

Experiences and Perceptions of Leadership Characteristics and Leadership Development of

Advanced Musculoskeletal Physiotherapists in Canada

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Background

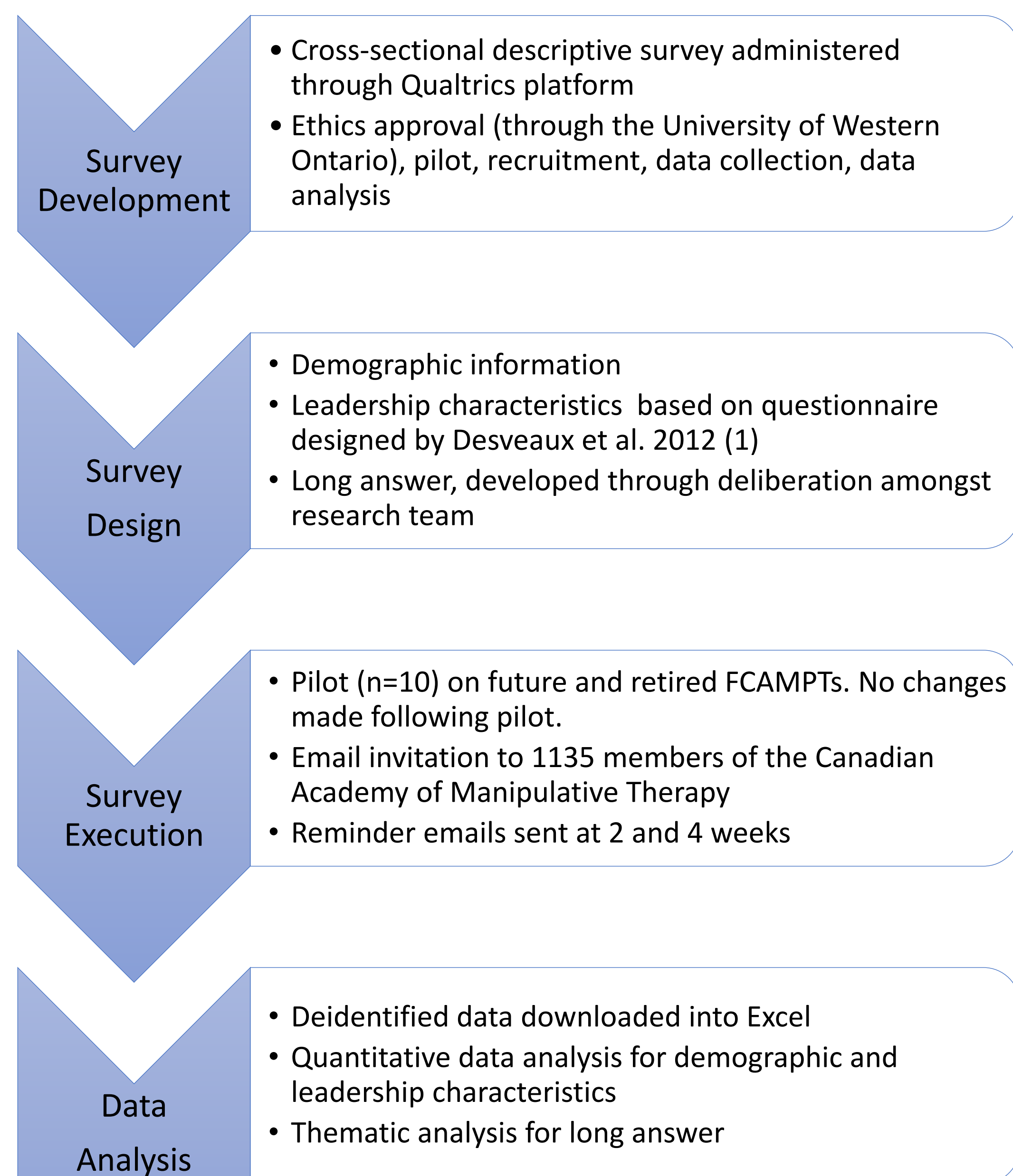
Research investigating Canadian physiotherapists' (PT) perceptions of leadership has identified important characteristics of leaders in the workplace setting, healthcare system and society (1). However, it is unknown if the perceived value of these characteristics differ for advanced musculoskeletal physiotherapists - Fellows of the Canadian Academy of Manipulative Physiotherapy (FCAMPTs). Limited research is available regarding leadership development opportunities for the physiotherapy profession in Canada.

