

# MEDICAL LEADERSHIP & PEER REFLECTION

**PROVIDED BY:** MONASH HEALTH LIBRARY**DATE:** 8 JANUARY 2026

Please find following a summary of a literature search and relevant results. All articles can be provided in full - email [library@monashhealth.org](mailto:library@monashhealth.org) for a list of the articles you require.

## QUESTION

In medical professionals undertaking leadership development programmes, how do peer reflection sessions influence leadership capability and professional development outcomes?

## RESULTS

### PEER-REVIEWED JOURNAL ARTICLES – MOST RECENT FIRST

Articles are grouped by theme:

- Peer mentoring
- Peer feedback

Each article summary contains excerpts from the abstract and an online link.

## PEER MENTORING

Cutter, C. M., et al. (2025). **Engaging Peer Mentors for Opportunity, Well-Being, and Equity Realization-A Leadership Intervention for Women in Academic Medicine.** *Journal of women's health (2002)*, 34(12), 1518–1528. [Request full-text.](#)

We designed a novel, National Institutes of Health-funded intervention-Engaging Peer Mentors for Opportunity, Well-Being, and Equity Realization (EMPOWER) to be evaluated in a randomized study. This educational innovation was modeled on the Leadership Learning Model Framework developed for the Executive Leadership in Academic Medicine (ELAM)<sup>®</sup> program and integrated existing research and multidisciplinary content expertise. EMPOWER strives to support the career advancement of women faculty by cultivating fundamental leadership competencies implemented within a peer mentorship framework. Early outcomes surrounding perceptions, feasibility, as well as engagement are described.

Pololi, L. H., et al. (2025). **Implementation and evaluation of a group peer mentoring and leadership development program for research faculty in academic medicine.** *Journal of clinical and translational science*, 9(1), e63. [Click for full-text.](#)

The mentoring model fully included men and women and historically underrepresented persons in medicine and minimized problems of power, gender, race, and ethnicity discordance. The intervention successfully addressed the urgencies of sustaining faculty vitality, developing faculty careers, facilitating cross-cultural engagement and inclusion, and contributing to cultivating cultures of inclusive excellence in academic medicine.

Winter S. J. (2020). **SBM Mid-Career Leadership Institute: replacing "fake it till you make it" with authentic leadership.** *Translational behavioral medicine*, 10(4), 909–911. [Request full-text.](#)

The Society of Behavioral Medicine (SBM) Mid-Career Leadership Institute provided training that was far more than competency based. The training was multipronged and included: a 2 day in-person workshop designed to maximize active participation; intensive mentoring by both peers and senior members of SBM; three individual one-on-one executive coaching sessions with a professional career coach; and a leadership project in which we applied the knowledge gained during our training in our diverse organizational settings.

## PEER FEEDBACK

Gauly, J., et al. (2023). **Advancing leadership in surgery: a realist review of interventions and strategies to promote evidence-based leadership in healthcare.** *Implementation science*, 18(1), 15. [Click for full-text.](#)

Thirty-three studies were included and 19 Context-mechanism-outcome configurations were developed. Findings suggests that interventions for surgeons and surgical teams improve leadership if timely feedback is delivered on multiple occasions and by trusted and respected people. Negative feedback is best provided privately. Feedback from senior-to-junior or peer-to-peer should be delivered directly, whereas feedback from junior-to-senior is preferred when delivered anonymously.

Geerts, J. M., et al. (2020). **Evidence-based leadership development for physicians: A systematic literature review.** *Social science & medicine*, 246, 112709. [Click for full-text.](#)

Some of the most effective interventions include: interactive workshops, videotaped simulations followed by peer and expert feedback, Multisource Feedback (MSF), coaching, action learning, and mentoring.

## APPENDIX

### SEARCH METHODOLOGY

A systematic search was conducted for literature. The results were screened by librarians using [Covidence](#).

#### SEARCH LIMITS

- English-language

#### DATABASES SEARCHED

- Medline – index of peer reviewed articles across health sciences and medicine.
- Embase – index of biomed and pharmacological peer reviewed journal articles.
- Emcare – index of nursing, allied health, critical-care medicine and more.
- Cochrane Library – collection of databases containing high-quality independent evidence.
- PsycINFO – index of psychology and psychiatry peer review journal articles and book chapters.

