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ACTIVATING HEALTHCARE LEADERS™ GROWING GREAT HEALTHCARE PROVIDERS AND ADMINISTRATORS INTO GREAT PEOPLE LEADERS.

High functioning teams create and execute successful strategies in organizations. These teams are built by healthcare leaders who collaborate effectively, manage conflict productively, communicate well with others, and skillfully navigate organizational dynamics. Through our experience in science and healthcare, we understand that most healthcare leaders have a keen ability to observe, diagnose, and connect. It is also true that many need to better understand the organizational “rules of engagement” and how to work with others to obtain better results.

Through this program, we activate healthcare leaders to manage their staff as well as they manage the care of their patients. We do this through a comprehensive program of interactive workshops and individual professional coaching developed specifically for healthcare leaders. Our approach helps leaders apply what they have learned to their daily management activities in a practical way. Through this novel year-long program, great healthcare leaders will grow into great people leaders.





FOUNDATION MODULES

1. Leadership Foundations: Certain core leadership competencies are necessary to move from being a provider to leading and managing a team. The Foundations module addresses:

- developing a personal mission and purpose along with personal values to serve as a foundation for authentic leadership,
- the transition process of moving from provider to leader of people,
- the importance of effectively managing people to achieve team objectives,
- understanding and implementing the core competencies for effective leaders,
- how to develop a leader of people mindset.

2. Motivating Healthcare Employees: Employee engagement is critical for driving the commitment to excellence, yet many leaders do not understand the key elements involved in motivating their people. This module will explore:

- effective tools and approaches that motivate employees to meet or exceed organization objectives,
- how to create a culture of excellence,
- understanding and addressing compassion fatigue,
- the causes, symptoms, and methods to address burnout,
- career planning to develop new skills and drive job satisfaction.

3. Delegation: When workload balance is out of control, a lack of effective delegation is frequently the culprit, and many early stage leaders do not realize how critical it is to delegate. This module outlines the major steps involved in effective delegation, including:

- clear task assignment based on established protocols,
- holding others accountable,
- providing feedback and evaluation,
- how to have difficult conversations when a direct report's performance does not meet expectations.

4. Political Savvy and Influence: Many healthcare leaders prefer to avoid organizational politics and don't understand the critical role of political savvy in both getting work done and in getting ahead. This module helps to:

- identify who has power and authority,
- identify conflicts, build alliances, and
- develop and implement strategies to get more done through informal networks and cross-functional connections.

5. Building Effective Healthcare Teams: Most organizations are highly reliant on an effective team structure, sometimes dynamically building and then rebuilding team interactions depending on the task. This module will explore:

- defining a shared team purpose, vision, and strategy,
- creating team process including communication, decision-making, and managing conflict
- defining clear duties, roles, and responsibilities,
- working in an inter-disciplinary team of providers, and
- understanding challenging situations such as utilizing people who don't officially report to the healthcare leader, who don't know each other, or who are working across multiple sites.

6. Managing Personality Differences: Leading people requires an understanding of how personality differences affect communication and how they effect overall effectiveness. Participants will learn how to:

- understand their own style, and the styles of others,
- leverage personality differences to motivate, manage conflict, and reduce stress.

7. Effective Communication: Many healthcare leaders underestimate the importance of good communication in getting work done through others. Participants will learn why effective communication is so important, why it is difficult, and how to do it better. Participants will learn and practice:

- effective listening skills,
- the power of dialogue, including balancing inquiry/advocacy and suspending assumptions,
- empathizing with others,
- asking powerful questions,
- direct communication,
- appreciative inquiry,
- and effective feedback.

8. Conflict and Collaboration: Many leaders avoid difficult conversations, fearing that they will be time consuming or painful. This workshop offers a productive model for dealing with conflict. Participants will learn how to:

- operate more effectively in moving through conflict to a win-win outcome,
- work with the five conflict modes, and
- implement the seven steps of collaboration.

9. Developing Direct Reports and Others:

Leaders who do not understand the importance of developing their people end up with followers who have trouble thinking strategically or creatively and cannot move up in management. This module will help participants learn

- coaching and mentoring tools that aid in the growth and development of their direct reports,
- tools to identify and communicate strengths and areas for development,
- development planning methods to set goals and track progress,
- ways to provide constructive feedback,
- methods for holding others accountable for results and growth.

10. Managing People Through Transitions: To thrive is to embrace change, but change is often pushed back in favor of the familiar. This module will focus on articulating the methodologies and best practices for successfully leading healthcare and business change by understanding the human side of transition management. Participants will learn how to:

- support people through the emotional stages of loss during times of change and transformation,
- create and communicate a vision of success including benefits and "what's in it for me,"
- identify and address resistance to change,
- enroll others in driving the required changes in behaviors and processes, and
- measure and track implementation of the change.

ADVANCED MODULES

1. Measuring Leadership Effectiveness: Highly effective leaders know their strengths and weaknesses through being open to assimilate feedback from others. This module:

- guides participants through their own 360 assessments and
- helps them create a robust personal leadership development plan from which they can be coached and mentored.

