Many doctors do not see management as their roles in the provision of patient care. In recent years, competency models for specialist training, mostly developed or modified from that of the Royal Canadian College of Physicians and Surgeons, have incorporated the manager role as one of the key competencies required of specialist doctors. Some countries are developing active training programs to engage doctors in management. There is also growing evidence to support direct correlation between successful medical engagement and quality of care. In Hong Kong, doctors are involved in leadership roles at different levels in health care, from policy to day-to-day patient care. They are trained and being recruited into leadership roles systematically. As medical leaders, they play a key role in leading many system and organizational changes. This is particularly important in a rapidly aging society, where resources often do not meet the growing demand for health care. On the other hand, it is important to understand the limitations of doctors in management and leadership. Health care is fundamentally a complex adaptive system. Identifying how medical leadership interplay with this complex adaptive system will go a long way to enhance the effectiveness of medical leadership, and as a result, the effectiveness of the health system.