

Leadership Evolution and Philosophy Development

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2025 ALATA Encore-Uhler Sports Medicine Symposium

July 19, 2025 Vestavia Hills, Alabama



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Department of Physical Therapy



Conflicts of Interest



No COI to report regarding this presentation or its contents

Learning Objectives

- Identify a sample of the basic principles of leadership.
- Identify and employ one leadership technique in your own clinical setting.
- Develop an individual leadership philosophy.

Ground Rules

- Personal philosophy – should relate to social norms.
 - Should both challenge and grow social norms.
- Specific to this presentation.
 - Something you can employ today.
 - Something you can employ in the next month.
 - Something you can work to in the next year+.

What is Leadership?

- Google:
 - The ability to influence and guide individuals or groups towards achieving a common goal, encompassing skills like direction, motivation, decision-making, and fostering collaboration.
- Chat GPT:
 - Leadership is the ability to guide, inspire, and influence others toward achieving a common goal. It involves setting a vision, making decisions, and motivating people to work together effectively.
- Kyle:
 - Putting people in positions to be successful (making weighted decisions) while keeping the mission and vision of the entity at the pinnacle.

Leadership Evolution

- Very complex and ever changing.
 - Quite literally doctoral level programs training people in this.
- Break it down and pull pieces that help you and your practice.
- You do not need to be in a “leadership position” to be a leader.

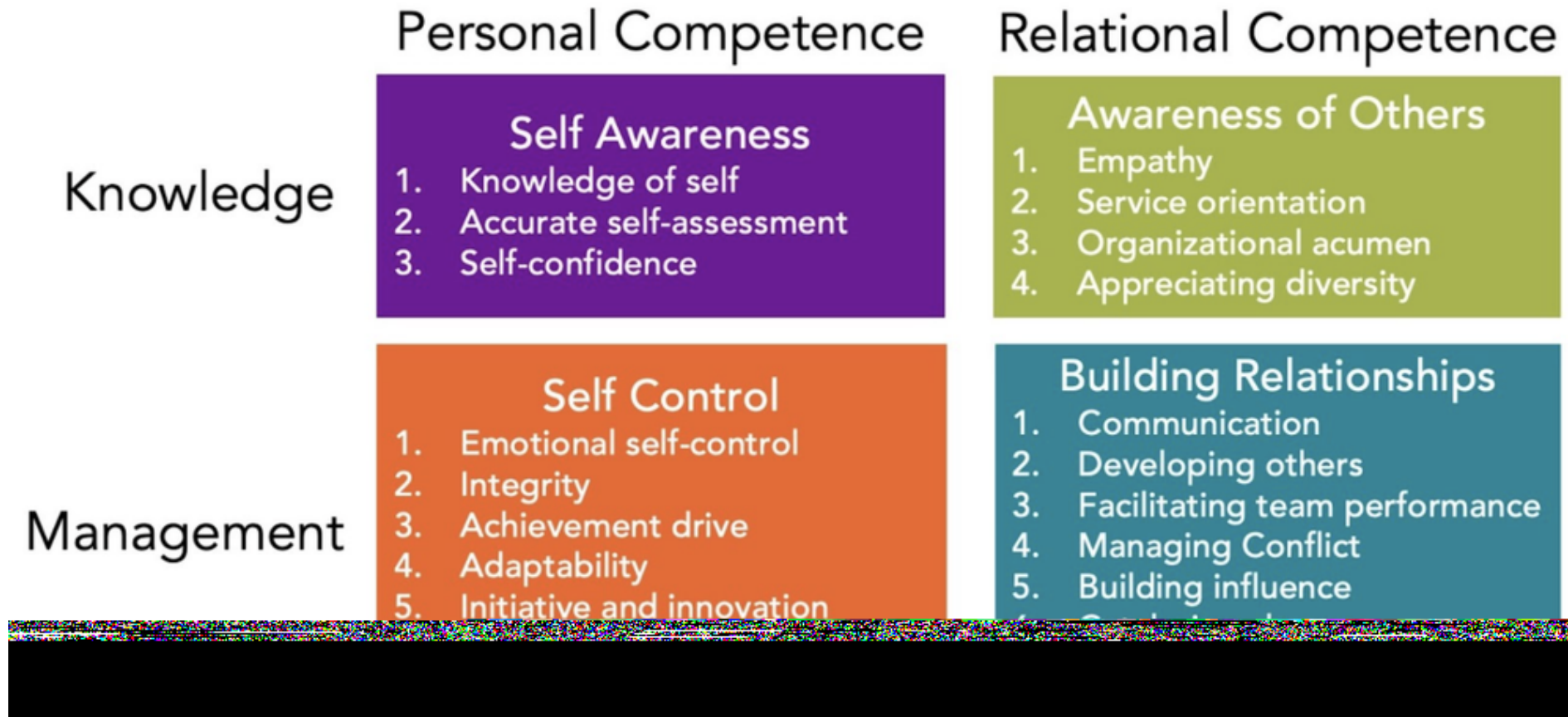
“The Herder Should Smell Like Their Sheep.”



