


MPLA Medical Physics
Leadership Academy
American Association of Physicists in Medicine

**PROJECT MANAGEMENT – MAKING BETTER LEADERS:
*THE LEADERSHIP SKILLS TO GETTING IT DONE***

Jennifer L Johnson, MBA, PhD, FAAPM



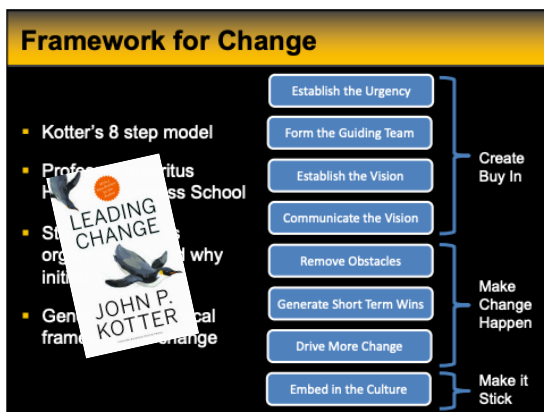
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STORY

Project management requires leadership...

Especially when things are not going to plan...

MANAGING CHANGE



Kotter's 8 step model is the gold standard

Project management and managing change is a leadership skill

This talk is meant to complement that work

Leah Schubert, 2019 AAPM Spring Clinical Meeting

DISCLOSURES

Chair, MPLA

Participated in Impact's "Liberating your human potential program: a micro learning journey"

(Nov 2020) <https://www.impactinternational.com/air>




LEARNING OBJECTIVES

1. Understand what project management is and its role in operations.
2. Understand the physicists role in projects and improve project execution.
3. Learn project management basics/tools to utilize immediately in the work environment.

IMPACT'S LEADERSHIP AGILITY

“Ability to react quickly
with adaptive and decisive leadership action
to successfully address real-time challenges
in your environment”

David Cooper, Impact International, <https://www.impactinternational.com/leadership-agility>



DISCOVERING YOUR AGILITY

What you believe

What you know

What you do



IMPACT'S LEADERSHIP AGILITY FRAMEWORK

“When we take action on these five drivers, we create the conditions necessary for ourselves and others to navigate this dynamic and evolving new world.”

David Cooper,
Impact International



OUTLINE – AGILITY LEADERSHIP

Readiness & Scanning

Awareness & Self-management

Communicating & Inspiring

Adaptive Action

Collaboration & Integration

<https://www.impactinternational.com/leadership-agility>

AGILITY LEADERSHIP:

Readiness & Scanning

MINDFULNESS

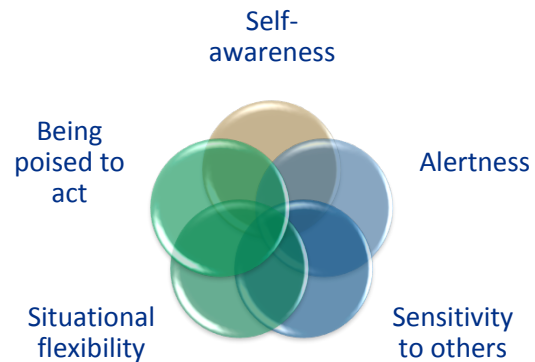
Develops this ability to
notice-decide-act

Brings consciousness

Focuses attention

- Externally & Internally

Brings perception clarity



Grahame Broadbelt, Impact International, *Leading without authority*

READINESS & SCANNING

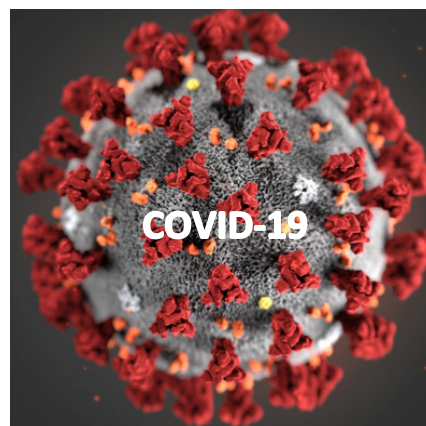
- Looking ahead, seeking information, make sense of the environment
- Experience in other drivers inform and strengthen future action
- What are you noticing? How are you drifting away from intended purpose?