2. EI/SI Concepts and Theory: Social and emotional intelligence is just as important to effective leadership as functional and healthcare expertise, and it is a learned skill for most people. This workshop will:

- benchmark participants' skill levels in 26 competencies and
- coach them to be leaders that others want to follow.

3. Practicing Mindful Leadership and Managing Stress: Everyone admits to being stressed, but few know how or what to do about it. This module will help participants to:

- identify stressors from the inside out,
- learn strategies to reduce stress,
- improve focus and effectiveness, and
- enhance their productivity and creativity.

4. Controlling Your Workload: Everyone has trouble with out of control workloads from time to time, and some have trouble routinely. This module will:

- deliver tips and tricks to balance the load, including learning to delegate, collaborate, work through systems, and
- create more effective processes, so that more time is spent in balance.



SPECIAL TOPICS

5. Developing Mature Leadership: In order to lead and manage others we first develop ourselves as mature adults. This workshop uses adult development models, neuroscience, and measurement tools to assess and drive new levels of maturity. Participants will explore:

- how they think and make decisions,
- emotional and behavioral reactions to others,
- how one views and defines self in relation to others, and
- establishing and maintaining effective relationships with others.

6. Addressing Emotional and Mental Health Issues in Teams: The emotional and mental health of team members can have a significant impact on team dynamics. Knowing how to identify and address issues is paramount to ensuing optimal team functioning. This workshop covers:

- Understanding specific behaviors and symptoms that may indicate an emotional or mental concern,
- Identifying the common categories of behavioral problems that could impact work performance, and
- Understanding the support processes to refer employees to HR and/or employee assistance programs.

7. Influencing Healthcare Policies and Fostering External Relationships: Healthcare policy is always evolving at state, national, and global levels. It is critical for leaders in healthcare to stay current regarding policies that will impact delivery and cost systems and how to identify and develop external relationships that have the potential to influence policy that enhances their organization's objectives. In this workshop you will learn how to:

- stay current with state and national legislative trends and processes that impact the practice, delivery, and cost of healthcare,
- leverage external relationships to influence policy through advocacy, and
- collaborate with other leaders of healthcare systems and lobbyists to influence policy through building alliances and responding to resistance.

1. Integrating Technology into Healthcare

Leadership: Information technology has become a necessary tool to manage healthcare administrative systems and patient care. Successful implementation of IT includes knowing how to use data to create better strategies that improve patient outcomes, patient experience, and wellness. This workshop will explore:

- designing information systems to streamline and enhance patient experience,
- using information and data for strategic decision-making,
- automating electronic medical records and insurance billing, and
- using information systems to manage education, prevention, and wellness.
- electronic patient communication,
- telemedicine,
- HIPPA requirements pertaining to electronic transmission of private health information.

2. Hiring and Staffing: Learning how to recruit, screen, select, and on board healthcare staff is critical to creating an expert team to deliver results. This module will explore the best practices for hiring and staffing a top-notch team.

3. Project Change Management: Major healthcare projects often succeed or fail not just due to the healthcare itself, but because of effective change management. Participants will learn how to effectively manage sponsors and stakeholders, and how to ensure processes, work teams and communication are designed to support healthcare implementation.



4. Diversity and Inclusion 101: Diversity of people, experience, styles, and thinking enables healthcare leaders to develop creative solutions to customer problems, but it is often overlooked in the healthcare environment. Participants will brainstorm methods for increasing healthcare resilience and creativity by embracing and nurturing diversity up, down, and across their organizations.

5. Thinking Strategically: Developing a strategic perspective is what separates average managers from top leaders. Participants will learn how to recognize the big picture, develop a shared vision, and align their organization around robust strategies that deliver results. Participants will learn how to:

- Assess market, legal, legislative, insurance, and patient trends,
- Understand technology trends and their impact on your organization,
- Assess internal strengths and weaknesses,
- Create a shared purpose, vision, mission,
- Evaluate risk and develop risk management strategies,
- Create a strategy map to reach your financial and patient goals,
- Create a roadmap for implementing strategic initiatives,
- Create a Balanced Scorecard to measure key outcomes and processes.

6. Fostering Creativity and Managing Innovation:

Managing innovation and fostering creativity are essential in the healthcare space if an organization is to maintain its competitiveness. This workshop will teach participants specific tools and methods that will help them foster a culture of innovation in their organization.

7. Women and Leadership: Women in healthcare companies often hit the glass ceiling at lower levels of leadership. This module will help women understand the differences between how men and women tend to think and talk, which is critical to effective and accurate communication that promotes rather than stalls their career. Women will learn how to embrace their authentic voice and integrate empathy and authority into their leadership style.

8. Gender intelligence: Despite the number of women in the workforce, corporate leadership models tend to be oriented toward men, resulting in an enormous waste of leadership potential. This module will explore the common behavioral and cultural differences between men and women that lead to fundamentally different solutions. Participants will learn how to create a robust hybrid culture that integrates the best of each.