Emotional Intelligence – What is it?

- The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically
- Being able to “read the room” –
- Being mindful to both you and those you are interacting with in respect to responses to certain stimuli
- “soft skills”

Emotional Intelligence Model



UNCONSCIOUS INCOMPETENCE

You are unaware of the skill
and your lack of proficiency

UNCONSCIOUS COMPETENCE

Performing the skill
becomes automatic

CONSCIOUS INCOMPETENCE

You are aware of the skill but
not yet proficient

CONSCIOUS COMPETENCE

You are able to use the skill,
but only with effort

Self-Awareness

- Acknowledge your emotions
- Become self aware with your emotions
- Dimasio – Individuals who score lower on self emotion awareness rating tend to be less fulfilled and rank lower on leadership scoring scales

Emotion and the Human Brain

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Awareness of Others

- Empathy (not sympathy)
- Service oriented
- Organization acumen - knowledge of systems, models, people, organizational structures, and processes that work together to make the(ir) enterprise healthy, or unhealthy.

Self Control

- Individuals with high emotional intelligence show high scores on self control
 - “cool, calm, and collected”
 - “stoic”
 - **Control what you can control.** Don't let what you can not control take away from what you can control.
- Achievement through adaptation
- Initiative and innovative driven



Building Relationships

- Communication – verbal, non-verbal, written, visual
- Centered on developing others
- Emphasized team performance over individual achievement
- Conflict resolution



