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The Leadership Edge at The University of Minnesota Physical Therapy School

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Jim Hoyme

Wow. I'm so impressed with the emerging young leaders in PT schools. I've met a number of them at meetings, PTPubNights, state conferences, and other events. I have 'met' MANY via Twitter. Students on Twitter really display a strong drive to learn and grow in many areas – clinical, research, leadership, advocacy, professional relationships.

Speaking of leadership – I just finished providing TPI's Leadership Edge program for the 2nd year DPT students at the University of Minnesota. We covered:

- **HEALTH CARE REFORM** – We discussed the threats and opportunities of health care reform for physical therapists; the pervasiveness of consolidation in the health care market; the transformation of the market from volume- to value-based incentives; the commodity syndrome we face; and the challenges of leading change.

Our premise is that to achieve success in a dramatically changing health care market, practices need high performing teams and excellent leadership.

- **STRENGTHS** – The students actually took the StrengthsFinder Assessment in their 1st year, and we provided a class on how to use the strengths assessment for personal growth, relationship building, leadership and team development. We reviewed the importance of understanding and applying your strengths for the team. (side note – we now have over 1300 PT students' StrengthsFinder Top 5 Strengths in our database. Fascinating.)

- o **HIGH PERFORMANCE TEAM CULTURE** – This is the core of our program. “*The holy grail*”. The components of our Leadership Edge program all feed into developing a well defined high performing team culture. Students discussed words that describe the Culture of various places they have worked – positive and negative – and why those cultures exist. Essentially, positive cultures exist because of effective leadership and negative cultures exist when ineffective leaders allow it to happen. These young learners also talked about how they can contribute to the 7 characteristics of a high performance team from the very beginning of their career –

Shared Purpose, Involvement, Commitment, Trust, Communication, Process Efficiencies, Continuous Improvement

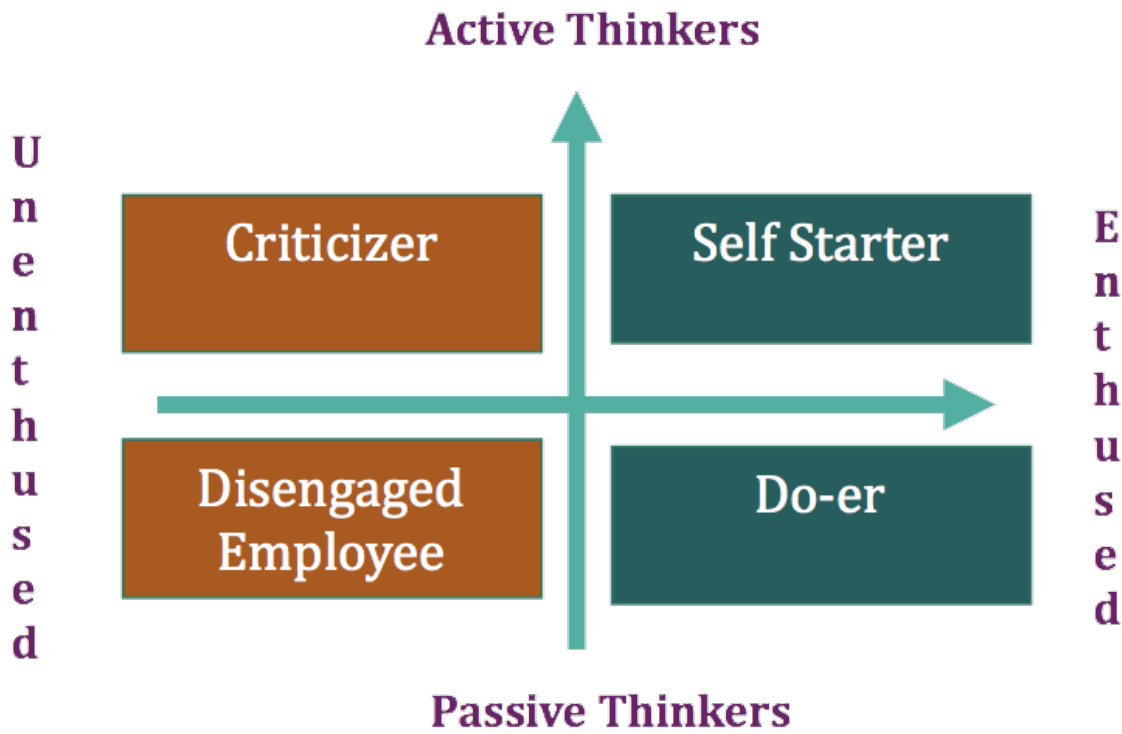
This discussion really stimulated great ideas and a higher level of interest in leadership.

- o **FOLLOWERSHIP** – Effective Followership is the precursor to transformational leadership. In fact, regardless of your role in an organization, in different situations, we all must follow someone else’s leadership. We used case situations to discuss ways that you can personally and through the support of your leader-manager, gain self confidence, contribute proactively, and gain a high level of enthusiasm – Self Starter.

Growing to be a Self Starter Follower
Proactive
Self-Confident
Enthusied
 It’s UP to YOU
 And Your Manager

The Followership Model and discussion really resonated with the students because they could see themselves contributing along these determinants, and they quickly realized the importance of self-directed efforts supported by a caring manager – the importance of working to be a proactive and enthused team member and avoiding the pitfalls of becoming a Criticizer or Disengaged Employee.

- Top 10 StrengthsFinder Strengths of PT Students**
- Achiever**
 - Harmony**
 - Learner**
 - Responsibility**
 - Relator**
 - Empathy**
 - Developer**
 - Positivity**
 - Restorative**
 - Consistency**



Well, by the time we finished discussing Followership and pulling the various concepts together . . . we ran out of time BEFORE we could cover the LEADERSHIP part of The LEADERSHIP Edge program. While we covered A LOT of ground to inspire these emerging professionals down their leadership journey, I invited ‘anyone who wants to learn more about becoming a transformational leader’ to come to our Therapy Partners office at a later date for further discussion about the Leadership component of the program. Guess what . . . we have 20 students signed up for a

Leadership Day at Therapy Partners on Tuesday June 2 from 1:00 to 5:00.

I am really excited to get this level of response from these highly engaged DPT students and am EVEN MORE impressed with the quality of these developing young leaders of our profession.

At our Leadership Day we talk about the fundamentals of the 4R Leadership Model that we use; the difference between leading and managing; the importance of both Big L Leaders and Small L Leaders; the fact that new grad PTs can be Small L Leaders and Self Starter Followers from the very first day; the importance of building trusting relationships as a leader, filling the roles and responsibilities of a leader; achieving desired Triple Aim and financial results; and tying the Leadership Edge components together to succeed in our value based market. We will have guest speakers, videos of inspiring messages from successful leaders; small group discussions; and opportunities for the students to talk to and get to know practice owners who are part of Therapy Partners.

And probably best – at least in some people’s eyes – we will then have a mini-PTPubNight at The Flat Earth Brewery in St. Paul.

It’s all about learning, growing, mentoring, and networking.

If any of you PT students in the upper Midwest – or Southern Cal, Arkansas, Boston, Texas, Denver, Mississippi, or any of our other great states – want to join in the great opportunity to take the next step to being a great LEADER, give me a call.

Keep Learning . . . Keep Leading.

Jim Hoyme

jhoyme@therapypartners.com



Build a Truly High Performing Team

Want to ask a question?

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7551 9th St N, Suite 100
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