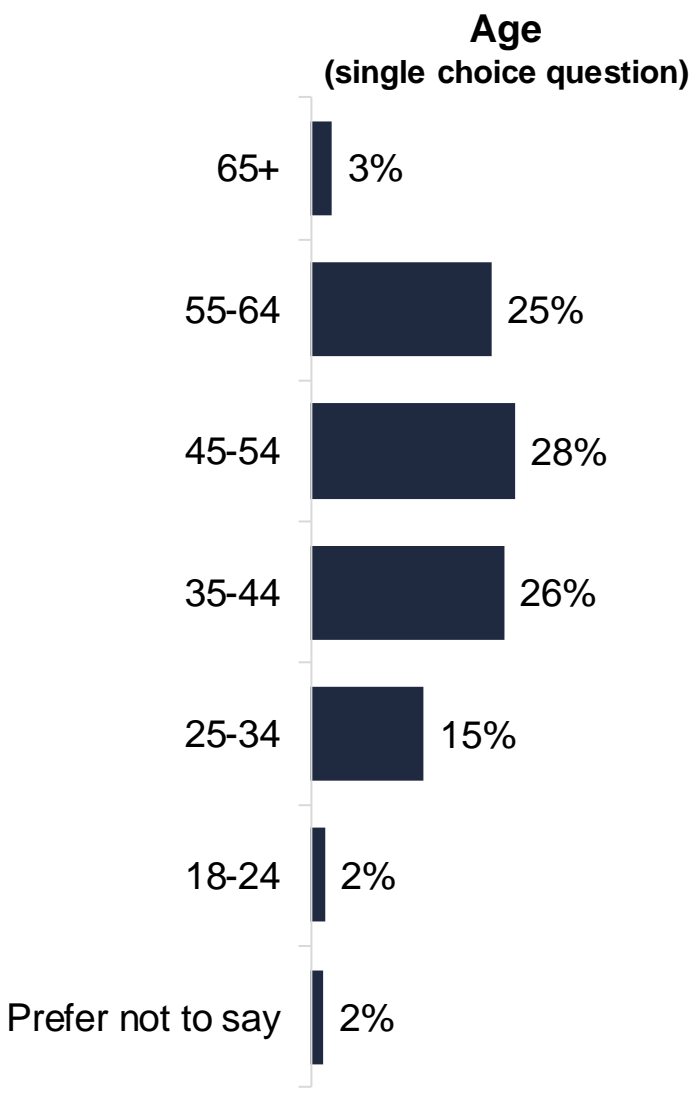
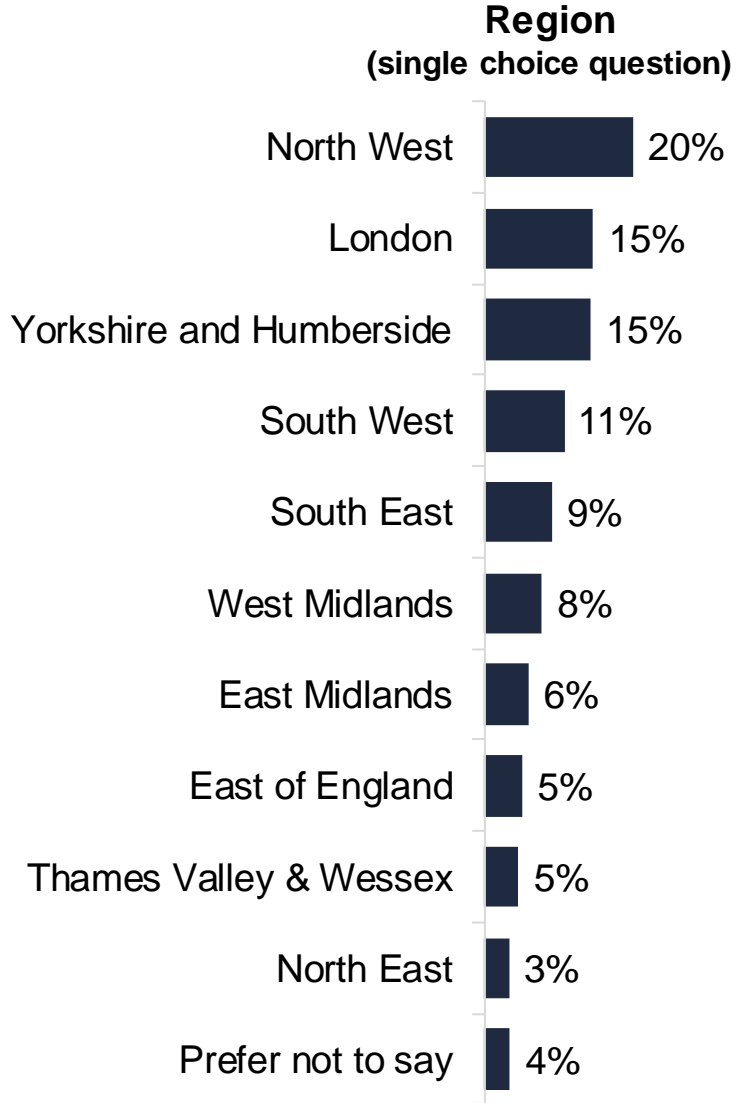


