CONTEXTUAL INTELLIGENCE

NAVIGATING LEADERSHIP COMPLEXITY AND CHANGE

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None, but...
To give YOU some new tools and “ideas-for-thinking” that make YOU a better leader in turbulence.
Let’s Talk Domains...

DOMAIN 5

Healthcare Administration and Professional Responsibility: Integrating best practices in policy construction and implementation, documentation and basic business practices to promote optimal patient care and employee well-being

SKILL IN
- Formulating and managing budgets
- Using computers, various software and various technologies
- Formatting and presenting data
- Applying various search methods for resource allocation
- Communicating effectively
- Collaborating with professionals (e.g., team or departmental strategies)
- Providing leadership appropriate to situations and people

TASK STATEMENT 1
Evaluate organizational, personal and stakeholder outcomes.
Frequency of Leadership Behaviors Among Athletic Trainers in University Settings

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Context: Leadership has been reported to be an important factor in the practice of athletic training. However, no research has identified the frequency in which leadership is practiced by athletic trainers.

Objective: To explore and compare the frequency with which athletic trainers practice leadership in their athletic training and non-athletic training roles.

Setting: Survey design using athletic trainers in clinical and academic roles.

Patients or Other Participants: One hundred one athletic trainers in university settings (66% program directors; 31% university-based clinicians), yielding a 12% response rate and a satisfactory effect size (d = 0.73); mean age of respondents was 41 ± 9.5 years, mean experience was 18 ± 9.0 years, and 96% of respondents had at least a master’s degree.

Main Outcome Measure(s): Frequency of leadership behavior by athletic trainers was assessed using the Frequency of Leadership in Athletic Training Scale (FLATS). Data on frequency of use were organized by different demographic variables and between athletic training roles and leadership in and outside of athletic training.

Where should you show more leadership, but DON’T?
Get your gear!

You won’t get better unless you plan to interact with the content and write down key ideas AS THEY OCCUR...
What is your leadership philosophy?

Does your leadership philosophy account for context?
Leadership philosophy foundations... getting you started.

Ontology
The essence of being

- Am I a leader?
- Is my leadership real? (does it transcend role)
- What is leadership?

Epistemology
The essence of knowing

- How do I know if I am leader?
- How do I know what leadership is?

Axiology
The essence of value/utility

- How is a leader perceived?
- What value does leadership provide (and to who)?
Unlearning

My challenge to you is...

Relearning
“A pilot must of necessity pay attention to the seasons, the heavens, the stars, the winds and everything proper to the craft if he is really to master the ship.”

- Plato
Contextual Intelligence is fundamentally about “reading” the environment in real time and knowing the best (or most valued) course of action

(Kutz, 2017)
3 key outcomes of CI
(what you can do with this new superpower)

1. Benefit from unexpected change.
   - Increases buy-in of your team
   - Helps you identify more external and internal influences

2. Accelerate your ability to contribute in a new or unfamiliar context.
   - Increases your credibility

3. Understand why in one context you flourish, but struggle in another.
   - Increases awareness of your own values and ideas
Make a list...

1. Make 3 columns on a sheet of paper...
2. At the top of each column write the names of contexts you are currently engaged in right now.
3. Write down the biggest challenge there are to accurately reading the different environments that you must navigate.
The Context Equation

Context = me + you + ∞

Technically, context is of Latin origin (contextere), meaning to weave together; and was used to describe the textiles and fabrics sewn together into a tapestry.
Shining a New Light on Intelligence

Performance matters someone is always keeping score

*Intelligence* is the ability to contribute meaningfully in multiple (or diverse) contexts with minimal learning curve.
Get out your 3 column list...

1. Try to identify 5-8 variables or factors that influence or affect the outcomes or perceptions of your 3 contexts.

2. Then... specify if what you have identified is of internal or external origin.
Real time application contextual intelligence requires... RKA Process

- **Recognizing**: the shifting dimensions of a situation or environment.
- **Knowing**: what behaviors are deemed important in a "shifted" situation.
- **Adjusting**: your behavior to exert/maintain influence in the "shifted" situation.
Perspective matters, but context matters more!
Complexity

Complication
8 ways to build complexity into your thinking

1. Identify and challenge your own heuristics.
2. Learn something new.
3. Routinely do something unfamiliar.
4. Expand your reading repertoire (not more, but different).
5. Pick your hobby back up!
6. Travel to new cultures (and immerse yourself in it).
7. Learn about competing perspective to your worldview.
8. Serve in your community along side someone with an opposing view.

(adapted Guglielmo & Palsule, 2016)
What is one way you will build complexity into your thinking and decision routine?
VUCA alters key meaning

Loyalty  Work/Life  Experience
Bias for one... time [orientation] over another is associated with weaknesses... that can hinder us if we do not understand them.”

(Peg Thoms, 2004)
I will live in the Past, the Present, and the Future. The Spirits of all Three shall strive within me. I will not shut out the lessons that they teach!

- E. Scrooge, *A Christmas Carol* (Charles Dickens)
What Christmas ghost are you most in need of a visit from and why...?
Practice Inventory – Be your own Christmas Ghost

**Hindsight**

1. How have my experiences defined me?
2. Which experiences bias my responses to new things?
3. Who is the BEST ‘critic’ of my experiences?

**Foresight**

1. How well do I describe to others the ideal future?
2. What specifically must I do to navigate the obstacles?
3. How many influencing variables can I identify?

**Insight**

1. What is currently affecting my attitudes and behaviors?
2. What opportunity is presenting itself right now?
3. What filter (experience) has colored my view of what I am looking at right now?
Questions, comments, closing thoughts or key take-a-ways to share...?

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