Purpose

To explore FCAMPTs' experiences and perceptions of leadership characteristics and development in Canada.

Methods

Figure 1: Outline of study methodology



Results

Demographics

- Of 1132 FCAMPTs the response rate was 14% (12.5% completed the first two sections and 9.2% completed all three sections)
- All Canadian regions were represented except for the territories
- 56.0% were female and 15.6% self-identified as a minority
- 64.2% had an entry level bachelor degree, 52.8% had a Science/Clinical Master's degree and 38% had under 5 years of experience as an FCAMPT
- Most practice in the Urban/Suburban area (86.8%) and 87.9% within a private practice setting

Leadership Characteristics

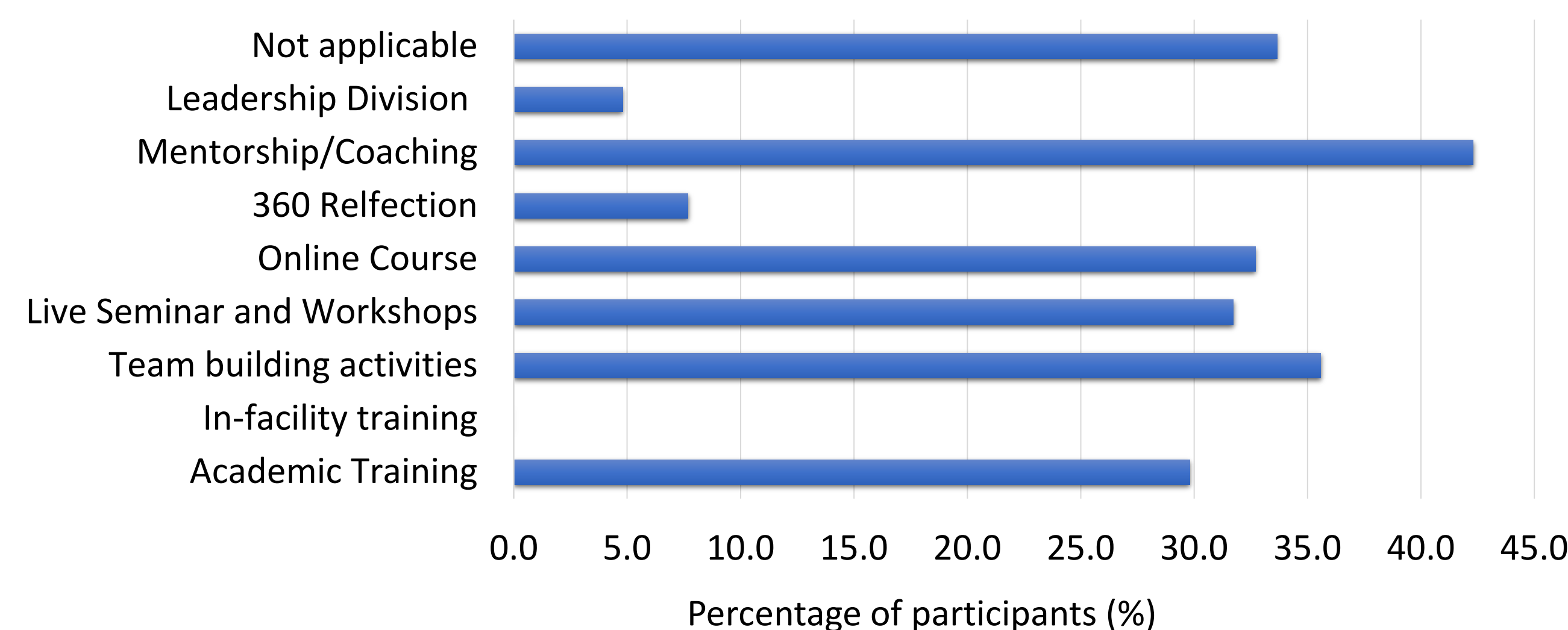
Table 1: Characteristics rated as extremely important across three settings

