

Climbing the Ladder: Are you ready for a leadership role?

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Objectives



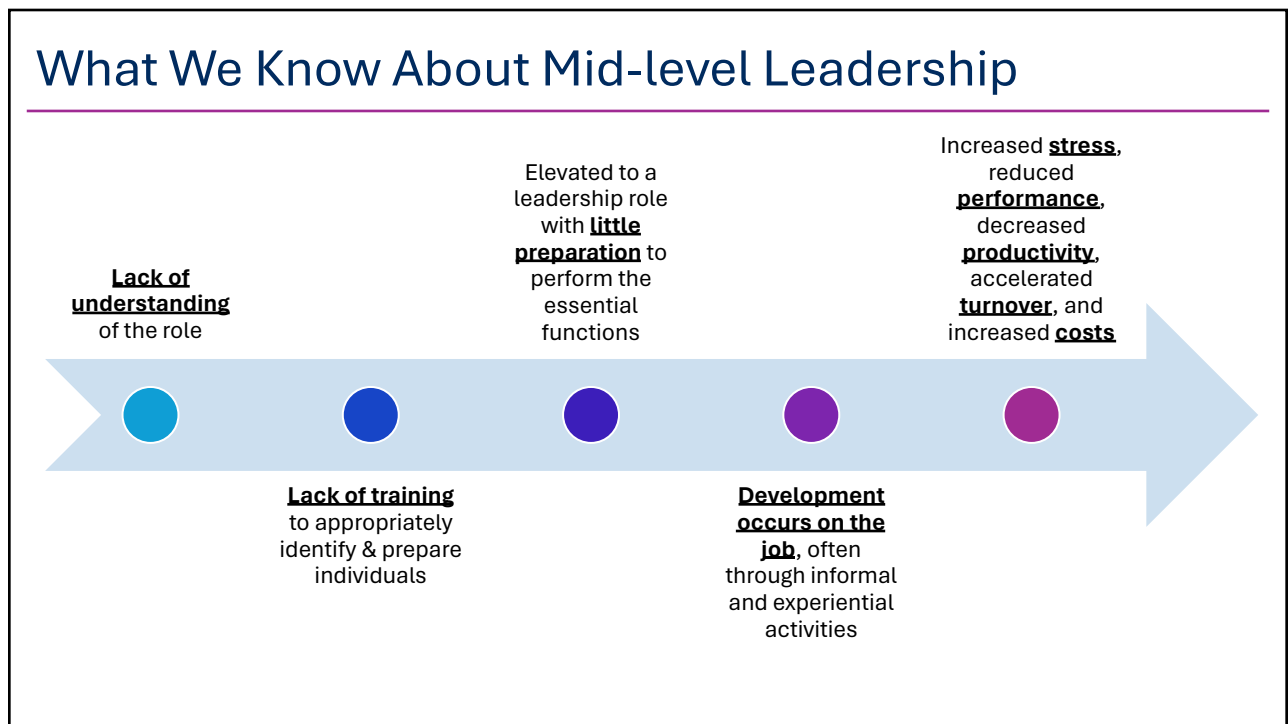
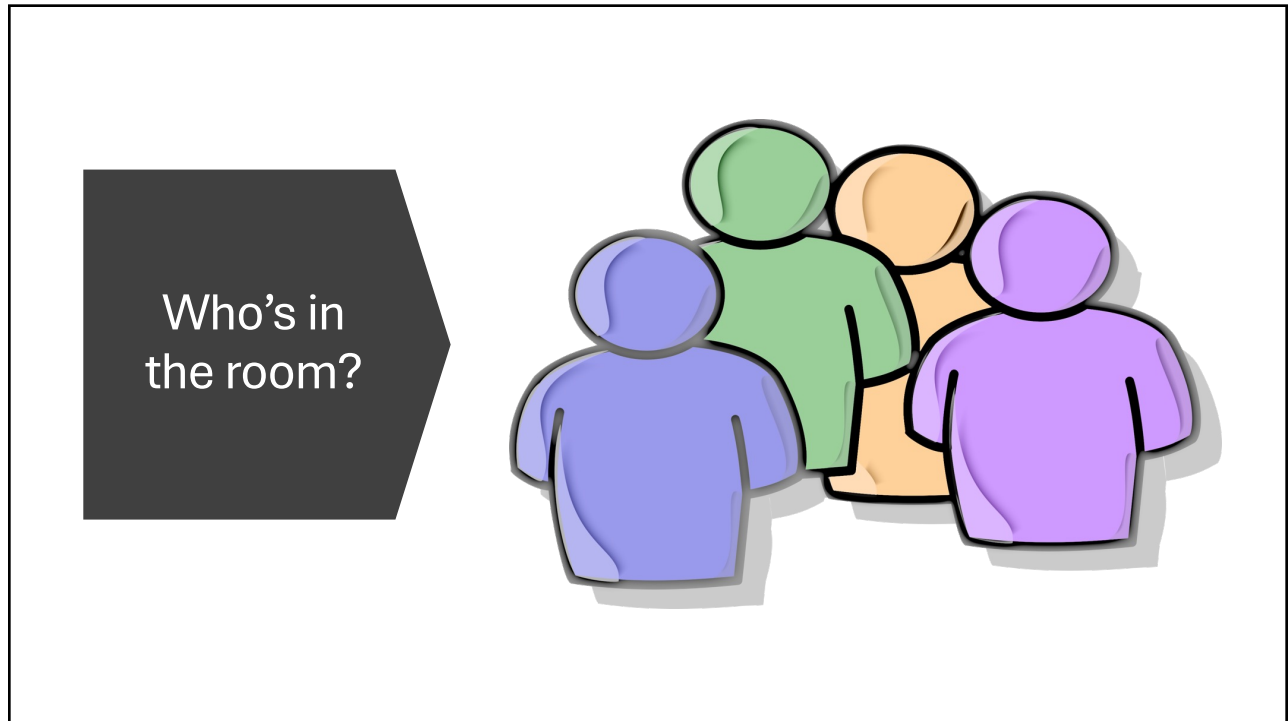
Discuss some of the challenges associated with mid-level leadership.



