

# Leadership Development

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T. Bates, D. Conway, M. Kutz, E. Walters

# Conflict of Interest

- Dr. Matthew Kutz has authored several books related to the topic of Leadership that will be referenced during his portion of the presentation.
- All other speakers have no known conflicts of interest.
- The statements and opinions contained in this program are solely that of the speakers and may not reflect their employers, colleagues, or clients.
- Participants must use discretion when using the information contained in this presentation

# Course Learning Objectives

1. Recognize important leadership theories and how they apply to clinical practice.
2. Explore personal leadership style and identify how it affects personal and professional interactions.
3. Identify functional and dysfunctional team dynamics within an Interprofessional healthcare setting.
4. Develop strategies that promote leadership behaviors in various situations in different athletic training settings.

## BATES - Pre-talk Questions

- Q Are you consistently self-aware of your professional positioning as a leader?
- Q What does it mean to be invited to lead?
- Q Is what got you here enough to keep you here and get you there?

## 4 P's of Progressive Professional Positioning

1. **P**upil - open, absorbing, intentional listener and learner
  2. **P**rofessional - learning expectations, developing skill sets
  3. **P**roducer - resourceful, sees connections and ripple effects
  4. **P**layer - sees big picture, anticipates change, decision maker
- 🔄 Continuum that must be reassessed in each unique situation

## 4 P's of Progressive Professional Positioning

🔗 Pupil      Professional      Producer      Player

🔗 “No one gets out of this [leadership] experience without great opportunities to [succeed / fail] and those who persist increase the opportunity to make a difference in the lives of others, many who they may never meet” Unknown Author

🔗 How many people know the names and faces of: Kenneth Knight, Otho Davis, Pinky Newell, Eve Becker Doyle, Julie Max, Linda Weber Daniel

# Leadership Lessons Learned

1. You will make mistakes. Together is the only way.
2. You can only contribute in imperfect situations.
3. Recruit people better than yourself to the benefit of the team.
4. Things that matter the most are most often not physical things:
  - a. people, experiences, hopes, dreams, love, support, comfort.

## Leadership Lessons Learned cont.

4. Don't believe everything that finds its way in to your head.
5. Resists speaking first, giving advice, and overtly showing your "power"
6. Nothing is the same, things are always changing and will only get more complex, be nimble in accepting and planning for this.
7. \*Emotional Intelligence is a key difference maker in successful leaders



# “What Got You Here Won’t Get You There”

## 🔗 Emotionally Intelligent Leadership:

1. Self-awareness - always know, not show, how you feel
2. Self-regulation - don’t decide before detoxing your emotions
3. Motivation - ask yourself why X 5
4. Empathy - you were not always there, and no one ever arrives
5. Social skills - where and how creates context for what you do

# "What Got You Here Won't Get You There"

🔗 What are different ways to travel from one location to another?

🔗 What is the purpose of nets in sports?

🔗 The beginning of wisdom is to call things by their proper name."

Confucius

🔗 To lead is to: Build. Inspire. Serve. Compromise.

✳ Leadership is a BISC!

# BATES - Post-talk Questions

- 🔗 Are you consistently self-aware of your professional positioning as a leader?
- 🔗 What does it mean to be invited to lead?
- 🔗 Is what got you here enough to keep you here and get you there?

# Interactive

1. Looking back, can you identify a time when you have mistakenly identified yourself in one position and now see that you were actually in a different position?

Pupil - Professional - Producer - Player

How can you improve this balance and increase situational awareness to capitalize on recognizing these moments?

# Things to consider

1. What is something you wish that you had learned earlier on in your journey in AT?
2. What can I do to position myself for a leadership role?
3. Are you aware of BOC leadership language?



# OPEN MIC

hmm... I wish I had learned...

# “Must have” according to BOC’s PA7

1. **Knowledge of** leadership styles and theories...
2. **Skill in** providing leadership appropriate to situations and people...
3. **Skill in** communicating effectively...
4. **Skill in** collaborating with professionals (e.g., teamwork strategies)...

