

# MPLA Medical Physics Leadership Academy

American Association of Physicists in Medicine

## SELFLESS LEADERSHIP

Anthony Cucolo, Jim Goodwin, Jennifer Johnson  
Tuesday, 16 July 2019 2:45 PM – 3:45 PM

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MPLA Medical Physics Leadership Academy

## CONFLICTS OF INTEREST

None

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MPLA Medical Physics Leadership Academy

## LEARNING OBJECTIVES

1. Understand how humility and selflessness relates to essential personal and interpersonal knowledge and skills, especially those of social awareness.
2. Experiment with applications of selfless leadership.
3. Adapt essential knowledge and skills in their own environments.

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## SERVANT LEADERSHIP

Servant leaders put needs and interests of others above their own interests

“Do those served grow as persons?”  
 “Were people better or worse off because the leader was there?”

Hannay, M., & Fretwell, C. (2010). Who will be a servant leader? Those with high emotional intelligence please step forward. In *Academic and Business Research Institute Conference-2010, Las Vegas, NV.*

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<p><b>SERVANT</b></p> <p>Overriding focus is concern for the followers.</p>	<p><b>TRANSFORMATIONAL</b></p> <p>Overriding focus is concern for followers to engage/support organizational objectives.</p>
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Employees do better (valuable resource)

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Organization (naturally) does better

Hannay, M., & Fretwell, C. (2010). Who will be a servant leader? Those with high emotional intelligence please step forward. In *Academic and Business Research Institute Conference-2010, Las Vegas, NV.*

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## STEPPING UP

<p>Best leaders may actually surface during difficult times / crisis, and will step into leadership roles if asked.</p>	<p>Thus, the issue may be, true servant leaders are just not asked.</p> <p>They may not actively pursue a role on their own.</p>
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McConnell, C. R. (2017). Accepting Leadership Responsibility: Preparing Yourself to Lead Honestly, Humanely, and Effectively. *The health care manager*, 36(3), 247-260.

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### PRACTICAL LEADERSHIP ADVICE

- Don't tell, show them
- Single manager's influence can be significant, for good or ill
- Remain visible and available
- Practice proper delegation
- Use deadlines and follow-up
- Lead to serve, not to be served

McConnell, C. R. (2017). Accepting Leadership Responsibility: Preparing Yourself to Lead Honestly, Humanelly, and Effectively. *The health care manager*, 36(3), 247-260.

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### HUMILITY

Prime and Salib studied Importance of humility in management and the creation of an inclusive workplace

- Humility is one of four key leadership factors
- *"It takes tremendous courage to practice humility. Yet regrettably, this sort of courage isn't always rewarded in organizations"*

Prime, J., & Salib, E. (2014). The best leaders are humble leaders. *Harvard Business Review*. Retrieved from <https://hbr.org/2014/05/the-best-leaders-are-humble-leaders>  
 Prime, J., & Salib, E. R. (2014). Inclusive leadership: The view from six countries. *Catalyst*, 120.

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### IMPACT ON WORKPLACE

Managers displaying altruistic or selfless behaviors is key for an inclusive and innovative workplace, characterized by the following behaviors

- Acts of humility
- Empowering followers to learn and develop
- Acts of courage
- Holding employees responsible for results

Prime, J., & Salib, E. (2014). The best leaders are humble leaders. *Harvard Business Review*. Retrieved from <https://hbr.org/2014/05/the-best-leaders-are-humble-leaders>  
 Prime, J., & Salib, E. R. (2014). Inclusive leadership: The view from six countries. *Catalyst*, 120.

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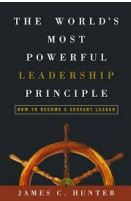
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## ANOTHER LEADERSHIP DEFINITION

The skills of influencing people to enthusiastically work toward goals identified as being for the common good, with character that inspires confidence.

Patient, kind, humble, respectful, selfless, forgiving, honest, committed

Hunter, J. C. (2004). *The world's most powerful leadership principle: How to become a servant leader*. Crown Business.



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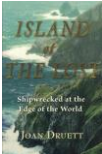
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## (PSEUDO) RANDOMIZED TRIAL

Two shipwrecks, 20 miles apart, 4 months apart, Auckland Islands (1864)

- Pseudo-randomized trial on leadership styles
  - Captain Dalgarno, *The Invercauld*
  - Captain Musgrave, *The Grafton*
- Demonstrated that selfless leadership allows for adaptability in a challenging environment.

Druett, J. *Island of the Lost: Shipwrecked at the Edge of the World*. Algonquin Books, Chapel Hill, NC, 2007. ; Wood, D. E. (2014). Take it to the limit. *The Annals of thoracic surgery*, 98(6), 1893-1901.



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## SELFLESS LEADERS

Emphasize trust, empathy, and the capacity to listen and to relate to others.  
 Express tolerance combined with integrity and confidence.  
 Requires courage to be both vulnerable and connected to others.  
 Requires humility to accept mutual dependence and an acknowledgement of one's own weaknesses and vulnerabilities.

Druett, J. *Island of the Lost: Shipwrecked at the Edge of the World*. Algonquin Books, Chapel Hill, NC, 2007. ; Wood, D. E. (2014). Take it to the limit. *The Annals of thoracic surgery*, 98(6), 1893-1901.

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