<https://www.impactinternational.com/leadership-agility>

READINESS & SCANNING

Sensing how you respond
to physical and
emotional stressors

Learn how leadership
thinking and approach
has changed



SCANNING METHODS

Journaling to reflect on your

- Personal response
- Approach to leading
- Focus of energy and effort
- Results in your organization, family, community

Impact International, Scanning Journal.pdf


Can unconsciously drift from goals.

Consider and identify where you* are (or could be) drifting away from our intended purpose and goals.


*You & your team (@work)

*You as an individual

Impact International, Scanning & Practical Drift.pdf



SCANNING METHODS




Scan using SWOT:

- Strengths
- Weaknesses
- Opportunities
- Threats

Consider your

- Current abilities/situation
- Resources
- Future

Impact International, SWOT Analysis.pdf



AGILITY LEADERSHIP:

Awareness & Self-management



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AWARENESS & SELF-MANAGEMENT

Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

Self-Management

- Emotional Self-Control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

Jennifer Lynn Johnson - Impact International

Emotional Competency Inventory




Awareness

- Healthy
- Organizational Awareness
- Self-Orientation

Relationship Management

- Inspiring Others
- Transformational Leadership
- Change Catalyst
- Influence
- Conflict Management
- Teamwork and Collaboration

Boyatzis, R. E., Goleman, D., & Rhee, K. (2000). *Handbook of emotional intelligence*, 99(6), 343-362




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AWARENESS & SELF MANAGEMENT

Sensing how you respond to physical and emotional stressors


Anger




Depression



Anxiety



Contentment



Four Basic Emotional Families, Table 2.7 (Stein and Book, 2011)

AWARENESS & SELF-MANAGEMENT

- Choose how you respond to your feelings
- Redirect disruptive emotions in healthy ways
- Adapt to people & events
- Use noticing to improve your self awareness, manage your attention and be present

<https://www.impactinternational.com/leadership-agility>

AGILITY LEADERSHIP:

Communicating & Inspiring

COMMUNICATING & INSPIRING


- Provide information and guidance to others
- Help others understand the
 - Context: situation and its impact
 - Purpose: objectives
 - Direction: actions and roles required to move forward

COMMUNICATE THROUGH HUMAN CONNECTION


Through authenticity & vulnerability

Share

- | | |
|--|--|
| <ul style="list-style-type: none"> • Your challenges • Your experience of change | <ul style="list-style-type: none"> • Your approach to new ways of working • Sharing difficult decisions • Disclosing your learning • Demonstrating your self-awareness |
|--|--|

			
FOUR GENERAL COMMUNICATION PREFERENCES			
Inner world + detail <ul style="list-style-type: none"> • <i>Instructor</i> • Relate to what they know • Stepwise change • Think through alone 		Inner world + big picture <ul style="list-style-type: none"> • <i>Philosopher</i> • Relate it to new theories, concepts • Little routine • Work ideas alone 	
Outer world + detail <ul style="list-style-type: none"> • <i>Adventurer, Hero</i> • Relate it to work they do • Stepwise change • Think through with others 		Outer world + big picture <ul style="list-style-type: none"> • <i>Detective, Explorer</i> • Relate it to changing things in their world • Little routine • Work ideas with others 	

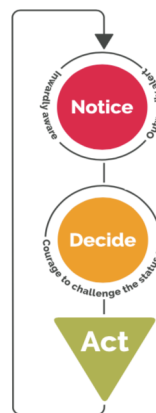
Impact International, Communicating
Change.pdf


<h2 style="text-align: center;">AGILITY LEADERSHIP:</h2> <hr style="border: 0.5px solid #0070C0; margin: 10px auto; width: 60%;"/> <h3 style="text-align: center;">Adaptive Action</h3>

LEADERSHIP AS ACTION

Leadership happens when **somebody** notices that something needs to happen – and acts to address it.

Leadership comes down to **noticing, deciding, acting** and **reflecting** on what has happened



Richard Little, Impact International, 2016 AAPM Summer School

LEADERSHIP IS MORE THAN BEING HELPFUL

1. Was the act noticeable? Did it stand out?
2. Did the act have the potential to change things for the better?
3. Was the act done in good faith for the general good / group?
4. Did the act have legitimacy? Did people accept you had the right to act?