Thinking “leadership” in a round world



# How do we develop the skills required to lead

**Skill in** (established/observable entry-level behaviors)

1. providing leadership appropriate to situations and people...
2. communicating effectively...
3. collaborating with professionals (e.g., teamwork strategies)...

# Games matter



# 5 Ideas to try...

1. Transition away from Newtonian-based thinking...
2. 3D Thinking...
3. Develop extrovert and intuitive tendencies...
4. Embrace the difference between leader and leadership...
5. Practice leadership in ALL your rolls and contexts...

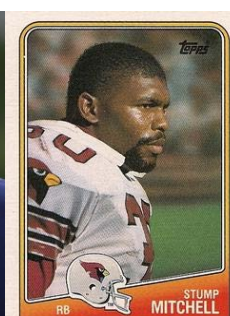
# Debrief

1. How do we (you) create an environment and culture of leadership?
2. What is the context of leadership and timing to assert leadership?

# Interactive

- 1. What meaningful conversations will you intentionally have with your colleagues & peers to share the VUCA philosophy of leadership and embrace the VUCA world we live in/how it impact healthcare?**
- 2. What are current barriers exist in your setting OR can be anticipated when attempting to develop a culture accepting of the topics shared thus far in this presentation?**

# Leadership Background



# Leadership

- **EVERYONE CAN BE and/or NEEDS TO BE A LEADER!**
  - Leadership is dependent on the actions that one takes rather than the position one holds.

# Leadership Followship Relationships

- **Not mutually exclusive-** *can be leader one moment & follower next*
- **If appropriate relationships are built,** *can go from one to other seamlessly & w/o conflict*



# Overmanage

- Be intentional where others are unintentional
- Pay *extraordinary attention to details*
- View what is “typical” or “best practices” as a baseline as opposed to an *acceptable standard*
- Pay attention to details to a greater degree that others ignore or undermanage



# Invitation to Lead

## Invite yourself!

### Initiative-

- the power or opportunity to act or take charge before others do; the ability to assess & initiate things independently

### Ambition-

- a strong desire to do or achieve something; desire & determination to achieve success

**Theory vs. Practice**



**What do you add?**

**How can you add?**

# Leadership Lessons



## Panel Discussion - Q & A

Please access a smart device and enter our live, anonymous chat!

**Dr. Trevor Bates:** Vice President of Academic Affairs and Dean of Faculty, OTPTAT Board – AT Section Chair, Associate Professor of Health Sciences.

Email: [Trevor.bates@mercycollege.edu](mailto:Trevor.bates@mercycollege.edu)

**Mr. Darryl Conway** - Senior Associate Athletic Director of Student-Athlete Health & Welfare. Email: [dcatac@umich.edu](mailto:dcatac@umich.edu)

**Dr. Matthew Kutz** – Professor of Athletic Training, Author, Journal Editor.

Email: [mkutz@bgsu.edu](mailto:mkutz@bgsu.edu)

**Dr. Elizabeth Walters** – Assistant Professor, Clinical Educator Coordinator.

Email: [ewalters@bw.edu](mailto:ewalters@bw.edu)

# Course Learning Objectives Review

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# Takeaways & Final Reflections

1. When you leave here today, how will you adapt your leadership strategies/approaches and thoughts while working with colleagues to promote meaningful constructive conversations related to leadership & the topics discussed here today?
2. What leadership specific information would you like to learn and participate in for future presentations?

# Thank you!

**Dr. Trevor Bates:** Vice President of Academic Affairs and Dean of Faculty, OTPTAT Board – AT Section Chair, Associate Professor of Health Sciences.

Email: [Trevor.bates@mercycollege.edu](mailto:Trevor.bates@mercycollege.edu)

**Mr. Darryl Conway** - Senior Associate Athletic Director of Student-Athlete Health & Welfare. Email: [dcatac@umich.edu](mailto:dcatac@umich.edu)

**Dr. Matthew Kutz** – Professor of Athletic Training, Author, Journal Editor.

Email: [mkutz@bgsu.edu](mailto:mkutz@bgsu.edu)

**Dr. Elizabeth Walters** – Assistant Professor, Clinical Educator Coordinator.

Email: [ewalters@bw.edu](mailto:ewalters@bw.edu)