Leadership & Professional Development
Levels of Leadership

The Learning Network offers development opportunities to meet the unique needs of leaders at all levels of the organization, including our largest group, professionals (individual contributors).
Our Leadership & Professional Imperatives are the essentials for how to be a successful leader at Montefiore Health System. They are what leaders and professionals do to create, maintain and sustain a high-performing health system.
**Leadership & Professional Development**

**Professional**

*Professional Level courses are appropriate for associates at all levels, including individual contributors*

<table>
<thead>
<tr>
<th><strong>IMPERATIVES/CAPABILITIES</strong></th>
<th><strong>PROGRAM(S)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Build Effective Partnerships</strong>&lt;br&gt;Builds &amp; Develops Lasting Partnerships; Effective Communicator (Oral &amp; Written)</td>
<td>➢ Business Writing Workshop&lt;br&gt;➢ Effective Communication&lt;br&gt;➢ Influencing without Authority (In Development)&lt;br&gt;➢ Presenting with Impact</td>
</tr>
<tr>
<td><strong>Drive Results / Achieve Outcomes</strong>&lt;br&gt;Collaborates &amp; Contributes to Success; Results Driven; Applies Learning; Accountability; Initiates Action; Continuous Improvement</td>
<td>➢ Continuous Process Improvement&lt;br&gt;➢ Introduction to PDSA&lt;br&gt;➢ Project Management Fundamentals</td>
</tr>
<tr>
<td><strong>Transform the Future of Healthcare</strong>&lt;br&gt;Patient-Centered Service Orientation; Patient Education / Health Promotion; Manages Patient Care (Care Management); Innovative/Creative</td>
<td>➢ Interaction Scenarios (In Development)</td>
</tr>
<tr>
<td><strong>Lead Mission through Vision, Integrity and Ethics</strong>&lt;br&gt;Appreciates Diversity; Demonstrates Integrity</td>
<td>➢ Creating Inclusion by Addressing Micro-behaviors&lt;br&gt;➢ Disrupting Everyday Bias</td>
</tr>
<tr>
<td><strong>Engage the Team and Develop Talent</strong>&lt;br&gt;Continuously Pursues Knowledge; Models Courtesy &amp; Respect; Takes Control of Own Engagement</td>
<td>➢ Emotional Intelligence in the Workplace&lt;br&gt;➢ Take Control of Your Engagement</td>
</tr>
<tr>
<td><strong>Manage with Effective Business Skills and Principles</strong>&lt;br&gt;Problem Solver; Decision Maker; Possesses Safety Awareness / Intervention; Possesses Quality Orientation</td>
<td>➢ Using Data Metrics (In Development)</td>
</tr>
</tbody>
</table>

**Academies:** Administrative Professionals Academy
Business Writing Workshop
COURSE 1196016
7 hours
*Imperative: Build Effective Partnerships*
This course prepares participants to compose “routine” emails, letters, memos, and to edit those of their supervisors. Additionally, participants learn to select appropriate formats for letters, memos, and longer documents, including the most effective use of headings, lists, charts, and graphs. Finally, the workshop focuses on skills in editing for conciseness, clarity, style, and grammar.

Learning Objectives:
• Compose “routine” emails, letters, and memos.
• Select and set up appropriate formats for reports and proposals.
• Edit supervisors’ first drafts for clarity and grammatical correctness.

Continuous Process Improvement
COURSE 1194001
7 hours
*Imperative: Drive Results / Achieve Outcomes*
Using a case study and highly interactive process improvement simulation, this program overviews process improvement step by step and provides participants with hands-on experience using a variety of process improvement tools. Upon completion of this program attendees generally feel ready to jump into a continuous improvement project.

Learning Objectives:
• Create a project charter.
• Identify the root cause of a problem.
• Create a problem statement.
• Create a “current state” process map and identify “waste.”
• Brainstorm a problem using cause & effect (fishbone) diagram.
• Understand when to use PDSA rapid cycle improvement.
• Use a PICK Chart to analyze solution options.

