

## REVIEW ARTICLE

## Leadership in Physiotherapy: A Narrative Review

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## ABSTRACT

Leadership in physiotherapy is essential for improving patient care, advancing the profession, and influencing healthcare policies. Strong leadership enables physiotherapists to guide teams, make informed decisions, and uphold high standards of practice. This narrative review examines leadership in physiotherapy, focusing on key leadership traits, common leadership models, challenges, and future directions for leadership development.

Successful physiotherapy leaders possess qualities such as effective communication, teamwork, problem-solving, adaptability, and the ability to inspire and motivate others. Leadership models in healthcare, such as transformational and servant leadership, are particularly relevant to physiotherapy. Transformational leaders drive positive changes, while servant leaders focus on the growth and well-being of their team members.

Despite its importance, leadership in physiotherapy faces challenges, including limited leadership training, workplace barriers, time constraints, and a lack of recognition for leadership roles. Many physiotherapists may not receive formal leadership education, making it difficult for them to take on leadership positions confidently.

To promote leadership development, physiotherapists should have access to structured training programs, mentorship opportunities, and leadership roles within clinical, academic, and research settings. Support from professional organizations and healthcare institutions is crucial in fostering leadership skills. By reviewing existing literature, this paper highlights the need for leadership growth in physiotherapy and suggests strategies to help physiotherapists develop into effective leaders.

## KEYWORDS

- Leadership • Physiotherapy • Healthcare • Professional Development
- Evidence-Based Practice

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## INTRODUCTION

Leadership is an essential component in physiotherapy, contributing to clinical excellence, policy-making, and interdisciplinary collaboration. Physiotherapists are increasingly required to take on leadership roles, not only in clinical settings but also in education, research, and healthcare management. Leadership in physiotherapy is influenced by multiple factors, including communication skills, professionalism, and evidence-based decision-making. This review examines leadership theories, attributes, challenges, and future directions in physiotherapy leadership.

## VARIOUS ASPECTS OF LEADERSHIP IN PHYSIOTHERAPY

### Leadership Characteristics in Physiotherapy

Effective physiotherapy leaders exhibit qualities such as communication, professionalism, credibility, adaptability, and the ability to inspire and motivate teams.<sup>1</sup> Emotional intelligence plays a key role in leadership, fostering positive relationships and effective teamwork.<sup>2</sup> Vision, business acumen, and ethical decision-making are also crucial attributes of successful physiotherapy leaders.<sup>3</sup> Leadership in physiotherapy requires resilience, self-awareness, and the ability to manage complex situations within healthcare systems.<sup>4</sup> A strong leader must also be able to handle conflicts effectively, ensuring that both patient care and team dynamics remain positive.<sup>5</sup>

### Leadership Models in Physiotherapy

Several leadership models are relevant to physiotherapy, including transformational leadership, distributed leadership, and servant leadership.<sup>6</sup> Transformational leaders inspire and guide their teams toward innovation and excellence, while distributed leadership focuses on shared responsibility within teams.<sup>7</sup> Servant leadership prioritizes the needs of colleagues and patients, fostering a supportive and ethical work environment.<sup>8</sup> Physiotherapists in leadership positions must also adopt a coaching approach, mentoring junior staff to develop their skills and confidence in handling patient care.<sup>9</sup> These models emphasize teamwork and collective responsibility, making leadership more inclusive and dynamic.<sup>10</sup>

## Challenges in Leadership for Physiotherapists

Despite the growing need for leadership, physiotherapists face several challenges in assuming leadership roles. These include limited formal leadership training, hierarchical structures within healthcare, and the dominance of medical professionals in decision-making.<sup>1</sup> Additionally, there is a lack of representation of physiotherapists in strategic leadership positions, which affects the profession's influence in healthcare policy and service design.<sup>2</sup> Many physiotherapists also struggle with balancing clinical responsibilities and leadership duties, making it essential to provide structured leadership training early in their careers.<sup>3</sup>

