

LEADERSHIP

The Key Ingredient To Success in Dietetics

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Session Objectives

1. Understand the importance of leadership skills enhancement as an integral part of overall dietetic career development
2. Compare and contrast the current leadership and management models utilized in business and volunteer organizations.
3. Translate current leadership theories into practical application for personal and professional growth.

*In a world of important health
issues & problems, the need
for leadership from dietetic
professionals has never
been greater*

Leadership Assessment

1. What is your definition of leadership?
2. What are the top three traits that you find admirable in a leader that you have worked with?
3. What is your strongest leadership skill?
4. What type of leadership training or development have you participated in within the last five years?

Definitions of Leadership

- “The capacity to lead.” Webster 1990
- “It’s hard to define but you know it when you see it.” Bennis 1989

Definitions of Leadership

- “Leadership is the accomplishment of goals through the direction of human assistants.”

Prentice 1961

- “The ultimate test of practical leadership is the realization of intended, real change that meets people’s enduring needs.”

J.M. Burns 1978

Definitions of Leadership

- “Leaders are persons who by word and/or personal example markedly influence the behaviors , thoughts and/ or feelings of significant numbers of their fellow human beings.”

Gardner 1998

Why the Importance of Leadership ?

- “If dietetic professionals are only competent, accurate and safe in their practice, but have no leadership skills, they will be part of a group of followers, not the LEADERS.”
- “Do our educational processes and professional practices focus so much on accurate and safe work that we are unwilling to take risks or let students or younger professionals take risks?”

*As a leader, the most important
earthly relationship you can
cultivate is your relationship
with yourself*

"Mission Possible", Ken Blanchard & Terry Waghorn

“Before I seek to change or motivate others, I must first learn to change and motivate myself. I must become the change I wish to see in others.”

Personal Leadership Skills

- Have a game plan for your life
- Accept there is a spiritual element to life
- Passion for continued growth & improvement
- Know & acknowledge strengths & weaknesses

Personal Leadership Skills

- Possess strong values -- honesty, kindness, open communication, treating others with dignity
- Self-competition
- Commitment to personal endowment of service



Self As Leader

ADA Leadership Model

- Broad Competencies:
 - Conceptual Leadership
 - Community Leadership
 - Performance Leadership
 - Strategic Leadership
 - Change Leadership

Mission -- Vision -- Values -- Attitudes

Self As Leader

ADA Leadership Model

- Specific Skills:
 - Team Building
 - Communicating
 - Appreciative Inquiry
 - Mentoring
 - Governing

Mission -- Vision -- Values -- Attitudes

Appreciative Leaders

- Instead of:
 - Compensating for weakness
 - Criticizing people for failure
 - Worrying about what to do about people & processes that aren't working well
- They focus on:
 - Building on strength
 - Praising & rewarding people for success
 - Worrying about what to do about people & processes that are working well

Clear Leadership

Possessing the skills of understanding self; being able to describe your thoughts in a way that others understand what is going on in your head; creating a listening environment for others to be descriptive...eliminating interpersonal mush, and inspiring the best in people

Focused Leadership

- Every conversation with every member or employee counts
- Listening is an attribute
- Focus on the mission of the organization
- Tackle your toughest challenge first

THE Value of “Soft Skills”

- “Effective leaders seem better at blending the softer leadership skills--trust, empathy, and genuine communication--with the tough skills needed to keep an organization afloat during difficult times.....able to strike a balance between the bottom-line goals of the business and provide support to the employees.”

Emotional Intelligence

- The ingredient necessary for making a good leader great.
- Without emotional intelligence, technical skills and IQ will not move one from entry-level to high performance leadership.
- Emotional intelligence can be learned and increases with maturity.

Components of Emotional Intelligence

- Self-awareness- ability to recognize and understand your moods, emotions and their effects on others.
- Self-regulation-ability to control or redirect disruptive moods; think before acting.

Components of Emotional Intelligence

- Motivation - passion to work for reasons beyond money or status; drive to achieve.
- Empathy - ability to understand the emotional makeup of others; sensitivity to peoples' needs.
- Social skill - effective in managing relationships and building teams.

Current Research

- Leadership and operations management skills were identified as some of the most important competencies needed for a hospital foodservice director, yet RDs often were not perceived as being highly competent in these skills.

Leaders vs. Managers

- Managers direct employees using established methods to achieve established goals.
- Leaders inspire employees to achieve a commonly shared vision

James Kotter

- Manager do things right, Leaders do the right thing!

Warren Bennis

“Comparing Management & Leadership”

Management

- Planning and Budgeting
- Organizing and Staffing
- Controlling and Problem Solving
- Provides a degree of predictability and order

Leadership

- Establishing Direction
- Aligning People
- Motivating and inspiring
- Produces change

Jay A. Conger

Keys to Leadership

- Leadership omits coercive power and moves others by caring, by inspiring, and by persuading.
- Leaders have a bias for action centered around shared goals.
- Leaders will act with respect to values of the people--which are in concert with their own personal convictions.

Keys to Leadership

- Ability to engage others in shared meaning
- Distinctive and compelling voice— good communication skills
- Sense of integrity, including a strong set of values
- “Adaptive capacity”-- the ability to grasp context and hardiness.
- Commitment to life-long learning

Leadership Characteristics for 2010

- Master Strategist
- Change Manager
- Relationship/Network Builder
- Talent Developer

Leaders and Leadership

Leaders are builders of men and women who become bigger than they were and better than they dreamed.

Leadership Development for Registered Dietitians

- Recognize leadership development as an integral part of professional training at all levels.
- Cultivate a life long learning system of leadership to sustain our profession and professional association.
- Development of leadership skills is the key to the advancement of the dietetic professional.

Leadership Development for Registered Dietitians

- Technical skills do not and will not guarantee our success.
- Recognize that that ALL dietetic professionals can be leaders.
- We must build a system of mentoring and teamwork to move the profession forward.

Why the Need for Leadership?

The Future Is Ours – Accept the Challenges!

- Technological, social, political, global & environmental forces are significantly reshaping the US/global food system
- Keeping up with the relevant science & technology of food & health will be an increasing burden to dietetics professionals
- The competitive space of the dietetics profession is being seriously challenged

The Future Is Ours – Accept the Challenges!

- Dietetics has to be relevant to more people in more circumstances, at more life stages, & in more cultures
- Obesity is a “crisis-opportunity,” that dietetic professionals are uniquely prepared to address
- More food, diet & food supply issues will be global with the interchange of standards & regulations

Accepting the Leadership Challenge

- How do you describe yourself today as a leader?
- At this point in your career, what have been the leadership turning points, positive and negative?

Accepting the Leadership Challenge

- What is the energy or passion that drives your life?
- What are the next steps in your leadership development? 30 days? 6 months? One year? 5 to 10 years?

Leadership Challenge

- “Taking the safe road, doing your job, and not making any waves may not get you fired (right away, at least), but it sure won’t do much for your career...over the long haul.....We know that administrators are easy to find and cheap to keep. Leaders-risk takers-are in very short supply. And ones with vision are pure gold.”

Raymond Smith, Bell Atlantic Corporation

*Remember, We Achieve What We
Focus On*



“People make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.”

Harry S. Truman



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