Performance Improvement (PI) Fellowship
COURSE 1165003
12 weeks
The Performance Improvement Fellowship is a 12-month intensive training program for clinicians, healthcare providers, administrators, and Montefiore associates. A key component of the program is leading and completing a structured improvement activity. This activity provides hands-on experience with the critical methods and tools in the field of improvement science. This includes, but is not limited to, the IHI (Institute for Healthcare Improvement) Model for Improvement, LEAN/TPS (Toyota Production System), and Six Sigma. Fellows are required to spend the majority of their dedicated time towards this activity while using skills learned throughout the year from the course assignments, workshops, and coaching sessions. Due to limited capacity, there is a nomination and application process for this program. Contact Kenay Johnson, kenjohns@montefiore.org, for more information.
Creating Inclusion by Addressing Micro-behaviors
**COURSE 1210001**
4 hours
*Imperative: Lead Through Mission with Vision, Integrity & Ethics*
This course explores how micro-behaviors, subtle acts that are often overlooked, can leave some people feeling discounted (micro-inequities) while giving notable advantages to others (micro-advantages). We will explore ways to proactively address these micro-behaviors to build a culture of inclusion.

Learning Objectives:
- Identify common micro-inequities and micro-advantages to understand the impact these subtle behaviors have on your organization.
- Articulate the psychological effects of exclusion to understand the need for inclusion.
- Practice giving feedback when you observe micro-behaviors to promote inclusive behaviors.
- Create an action plan for addressing your own micro-behaviors and constructively responding to micro-behaviors you observe to create a culture of affirmation and inclusion.

Disrupting Everyday Bias
**COURSE 1210002**
4 hours
*Imperative: Lead Through Mission with Vision, Integrity & Ethics*
*Disrupting Everyday Bias* gives participants the skills to disrupt the impact of bias in their interactions, behaviors, and decision making at work.

Learning Objectives:
- Explain how bias functions and its impact on decision making.
- Examine how experiences and identities shape biases.
- Practice strategies to disrupt bias.

Effective Communication
**COURSE 1196029**
3.5 hours
*Imperative: Build Effective Partnerships*
This foundational course provides individuals with a powerful set of interaction skills that enables them to communicate more effectively with colleagues and clients and, in the process, build trust, strengthen partnerships, and achieve desired results. *This course is a prerequisite for many of the courses for Leaders of Others.*

Learning Objectives:
- Recognize the impact of effective communication on interpersonal relationships and individual and team success.
- Utilize communication styles to relate to others in a way that meets both personal needs and the practical needs of accomplishing objectives.
- Use basic principles of Emotional Intelligence in interactions to conduct more successful discussions to achieve results.
- Recognize the common mistakes that diminish or defeat effective communication and how to avoid them.
- Employ a technique to provide specific and meaningful feedback for improved performance and increased specificity.
The following online courses are available to associates on the Learning Management System.

Making Invisible Influencers Visible: An Introduction to Mitigating Unconscious Bias (ONLINE 1013001)
Introduction to LGBTQ Patients (ONLINE 1085002)
LGBTQ Healthcare for Clinicians (ONLINE 1085003)
Working with Trans Youth (ONLINE 1085005)

In addition, the Healthcare Equality Index (HEI) offers Montefiore associates free Continuing Education training for LGBTQ patient-centered care. CME Credits are available with some courses. Take advantage of these free courses and support our LGBTQ community!

- Go to http://www.hrc.org/hei/hei-training-on-the-cal
- Sign In with your Montefiore email
- Security Keyword: HRC
- Montefiore’s HEI Facility ID Number: 55709

An Introduction to your LGBTQ Patients
LGBTQ Patient-Centered Care: An Executive Briefing
Expanding LGBTQ Cultural Competency – CME Credit available
LGBTQ Healthcare for Clinicians – CME Credit available
Working with Trans Youth – CME Credit available
Working with Trans Adults

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
Emotional Intelligence in the Workplace  
**COURSE 1193005**  
7.5 hours  
**Imperative: Engage the Team and Develop Talent**

Emotional intelligence is a fundamental set of skills that enhance our ability to establish working relationships, gain satisfaction from our work, make wise decisions and manage reasonable amounts of stress. This program provides a foundational overview and understanding of EQ and its relevance in every part of work life as well as its role in developing individual and team success.

**Learning Objectives:**
- List and explain the 4 components of Emotional Intelligence (EQ).
- Appreciate the importance of EQ and use it to enhance your success at work.
- Assess your EQ strengths and opportunities to enhance your interactions at work.
- Use EQ to effectively navigate difficult workplace situation and expand your options for success.
- Practice applying EQ to real workplace situations and get feedback from your peers.
- Create an individual action plan to build additional skills.

---

Introduction to PDSA  
**COURSE 1194002**  
1.5 hours  
**Imperative: Drive Results / Achieve Outcomes**

This course is a close look at the PDSA (plan, do, study, and act) methodology of process improvement. After reviewing a Montefiore PDSA success story and discussing the methodology, the majority of the class time is spent working on a highly interactive simulation of PDSA in action.

