

MPLA Medical Physics Leadership Academy

American Association of Physicists in Medicine

DARING GREATLY IN THE FIELD

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Tuesday, 16 July 2019 1:45 PM – 2:45 PM

MPLA Medical Physics Leadership Academy

CONFLICTS OF INTEREST

None

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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)



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CREATIVITY, INNOVATION, AND INITIATIVE

<p>Creativity</p> <ul style="list-style-type: none"> • Development of novel and useful ideas, products or problem solutions • Intra-individual level 	<p>Innovation</p> <ul style="list-style-type: none"> • Actual intentional implementation of new and beneficial ideas for work products or processes • Individual, group or organizational level
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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



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.