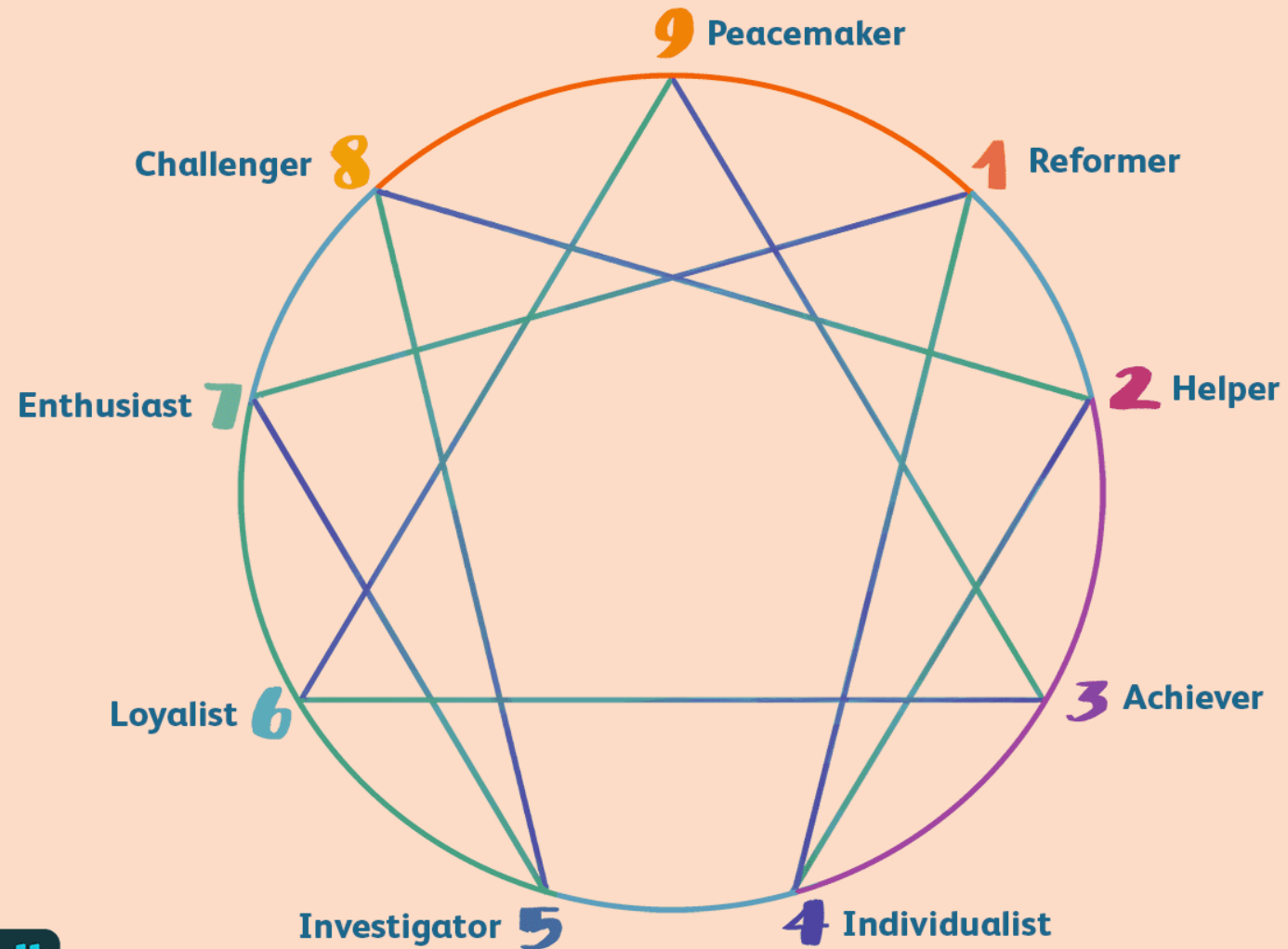
Contextual Intelligence

- The ability to adapt and apply what has been learned, such as skills and knowledge, in different scenarios/situations.
- “Being able to read the house, with all its different rooms.”

Grassroots of Emotional Intelligence

- Enneagram - is a model of the human psyche which is principally understood and taught as a typology of nine interconnected personality types
- 1952 Claudio Naranjo