**Learning Objectives:**
- Participate in a process improvement initiative using the PDSA approach.
- Understand the meaning of each step and its importance.

---

Presenting with Impact  
**COURSE 1196030**  
7 hours  
**Imperative: Build Effective Partnerships**

Presentation skills are essential for successful professionals, whether they present from the front of the room, the head of the table, on a videoconference, or as part of team for a “town hall” meeting. This course helps you successfully manage your presence, information and audience so your credibility stays strong.

**Learning Objectives:**
- Project a polished, professional manner.
- Speak fluently and gesture naturally.
- Quickly organize a presentation for greatest audience impact.
- Engage with compelling visuals.
- Handle questions and answers with ease.
Project Management Fundamentals  
**COURSE 1196024**  
7 hours  
*Imperative: Drive Results / Achieve Outcomes*  
This course provides practical insights into project management and how it is performed in a structured manner. Participants will learn how projects are selected, initiated, planned, executed, monitored and controlled, and closed. The goal of this course is to provide a minimally essential orientation to practical project management concepts, tools and techniques.

**Learning Objectives:**  
- Discuss the basics of the project management profession.  
- Explain project management terms and concepts in practice.  
- Explain how projects originate in mature organizations.  
- Employ a disciplined approach to initiating, planning, and managing projects to closure.  
- Identify and describe the roles and responsibilities of key project stakeholders.  
- Consider standard project processes to implement based upon the *PMBOK® Guide*.  

Take Control of Your Engagement*  
**COURSE 1200002**  
7 hours  
*Imperative: Engage the Team and Develop Talent*  
*Take Control of Your Engagement* is a blended learning staff engagement program that equips individuals to assess, increase and sustain their engagement levels—maximizing both performance and satisfaction—so that we can build a vibrant workforce and reach our business goals.

**Learning Objectives:**  
- Articulate what engagement is—and isn’t.  
- Consider your own engagement level.  
- Clarify the personal values and job conditions that influence your satisfaction at work.  
- Align your interests and talents with the goals of the organization.  
- Identify actions you can take to increase your satisfaction and contribution—to become more engaged.

*Please contact the Learning Network for more information.*
Leader of Others (0-3 years) Level courses are appropriate for Leaders of Others (those who have direct reports), including those with less than 3 years’ leadership experience

<table>
<thead>
<tr>
<th>IMPERATIVES/CAPABILITIES</th>
<th>PROGRAM(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Build Effective Partnerships</strong></td>
<td>➢ Building Cross-Functional Partnerships (In Development)</td>
</tr>
<tr>
<td>Demonstrates a Learning Orientation</td>
<td></td>
</tr>
<tr>
<td><strong>Drive Results / Achieve Outcomes</strong></td>
<td>➢ Running Effective Meetings (online)</td>
</tr>
<tr>
<td>Initiates Action</td>
<td></td>
</tr>
<tr>
<td><strong>Transform the Future of Healthcare</strong></td>
<td>➢ HR Regulatory Readiness (online)</td>
</tr>
<tr>
<td>Culturally Competent; Knowledge of the Healthcare</td>
<td>➢ Resources for Leaders at Montefiore (In Development; online)</td>
</tr>
<tr>
<td>Environment</td>
<td>➢ New Leader Orientation</td>
</tr>
<tr>
<td><strong>Lead Mission through Vision, Integrity and</strong></td>
<td>➢ Cultural Competence for Leaders (In Development)</td>
</tr>
<tr>
<td>Ethics</td>
<td></td>
</tr>
<tr>
<td>Stewardship; Ethical Leader</td>
<td></td>
</tr>
<tr>
<td><strong>Engage the Team and Develop Talent</strong></td>
<td>➢ Behavioral Interviewing</td>
</tr>
<tr>
<td>Team Leader; Develops Self; Sets Energizing Goals</td>
<td>➢ Coaching for Peak Performance</td>
</tr>
<tr>
<td></td>
<td>➢ Developing Your Associates (In Development)</td>
</tr>
<tr>
<td><strong>Manage with Effective Business Skills and</strong></td>
<td>➢ Delegating with Purpose</td>
</tr>
<tr>
<td>Principles</td>
<td>➢ Managing Conflict</td>
</tr>
<tr>
<td>Manages Conflict; Leads with Social Acumen; HR</td>
<td>➢ Managing in a Unionized Environment</td>
</tr>
<tr>
<td>Management; Manages Work; Delegates Responsibility;</td>
<td>➢ Performance Management 24/7</td>
</tr>
<tr>
<td>Manages Performance; Manages Risk</td>
<td></td>
</tr>
</tbody>
</table>

See also: Physician as Leader Series
Behavioral Interviewing
COURSE 1196031
3.5 hours
*Imperative: Engage the Team and Develop Talent*
Selecting a candidate for an open position is one of the most important decisions leaders make. This course teaches a systematic approach that will help leaders confidently and objectively select the right candidates. Behavioral interviewing is based on the assumption that past behavior is the best predictor of future behavior. Participants will learn and practice this technique, receiving feedback from peers and the facilitator.

