



## 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

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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.

# CREATIVITY, INNOVATION, AND INITIATIVE

Both positive and negative affect influences creativity, innovation, and change behavior.



Rank, J., & Frese, M. (2008). The impact of emotions, moods, and other affect-related variables on creativity, innovation and initiative in organizations. *Research Companion to Emotion in Organizations*, (New Horizons in Management Series).

# 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)

Rank, J., & Frese, M. (2008). The impact of emotions, moods, and other affect-related variables on creativity, innovation and initiative in organizations. *Research Companion to Emotion in Organizations, (New Horizons in Management Series)*.

# CREATIVITY, INNOVATION, AND INITIATIVE

## Creativity

- Development of novel and useful ideas, products or problem solutions
- Intra-individual level

## Innovation

- Actual intentional implementation of new and beneficial ideas for work products or processes
- Individual, group or organizational level

Rank, J., & Frese, M. (2008). The impact of emotions, moods, and other affect-related variables on creativity, innovation and initiative in organizations. *Research Companion to Emotion in Organizations, (New Horizons in Management Series)*.

# 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\***

Rank, J., & Frese, M. (2008). The impact of emotions, moods, and other affect-related variables on creativity, innovation and initiative in organizations. *Research Companion to Emotion in Organizations, (New Horizons in Management Series)*.

## 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.”

Kantor, S., Kram, K. E., & Sala, F. (2008). Change factor: Making the case for executive adaptability. *Leadership in Action: A Publication of the Center for Creative Leadership and Jossey-Bass*, 27(6), 8-12.



## ADAPTABILITY

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

With motivation and opportunities, both can be developed

Kantor, S., Kram, K. E., & Sala, F. (2008). Change factor: Making the case for executive adaptability. *Leadership in Action: A Publication of the Center for Creative Leadership and Jossey-Bass*, 27(6), 8-12.

## **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.

Zhu, G., B. Wolff, S., T.(Tim) Hall, D., Las Heras, M., Gutierrez, B., & Kram, K. (2013). Too much or too little? A study of the impact of career complexity on executive adaptability. *Career Development International*, 18(5), 457-483.

## 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.

Zhu, G., B. Wolff, S., T.(Tim) Hall, D., Las Heras, M., Gutierrez, B., & Kram, K. (2013). Too much or too little? A study of the impact of career complexity on executive adaptability. *Career Development International*, 18(5), 457-483.

# 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



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## From Session 1: The Recommendation to Harden Your Soft Skills



Enterprise  
Vision\*



Intellectual  
Curiosity\*



Selflessness\*



Courage\*



Humility\*



Empathy\*



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# Relevance to the Profession

## Carrie and Todd



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# Practical Exercise:

## What keeps people from “daring greatly”?



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Some thoughts about this from  
leadership “scar tissue.”