## THE ROLE OF EVIDENCE-BASED PRACTICE IN LEADERSHIP

Leadership in physiotherapy requires the integration of evidence-based practice (EBP) to drive clinical and organisational improvements.<sup>4</sup> Effective leaders promote EBP by advocating for research, guiding clinical decisions, and ensuring adherence to best practices.<sup>5</sup> The ability to critically evaluate and implement research findings enhances the credibility and impact of physiotherapy leaders.<sup>6</sup> Furthermore, leaders must stay updated with advancements in treatment techniques, ensuring that patient care aligns with the latest research.<sup>7</sup> Encouraging continuous learning and fostering a research-oriented culture in physiotherapy practice is a key responsibility of effective leadership.<sup>8</sup>

### Leadership in Education and Research

Physiotherapy education plays a vital role in leadership development.<sup>9</sup> Incorporating leadership training in physiotherapy curricula can prepare future professionals for managerial and policy-making roles.<sup>10</sup> Research-driven leadership is also essential for advancing the profession, with physiotherapists contributing to knowledge generation and innovation in rehabilitation sciences.<sup>1</sup> Leaders in academic settings should encourage evidence-based teaching practices, ensuring that students develop both clinical expertise and leadership competencies.<sup>2</sup> Furthermore, collaboration between educators and clinicians can enhance the practical application of leadership principles in real-world settings.<sup>3</sup>

## The Influence of Organisational Culture on Physiotherapy Leadership

Leadership is shaped by organisational culture, which can either facilitate or hinder leadership development.<sup>4</sup> Supportive environments that promote mentorship, professional growth, and interdisciplinary collaboration enhance leadership capacity among physiotherapists.<sup>5</sup> Organisational support for leadership training and development programs is critical to fostering future leaders in physiotherapy.<sup>6</sup> Workplace culture must also encourage autonomy and decision-making among physiotherapists, allowing them to take initiative and lead improvements in patient care.<sup>7</sup> Leadership development programs should integrate case-based learning, where physiotherapists can analyze leadership challenges and apply problem-solving strategies.<sup>8</sup>

## Gender and Leadership in Physiotherapy

Gender disparities exist in healthcare leadership, including physiotherapy, where women are underrepresented in high-ranking positions.<sup>9</sup> Studies suggest that female physiotherapists face unique challenges in leadership advancement, including workplace biases and limited opportunities for mentorship.<sup>10</sup> Addressing these issues through targeted leadership initiatives can help create a more equitable professional landscape.<sup>1</sup> Encouraging women to take on leadership roles in physiotherapy can enhance diversity and bring new perspectives to healthcare leadership.<sup>2</sup> Leadership programs specifically designed for female physiotherapists can empower them with skills and confidence to navigate leadership pathways.<sup>3</sup>

## Future Directions in Physiotherapy Leadership

The future of leadership in physiotherapy depends on structured leadership development programs, mentorship initiatives, and increased advocacy at policy levels.<sup>4</sup> Encouraging physiotherapists to take on leadership roles in multidisciplinary teams and professional organisations will enhance the profession's influence.<sup>5</sup> Moreover, digital healthcare transformation presents opportunities for physiotherapists to lead innovations in telehealth, artificial intelligence, and data-driven patient management.<sup>6</sup> Investment in leadership education and training will be essential in shaping the

next generation of physiotherapy leaders.<sup>7</sup> Universities and professional bodies should integrate leadership modules into curricula, fostering leadership skills from early career stages.<sup>8</sup> Additionally, leadership fellowships and continuing professional development programs can help bridge the leadership gap in physiotherapy.<sup>9</sup>

## CONCLUSION

Leadership is integral to the continued evolution of physiotherapy. Developing leadership competencies among physiotherapists will improve patient outcomes, enhance professional recognition, and strengthen the role of physiotherapy in global healthcare.<sup>10</sup> Future efforts should focus on fostering leadership through education, mentorship, and policy advocacy to ensure the profession's sustainable growth and impact.<sup>1</sup> With the changing landscape of healthcare, strong leadership in physiotherapy will be essential in ensuring the profession remains relevant and influential in improving patient care outcomes.<sup>2</sup>

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