The Enneagram of Personality



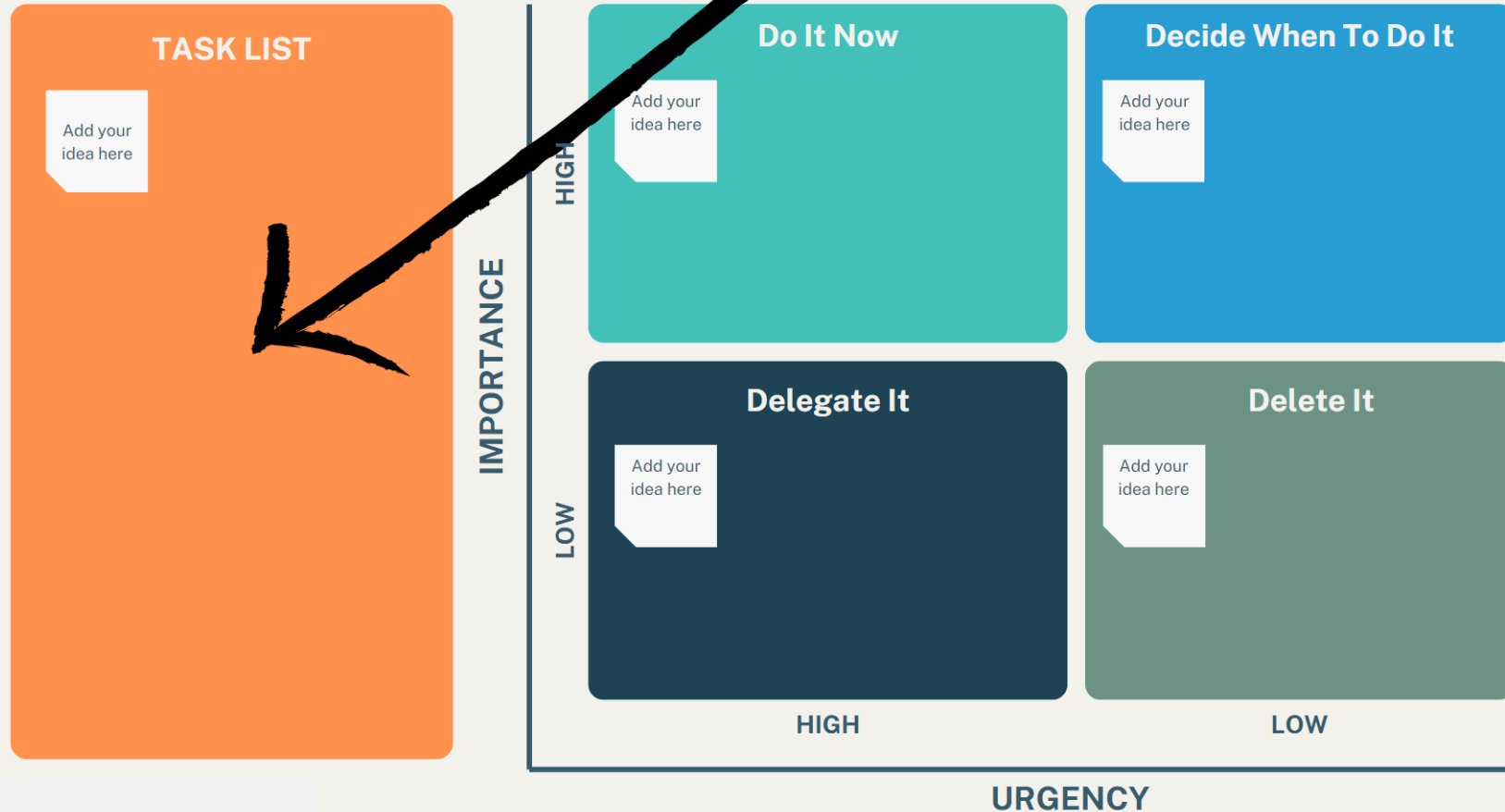
Why Does This Matter?

- Ultimately each personality responds to stimuli differently.
- Being able to identify personality types (emotionally intelligence) and have “on-line” correction (contextual intelligence) is crucial in the successful outcome.

Eisenhower Matrix

- Designed to make tasks succinct and easier/more organized to complete successfully.
- Not actually coined by Dwight Eisenhower, but he later attributed his works to the matrix.
- Really good leaders delegate.

Eisenhower Matrix



Peter Principle

- Individuals will rise to the level of incompetence in a hierarchy environment.
- Know this, so you don't become a victim of this.
- With proper resources, time, and emotional intelligence an individual can avoid the Peter Principle.
 - Social norms trend towards otherwise.
 - Know this, don't be an example of this.