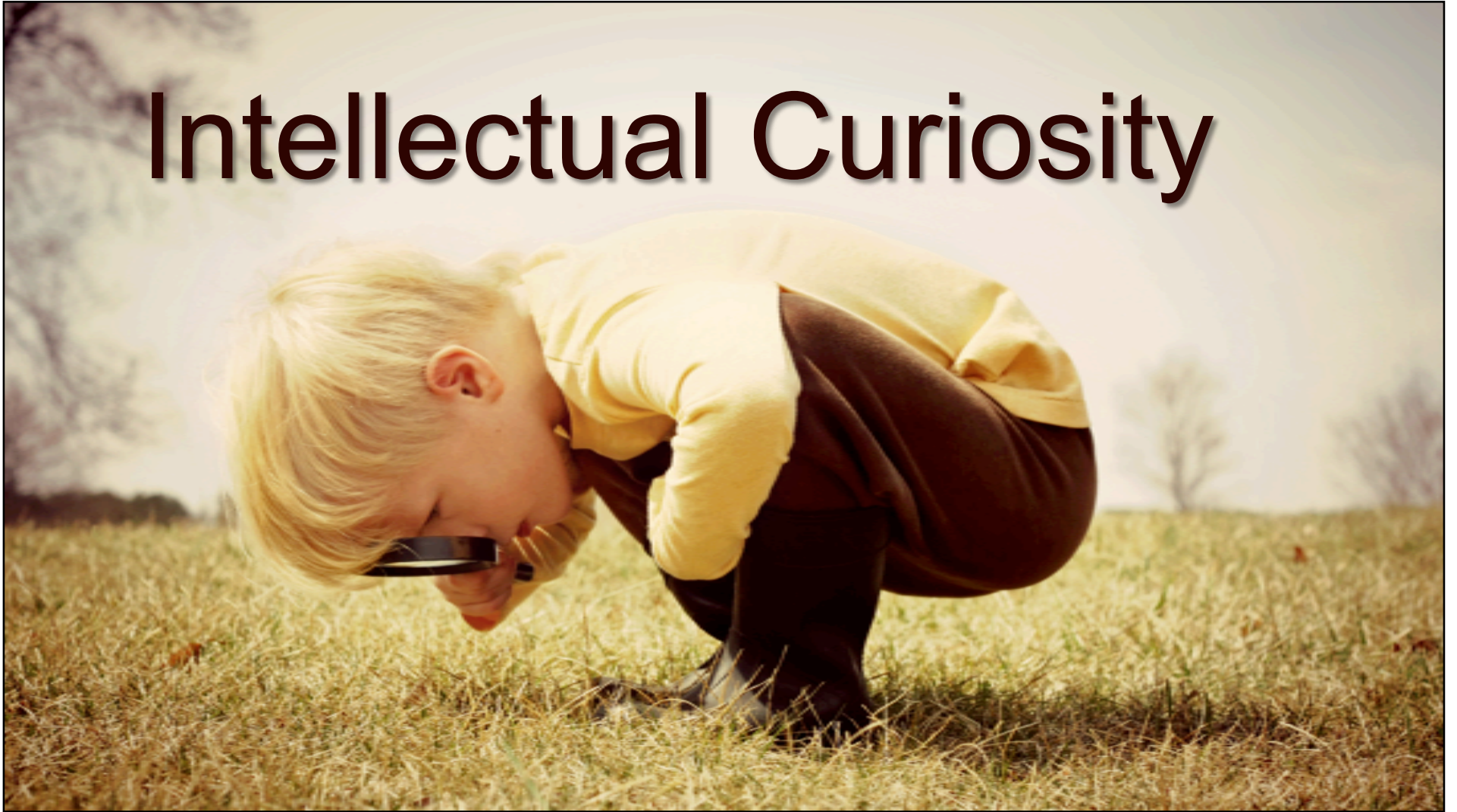


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# Intellectual Curiosity




## 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?



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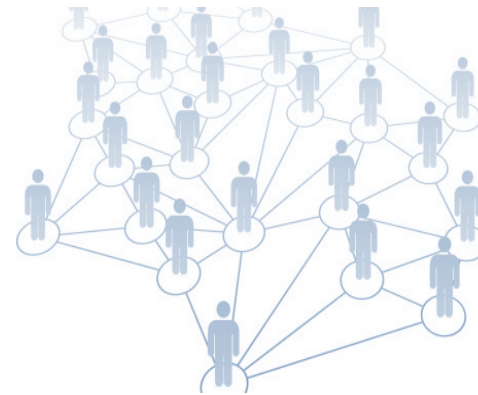
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A pair of hands is shown from the wrists up, palms facing each other, holding several glowing, translucent cubes. The cubes are illuminated from within, showing a grid pattern and emitting a bright green and blue light. The background is dark, with many small, glowing particles floating around the cubes. The overall effect is one of magical or technological creation.

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



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Closing thought:

You are professionals in a  
profession.

Always – always! -- take care of  
your peers, and...

