

LEADERSHIP CHALLENGE

KEY TO MOVING THE FUTURE OF GLOBAL DIETETICS IN THE 21st Century

Beatriz Dykes, PhD, RDN, LD, FADA, FAND
Thai Dietetic Association
Bangkok, Thailand
February 4, 2018

Beatriz Dykes, PhD, RDN, LD, FADA, FAND

- **President, Bea Dykes & Associates, Inc. Dayton, Ohio**
- **Fellow, Lifetime. The Academy of Nutrition & Dietetics (AND)**
- **Adjunct Professor, Lehman College, City University of New York**
- **Serv/Safe Certified Faculty, National Education Foundation. IL.**
Balik Scientist. Department of Science & Technology (DOST).
The Government of the Philippines.
- **Honors Committee, Nominating Committee, Delegate, HOD-PID,**
Diversity, State, FADA. The Academy.
- **Visiting Professor, The University of the Philippines.**
- **Founder, Chair, Professor, Dietetics & Nutritional Management**
Department. Sinclair Community College, Dayton, Ohio.
- **2009 Most Distinguished Member, Dietitians in Health Care**
Communities (CD-HCC).
- **Medallion Recipient. The Academy.**
- **Service Award. Wimpfheimer-Guggenheim – The Academy**

Objectives

- Discuss the types of leadership and determine which are appropriate in various professional settings.
- Focus on the leadership training needed in the practice of dietetics.

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

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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

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.”

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 is Leadership Important?

- “If 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?”

Leadership is an honor & privilege, not a right!

True leaders understand that the leadership of people is a transformation process that will better both you and the team

Academy Leaders



“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.”



Self As Leader A Leadership Model

Broad Competencies

- Conceptual Leadership
- Community Leadership
- Performance Leadership
- Strategic Leadership

Specific Skills

- Team Building
- Communicating
- Appreciative Inquiry
- Mentoring
- Governing

Appreciative Leaders

■ Instead of:

- Compensating for weakness
- Criticizing people for failure
- Worrying about what to do about people & processes that aren't working well

■ 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 Gift of Leadership

- Understand and learn to deal with today's volunteer
- Ask the right people the right way
- Identify new ways to get people “involved”
- Be sure everyone gets “paid”
- Learn to “give and receive” The Gift of Leadership

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.”

Kerry Bunker, Center for Creative Leadership

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.
- Motivation- passion to work for reasons beyond money or status; drive to achieve.

Components of Emotional Intelligence

- Empathy- ability to understand the emotional makeup of others; sensitivity to peoples' needs.
- Social skills- effective in managing relationships and building teams.



Current Research - Example

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

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

Bennis & Thomas

Leadership Practice Inventory

Kouzes & Posner

Leadership Practices Inventory

- Challenging the Process – leaders take risks, innovate, and experiment
- Inspiring a shared vision – leaders invent the future and enables others to become excited about this vision
- Enabling others to act – leaders encourage teamwork and collaboration, empowering others
- Modeling the way – leaders lead by example.
- Encouraging the heart – leaders recognize the work of others and encourage others when they become exhausted, frustrated, or disenchanted

The Future of Leadership Development

- Leadership competencies will still matter
- Globalization of leadership concepts will occur
- Increased importance of technology
- Increased interest in the integrity and character of leaders
- Demand to demonstrate return on investment
- New ideas about nature and development of leadership

The Academy: Leaders and the Future Dietetics Practice



Leadership Characteristics

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



Leaders and Leadership

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

Leadership Development

- 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 professional.

Leadership Development

- Technical skills do not and will not guarantee our success.
- Recognize that that ALL professionals and members can be leaders but leaders at different ages.
- We must build a system of mentoring and teamwork to move the profession forward.
- Building member's leadership skills builds the profession.

Transformational Leadership

Leadership -

that inspires followers to
become motivated to work
towards organizational rather
than personal goals

Transformational Leadership

Occurs when leaders transforms or change their followers in ways that lead the followers to:

- Trust the leader
- Perform behaviors contributing to achievement or organizational goals
- Perform at high level

Bass, 1985, 1986

Attributes of Transformational Leaders

- Charisma
- Intellectually Stimulating
- They are change agent and engage in developmental consideration

Transformational Leadership As Change Agents

- Inspire members of their organization to achieve more than they thought possible.
- Pay attention to concerns and developmental needs of individual followers
- Help followers look at old problems in new ways
- Able to excite followers to perform extra effort to achieve group goals

Qualities of Transformational Leaders

- Focus
- Self-assurance
- Communication
- Empowerment
- Trust
- Organization
- Respect
- Vision
- Risk-taking
- Culture

Transactional Leadership

- Leadership that focuses on clarifying the roles and responsibilities and the use of rewards and punishments to achieve goals.
- Transformational leadership often contrasted with transactional leadership.

