DARING GREATLY IN THE FIELD

Anthony Cucolo, Carri Glide-Hurst, Todd Atwood
Tuesday, 16 July 2019 1:45 PM – 2:45 PM
CONFLICTS OF INTEREST

None
LEARNING OBJECTIVES

1. Understand how courage relates to essential personal and interpersonal knowledge and skills, especially initiative and adaptability as part of self-management.

2. Experiment with applications of courage.

3. Adapt essential courage skills in their own environments.
Both positive and negative affect influences creativity, innovation, and change behavior.

CREATIVITY, INNOVATION, AND INITIATIVE

Affect = generic label comprising both mood and emotion

- Moods = diffuse and lack referent
- Emotions = discrete affective states that are perceived by the individual to have an identifiable cause or referent (e.g., anxiety, guilt, pride, surprise, hope)

<table>
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<tr>
<th>Creativity</th>
<th>Innovation</th>
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<td>• Development of novel and useful ideas, products or problem solutions</td>
<td>• Actual intentional implementation of new and beneficial ideas for work products or processes</td>
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<tr>
<td>• Intra-individual level</td>
<td>• Individual, group or organizational level</td>
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**CREATIVITY, INNOVATION, AND INITIATIVE**

Personal Initiative (PI) = work behavior characterized by

- Its self-starting nature,
- Its proactive approach, and
- By being persistent in overcoming difficulties that arise in the pursuit of a goal

*Important*

ADAPTABILITY

“If the ability to lead and manage change is the great differentiator in today's increasingly fast-paced business environment, then leaders who can adapt to change, rather than simply cope with it, will be the ones who consistently deliver outstanding results.”

ADAPTABILITY

A model to frame adaptability focuses on two dimensions: *courage* and *curiosity*.

With motivation and opportunities, both can be developed.

ADAPTABILITY FACETS

The ability to work effectively within a variety of changing situations and with various individuals or groups.

- Understand and appreciate different and opposing perspectives on an issue.
- Adapt one’s approach as the requirements of a situation change.
- Change or accept changes in one’s own organization or job requirements.

ADAPTABILITY AND CAREER COMPLEXITY

Executives who had the experience to serve in an executive assistant role developed higher levels of adaptability.

For executives without the executive assistant opportunity, job rotations through different types of roles provided a boost to their adaptability.

Three role type changes (e.g. line, staff, or matrix) is optimal

100 months is an optimal time to spend in each role type.

American Association of Physicists In Medicine
“Leadership Tuesday”
Session 3: Daring Greatly in the Field

Tony Cucolo, Carri Glide-Hurst and Todd Atwood
Summer 2019
From Session 1: The Recommendation to Harden Your Soft Skills

- Enterprise Vision*
- Intellectual Curiosity*
- Selflessness*
- Courage*
- Humility*
- Empathy*

*Note: The asterisk indicates the soft skills that are being emphasized.
Relevance to the Profession
Carrie and Todd
Practical Exercise:
What keeps people from “daring greatly”?
Some thoughts about this from leadership “scar tissue.”
Intellectual Curiosity
**Intellectual Curiosity**

- The willingness to learn new things
- Intellectual curiosity is your personal recognition that:
  - You do not know everything (supports Humility)
  - New ideas, technology, processes, approaches might good for your organization (and you)
  - Life is a journey of constant self-improvement
- In a diverse organization, this is welcomed (sought) in leaders because it contributes to openness and a climate of tolerance for things that are new and different
- By the way – *how do you know what you know?* What are your sources of information right now? (*my periodic rut*)…and do you listen to people and thinking you disagree with?
To “dare greatly,” there must be a climate that supports innovation.
Setting the conditions for innovation

- The organization must:
  - Have a structure that supports open communications up, down and laterally…
  - Have decision rights at levels where initiative can be taken, and…
  - Have widely known incentives to be creative and seize opportunity

- Individuals must:
  - Have ability
  - Be motivated
  - Have a reason
Closing thought:

You are professionals in a profession.

Always – always! -- take care of your peers, and...
“Lift as you climb.”
AAA-0
(Anything, Anytime, Anywhere, Bar Nothing)

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