WHEN THINGS GO WRONG

People lose sight of goals and why they are important, they lose the sense of what is happening and why; they misunderstand and make false assumptions

MEANING Meaning

People lose faith in themselves and one another, they start to feel undervalued, misrepresented or marginalized. Sociability and solidarity start to fail

VALUE Value

Order and structure is too little or too much to support action and initiative. Structures and processes do not support learning or facilitate collaboration

STRUCTURE Structure

Richard Little, Impact International, 2016 AAPM Summer School

LEADERSHIP IS A RELATIONAL PROCESS

Notice – what is missing, what needs attention?

Inward and outward mindfulness; presence

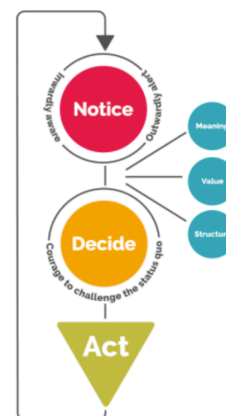
Decide – should I act or not, and what should I do?

Judgement, impulse control, resources


Act – to restore meaning, value and structure

Courage, compassion, commitment

Reflect – i.e., **Notice** again



Richard Little, Impact International, 2016 AAPM Summer School



Decide

DECIDE LEADERSHIP HACK - MVS

Lacking Meaning

- Confusion
- Unclear or disputed goals
- Assumptions
- Misunderstanding
- Unaligned effort

Make sense of what is happening


- Make sense of purpose & strategy
- Provide a vision
- Support clear communication
- Negotiate and clarify goals
- Test assumptions
- Gain various perspectives

Meaning

Value

Structure

Impact International, Developing Leadership Action.pdf



CHARACTERISTICS OF AN EFFECTIVE VISION

Conciseness

Clarity

Abstractness

Stability


Future orientation


Challenge

Desirability / ability to inspire

Associated with higher performance outcomes

Kantabutra, S. & Avery, G.C. 2010. The power of vision: Statements that resonate. *Journal of Business Strategy*, 31(1), 37-45.





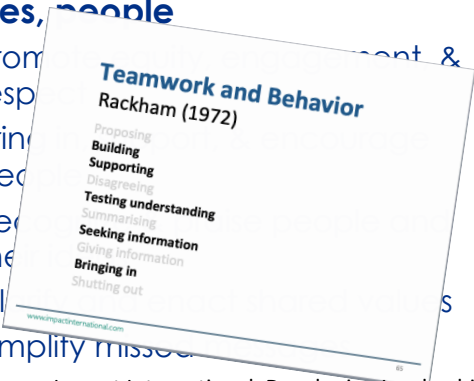
DECIDE LEADERSHIP HACK - MVS




Lacking Value

- Exclusion
- Isolation
- Domination
- Disengagement
- Lack of feedback


Create a sense of belonging, values, people


- Promote respect & responsibility
- Bring people together
- Recognize the value of each person
- Clarify mission
- Amplify mission



Impact International, Developing Leadership Action.pdf





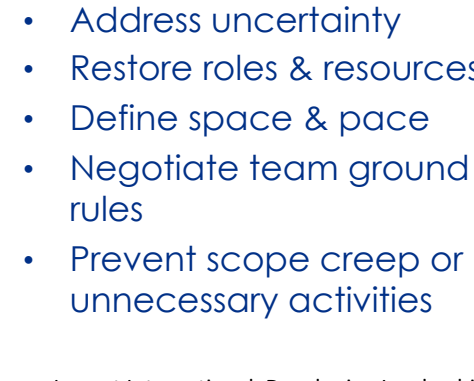
DECIDE LEADERSHIP HACK - MVS




Lacking Structure

- Role confusion
- Not best use of time or resources
- Uneven levels of contribution in conversation
- Last minute panic

Address chaos, drift, pessimism

- Address uncertainty
- Restore roles & resources
- Define space & pace
- Negotiate team ground rules
- Prevent scope creep or unnecessary activities



Impact International, Developing Leadership Action.pdf

LEADERSHIP AS ACTION

Notice – what is missing, what needs attention?

