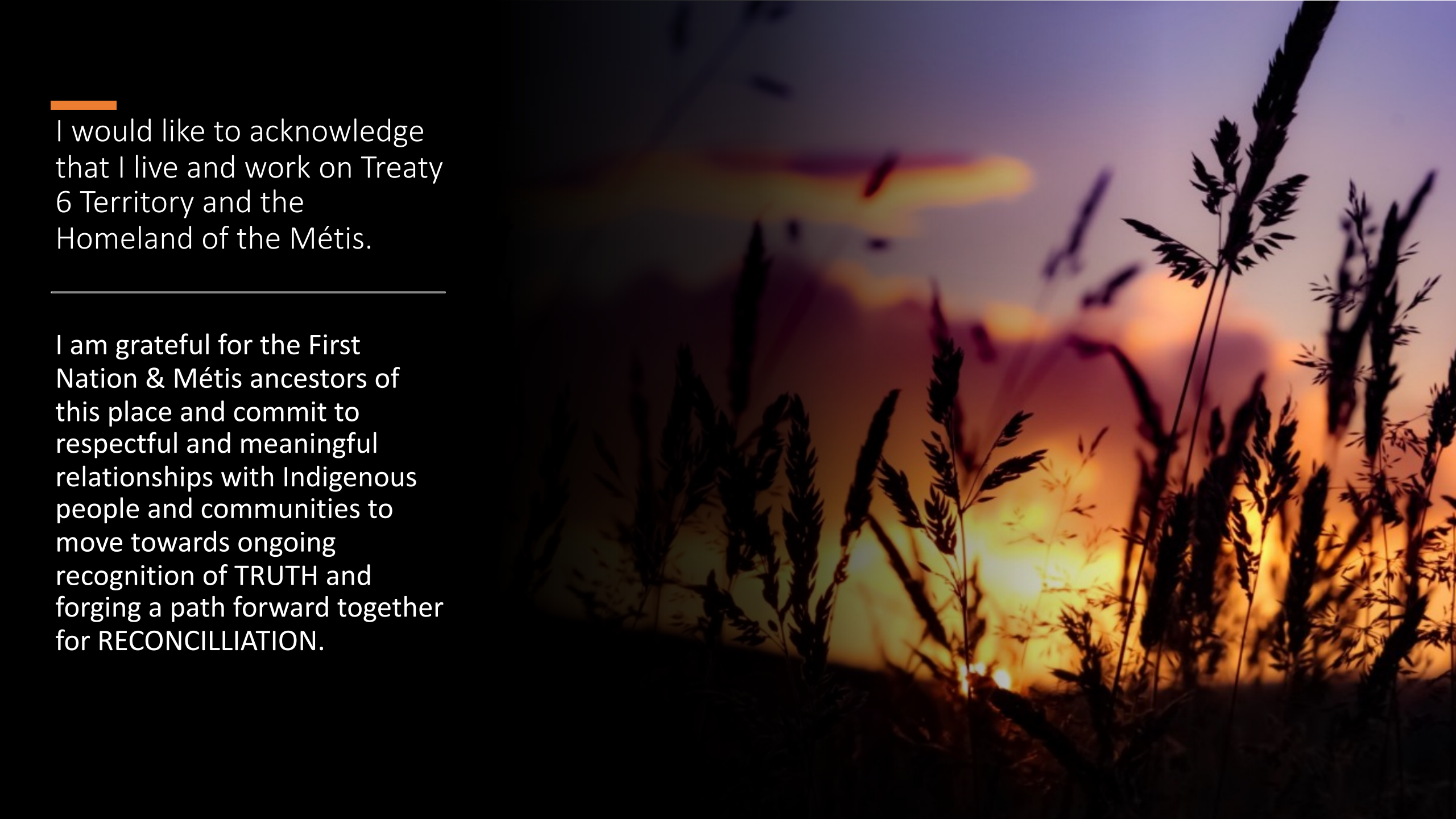

Leadership & Physiotherapy

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November 15th 2023





I would like to acknowledge that I live and work on Treaty 6 Territory and the Homeland of the Métis.

I am grateful for the First Nation & Métis ancestors of this place and commit to respectful and meaningful relationships with Indigenous people and communities to move towards ongoing recognition of TRUTH and forging a path forward together for RECONCILIATION.



Objectives

- Examine what leadership means
- Outline practices of exemplary leadership
- Reflect on leadership & advocacy in the PT profession

What does "leadership" mean to you?



**8 TYPES
OF LEADER**

FOLLOW ME!
OOH, WAIT,
A SHINY
NEW THING




VISIONARY

SORRY, OUR
PLAN DOESN'T
SPECIFY BATHROOM
BREAKS



OPERATOR

MAYBE WE
SHOULD JUST
TAKE A
VOTE



COMPROMISER

WHEN I SAY
JUMP, YOU
SAY HOW
HIGH



DRILL SERGEANT

YOU GUYS
ROCK! WHO
WANTS
PIZZA?