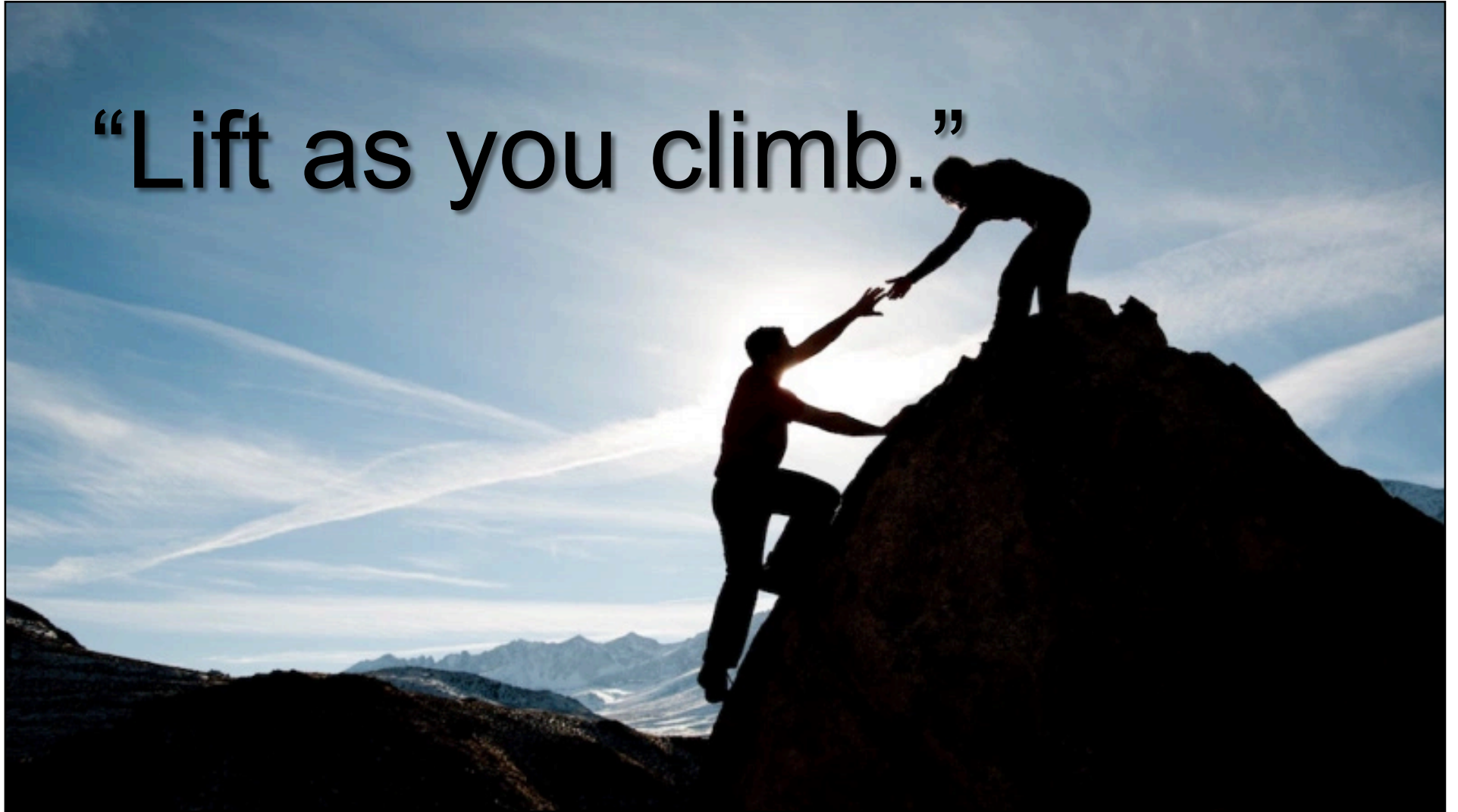


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“Lift as you climb.”



*AAA-0*

(Anything, Anytime, Anywhere, Bar Nothing)

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