Workplace		Healthcare System		Society	
Characteristics	% of participants	Characteristics	% of participants	Characteristics	% of participants
Professionalism	82.3	Professionalism	74.5	Communication	60.3
Communication	79.4	Communication	70.2	Professionalism	59.6
Adaptability	75.9	Adaptability	61.0	Empathy	59.6
Empathy	74.5	Empathy	59.6	Adaptability	52.5
Credibility	73.8	Credibility	55.3	Social Skills	45.4
Motivating	73.0	Vision	53.2	Self-Regulation	41.1
Social Skills	66.0	Active Management	49.6	Credibility	36.2
Self-Regulation	61.7	Motivating	47.5	Vision	34.0
Active Management	61.0	Social Skills	46.1	Active Management	33.3
Delegation	58.9	Self-Regulation	45.4	Self-Awareness	32.6
Self-Awareness	52.5	Delegation	43.3	Motivating	31.2
Vision	46.1	Business Acumen	36.9	Delegation	29.1
Business Acumen	44.7	Self-Awareness	35.5	Extroversion	21.3
Extroversion	31.9	Social Dominance	22.0	Social Dominance	21.3
Social Dominance	24.8	Extroversion	21.3	Business Acumen	19.9

Legend: Light Orange = Highest valued Dark Orange = Lowest valued

Leadership Development

Figure 1: Leadership development



- 33.7% did not engage in leadership development
- 42.3% participated in non-formal training (mentorship/coaching) and 35.6% in team building
- 4.8% of members received leadership development through the Leadership Division of the Canadian Physiotherapy Association

Leadership Perceptions

Figure 2: FCAMPTs' perceptions of leadership roles (blue = positive, grey = negative)

