

LEADERSHIP EFFECTIVENESS AND DEVELOPMENT (LEAD) ACADEMY

IRI's LEAD Academy is an intensive 12-session training curriculum using innovative tools and experiential learning created for recently hired, newly appointed or previously untrained healthcare leaders. Designed for supervisors and managers, LEAD is built on the underlying principle that effective leadership requires productive relationships to support excellence in patient care and the achievement of business objectives.

LEAD Academy sessions are interactive four-hour learning courses that provide a safe environment to practice newly learned skills and to align work goals and actions to support the organization's broader vision. 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

The following lists the LEAD Academy's 12 modules and the learning objectives for each:

1. From Peer, to Manager, to Leader

At the conclusion of this module, participants will be able to:

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

2. Leading People Differently

At the conclusion of this module, participants will be able to:

- Explain how and why different people approach tasks and relationships differently
- Describe how their own behavior is influenced by preferences
- Develop improved relationships with employees who have a different "style"
- Influence people with whom they have been challenged in the past in a more positive and productive way

3. Leadership Communication Best Practices

At the conclusion of this module, participants will be able to:

- Identify 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 in a consistent and professional manner

4. Coaching Employees to Higher Performance

At the conclusion of this module, participants will be able to:

- 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 in different environments and within the framework of the organizations HR policies and procedures
- Set up and facilitate a coaching meeting for maximum success
- Increase employee performance as a result of focused feedback

5. Leading Others Through Change

At the conclusion of this module, participants will be able to:

- 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

6. Managing Performance

At the conclusion of this module, participants will be able to:

- 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 and ongoing coaching

7. Building and Leading Effective Teams

At the conclusion of this module, participants will be able to:

- 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

8. Planning and Running Effective Team Meetings

At the conclusion of this module, participants will be able to:

- Explain why different meetings require different processes and learn tools to better manage them
- 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

9. Resolving Interpersonal Conflict

At the conclusion of this module, participants will be able to:

- 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

10. Organizing your Time, Work And Priorities

At the conclusion of this module, participants will be able to:

- 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

11. Why and How of Organizational Policies

At the conclusion of this module, participants will be able to:

- Describe the complexity of organizational behavior in health care
- Explain what is behind policies and policy administration and participant's role in helping to create and implement them
- Explain policies to others, providing clarification when needed
- Reinforce organizational policies

12. Business and Finance for Today's Health Care Leader

At the conclusion of this module, participants will be able to:

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

Although these 12 modules are ready to deliver as-is, any content, including case studies and role-play scenarios, can be customized to reflect cultural preferences or other unique requirements.

LOGISTICS/SEQUENCING

IRI has packaged the LEAD Academy courses in several delivery formats to meet clients' specific training needs. Most popular is to deliver two modules on one day, weekly, monthly or quarterly.

Some clients have chosen to deliver a set of modules first to the senior leadership team on one day, for example a Thursday, and then deliver the same set of modules to first-line leaders and high potentials, the following Friday. Some clients have delivered one module two times on the same day to two different groups.

IRI has helped many of their clients achieve measurable and demonstrable improvements in their units and organizations as a result of participating in the LEAD Academy.



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