CHEER LEADER

OUR STRATEGY
IS WHOEVER
I TALKED
TO LAST



PARROT

BLAH BLAH
BLAH BLAH
BLAH BLAH
BLAH BLAH



WINDBAG

PLAY HARDBALL
AND GIVE
IT 110%



COACH

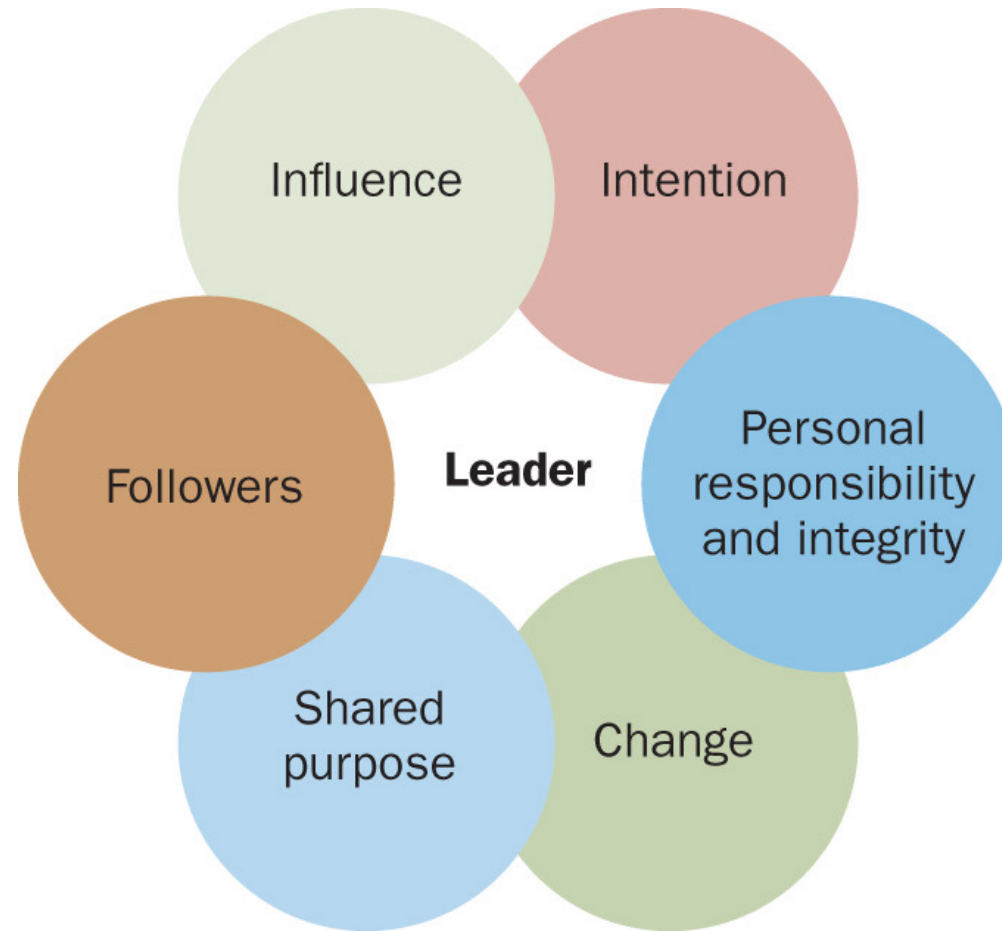
Defining Leadership

An influence **relationship** among leaders and followers who **intend real changes and outcomes** that reflect their **shared purposes**.

Daft, The Leadership Experience (2023)



What Leadership Involves



Daft, The Leadership Experience (2023)

Exploring Effective Leadership

Think of the most effective leader you have ever worked with or observed closely.

What are the key characteristics or practices of this leader that you believe are/ were instrumental in contributing to their effectiveness?



A close-up photograph of a hand holding a glowing, translucent orb. The background is a soft, out-of-focus sunset or sunrise with warm orange and yellow tones. The hand is positioned at the bottom left, and the orb is held in the palm, glowing with a bright, golden light.

Characteristics of Admired Leaders*

- Honest
- Forward looking
- Inspiring
- Competent

*Constant over > 30 years, across different industries, geographic locations, genders, ages, cultures etc...

Kouzes & Posner, The Leadership Challenge (2007)

Five practices of exemplary leadership:

1. Model the way
2. Inspire a shared vision*
3. Challenge the process
4. Enable others to act
5. Encourage the heart*

Kouzes & Posner (2007).



Which factors are most predictive of leadership ability?

