

Public Services Delivery
Scotland



Medical Appraisers Conference

September 2026



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What’s a Medical Appraiser? How do I make this relevant to you?

Your context

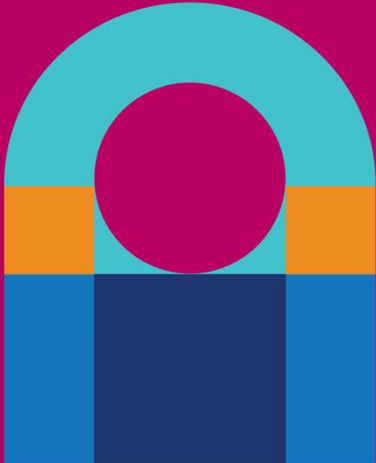
Google says : “A medical appraiser in NHS Scotland is a trained peer doctor who conducts mandatory annual reviews for other medical professionals. They facilitate reflective self-reviews, support professional development and wellbeing, and help gather the required evidence for a doctor's five-year General Medical Council (GMC) revalidation.”

My context

I’m a work-based coach for PSD Scotland. I help people to think through issues and help them find the answers from within themselves.

- Don’t – give advice, ask leading questions
- Do – ask open questions, help people think for themselves

Think there are parallels there



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Eh? How did that happen?



A restaurant in New York City created a \$69 hot dog.
Their regular cheeseburger sold for \$17.95.

After introducing the \$69 hot dog, sales of their
cheeseburgers skyrocketed.

Why? What bias is at work here?

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Eh? How did that happen?



Research from Ohio State University:

A small coffee cost \$0.95 and a large coffee cost \$1.20.
only 29% of customers chose the \$1.20 option.

But when the small coffee was \$1 and the large one was \$1.25

...what happened?

56% of people decided to go for the larger option.
And it led to a 51% increase in sales of the larger option.

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Let’s bring this closer to home...

You’re in a brainstorming meeting. Someone presents the first idea.

What happens next?



A. Does the group move onto other ideas or solutions?

Or

B. Does debate get stuck on the first idea presented?

The first idea can set a ‘mood’ that others don’t want to go against.

It doesn’t have to fight with other ideas for acceptance.

It can become a bar of quality that prevents others from giving their own ideas.

It creates a safe space that people don’t want to leave.

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And a bit closer again...



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Why does it matter?



“Here’s the really key part of this. You’ll notice that your answer to the first ‘What’s the real challenge’ and your answer to the final one, was different. And why that matters is because if I’ve been busy trying to solve that first challenge, I’d be offering up my slightly crappy advice to solve the wrong problem.”

Can *you* stay curious for longer?

1. What’s the real challenge here for you?
2. And what else?
3. What do you want?

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How does this show up for you?

Things I have learned from coaching

- Coming up with solutions feels good. But who does that help?
- Hearing another person’s distress is painful. But try to lean into it.
- People often just want to be heard, not fixed.
- ‘Doing nothing’ can feel lazy, awkward, or rude, especially when someone is struggling. But *you are* doing something – you are properly listening.

**What about you? What have you learned
from Medical Appraisal?**

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What can you do that might help?

Be aware!

Stay curious for longer.

Slow down your thinking: what biases might be at work?

- **System 1 (Fast Thinking):** automatic, intuitive, and emotional. Eg driving. Or what's 2x2?
- **System 2 (Slow Thinking):** deliberate, logical, and effortful. Eg what's 13x21?

System 1 is our default, but it can create biases. System 2 is meant to monitor and regulate 1, but it is lazy and often adopts System 1's conclusions!

What else could you do?

Thinking, Fast and Slow is a 2011 bestselling book by Nobel laureate Daniel Kahneman that explores two systems driving human decision-making: System 1 (fast, intuitive, emotional) and System 2 (slow, deliberative, logical).