Length of time in current role
(single choice question)



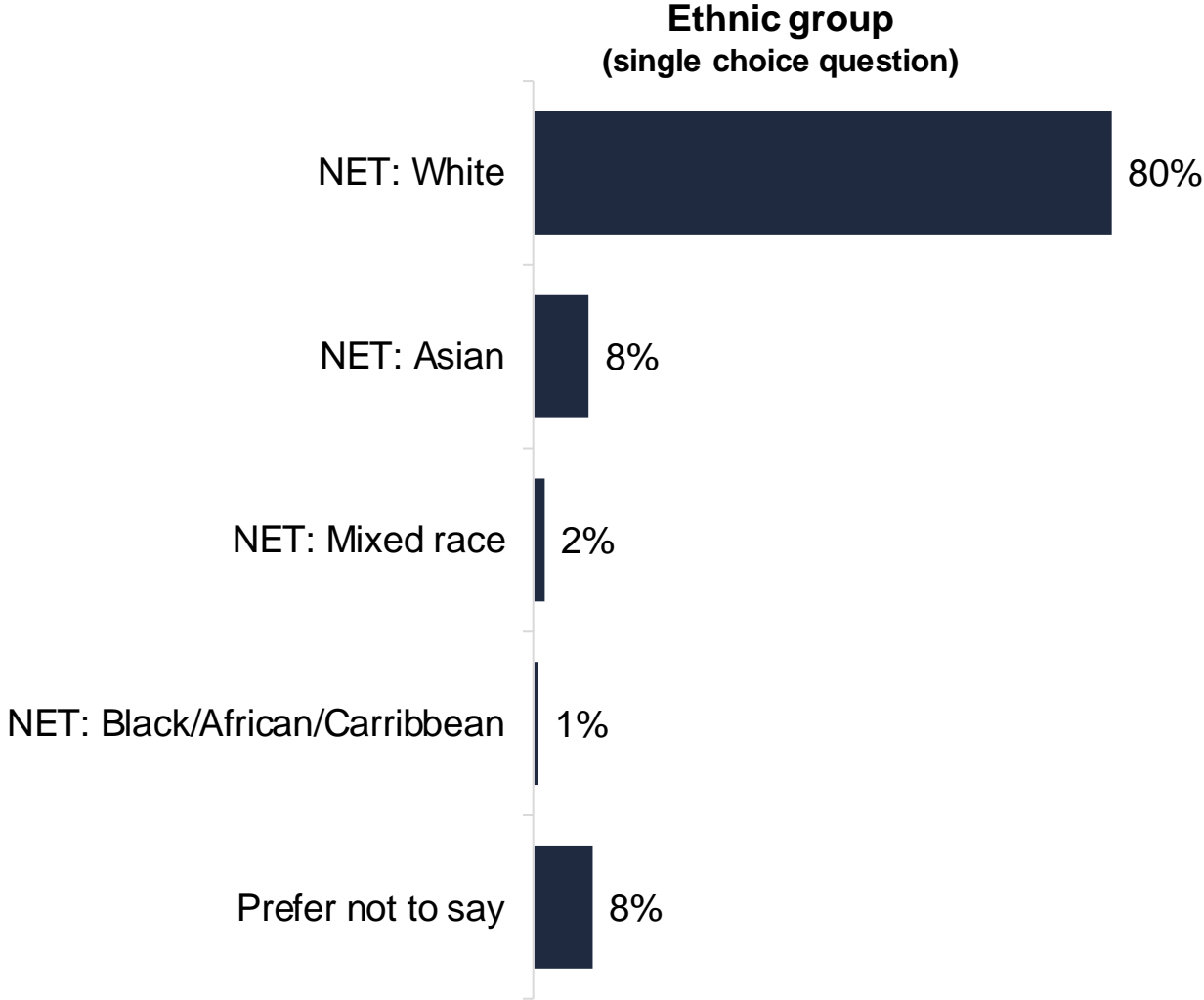
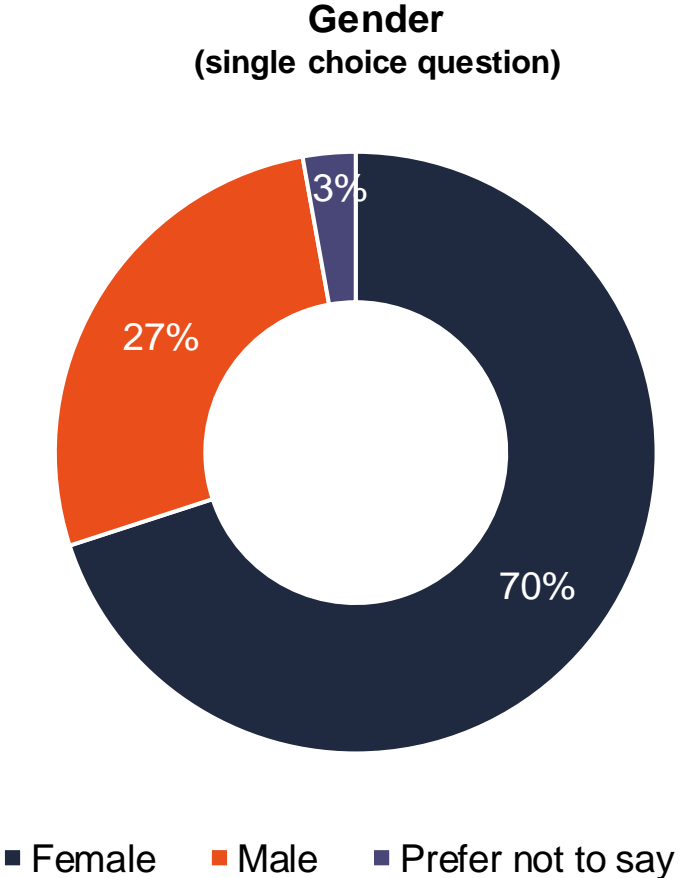
S7. Year gained first qualification, S9. Location of institution awarding first dental qualification, Q28. Length of time in current role
Base: S7. / S9. / Q28. All respondents (600)

The survey sample profile is fairly evenly spread across region and age groups



S6. Region, Q29. Age, Base: All respondents (600)

Sample profile – gender and ethnic group



Q30. Gender, Q31. Ethnicity
Base: Q30. / Q31. All respondents (600)