A) Emotional characteristics

B) Intelligence/ competence

*Goleman, Boyatzis, Hay Group. Emotional and Social competency inventory

Which factors are most predictive of leadership ability?

A) Emotional characteristics-

“Emotional Intelligence”- predicts approximately 85%

B) Intelligence/ competence- some aspects of IQ also predictive

*Goleman, Boyatzis, Hay Group. Emotional and Social competency inventory



The diagram features an iceberg floating in a dark blue sea. The tip of the iceberg, which is above the water line, is white and contains the text 'Competency Behaviors'. The much larger part of the iceberg is submerged below the water line and is colored light blue. This submerged part contains a list of social skills: 'Self Awareness', 'Self Regulation', 'Motivation', 'Empathy', and 'Social Skills'. To the right of the submerged part, the text 'Required for longer-term success' is written in a bold, black font, rotated diagonally. To the right of the tip of the iceberg, the text 'Necessary for top performance but not sufficient' is written in a blue, italicized font.

**Competency
Behaviors**

*Necessary for
top performance
but not sufficient*

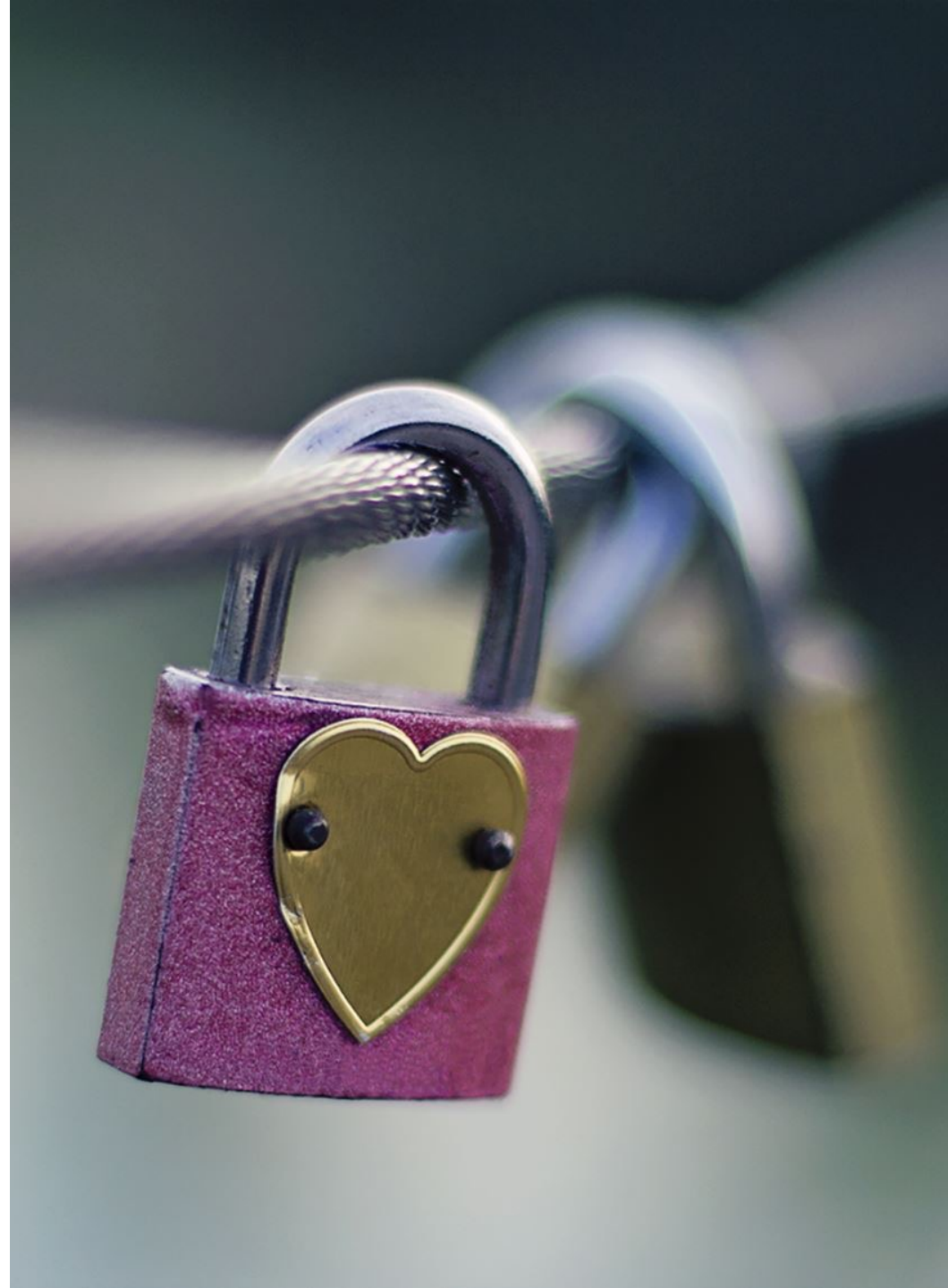
**Self Awareness
Self Regulation
Motivation
Empathy
Social Skills**