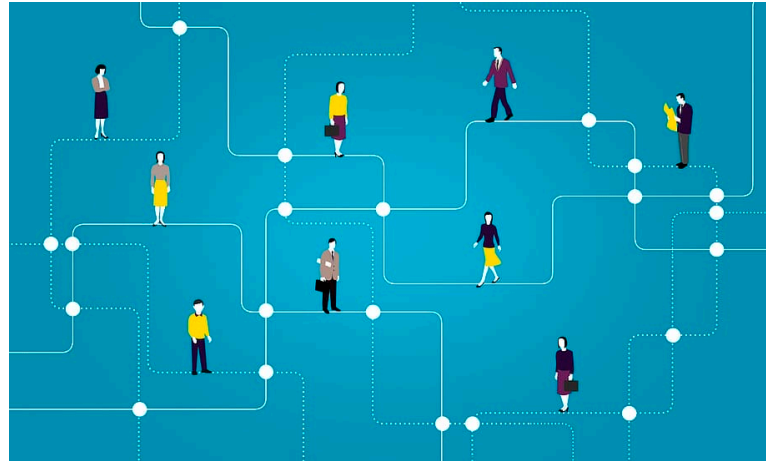
Outline important on-the-job and social learning activities that help prepare individuals for the transition.



Identify activities you can implement to begin preparing for a successful transition.



What are
some of the
challenges?



Challenges with Current Processes

Lack of understanding of the role

Limited resources

Limited training

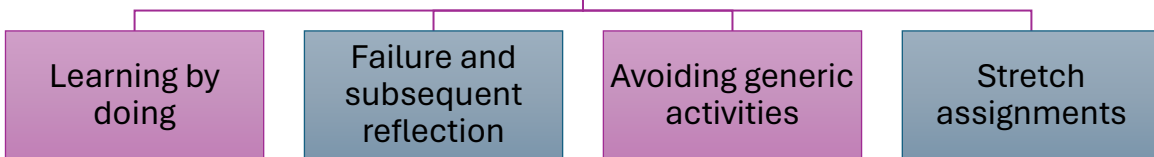
Lack of
applicable and
accessible
development
opportunities.

What on-the-job and social learning activities are good?



Effective On-The-Job Learning Activities

Targeted learning through trial and error with reflection-in-action.



Effective On-The-Job Learning Activities

Activities that foster an understanding of and ability to work with a variety of people effectively.

Communication and
collaboration

Caring about people

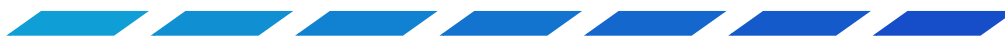
Mentoring/Social Learning

Develop collaborative, mutually beneficial relationships with a variety of colleagues.

- Relationships are essential
- Problem solving with others
- Mentoring can be bidirectional or occur without knowledge

Mentoring/Social Learning

Partner early formal mentoring with organic yet semi-structured informal mentoring.



Informal needs structure



Formal is primarily informational




Organic/ authentic



Most Important Activities

Activity
<p>Understanding the job What's written and what's unwritten; prioritization; policies and procedures; budgeting; structure of higher education entities</p>
<p>Managing your people Know their personalities, strengths, and motivations; interpersonal communication; relationship development; engaging in difficult conversations; managing fires; diversity, equity, and inclusion; supervision of former colleagues</p>
<p>Identifying resources for development and professional growth Build an intentional social network; access to needed training/resources</p>
<p>Developing your skills as a leader Identifying your strengths and opportunities for improvement; being confident in your decisions; learning to take criticism without taking things personally; learning to "fail forward" and "pivot"; transitioning from manager/supervisor to leader</p>



How can you start to prepare for the transition?

Activities to Prepare

Consider **formal training** to develop fundamental leadership and management skills, recognizing their generic nature appears to restrict their efficacy.

Identify opportunities for both **formal mentoring** and **semi-structured informal mentoring**.

While advancing technical skills is important, there is a need for greater focus on **development of affective skills**: interpersonal communication, conflict resolution, self-assessment, leading innovation and change, and fostering collaborative relationships across the organizational chart.

Activities to Prepare

Work with your supervisor to design, implement, and modify learning activities that **meet your individual needs** throughout your tenure.

Collaborate with HR to identify **purposeful, targeted, and scaffolded on-the-job and social** learning activities.

While temporal and financial limitations may prevent extensive training in all skills needed, it is reasonable to expect you should receive **training on a minimum set of skills before beginning** an appointment in midlevel leadership



Other ideas?