Leaders Who Deliver

- Share maximum information
- Use power mindfully and vigilantly
- Create condition to motivate others
- Performance and results minded
- Review wins and losses equally
- Are responsible
- Mindful in using their power

Stephanie Fabian

Why the Need for Leadership?

The Future Is Ours – Accept the Challenges!

- Technological, social, political, global & environmental forces are significantly reshaping the country.
- Keeping up with the relevant science, education, and technology will be an increasing burden to professionals
- The competitive space of the profession is being seriously challenged

The Future Is Ours – Accept the Challenges!

- The profession has to be relevant to more people in more circumstances, at more life stages, and in more cultures
- Any “crisis-opportunity,” that the profession and its members are uniquely prepared to address.
- Although it may not have been a forefront issue, privacy will become a bigger & more important concern.

*The Future Is Ours –
Accept the Challenges!*

**More issues will be global
with the interchange of
standards and regulations**

MIG Leaders in the MIGs



Asian Indians

Chinese
Americans

Fifty Plus

Filipino
Americans

Jewish

Latinos and
Hispanics

MIG Members – FNCE 2017



Leadership? Change?

Dietetic Programs?

- Undergraduate
- Graduate
- Post-graduate

Dietetic Practices?

- Specializations

Emerging Leaders?

- Dietetic Students

THE ACADEMY OF NUTRITION AND DIETETICS (AND)

- Founded in Cleveland, Ohio. 1917
- Source for trust-worthy, science-based food and nutrition information.
- As the world's largest (over 75,000 members), the AND. is committed to improving the nation's health and advancing the profession of dietetics through research, education, and advocacy.

Dietetics Profession

Based on food, a fundamental element in all humans' lives and a vehicle for improving health and welfare

- Community
- Food Systems Management
- Research
- Education
- Clinical settings

DIETETIC PRACTICE GROUPS (DPGs)

- Behavioral Health
- Clinical Nutrition Management
- Dietitians in Health Care Communities
- Diabetes Care and Education
- Dietetic Educators of Practitioners
- Dietetic Technicians in Practice
- Dietitians in Integrative and Functional Medicine

DIETETIC PRACTICE GROUPS (DPGs)

- Dietitians in Business and Communication
- Dietitians in Nutrition Support
- Dietitians in Sports, Cardiovascular and Wellness
- Food and Culinary Professionals
- Healthy Aging
- Hunger and Environmental Nutrition
- Management in Food System and Nutrition

DIETETIC PRACTICE GROUPS (DPGs)

- Research and Medical Nutrition Practice
- School Nutrition Service
- Nutrition Educators of Health Professionals
- Oncology
- Nutrition Entrepreneurs
- Pediatric
- Vegetarian

Dietitians in Health Care Communities DPG

First DPG, 1975

Past Chair at an A.N.D meeting



Member counseling a Navajo couple



MEMBER INTEREST GROUPS (MIGs)

- Chinese American Dietetic Association (CADN)
- Fifty Plus in Nutrition and Dietetics (FPIND)
- Filipino Americans in Dietetics and Nutrition (FADAN)
 - Fosters networking, mentoring, and support for professional issues unique to Filipino American dietetic professionals focusing on the diverse culture and ethnicity of the population

MEMBER INTEREST GROUPS (MIGs)

- Latinos and Hispanics in Dietetics and Nutrition (LAHIDAN)
- Muslims in Dietetics and Nutrition (MIDAN)
- National Organization of Black Dietitians and Nutritionists (NOBIDAN)
- National Organization of Men in Nutrition (NOMIN)

FADAN MIG

- Started as FADA (Filipino American Dietetic Association) in 1984.
- Sixth Member Interest Group in June, 2009.
- Over-all objective: Foster a networking, mentoring, and support system sensitive to the professional issues unique to the Filipino American members of the ADA.
- Web site: <http://www.fadanmig.org>

Member Interest Groups (MIGs)

Chairs from the

LAHIDAN

FADAN

CADN

FADAN EC Member - FNCE



Conclusion

Dietetics and nutrition professionals need to anticipate and prepare for changes today and in the future. The status quo is no longer appropriate or sufficient to meet today's challenges.

The 21st century dietetic practitioners will continue to see changes in information technology, the demographic composition of the world, personal lifestyles, and health care delivery systems.

Today, more than ever, leadership skills are needed.

“Find the need and
endeavor to meet it”

David Sinclair

“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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Thank you

Bea

bdykes@cinci.rr.com