**Required for
longer-term
success**

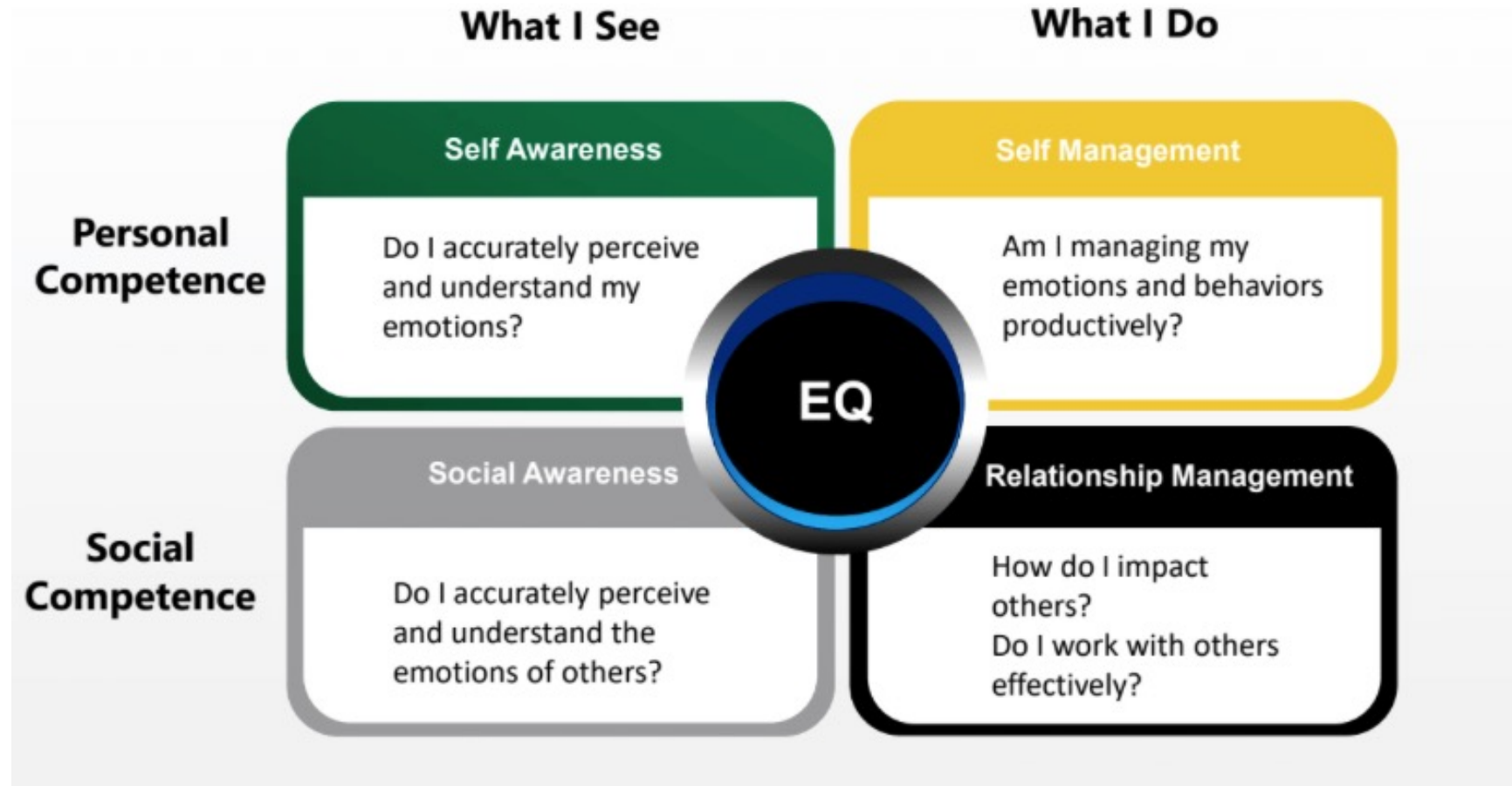
What is emotional intelligence?

The capacity:

- ... for **recognizing** our own **emotions** and those of others
- ...for **motivating** ourselves and others
- ...and for **managing emotions** well in ourselves and in our relationships



Emotional Intelligence



Adapted from Richard E. Boyatzis and Daniel Goleman, *The Emotional Competence Inventory—University Edition* (Boston, MA: The Hay Group, 2001).