Learning Objectives:
• Identify behaviors that are key to success in a position on your team.
• Write behavioral interview questions based on those behaviors.
• Interview and assess candidates using the questions you created.

Coaching for Peak Performance
COURSE 1193002
7.5 hours
*Imperative: Engage the Team and Develop Talent*
Effective coaching is one of the most important drivers of team member performance. Whether leaders are guiding people toward success in new or challenging situations or helping people improve or enhance their work performance, their ability to coach and provide feedback makes the difference between mediocrity and high performance. By helping learners understand the importance of three coaching techniques and how to effectively handle both proactive and reactive coaching discussions, this course helps leaders have more effective and efficient interactions.

Prerequisite:
*Interaction Essentials for Leaders (ONLINE 1143001)*

Learning Objectives:
• Encourage people to take ownership of, and be accountable for, their work performance.
• Create a work environment where people are comfortable taking the risks associated with new responsibilities.
• Boost morale, improve productivity, and increase profitability by coaching for peak performance in each person.
• Manage work performance issues in a fair, consistent manner.

Online Courses Recommended for New Leaders

HR Regulatory Readiness (ONLINE HR_Reg_Readiness)
Disciplinary Action Process for Union Associates (ONLINE DISC_ACTION_UNION)
Interaction Essentials for Leaders (ONLINE 1143001)
Talent Management System Overview for Managers (COURSE 46001)
SAP HCM for New Users (ONLINE SAPHCM_NewUser)

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
Delegating with Purpose

**COURSE 1196032**

3.5 hours

*Imperative: Manage with Effective Business Skills and Principles*

Delegating with purpose ensures that everyone on the team is doing work that contributes to results and, when possible, develops new skills and expertise. During this program leaders identify aspects of delegating they are uncomfortable with, identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion.

*Prerequisite: Effective Communication.*

Learning Objectives:
- Achieve key business results by leveraging the entire team’s abilities.
- Build the team’s capabilities and capacity through developmental delegations.
- Free up time to focus on mission-critical responsibilities.
- Delegate with increased confidence.

Managing in a Unionized Environment

**COURSE 1204002**

7 hours

*Imperative: Manage with Effective Business Skills and Principles*

This interactive and case study driven full day program is focused on the aspects of labor relations every Montefiore leader needs to know. The first half of the program is focused on the relationship building skills needed to thrive in a unionized work environment. Specifically, this program discusses how managers can explore mutual interests, be assertive and confident, and yet not be antagonistic toward local union representatives. The second half of the program focuses on the labor law regulations leaders need to know, including recent changes such as ESTA.

Learning Objectives:
- Outline the key labor relations practices at Montefiore that affect you as a leader.
- Explain the importance of a collaborative relationship with union organizers and delegates.
- Articulate, at a high level, the union contract’s main provisions.
- State what is expected of you as a leader and when to involve your HR business partner or Labor Relations.
- Provide a workplace free of harassment and other hostile behavior.

New Leader Orientation

*Imperative: Transform the Future of Healthcare*

See Orientations, [page 15](#)
Leadership & Professional Development
Leader of Others (0-3 years)

**Performance Management 24/7**
*COURSE 1193001*
7 hours
*Imperative: Manage with Effective Business Skills and Principles*

This course introduces leaders to a systematic approach to managing the performance of individuals and teams. The program focuses on best practices related to setting clear performance expectations, monitoring associate performance, providing real-time constructive feedback, and holding associates accountable for the completion of tasks and their behavior. Although the course is focused on positive reinforcement techniques, Montefiore’s disciplinary action process is covered. A significant portion of the class is dedicated to the writing and effective delivery of the associate performance appraisal. *Prerequisite: Effective Communication.*

**Learning Objectives:**
- Set clear, high expectations for staff members.
- Proactively provide specific positive and needs improvement feedback to associates.
- Recognize performance “gray areas” and hold staff accountable for inappropriate behavior.
- Provide a written performance appraisal that is clear, concise, specific, detailed and constructive.
- Differentiate between performance that is “underperforming,” “achieving,” and “exceeding.”
- Follow the Montefiore disciplinary action process for both union and non-union associates.