List of survey questions

- S1. Please can you confirm you are currently registered with the General Dental Council (GDC)?
- S2. Which of the following best describes your main job role?
- S2a. As a Dental Care Professional do you have an interest or extended skill in any of the following?
- S2b. What is your speciality?
- S2c. As a Dental Nurse have you had training in any extended skill / duties? If so please detail below...
- S3. Does your role include any of the following...?
- S4. What proportion of WTE (whole-time equivalent) do you currently work (including all jobs/roles)?
- S4a. Roughly, what proportion of your time in a typical week is spent in NHS or Private Practice...?
- S5. Roughly what proportion of time in your typical week is spent on the following...?
- S6a. Where in the UK are you currently based?
- S6b. In which of the following regions?
- S7. Can you tell us roughly when you gained your first dental qualification...?
- S8. And where did you gain this qualification?
- S9. Is the institution that awarded your first dental qualification based in the...
- Q1. To what extent do you consider yourself to be a leader? (On a scale of 1 to 5 where 1 is not at all and 5 is strongly agree)

List of survey questions (continued)

- Q2. Which of the following attributes do you associate with a leader...?
- Q3a. To what extent do you feel dental professionals CURRENTLY have a part to play in designing and reforming the way NHS services are delivered in England? (On a scale of 1 to 5 where 1 is very little and 5 is very big)
- Q3b. To what extent SHOULD dental professionals have a part to play in designing and reforming the way NHS services are delivered in England? (On a scale of 1 to 5 where 1 is very little and 5 is very big)
- Q4. What does the term 'Leadership Development' mean to you?
- Q5. Are you aware of any organisations that provide leadership development training?
- Q6. What organisations are you aware of that provide leadership development training?
- Q7. Are you aware of any of the following organisations that provide leadership training?
- Q8. In the last 12 months have you taken part in or arranged any leadership development training for yourself or colleagues?
- Q9. With which organisation(s) did you undertake leadership development training, or arrange such training for any of your staff?
- Q10. Why did you choose <insert organisation name from Q9>?
- Q11. How would you rate the leadership training provided by <insert organisation name from Q9> on a scale of 1 to 5 where 1 is very poor and 5 is very good?
- Q12. Why do you rate <insert organisation name from Q9> this way?

List of survey questions (continued)

- Q13. How likely would you be to recommend <insert organisation name from Q9> on a scale of 0 to 10 where 0 is 'very unlikely' and 10 is 'very likely'?
- Q14. How did you find out about the leadership development training offered by <insert organisation name from Q9>?
- Q15. Can you provide any examples of positives outcomes as a result of having undertaken leadership development training? If you arranged training for any of your staff, please also mention positive outcomes that you observed in them.
- Q16. You mentioned that you have not attended or arranged any leadership development training in the past 12 months, why is this?
- Q17. What would make it easier for you to engage with and attend leadership development training programmes, or arrange it for your staff?
- Q18. How are training needs identified at your place of work?
- Q19. In the past 12 months, have you put together/worked with a Personal Development Plan (PDP)?
- Q20. Is leadership development part of your Personal Development Plan (PDP)?
- Q21. When training needs arise, where do you look for information on courses/programmes available?
- Q22. Which of the below factors are important to you when making decisions about attending training courses/programmes?
- Q23. And which is the MOST important factor when making decisions about attending training courses/programmes?

List of survey questions (continued)

- Q24a. Looking ahead to the next five years, what are the things that you think will influence the profession as a whole?
- Q24b. Looking ahead to the next five years, what are your priority concerns as a dental registrant?
- Q25. How important is leadership skills development in your view, versus other job specific or technical training?
- Q26. Do you plan to arrange any leadership skills training in the next 12 months?
- Q27. What training intervention do you think would best support your leadership development?
- Q28. How long have you been working in your current position?
- Q29. What is your age?
- Q30. Are you...?
- Q31. And what is your ethnic group?

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