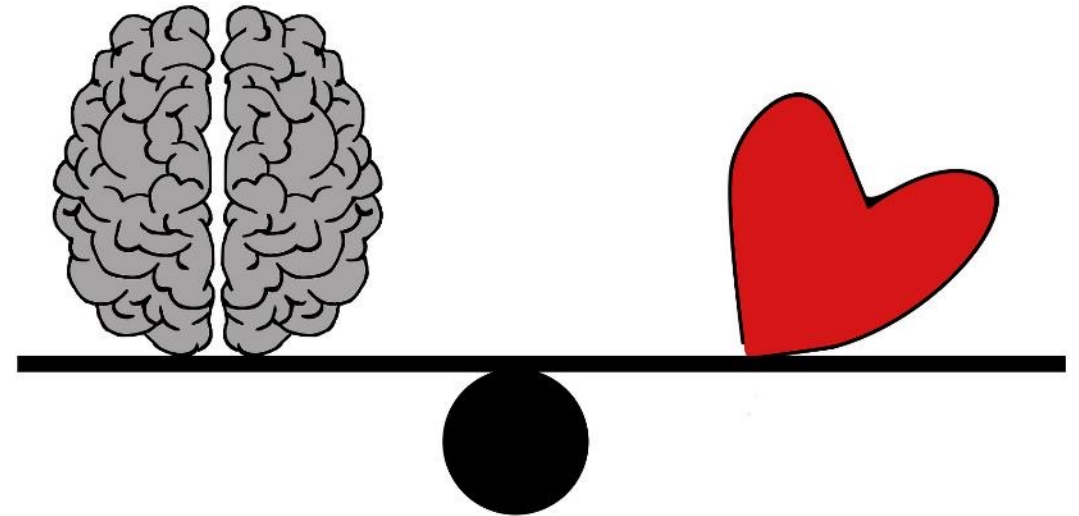


IQ/ Intelligence and Leadership: Pattern Recognition

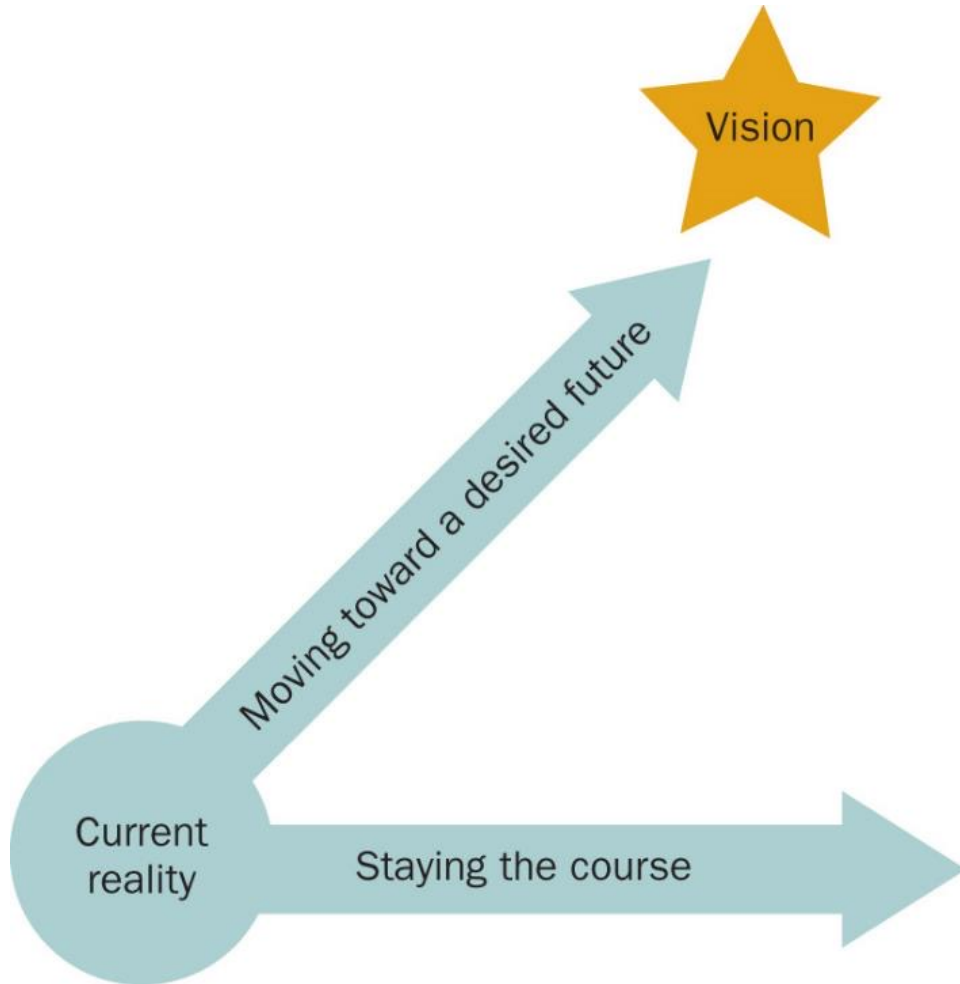
- Systems thinking:
 - Able to see connections in the “whole”
- Examine interrelated systems
 - find the cause of problems
 - not just putting “fires” out as they arise
- Likely part of why PT’s make excellent leaders!