Dilbert Principle

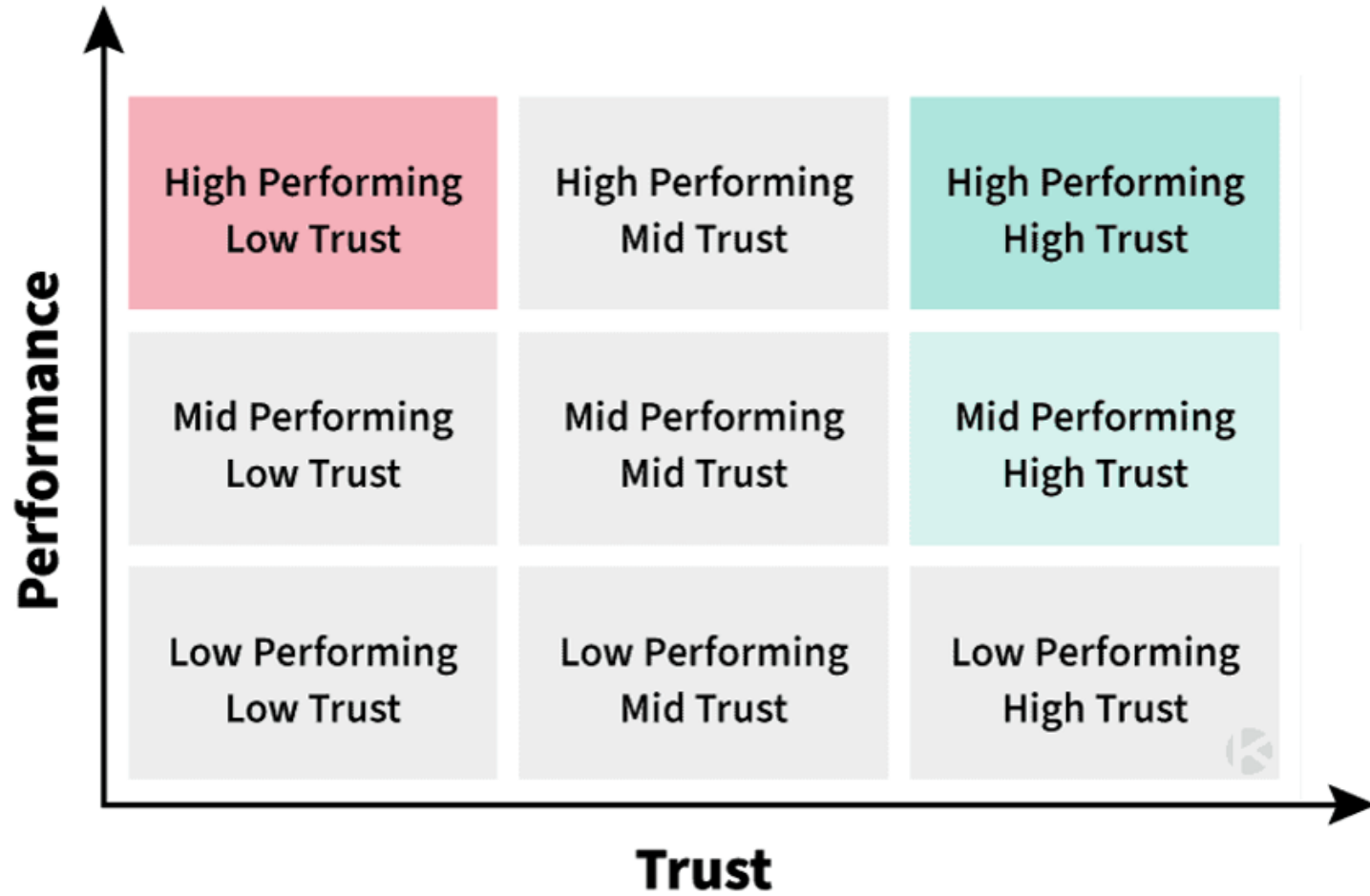
- Leadership principle where incompetent individuals will be promoted to make space in workflow environments for those who are competent.



Trust-Performance Paradigm

- Initially coined by the US Navy SEALs and made notorious by Simon Sinek.
- How does high achieving entities make choices on who gets delegated what tasks?

Performance vs Trust Matrix



How to Develop a Philosophy (any type)

- Start somewhere – usually reading someone else's or available examples
 - Kyles suggestions – Rehabilitation Philosophy, injury management, teaching, leadership, mentorship, professional development, etc.
- Contemplate and reflect – a lot!
- This is a growing ask for interviews/applications. In many cases it is replacing cover letters.
 - In a similar evolution CVs are replacing resumes.
- Review and update! Your philosophy may not change, but your communication skills will! (should at least).

Summary

- You don't have to be in a leadership "position" to be a leader.
- Leadership is constantly developing based on social norms.
- Eisenhower Matrix can help you be more organized and to most appropriately delegate tasks.
- Peter Principle and its antagonist the Dilbert Principle can help(or hurt if you have blind spots) you progress through leadership tiers.
- The Trust-Performance Paradigm can help you put people in positions to be successful.

Questions?

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