#### ADDITIONAL SEARCHING

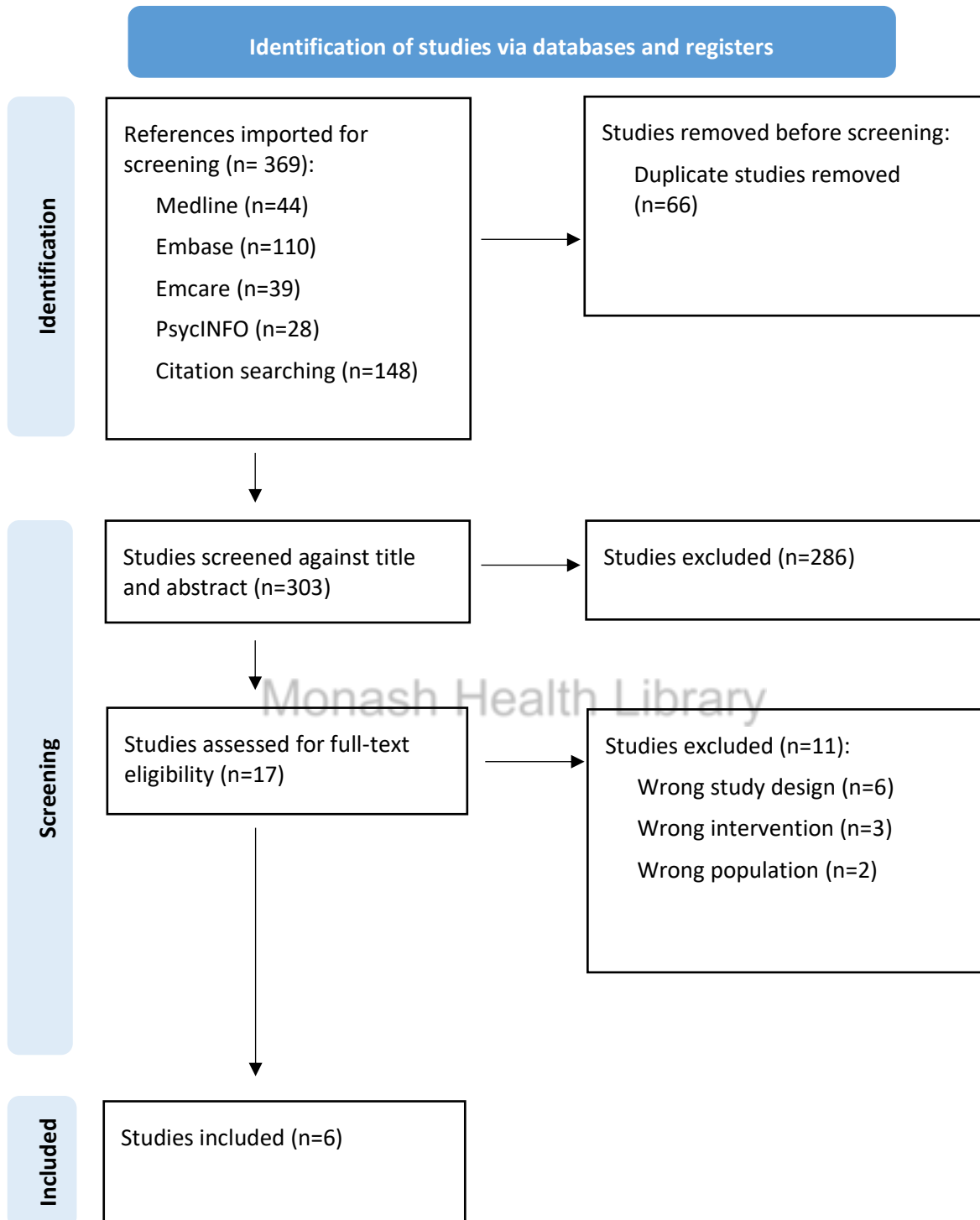
- Forwards and backward citation searching was undertaken for following articles.
  - Lyons, O., et al. (2021). **Evidence-based medical leadership development: a systematic review.** *BMJ leader*, 5(3), 206–213.

### MEDLINE SEARCH STRATEGY

This search strategy was conducted on 08/01/2026 and translated to other databases, as relevant. Searches in each database were conducted on the same day.

- 1 ((peer\* or colleg\* or collab\*) adj3 (reflect\* or coach\* or mentor\* or feedback\*)).tw,kf.
- 2 Peer Group/ and Cognitive Reflection/
- 3 1 or 2
- 4 ((physician\* or doctor\* or medical\* or consultant\* or specialist\* or registrar\* or resident\* or andrologist\* or an?esthetist\* or allergist\* or an?esthesiologist\* or audiologist\* or cardiologist\* or dermatologist\* or endocrinologist\* or epidemiologist\* or gastroenterologist\* or geriatrician\* or gastroenterologist\* or geneticist\* or gyn?ecologist\* or immunologist\* obstetrician\* or OBGYN\* or h?ematologist\* or internist\* or neonatologist\* or nephrologist\* or neurologist\* or oncologist\* ophthalmologist\* or orthop?edist\* or otolaryngologist\* or p?ediatrician\* or physiatrist\* or psychiatrist\* or psychiatrist\* or psycho?therapist\* or pulmonologist\* or radiologist\* or rheumatologist\* or surgeon\* or urologist\*) adj3 leader\*).tw,kf.
- 5 \*Leadership/ and exp Physicians/
- 6 4 or 5
- 7 3 and 6
- 8 limit 7 to english language

PRISMA CHART



This report contains curated literature results against a unique set of criteria at a particular point in time. Users of this service are responsible for independently appraising the quality, reliability, and applicability of the evidence cited. We strongly recommend consulting the original sources and seeking further expert advice.