Leading with the Head and Heart

- Whole leaders use both **head** and **heart**
 - Use their heads for **organizational issues**
 - Use their hearts for **human issues**
 - give people a sense of **meaning** and **purpose**
 - make people feel **valued** and **respected**
 - keep **morale** and **motivation** high

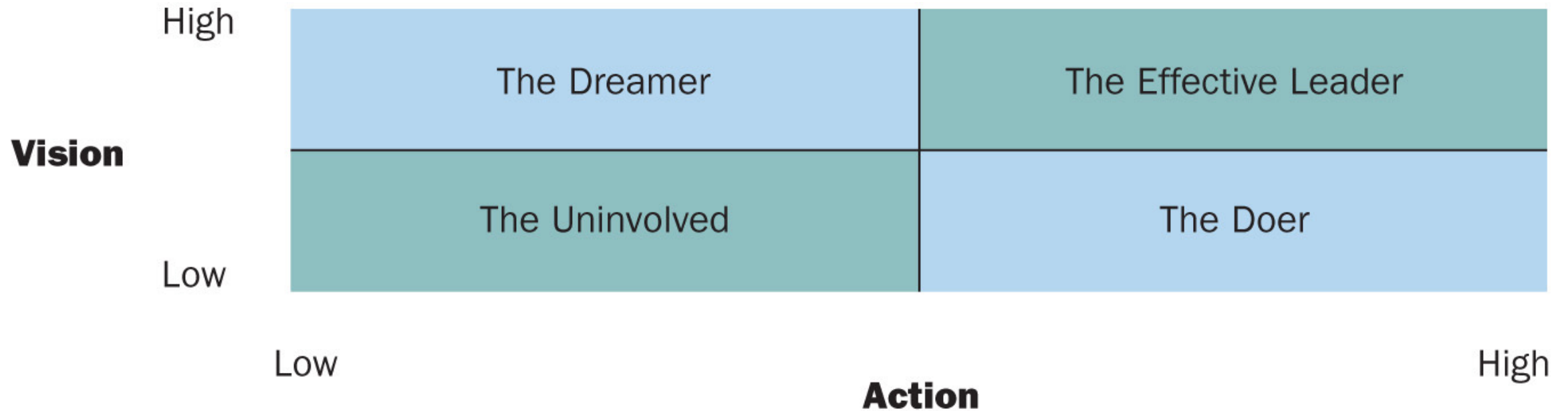


The Nature of the Vision...



- Links the Present to the Future
- Energizes People and Focuses Attention
- Gives Meaning to Work

Linking Strategic Vision and Strategic Action



Based on William D. Hitt, *The Leader-Manager: Guidelines for Action* (1988)

