



# USS: Leadership Panel

## Preparing for Executive Leadership: Lessons Learned and Tips for Success

### FACILITATORS:

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# Introduction

- ▶ Military Physician Assistants (PAs) have supported the military by ensuring the military force is both ready to fight today and prepared for the challenges of tomorrow.
- ▶ Since the inception of the PA profession, military PAs have demonstrated that they are versatile and adaptable force multipliers, performing essential work in a variety of environments ranging from combat outposts to clinics and command suites.
- ▶ Vast changes in the role of the PA, and in the opportunities for PA development, which includes opportunities in executive leadership. Military PAs have a dual role in being clinicians and being leaders.
- ▶ The panel will discuss their experiences by sharing lessons learned and tips for success in executive leadership that will help all audiences, military and civilian, in navigating their careers especially those who have aspirations to take executive leadership roles.

# Disclaimer

- The authors have no personal disclosures
- The opinions or assertions contained herein are the private views of the author(s) and are not to be construed as official or as reflecting the views of the Department of the Army or the Department of Defense

# Pre-test

1) What is the definition of a manager?

- a. One who sets the direction of the organization
- b. Always ready to accept tasks
- c. One who gives direction and oversees the task execution
- d. One who moves behind someone

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3) What is the definition of a follower?

- a. One who manages the work
- b. One who acts as part of a team and assists in achieving an effort
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# Agenda

- Introduction
- Disclaimer
- Pre-test
- Agenda
- Learning Objectives
- Military PAs and Leaders
- The military PA as a clinical and leader
- The Triad: Leader, Manager, Follower
- Importance of the Triad
- Panel Discussion on Tips and Lessons Learned in The Triad
- Conclusion
- Discussion/Questions
- Post-Test
- References

# Learning Objectives

1. Explain the importance of the role of the military clinician as also being a military leader
2. Explain the importance of leaders, managers, and followers
3. Provide experiences and lessons learned from a panel of executive-level leaders