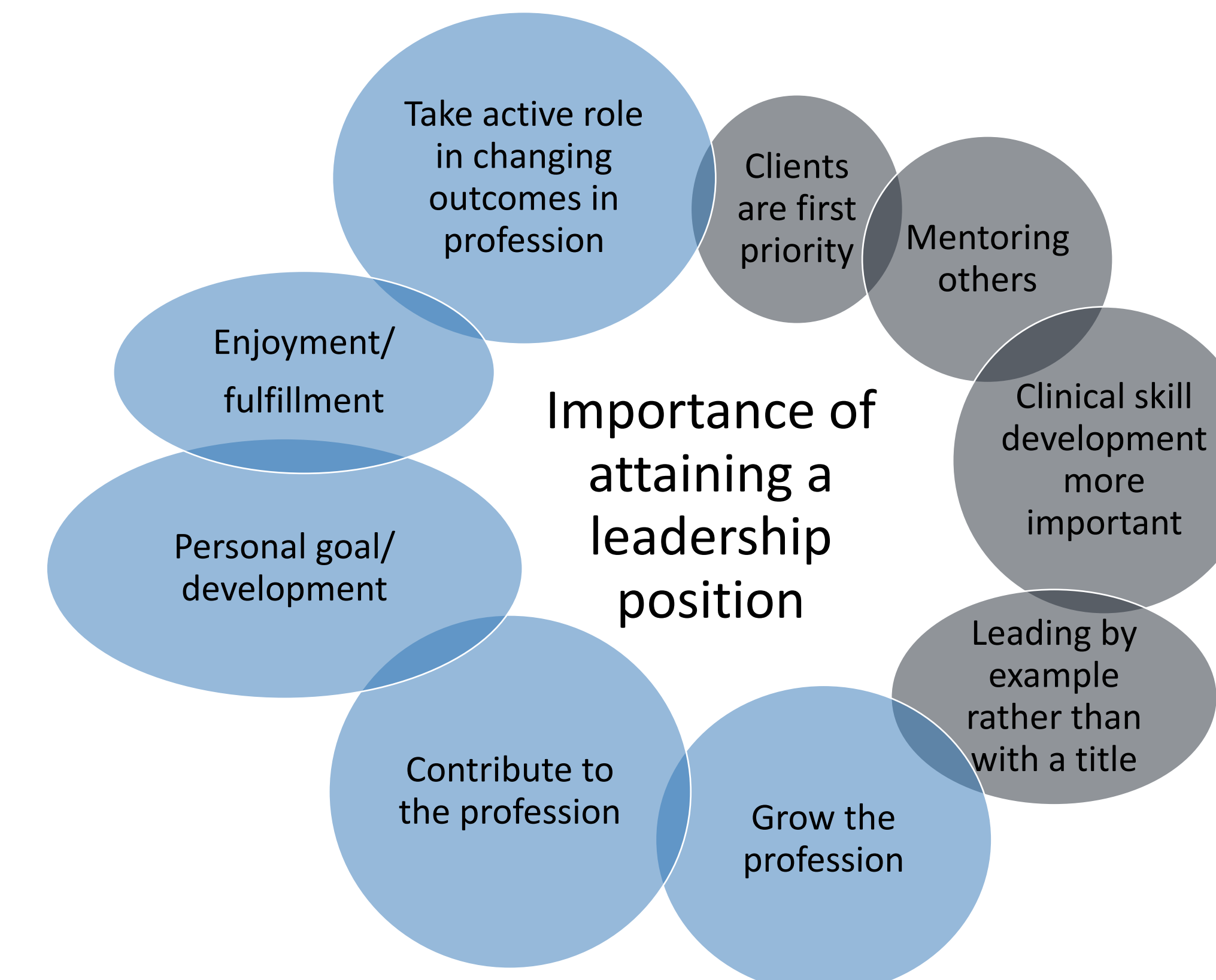
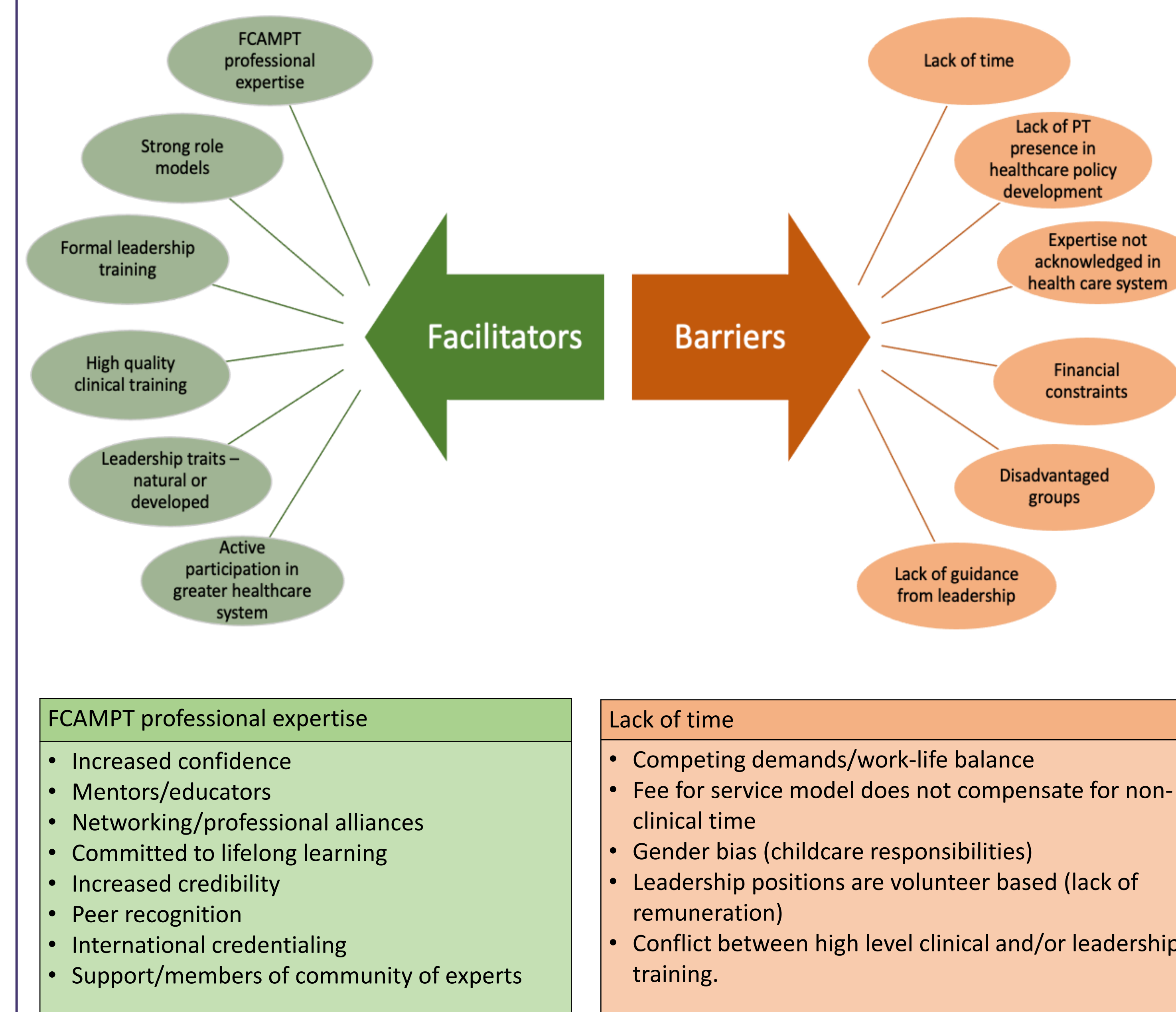