Leaders Ignite Purpose in Others



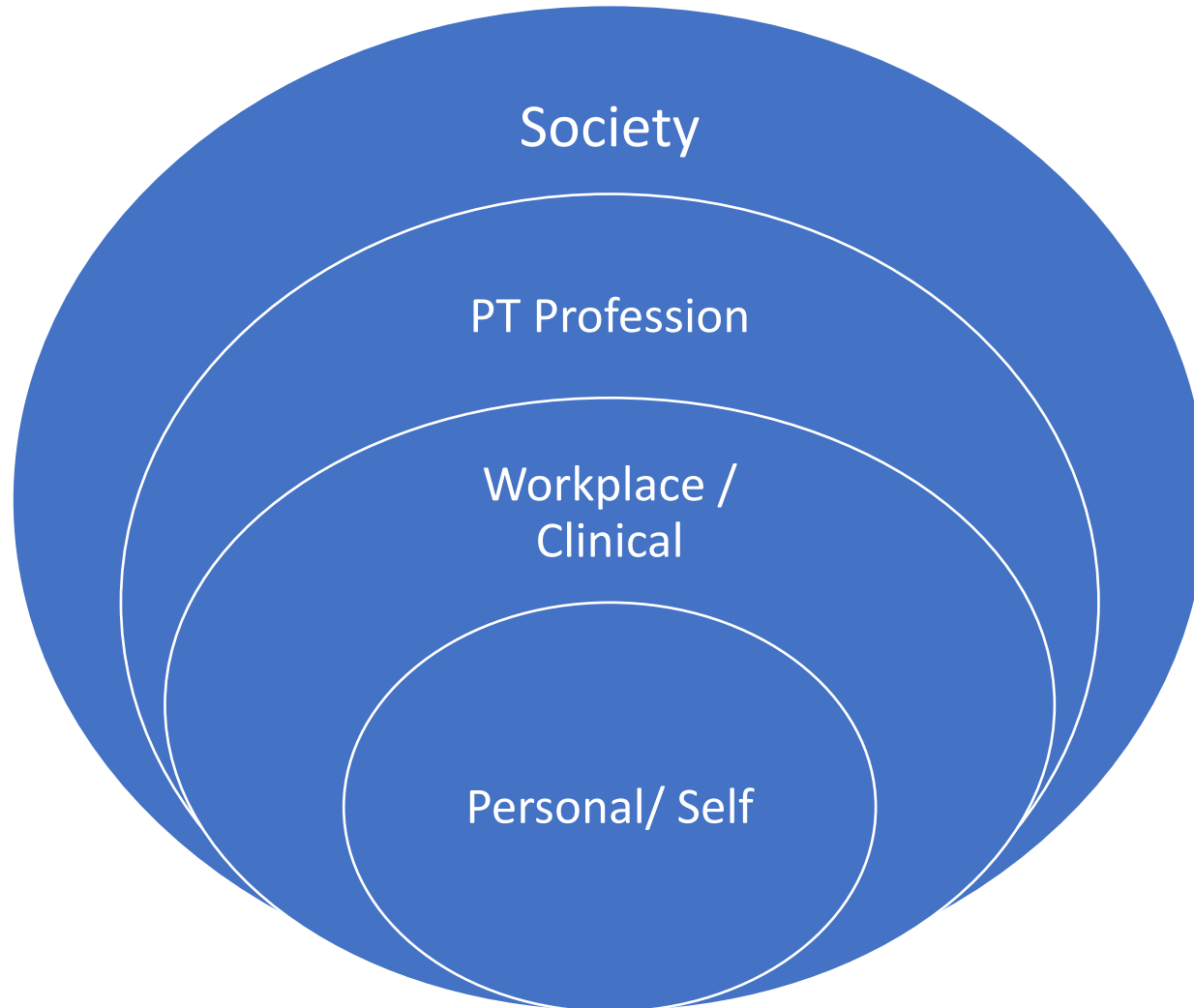
- Leaders defines what the future could look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.
- Leaders can help people find their individual purpose and then make sure individual and organizational purpose are connected and mutually reinforcing.

Leadership in Health care

- **Leadersforlife** : *LEADS Health Leadership Capabilities Framework*
- 5 Domains:
 1. Lead Self
 2. Engage Others
 3. Achieve Results
 4. Develop Coalitions
 5. System Transformation



Spheres of Leadership in PT Profession



Domain 5 Leadership

As leaders, physiotherapists envision and advocate for a health system that enhances the wellbeing of society.

NPAG

Competency Profile for
Physiotherapists in Canada
(2017)

5.1 Champion the health needs of clients.

5.2 Promote innovation in healthcare.

5.3 Contribute to leadership in the profession.

Advocacy

- ‘...physiotherapists responsibly use their knowledge and expertise to promote the health and well-being of individual clients, communities, populations and the profession.’

Kelland et al, Physiotherapy Canada (2014)

