

April 2009



HIGHLIGHTS OF ACADEMY 2009 ORLANDO: HIRSCH SYMPOSIUM AND OVS PRESENTS

There are several programs I make a special point to attend at every Academy meeting. Two in particular are the Monroe J. Hirsch Research Symposium and OVS Presents.

The Hirsch Symposium is developed each year by our Research Committee, and is always an outstanding presentation. If you did not attend the previous two years' presentations entitled "The Bionic Eye," you missed the most intriguing insights on advancements in vision rehabilitation and regeneration: from more exotic specialty intraocular lens implants to microchips in the retina. This year, we have the opportunity to learn about how the brain adapts when devastating changes occur in both visual and auditory inputs. An international array of superb researchers will share their discoveries. The Hirsch Symposium will be an excellent way to delve deeper into the topic of long-term deprivation and perception which will also be the topic of this year's Plenary Session.

OVS Presents is another outstanding program that has been arranged by our journal's editor, Dr. Tony Adams. The Academy's journal, *Optometry and Vision Science*, offers you articles that have direct clinical relevance for any practitioner. Over the past few years, it has been the top ranked journal in optometry. A few years ago Dr. Adams decided to offer a rapid-fire CE program bringing together all of the authors of one of the specialty issues to present their discoveries to a live audience. It is a unique presentation, as the presenter is only allowed to use two slides, and state their case in five minutes. The remaining ten minutes is open to the audience for questions. There is always lively interaction in these sessions. You will pick up many pearls of wisdom from these talented researchers.

I look forward to seeing you at these two outstanding programs when we meet in Orlando this November. See below for Dr. Mert Flom's latest "Leadership Keys" offering.

LEADERSHIP KEYS

2: THE ACADEMY AWARDS AND "CHANGE LEADERSHIP" — A DREAM

Merton C. Flom, O.D., Ph.D., F.A.A.O.

The other night I dreamt I was at Hollywood's Academy Awards ceremony. An Oscar was being presented for the best leadership movie — called "Four Kinds of Change Leadership." My contorted dream suddenly switches to our Academy's Awards

ceremony— where an Oscar is being presented for a table that shows, all in one view, the four kinds of “change leadership.” The table is revealing. It shows the strength and weakness of each kind of change leadership — and gives an Academy example. Freud aside, here’s the dreamy award-winning table. It should awaken you!

FOUR KINDS OF “CHANGE LEADERSHIP”

Strength (S) and Weakness (W)
Academy Example

WHO PROCESS	<u>An Individual</u>	<u>A Group</u>
<u>Personal Experience</u>	<p>(S): Change can be rapid. (W): Change may be unacceptable to others. May exceed authority.</p> <p style="text-align: center;">±</p> <p>The chairperson of the Academy Admittance Committee decides to change acceptance criteria based on a point system.</p>	<p>(S): Energy of people working together. (W): Process is slow; needs vigilance of direction.</p> <p>In 1922, nine optometrists, later many more, act to change optometry from a business to a profession.</p>
<u>Steps From Leadership Science</u>	<p>(S): Orderly steps simplify process. (W): Involved and affected persons have little input.</p> <p>Using leadership steps, Academy Board officer decides to change goals of Academy’s membership program</p>	<p>(S): Known steps and aligned groups create energy & plan. (W): Change process often slow.</p> <p>Group of Academy Fellows wants to change optometric organizations’ guidelines for corporate support of CE</p>

The Table shows that *change leadership* can be carried out by an *individual* or by a *group*. The process used to achieve the change can rely on *personal experience* or on *steps garnered from leadership science*. Thus, we have four kinds of *change leadership*. One stands out — the one boxed in the lower right, where a *group* uses *steps* provided by leadership science. This is known as the **“new” leadership, a form of change leadership in which a person no longer practices leadership, but participates in it — with others.**

Perhaps this “new” *leadership*, with its special strengths, deserves our Academy’s Award. If not, this “new” kind of *change leadership* surely deserves our serious, full attention.