Figure 3: Facilitators (green) and barriers (orange) to leadership development and roles



Discussion

- Professionalism and communication are the most important leadership characteristics, similar to the findings of previous studies (2)
- Unique to FCAMPTs, adaptability and empathy were also highly rated, as demonstrated during the current pandemic
- A large gap exists between perceived importance of leadership and the amount of development
- Incomplete understanding of the diversity of leadership roles in the physiotherapy profession and greater healthcare system
- Need for leadership was expressed, however significant barriers to development and limited leadership opportunities were identified

Limitations

- Low response rate may have been magnified by survey fatigue and technical difficulties
- Participation-bias may exist as those that completed the survey may not represent the views of FCAMPTs as a whole
- FCAMPTs particularly interested in leadership may have contributed to self-selection bias

Conclusion

Adaptability and empathy were highly valued by FCAMPTs along with professionalism and communication. Most have not participated in formal leadership training. FCAMPTs outlined a variety of barriers to assuming leadership roles and to leadership development. Next phase will be to further explore leadership through semi-structured interviews and interpretive phenomenological analysis.

References

- Desveaux L, Nanavaty G, Ryan J, Howell P, Sunder R, Macdonald AA, Taylor JS, Verrier MC. Exploring the Concept of Leadership from the Perspective of Physical Therapists in Canada. *Physiother Can* 2012; 64(4):367–375.
- McGowan E, Martin G, Stokes E. Perceptions of Leadership: Comparing Canadian and Irish Physiotherapists' Views. *Physiother Can* 2016; 68(2):106–113.