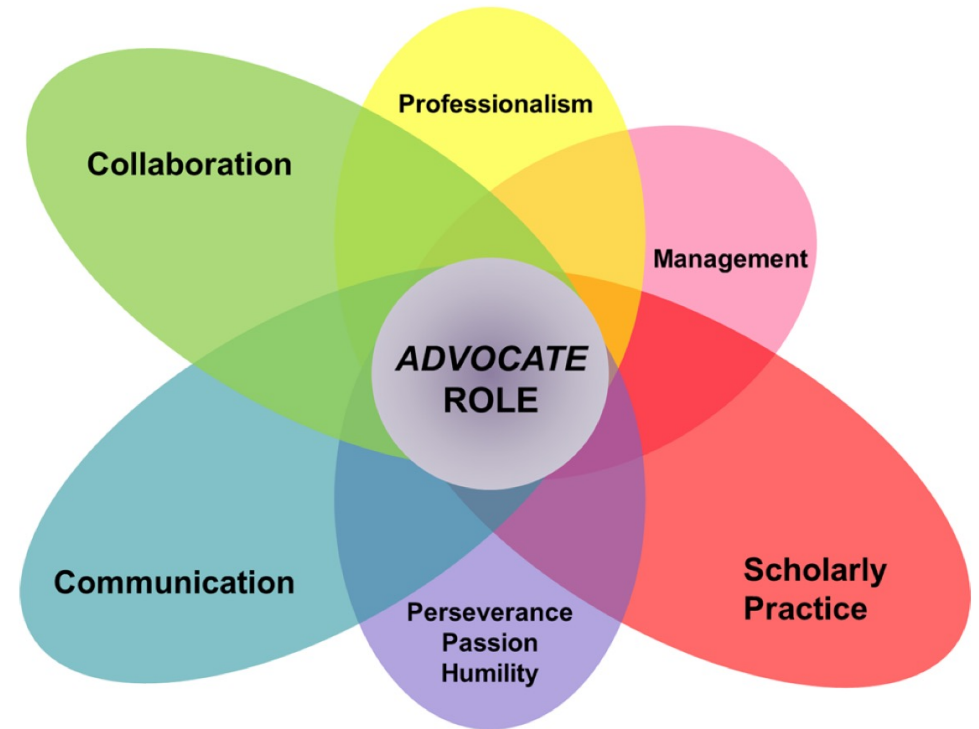


Figure 1 Eight attributes required for success in the *advocate* role: five that parallel roles from the Essential Competency Profile for Physiotherapists in Canada and three additional attributes. Larger petals indicate the attributes identified by participants as most important to the advocate role.

Canadian PT's perception of leadership...

- Survey of 1511 PTs across Canada
- communication, professionalism, and credibility rated as most important characteristics
- PTs consistently rate leadership characteristics as more important in the workplace/ clinical level than at the societal level.



Canadian PT's perception of leadership...

Physical therapists...are well positioned to move the profession forward ... and to strengthen their impact on the system...

...to achieve this...physical therapists will need to recognize leadership roles and opportunities for advocacy beyond their immediate work environment...

...as a whole, the profession needs to focus more diligently on opportunities at a systemic and societal level to maximize its profile and contribution to all levels within the health system.

Desveaux L. et al Physiotherapy Canada (2014)



A Leader is...

Someone who 'leads successful and sustainable change, holds multiple lenses and perspectives, strengthens and builds relationships, inspires and engages others to grow, leads across complex systems, asks questions and reflects on and senses what is needed most in a system'.

CPA Leadership Division





Questions & Discussion



Domain 5 Leadership

As leaders, physiotherapists envision and advocate for a health system that enhances the wellbeing of society.

5.1.1 Advocate for accessibility and sustainability of physiotherapy and other services across the continuum of care.

5.1.2 Foster **client** engagement in finding solutions to address health needs.

5.1.3 Promote a culture of **client**-centredness.

5.2.1 Maintain awareness of emerging technologies, and advocate for their application to enhance **physiotherapy services**.

5.2.2 Advocate for new approaches to improve **client** care.

5.2.3 Promote solutions to challenges encountered in **physiotherapy practice**.

5.3.1 Promote the value of physiotherapy to **client** health.

5.3.2 Engage in activities to support advancement of the physiotherapy profession.

5.3.3 Contribute to leadership activities in the workplace.

Leadership vs. Management

- Management aims to maintain standardisation, consistency and order and it is concerned with the efficient and effective running of organisations
- Leadership aims to create change and improvement

Comparing Management and Leadership

	Management	Leadership
Direction and Purpose:	<ul style="list-style-type: none">• Plan and budget• Minimize risk for sure results• Focus on bottom line	<ul style="list-style-type: none">• Create vision and strategy• Maximize opportunity• Keep eye on horizon
Alignment:	<ul style="list-style-type: none">• Organize and staff• Direct and control• Create structure and order	<ul style="list-style-type: none">• Create shared culture and values• Provide learning opportunities• Encourage networks and flexibility
Relationships:	<ul style="list-style-type: none">• Invest in goods• Use position power• Focus people on specific goals	<ul style="list-style-type: none">• Invest in people• Use personal influence• Inspire with purpose and trust
Personal Qualities:	<ul style="list-style-type: none">• Emotional distance• Expert mind• Talking• Conformity• Insight into organization	<ul style="list-style-type: none">• Emotional connections (Heart)• Open mind (Mindfulness)• Listening (Communication)• Nonconformity (Courage)• Insight into self (Character)
Outcomes:	<ul style="list-style-type: none">• Maintain stability; create a culture of efficiency	<ul style="list-style-type: none">• Create change and a culture of agility and integrity

Sources: Based on Tanya Prive, "Where Does Management Stop and Leadership Start?" *Inc.* (October 30, 2020), www.inc.com/tanya-prive/where-does-management-stops-leadership-start.html (accessed February 11, 2021); John P. Kotter, *A Force for Change: How Leadership Differs from Management* (New York: The Free Press, 1990) and ideas in Kevin Cashman, "Lead with Energy," *Leadership Excellence* (December 2010), p. 7; and Henry Mintzberg, *Managing* (San Francisco: Berrett-Koehler, 2009).