**Workplace Conflict**
*COURSE 1196033*
3.5 hours
*Imperative: Manage with Effective Business Skills and Principles*

While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships. This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—as they coach then mediate to resolve a conflict. *Prerequisite: Effective Communication.*

**Learning Objectives:**
- Reduce the damaging effects of workplace conflict on individuals, groups, and the organization.
- Effectively address workplace conflict and enhance productivity, efficiency, and morale.
- Help others take responsibility for resolving their own conflicts.
- Promote a culture of trust and mutual respect within their work group.
**Leadership & Professional Development**

**Leader of Others (3+ years)**

*Leader of Others (3+ years) Level courses are appropriate for Leaders of Others (those who have direct reports) with at least 3 years’ leadership experience*

<table>
<thead>
<tr>
<th>IMPERATIVES/CAPABILITIES</th>
<th>PROGRAM(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Build Effective Partnerships</strong>&lt;br&gt;Communicates with Positive Impact; Influences Others</td>
<td>➢ Building and Sustaining Trust&lt;br&gt;➢ Strategies for Influencing Others</td>
</tr>
<tr>
<td><strong>Drive Results / Achieve Outcomes</strong>&lt;br&gt;Drives Execution &amp; Results</td>
<td>➢ Countdown: Project Management Simulation</td>
</tr>
<tr>
<td><strong>Transform the Future of Healthcare</strong>&lt;br&gt;Change Manager</td>
<td>➢ Change Management (In Development)</td>
</tr>
<tr>
<td><strong>Lead Mission through Vision, Integrity and Ethics</strong>&lt;br&gt;Leverages Diversity</td>
<td>➢ Creating Alignment with Mission &amp; Vision (In Development)</td>
</tr>
<tr>
<td><strong>Engage the Team and Develop Talent</strong>&lt;br&gt;Builds Successful Teams; Emotionally Intelligent; Agile Learner</td>
<td>➢ The Engagement Equation&lt;br&gt;➢ Mastering Emotional Intelligence</td>
</tr>
<tr>
<td><strong>Manage with Effective Business Skills and Principles</strong>&lt;br&gt;Information Management &amp; Monitoring; Critical Thinker &amp; Problem Solver; Effective Meeting Leader; Calculated Risk Taker</td>
<td>➢ Making High Quality Decisions&lt;br&gt;➢ Financial Learning Map (In Development)</td>
</tr>
</tbody>
</table>

**Academies:** Nurse Manager Academy
Leadership & Professional Development
Leader of Others (3+ years)

Building and Sustaining Trust
COURSE 1196034
3.5 hours

Imperative: Build Effective Partnerships
Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success. This course introduces Trust Builders, actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

Learning Objectives:
• Recognize how trust in the workplace affects business results.
• Demonstrate behaviors that show you trust others as well as give people the confidence to trust you.
• Enhance teamwork, collaboration and engagement by building and sustaining high-trust relationships.
• Repair relationships in which lack of trust is negatively affecting job performance and job satisfaction.

Countdown: Project Management Simulation
COURSE 1196021
7 hours

Imperative: Drive Results / Achieve Outcomes
Countdown is a fast-paced, classroom-based simulation designed to improve the knowledge and skills of project team members. Countdown uses a variety of experiential learning techniques to engage and energize learners as they explore the concepts, tools, techniques, and behaviors of effective project management. Prerequisite: Project Management Fundamentals or equivalent experience.

Learning Objectives:
• Outline the key processes of project management as described by the PMI® standard: A Guide to Project Management Book of Knowledge.
• Manage the triple constraints of time, cost, and requirements.
• Use a project kickoff meeting and scope statement to launch a project.
• Use a Gantt chart, work breakdown structure and responsibility matrix.
• Respond effectively to scope creep and changing sponsor expectations.
• Manage and control a project and project team.
Leadership & Professional Development
Leader of Others (3+ years)

The Engagement Equation*
COURSE 1200002
8 hours

*Imperative: Engage the Team and Develop Talent
The Engagement Equation is an introduction to employee engagement: why employee engagement matters to the manager, to the individuals, and to the company. With or without survey results, this introduction to employee engagement enables managers to confidently initiate conversations with each individual staff member to discover what drives his or her personal engagement.

Learning Objectives:

• Explain what engagement is and why workforce engagement matters.
• List the factors that impact individual engagement and clarify your own role as a manager in fostering high engagement.
• Identify actions for taking control of your own engagement.
• Identify actions you can take to establish trust, build confidence and unleash the potential of your team.
• Through reflection and peer consulting, prepare for a detailed engagement discussion with at least one employee.
• Develop the skills and confidence to establish individualized engagement partnerships with every person on your team.