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Richard Little, Impact International, 2016 AAPM Summer School

CHALLENGE

Your thinking

- Be aware of unconscious bias
- Actively scan for bias

The status quo

- Be willing to step “into the spotlight”


Self-doubt

- Have self-belief in ability to succeed

Distorted beliefs


- ABCDE technique
- Learned Optimism

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PROJECT IMPLICIT



Gender stereotypes are reflected in distributional structure of 25 languages

Molly Lewis^{1,2} and Gary Lupyan³

Cultural stereotypes such as the idea that men are more suited for paid work and women home and family, may contribute to gender imbalances in science, technology, engineering among other undesirable gender disparities. Might these stereotypes be learned from gender stereotypes are reflected in the large-scale distributional structure of natural language associations embedded in the statistics of 25 languages and relate these to data logical gender associations (N = 656,636). People's implicit gender associations are structured in the statistics of the language they speak. These associations are further reflected in gender in occupation terms (for example, 'waiter'/'waitress'). Our pattern of findings linguistic associations shape people's implicit judgements.



ORIGINAL RESEARCH
published: 27 April 2015
doi: 10.3389/fpsyg.2015.00415

On the gender-science stereotypes held by scientists: explicit accord with gender-ratios, implicit accord with scientific identity


Frederick L. Smyth^{1*} and Brian A. Nosek^{1,2}

¹ Department of Psychology, College and Graduate School of Arts and Sciences, Charlottesville, VA, USA, ² The Center for Open Science, University of Virginia, Charlottesville, VA, USA

Women's representation in science has changed substantially, but unevenly, over the past 40 years. In health and biological sciences, for example, women's representation among U.S. scientists is now on par with or greater than men's, while in physical sciences and engineering they remain a clear minority. We investigated whether variation in

OPEN ACCESS


<https://implicit.harvard.edu/implicit/aboutus.html>



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TESTING & CHALLENGING ASSUMPTIONS

- Takes courage – Brené Brown




Be you.
Be all in.
Fall. Get up. Try again.

- Self-belief

Putting into practice at work.

Brene Brown, Which Book Do I Read First?



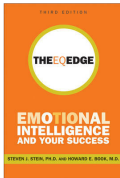
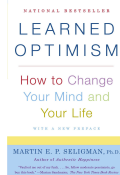
POSITIVE PSYCHOLOGICAL INTERVENTION

ABCDE Disputation

1. Adverse experience
2. Beliefs about the adverse event
3. Consequences of your beliefs
4. Dispute current beliefs
5. Energized and optimistic about the adversities

Need 3 characteristics that determine success:

- Aptitude
- Motivation
- Optimism

2016 AAPM Annual Meeting Self Awareness
Stein, S. J., & Book, H. (2010). *The EQ edge: Emotional intelligence and your success* (Vol. 25). John Wiley & Sons.

[Worksheet ABCDE Disputation \(Seligman, 2002\)](#); Seligman, M.E.P. (1990). [Learned Optimism](#). New York: A. A. Knopf



AGILITY LEADERSHIP:

Collaboration & Integration

COLLABORATION & INTEGRATION

“Connects people, systems, and the organization to align leadership action with the wider environment, to develop and ensure:”

- Clear understanding of interdependencies and others' needs
- Collaborative culture to support cooperation
- Monitor and adjust for collective effectiveness

THINK ABOUT YOUR TEAM



COLLABORATIVE CULTURE

Psychological Safety

- Members feel respected & able to work without fear of consequences (mistakes)
- Cultivate through
 - Inclusion
 - Learning
 - Contributing
 - Provocation

Diversity of Ideas

- Teams seek out, understand, and build on diverse (even conflicting) ideas
- Encourage through
 - Seek out diverse viewpoints
 - Ask questions to understand
 - Summarize to check understanding
 - Build on others' ideas
 - Understand the root cause of a problem (vs. quick fix)


MONITOR & ADJUST

Collectively Notice– Decide–Act

- Help the system “see itself” (practical drift)
- Share sense-making and decision taking (MVS)
- Enable aligned action

Resolve Disconnection

- Recognize and accept the disruption
- Prioritize and focus on the next thing (not all things)
- Fail fast
- Revisit & review success measures (adaptation)



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IMPACT'S LEADERSHIP AGILITY

LEADERSHIP SKILLS TO GETTING THE JOB DONE

What you believe

What you know

What you do



Impact's Leadership Agility Framework

Collaboration & Integration

Adaptive Action

Communicating & Inspiring

Awareness & Self Management

Readiness & Scanning

Leadership Agility - the ability to react quickly with adaptive and decisive leadership action to successfully address real-time challenges in your environment



Notice

Decide

Act

Notice: Listen Upward, Listen Outward

Decide: Courage to challenge the status quo

Act

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