# Military PAs and Leaders

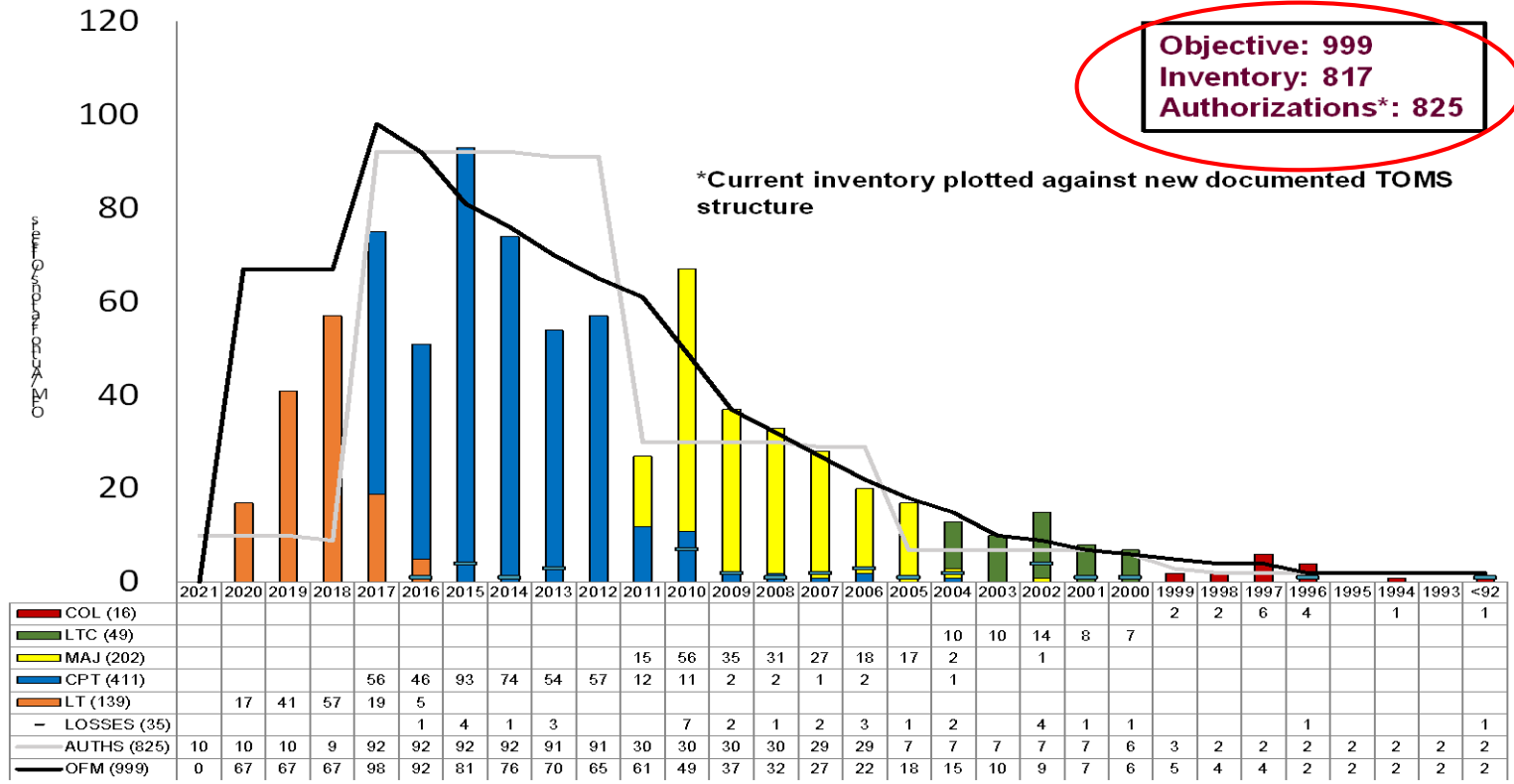


## 65D Physician Assistant

Summary by Promotion Year Group



**Objective: 999**  
**Inventory: 817**  
**Authorizations\*: 825**



- ▶ Demographics of the Army PA
- ▶ PA statistics over the years:
  - ▶ # PAs in Central Selection List (CSL) Level 1 Commands: 14
  - ▶ # PAs in Central Selection List (CSL) Level 2 Commands: 6
  - ▶ # PAs in Senior Nominative Commands: 2

# The military PA as a clinician and leader

- ▶ Military PAs are groomed early to serve simultaneously as both clinician and leader
- ▶ Military PAs have a myriad of specialization and certification opportunities
- ▶ Attend requisite leader training as per the training domains
  - ▶ Institutional/operational/self-development

# The Triad: Leader, Manager, Follower

- ▶ Leaders are visionaries, catalysts for change, and build trust in the organization
- ▶ Managers implement the plans and processes to achieve the leader's vision, they monitor, measure, and assess progress.
- ▶ A leader cannot exist without followers, followers willingly go where the leader leads

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**“The good news - nearly 100% attendance for the Leadership Seminar. The bad news — now everyone thinks they are in charge.”**

# Leading, Managing, Following Attributes



## Qualities of Effective Followers

- Loyal, effective team player with a contagious attitude
- Always ready to accept tasks
- One who remains positive in changing or confusing situations
- Regards peers well and is well-regarded
- Acts for the good of the team, as well as self
- Competent
- Dedicated
- Honest, Sincere
- Strong, Independent

# Importance of the Triad

- ▶ The ideal concept is a proper blending of the right mixture of leadership, management, and followership at the right place and right time
- ▶ When one is unsure of whether they are a leader, manager, or follower, the organization will suffer
- ▶ Distinguishing the roles of leader, manager, follower will enable the individual to exercise the right set of skills appropriate to their role





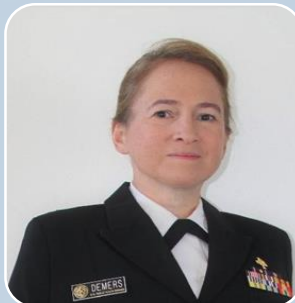
# Panel Members



Col Melanie  
"MJ" Ellis  
USAF  
Director,  
Interservice  
Physician  
Assistant  
Program,  
JBSA-Fort Sam  
Houston, TX



COL James  
Jones  
USA  
Director,  
Medical  
Capability  
Development  
Integration  
Directorate  
(MED CDID),  
JBSA-Fort Sam  
Houston, TX



CDR Katherine  
Demers  
USPHS  
Program  
Manager,  
Womack Army  
Medical  
Center Intrepid  
Spirit,  
Fort Bragg, NC



LCDR Michael  
Evans  
USN  
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Branch Clinics,  
Navy Medicine  
Readiness and  
Training  
Command,  
Quantico, VA



LCDR Ian Marks  
USCG  
Health, Safety  
and Work-life  
Senior PA,  
Norfolk, VA

# Panel Discussion on Tips and Lessons Learned on The Triad

- ▶ What lessons have you learned at the executive-leader level?
- ▶ Can you share an example of when you had to lead, manage or follow?
- ▶ Do you believe there is a difference between leading and managing? Is one more important than the other?
- ▶ What experiences enabled you to be a good leader or a good manager?
- ▶ Any additional tips and lessons learned you want to share?

# Conclusion

- ▶ In order for PAs to advance in their careers in the leader domain, they must build upon their leadership, management, and follower experiences to serve at the executive-level of an organization





# Discussion/Questions

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