*Please contact the Learning Network for more information.

Mastering Emotional Intelligence (EQi)
COURSE 1193004
6 hours

*Imperative: Engage the Team and Develop Talent
Effective leadership requires not only technical knowledge and skills. More and more there is a realization that to be an effective leader requires advanced awareness and use of emotional intelligence. EQ skills align at all levels of leadership but especially when the keys to success include establishing a culture of trust and influencing others to follow your lead.

Learning Objectives:

• Realize how emotional intelligence (EQ) affects business results.
• Understand how emotional hijacking interferes with values and outcomes.
• Recognize the five elements of EQ and learn skills to strengthen each one.
• Analyze your own EQ and the impact of your skill level on those around you.
• Identify your emotional triggers and apply techniques so you can respond effectively rather than react inappropriately.
Leadership & Professional Development
Leader of Others (3+ years)

**Making High Quality Decisions**
COURSE 1209001
3.5 hours

*Imperative: Manage with Effective Business Skills and Principles*

Using an engaging simulation, this course teaches a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action. Utilizing this process will also help individuals avoid the pitfalls that often undermine high-quality decision making.

**Learning Objectives:**
- Make business decisions more effectively and confidently
- Avoid obstacles to objective analysis and judgments
- Involve the right people at the right time in the decision-making process
- Gain the help and support needed to make high-quality decisions and to implement them

**Strategies for Influencing Others**
COURSE 1196036
3.5 hours

*Imperative: Build Effective Partnerships*

This course shows leaders and individual contributors how to package their ideas in a way that will win over even the most skeptical individuals. Participants learn strategies for effectively capturing people’s attention, transforming their perspectives, and gaining their commitment to taking action.

**Learning Objectives:**
- Capture stakeholders’ attention, gain their commitment, and make things happen.
- Leverage their personal power to gain other’s commitment to take action on promising ideas and alternatives that achieve business results.
- Implement new ideas, improvements, and alternatives that will have the greatest impact on organizational objectives.
Leaders of Leaders Level courses are appropriate for those who have other leaders reporting to them

<table>
<thead>
<tr>
<th>IMPERATIVES/CAPABILITIES</th>
<th>PROGRAM(S)</th>
</tr>
</thead>
</table>
| **Build Effective Partnerships**                 | ➢ Influencing for Organizational Impact  
➤ Speed of Trust  
➤ Negotiation (In Development)                                |
| Inter-professional Collaborator; Navigates Politics |                                                                                          |
| **Drive Results / Achieve Outcomes**             | ➢ Translating Strategy into Results                                                                 |
| Delivers Superior Performance                    |                                                                                          |
| **Transform the Future of Healthcare**           | ➢ Impact 5  
➤ Instilling a Culture of Innovation  
➤ Change Management (In Development) |
| Drives Innovation                                |                                                                                          |
| **Lead Mission through Vision, Integrity and Ethics** | ➢ Leading Through Vision & Values (In Development)                                    |
| Authentic Leader; Leads through Mission & Values  |                                                                                          |
| **Engage the Team and Develop Talent**           | ➢ Coaching Practices for Leaders  
➤ Engagement Practices for Leaders  
➤ Leading Across Generations                                                                 |
| Develops Leaders & Others; Fosters an Inclusive Environment; Enhances Organizational Climate |                                                                                          |
| **Manage with Effective Business Skills and Principles** | ➢ Managing Conflict at Work  
➤ Mastering Decision Dynamics  
➤ Building Business Acumen (In Development)  
➤ Building a Montefiore Budget (In Development)  
➤ Building a Business Case (In Development) |
| Possesses Business Acumen; Conveys Executive Presence; Organizational Dynamics and Governance; Systems Thinker |                                                                                          |

**Academies:** Physician Leadership Academy, Nurse Director Academy
Leadership & Professional Development
Leader of Leaders

Coaching Practices for Leaders
COURSE 1193003
7.5 hours
Imperative: Engage the Team and Develop Talent
Research shows that organizations that establish a coaching culture see increased associate engagement and performance, retention of the best performers and greater accountability at all levels. Coaching Practices for Leaders provides executives with the skills to coach their team members in a way that develops capabilities, builds accountability, and drives productivity. Using a coaching style develops others and enables them to act more independently, builds their confidence and motivates them to think and act on their own.

Learning Objectives:
• Link key business objectives to effective use of a coaching style of leadership.
• Conduct successful conversations on issues related to individual and team performance.
• Apply the coaching practices to on-the-job experiences.
• Increase feedback in their working environment to drive a coaching culture.

