

# LEAD ACADEMY

Leadership • Engagement  
Accountability • Development



## MAKE AN IMPACT

LEAD Academy is an intensive six-session, 12-module training experience using innovative tools and experiential learning to empower recently hired, newly appointed or previously untrained health care leaders to better understand and use their strengths. Designed for health care supervisors and managers, LEAD is built on the underlying principle that effective leadership requires productive relationships to support excellence in patient care, sustainable business objectives and a safe patient environment.

LEAD Academy sessions provide a safe environment to practice newly learned skills and align work goals and actions to support the broader vision of the organization. Engaging activities guide participants through the process of understanding differing leadership styles and overcoming the distinct challenges of being a leader. Specific program focus areas include:

- Self-development
- Supporting the development of others
- Managing and developing a successful organization



## ACADEMY OBJECTIVES

At the conclusion of the LEAD Academy, participating health care managers will be able to:

1. Improve the performance of the people and groups that report to them
2. Enhance their contribution to the achievement of facility and system objectives
3. Increase their own self-management skills during every day and stressful situations

## OUR CURRICULUM

Classroom modules, taught by world-class facilitators, culminate with a certificate of completion. Each session can be taken individually or participants can sign up for the complete program. Organizations interested in a customized program option can contact us for more information and a quote.





## OUR CURRICULUM

### SESSION 1

#### **From Peer, to Manager, to Leader**

- Describe how leadership is similar and different from management/supervision, and why it is important
- State what successful leadership, management/supervision looks and sounds like
- Explain how to align job responsibilities at each level of the organization and why it matters
- List four key principles and practices that support success for supervisors and managers

#### **Leading People Differently**

- Explain how and why different people approach tasks and relationships differently
- Describe how your own behavior is influenced by preferences
- Develop improved relationships with employees who have a different “style”
- Influence people with whom you have been challenged in the past



### SESSION 2

#### **Leadership Communication Best Practices**

- List the three elements that comprise effective communication
- Describe specific tools and behaviors to enhance leadership communication
- Apply communication tools with different people in different situations
- Adapt your communication style to meet the needs of your employees
- Deliver messages you don't understand or agree with, or think are just plain crazy

#### **Coaching Employees to Higher Performance**

- Define performance goals based on the needs of the employee and the organization
- Explain how various coaching approaches are different
- Demonstrate which coaching approach is best suited to support individual employee success
- Set up and facilitate a coaching meeting for maximum success
- Increase employee performance as a result of focused feedback

### SESSION 3

#### **Leading Others Through Change**

- Predict your own and others' natural responses to day-to-day and event-based change
- Determine your employees' predictable responses
- Use your leadership and communication skills to help your employees and others work through issues
- Keep and adapt gentle pressure toward successful change

#### **Managing Performance**

- Create performance goals with each employee that reinforce the organization's goals
- Observe employee performance objectively
- Reduce rater biases in providing performance feedback
- Increase employee performance as a result of focused feedback





## SESSION 4

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### **Building and Leading Effective Teams**

- List the four essential components of effective team work
- Clarify the team's purpose
- Define the roles and responsibilities of an effective team member
- Build on each team member's knowledge, skill, experience and interpersonal style
- Apply tools and techniques for team problem-solving and decision-making
- Measure, track and report team performance for continuous team development
- Be an advocate for your employees while still running the business



### **Planning and Running Effective Team Meetings**

- Explain why different meetings require different processes
- Plan and open outcome-oriented meetings
- Manage meeting processes and behaviors
- Close meetings to enhance understanding, agreement and action
- Follow-up meetings to provide maximum benefit

## SESSION 5

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### **Resolving Interpersonal Conflict**

- Identify common sources of conflict
- Describe five options for responding to conflict at the source and the risks and benefits of each
- Leverage your preferred style for responding to conflict and adjust it as needed
- Guide a conversation focused on productive conflict resolution between yourself and others, and between others

### **Organizing your Time, Work and Priorities**

- Identify and overcome personal time wasters, procrastination or indecision
- Enhance a personal productivity strategy
- Handle conflicting priorities and deadlines
- Organize your workspace, phone and email
- Balance emotional energy with objectivity

## SESSION 6

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### **Why and How of Organizational Policies**

- Describe the complexity of organizational behavior in health care
- Explain what is behind policies and policy administration
- Define organizational policies and describe where to find them
- Explain policies to others, providing clarification when needed
- Reinforce organizational policies

### **Business and Finance for Today's Health Care Leader**

- Describe organizational performance measures and how to meet them, including balanced scorecards, benchmarking and dashboards
- Read a financial report and know why it matters
- Explain health care reimbursement; how hospitals get paid, third party payers and why they matter
- Complete a budget to meet specific targets





## OUR FACULTY

Working with the Hospital Council and HASC, IRI Consultants designed the LEAD Academy based on its 30-year track record of helping health care organizations be more effective and successful. This is based on IRI Consultants' strong affiliations with the American Hospital Association (AHA), the American Society for Healthcare Human Resources Administration (ASHHRA), The Healthcare Roundtable, and state and regional hospital associations like HASC.

**Pamela Cunningham** is a Six Sigma Black Belt skilled at blending the technical with the human side of high performance. A highly regarded trainer, Pam conducted leadership training for clinical and non-clinical managers for private- and public-sector health care organizations including Marquette General Health System, BCBS Michigan, Metro Healthcare and CIGNA. She also has advised hospital executives on how to quickly and effectively resolve various organizational issues in such organizations as Lutheran, St. Vincent and Baptist Hospitals.



**Marcey Uday-Riley, MSW, CPT**, has been a human performance and organization development consultant for more than 25 years. For many years, Marcey was a clinical behaviorist and manager in a large, urban teaching hospital. She now helps organizations across multiple industries achieve business objectives as a consultant and trainer. She has provided executive, manager and leader training for such organizations as Metropolitan Chicago HealthCare System, Kaleida Health, Lake Regional Health System and Oakwood Health System.

### Questions

If you have questions about this program, please call Lisa Brundage O'Connell at 925/746-0728 or email at [loconnell@hospitalcouncil.net](mailto:loconnell@hospitalcouncil.net).

### Continuing Education Credits

Attendee must complete all contact hours for the concurrent session in order to receive continuing education credits.

- Provider approved by the California Board of Registered Nursing, Provider #14560, for 6 contact hours.

