2012 OVERVIEW

I. Mission

The Leadership Development Program (LDP) is a Johns Hopkins Medicine (JHM) sponsored leadership development initiative designed to foster diversity and inclusion in our future leaders. To develop an understanding of and effectiveness in the organizational culture, strengthen bonds and communication among and between faculty and administrators, and advance leaders in the organization.

II. Goals

- Strengthen JHM’s Long-term organizational viability by developing leaders for the 21st century to foster innovative and sustaining solutions to complex problems.
- Develop JHM leaders who can contribute to future initiatives throughout the system.
- Improve the JHM operating environment by building trusting relationships that break down barriers, facilitate communication and foster the practice of better medicine and better business.
- Retain emerging leaders by providing a prestigious and challenging learning experience, which can lead to new opportunities and promotion.
- Diversity/Inclusion

III. Participant Criteria

- Demonstrates leadership abilities
- Interpersonal skills consistent with leadership excellence
- Ability and willingness to FULLY PARTICIPATE in the program
- Commitment to development of personal leadership skills

IV. LDP Co-leaders

Janice Clements, Ph.D., Vice Dean for Faculty, School of Medicine
Pamela Paulk, Vice President for Human Resources, JHH
Steven J. Thompson, Senior Vice President, International Services, Johns Hopkins Medicine
V. Program Participants
A cohort of 20 faculty and 15 administrative individuals will be chosen to participate based upon nomination and completion of an application process.

ADDITIONAL PROGRAM ELEMENTS

1. **Workshop Sessions** – A broad cross section of topics are presented by senior leaders in a workshop setting including mission balancing, strategic planning, and special topics on the challenges of leadership roles.

2. **Developmental Retreats** – Significant coursework (5.5 days) is provided by a team of leadership trainers representing both the university and hospital environments. Content includes:

   **Leadership FOUNDATIONS** - The Leadership FOUNDATIONS Retreat is a two and a half-day experiential program designed to help managers and leaders develop a personal theory of leadership and a better understanding of their present situation. Participants will have the opportunity to assess their personal style and effectiveness in motivating, guiding and encouraging others. The program provides comprehensive assessment, action planning and follow up with peer support groups. Course content includes: The Leader Gaining Perspective: Building a Personal Leadership Model; The Leader as Team Manager: Creating and Leading High Performance Teams; and The Leader as a Strategic Communicator: Managing Conflict and Interpersonal Differences.

   **A Strategy for Leadership Success: Negotiating with Individuals and Teams** - The environment in which health care professionals practice is one in which conflict and the need for negotiation abounds. The ability to foster agreements and manage conflict within and between workgroups can strengthen relationships, transform ideas into initiatives, and move parties beyond stuck places. This interactive workshop is designed to help participants understand and apply a systematic approach to preparing for, structuring, and engaging in business and health care negotiations. Participants will learn how to diagnose a negotiation or conflict and choose from a spectrum of responses based upon the presenting “symptoms.” Film clips, negotiation cases, and group discussion will provide participants with insight into their own negotiation and conflict handling styles and the opportunity to practice new frameworks and techniques.

   **Leadership Skills Assessment** - In order to develop as managers and senior leaders, individuals must know how their peers, subordinates, and supervisors perceive them. A 360 degree feedback instrument available from Personnel Decisions International give participants the opportunities to discover how their perception of self with regard to leadership qualities differs from the perceptions others have of them. As a result, they can identify personal strengths and weaknesses and create a developmental plan to guide their future in the organization.

   **Crucial Conversations: Get Unstuck with Best Practice Skills for High-Stakes Interactions** - Whenever you're not getting the results you're looking for, it's likely that a crucial conversation - emotionally and politically risky discussions- is keeping you stuck. Our ability to hold crucial conversations is central to creating a culture of safety. Skilled individuals produce significant gains in quality of care, productivity, and staff turnover, among other crucial issues. This workshop will give you the tools and resources to be effective in these 'crucial conversations.'

   **Creating an Engaged Workforce** - Do you feel like your employees are passionate about their jobs? Are you recognizing your high performers and letting them know they are your high performers? The stronger your "yes" is, the more engaged your workforce is. This workshop will provide you the foundations of the Gallup theory on Employee Engagement. Using the books, First, Break All the Rules and The Strengths Finder, we will discuss the meaning behind each of the "Q12 questions" and determine strategies you can begin applying to create the environment where your staff will say "I love coming to work, I get the chance to do what I do best every day." You will learn why finding and capitalizing on your strengths and the strengths of your employees will not only benefit you, but also the organization.
3. **Shadow Meetings** – During the course of the year, participants will be required to attend management meetings. Shadow meetings provide participants a unique opportunity to learn about the inner workings of the organization.

4. **Advisor program** – The advisor component of LDP provides a forum for participants to spend dedicated time with a JHM leader to help them understand leadership functions in JHM and discuss their leadership goals and aspirations.

5. **Round Table Discussions** – Round table discussions will be organized to allow the program participants (10 participants per session) to become better acquainted with senior leaders and explore JHM leadership issues on a more informal basis.