Engagement Practices for Leaders*
COURSE 1200001
8 hours
Imperative: Engage the Team and Develop Talent
Throughout this course, leaders work on their own strategic business challenges. At the end of the working session they will have a detailed strategy for “being themselves—more—with skill” to excite exceptional performance of their teams and colleagues. Since they will have practiced and fine-tuned the application of that strategy to their business challenges, the impact on the job is immediate.

Learning Objectives:
• Articulate what leadership means in the current healthcare environment and why it’s critical to organizational success.
• Assess the needs of followers and ADAPT leadership approach appropriately to successfully engage them.
• Deploy personal values, strengths and even weaknesses to maximize their effectiveness as leaders.
• Size up situations and adapt leadership behavior without losing one’s unique differentiators to drive results.
• Develop a concrete plan to apply these concepts to a current leadership challenge.

*Please contact the Learning Network for more information.
Leadership & Professional Development
Leader of Leaders

Impact 5®
COURSE 1196037
7 hours
*Imperative: Transform the Future of Medicine*
Impact5® is a highly interactive leadership training simulation that lays the foundation for a new mindset that includes the full range of managerial responsibilities and behaviors. It helps managers link their competencies to the company’s business performance.

Learning Objectives:
- Demonstrate a willingness to take ownership of personal effectiveness in development opportunities and continual learning.
- Take actions that show commitment to the development of talent for the enterprise as well as the department or function.
- Demonstrate willingness to take action to influence the business beyond immediate departmental responsibilities.
- Demonstrate an understanding of, and commitment to, balancing “now-focused” and “future-focused” accountabilities.
- Use appropriate “critical thinking guides” to analyze leadership situations in each of the accountability areas.

Influencing for Organizational Impact
COURSE 1196039
4 hours
*Imperative: Build Effective Partnerships*
Today’s complex global organizations require cross-functional teams to accomplish their business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don’t have authority over their colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual, team, and organizational performance.

Learning Objectives:
- Identify and assess influence opportunities and choose strategies to achieve business results.
- Leverage your personal power to move people to take action on those ideas and opportunities that will have the greatest impact on organizational priorities.
- Assess the people you need to influence so you can change or reinforce their perceptions and gain their commitment.

Instilling a Culture of Innovation
COURSE 1196040
4 hours
*Imperative: Transform the Future of Healthcare*
The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements. Leaders do not need to be highly creative to drive a culture of innovation. In this course, we train leaders to use techniques that support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders become equipped to model ideal conditions for innovation—and be a keeper of the culture that inspires and rewards their teams.

Learning Objectives:
- Apply leadership actions that minimize the challenges to creating an innovative environment.
- Recognize your role as a leader in building and sustaining the conditions for innovation.
- Make and measure 30-day commitments to hold yourself accountable for instilling this culture.
Leadership & Professional Development
Leader of Leaders

Leading Across Generations
COURSE 1198003
4 hours

*Imperative: Engage the Team and Develop Talent*

For the first time in history, there are four distinct generations in the workforce: Traditionalists, Baby Boomers, Gen Xers, and Millennials... all with their own perspectives, styles, and expectations. Unfortunately, where there are differences, often there are conflicts. What if leaders could leverage the differences between generations instead of just eliminating conflict?

Learning Objectives:
• Explain the specific differences between the four generations in today’s workforce.
• Discover how stereotyping hinders communication and engagement.
• Resolve the Sticking Points where one generation’s style or perspective is likely to conflict with those of another generation.
• Explore different Sticking Points scenarios using the included reference cards to find solutions.
• Engage the “whole person” in helping team members from every generation apply their unique talents and contribution.
• Conduct a “Whole-Person Engagement Conversation” to identify areas for improving engagement.
• Follow a powerful 21-day implementation plan to put their new understanding of the generations into practice.

Managing Conflict at Work
COURSE 1196038
7 hours

*Imperative: Manage with Effective Business Skills and Principles*

Workplace conflict is nearly impossible to avoid in today’s fast paced work environment. From small disagreements to outright verbal battles, conflict is a major source of stress and can easily overshadow all other productive aspects of the day-to-day business. Conflict simply wastes time, energy and money. Using the conflict tools provided, participants learn the true mechanics of conflict resolution and apply these tools to real-life situations.

Learning Objectives:
• Define conflict and its impact on the organization.
• Identify different types of conflict.
• Handle potentially escalating situations (i.e. bad news, the reaction to others, difficult people and strong personalities).
• Employ various strategies and tools to reduce, manage and deal with conflict.

