

MPLA Medical Physics Leadership Academy

American Association of Physicists in Medicine

HAVING COURAGE FOR THE CHALLENGE

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Tuesday, 16 July 2019 8:30 AM – 9:30 AM

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CONFLICTS OF INTEREST

None

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LEARNING OBJECTIVES

1. Understand how courage relates to essential personal and interpersonal knowledge and skills, especially self-awareness and conflict management.
2. Experiment with applications of courage.
3. Adapt essential courage skills in their own environments.





QUESTION

"Why do leaders who know what the right ethical decision or action to take is still fail to action when action is clearly warranted?"

A component of the knowing-doing gap is moral potency

Hannah, S. T., & Avolio, B. J. (2010). Moral potency: Building the capacity for character-based leadership. *Consulting Psychology Journal: Practice and Research*, 62(4), 291.



MORAL POTENCY

The focus we take here is on who the leader is in terms of the way a leader thinks about moral dilemmas and the motivation that leader has to take action once a judgment is reached.

Definition:
 "Represents an individual's ethical psychological resources and includes the components of moral ownership, courage, and efficacy"

Can be impacted by context
 Can be improved & developed

Hannah, S. T., & Avolio, B. J. (2010). Moral potency: Building the capacity for character-based leadership. *Consulting Psychology Journal: Practice and Research*, 62(4), 291.

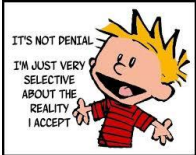



MORAL CONATION (OWNERSHIP / COURAGE)

Assume responsibility and act in the face of moral adversity


Risk self-deception and moral disengagement

- Language euphemisms
- Slippery-slope of decision-making
- Errors in perceptual causation
- Constrained representations of self



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IMPROVE MORAL CONATION (OWNERSHIP / COURAGE)

<p>Ownership</p> <ul style="list-style-type: none"> • Accountability-based • Individual identity-based • Promotion-based • Social identification with (moral) organization 	<p>Courage</p> <ul style="list-style-type: none"> • Study role models • Reinforce desired culture and climate supporting actions • Actions / techniques to address failing to display courage
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IMPROVE MORAL EFFICACY

<p>Confidence one <u>can</u> act ethically</p> <ul style="list-style-type: none"> • Motivation • Cognitive resources • Means and courses of action 	<p>Improve by</p> <ul style="list-style-type: none"> • Enactive mastery experiences • Vicarious learning • Social persuasion and feedback • Psychological and emotional support
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ETHICAL TRAINING

<p>Focus on interpretation and judgment about ethical cases</p> <p>Not the focus</p>	<p>Variance in ethical behavior:</p> <p>Capacity 20%</p> <p>Motivation to act (80%)</p>
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PATH OF MORAL COURAGE

Path model to depict how affect and cognitions influence choices in higher-order decision-making processes

Encompasses aspects of free-will; personal choice is central

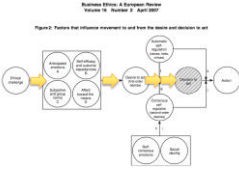
The multiple points of self-reflection, self-evaluation and self-regulation that the individual faces along the way to action are like 'little mental acts' of moral courage throughout the decision-making path

Sekerka, L. E., & Bagozzi, R. P. (2007). Moral courage in the workplace: Moving to and from the desire and decision to act. *Business Ethics: A European Review*, 16(2), 132-149.



PATH OF MORAL COURAGE

1. Ethical challenge
1. Affective reaction & cognitive information processing
2. Desire to act
3. Self-regulation of desire to act
4. Decision to act



Business Ethics: A European Review
Volume 16, Number 2, April 2007

Figure 2. Factors that influence movement to and from the desire and decision to act

Sekerka, L. E., & Bagozzi, R. P. (2007). Moral courage in the workplace: Moving to and from the desire and decision to act. *Business Ethics: A European Review*, 16(2), 132-149.



DARE TO DISAGREE

Constructive conflict: a great model of collaboration = thinking partners, not echo chambers

- Different backgrounds, disciplines, ways of thinking & experiences, and find ways to engage together
- Requires patience and energy




A M Stewart et al. "Preliminary Communication: Malignant Disease in Childhood and Diagnostic Irradiation In-Utero". *Lancet*, 2 (1956), pp. 447

Heffernan, M. (2012). Dare to disagree [video file]. Retrieved from https://www.ted.com/talks/margaret_heffernan_dare_to_disagree

<http://broughttoilife.sciencemuseum.org.uk/home/media.ashx?id=91810&size=5ml>

THE GIFT AND POWER OF EMOTIONAL COURAGE

How we deal with our inner world drives everything

Tend to push aside normal emotions

- Shame of having "negative" emotions
- Lose capacity to develop skills to deal with the world as is
- Results in amplification

"Only people that are dead don't feel those negative emotions"

David, S. (2017). The gift and power of emotional courage [video file]. Retrieved from https://www.ted.com/talks/susan_david_the_gift_and_power_of_emotional_courage



EMOTIONAL AGILITY

"I notice I am feeling..."

Questions to ask:

Don't do: "I am..."

A negative feeling is a data point, not an identity

- What is my emotion telling me?
- Which action will bring me towards my values?
- Which will take me away from my values?

David, S. (2017). The gift and power of emotional courage [video file]. Retrieved from https://www.ted.com/talks/susan_david_the_gift_and_power_of_emotional_courage