Mastering Decision Dynamics
COURSE 1196041
4 hours

*Imperative: Manage with Effective Business Skills and Principles*

Leaders, especially those at the mid-and senior levels, are routinely faced with complex, high-impact decisions that require expedient yet effective resolutions. Perhaps most challenging is the fact that these decisions come with an intricate set of dynamics with strong forces that can pull a leader toward less-than-optimal outcomes. Leaders learn a decision-making discipline that will help them manage these dynamics and overcome the forces both within themselves and across their organization that can compromise their decision-making ability.

Learning Objectives:
• Recognize the presence of complex dynamics that can negatively impact your ability to make objective, informed business decisions.
• Identify specific decision biases to which the organization and you are susceptible.
• Apply a decision making discipline to manage these biases and other decision dynamics.
• Apply the same discipline to past decisions to coach others in making decisions.
Leadership & Professional Development
Leader of Leaders

Speed of Trust
COURSE 1196042
3.5 hours

*Imperative: Build Effective Partnerships*
Cultures of trust can only thrive aboveboard. Trust isn’t a quality you either have or you don’t, it’s a learnable skill. Teams and organizations that operate with high trust significantly outperform those who do not cultivate trust at the core of their culture. Developing trust helps team members become energized and engaged. They collaborate more effectively, operate faster, and achieve sustainable results. The *Speed of Trust* Transformation Process™ is leverage that dramatically impacts business outcomes through changing the performance of individuals and teams. This is not a separate initiative, rather, it is about HOW individuals and teams do their current work. Creating a high trust, highly engaged culture is the ultimate, long-term competitive advantage.

Translating Strategy into Results
COURSE 1196043
6 hours

*Imperative: Drive Results / Achieve Outcomes*
Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. In this program leaders learn actions they can take to engage themselves and their team in executing priorities and overcoming the challenges that interfere with effective strategy realization.

Learning Objectives:
• Understand the essentials elements required to successfully implement strategy.
• Overcome the challenges that interfere with implementing strategy.
• Keep your team engaged in executing strategy.
• Realize how to sustain execution in the long term.
Physician Leadership Academy
Meeting the challenges facing Montefiore Health System today requires not just great teams and clinical practices, but great clinical and healthcare administrative leaders that build on our exemplary clinical knowledge and practice experience. However, few medical programs make a significant effort to prepare physicians to take on leadership roles. The Physician Leadership Academy was designed to provide our physician leaders with the leadership and business skills critical in today’s dynamic healthcare environment.

Through a variety of programs and experiences, we are committed to preparing physician leaders for greater successes and an enhanced work experience at all organizational levels. The Physician Leadership Program is a dynamic and interactive leadership journey that emphasizes leadership development across three domains:

• Gaining self-knowledge and developing an authentic, transformational leadership style
• Developing the business skills to lead in the new world of healthcare
• Building effective partnerships and long-lasting relationships throughout Montefiore Health System

This program convenes physician leaders together with an interdisciplinary faculty team for 24 months. Through in-person learning sessions, case studies, real-time projects, coaching, mentoring, and discussions, physician leaders will acquire the understanding, insight, and definitive skillsets required to successfully lead within the constantly changing healthcare landscape. The program requires nomination from your Department Chair or VP and is limited to 25 physician leaders per cohort. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Physician as Leader Series
The Physician as Leader series of courses and workshops is designed to help physicians enhance their leadership and business skills as leaders of the care team. Objectives for the program include:

• Developing leadership skills to lead and coordinate the efforts of the care team
• Gaining coaching skills to support and develop residents and other care team members
• Developing interpersonal skills to enhance collaboration with other members of the care team
• Learning continuous improvement methods to ensure patient safety and care quality

Physician as Leader is a set of elective courses, allowing physicians to choose courses that fit their interests and their schedule. The courses build skills that will help them be more effective in their role and can also be beneficial to prepare for future leadership roles. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.
Nursing Director Program
Nursing Directors influence both the quality of care at the bedside and the overall management and direction of their hospital. This program is designed to help Nursing Directors to be even more effective ensuring safe and efficient patient care delivery, building relationships and connections with staff and colleagues, advancing the discipline of nursing, and fostering stewardship.

The content of the program will be aligned to both the Montefiore business imperatives and the AONE nurse executive competencies. Specifically, this program will enhance their leadership abilities to:

• Apply knowledge of the Healthcare Landscape to develop the nursing strategy.
• Exercise transformational leadership.
• Champion quality improvement and patient safety.
• Use systems thinking and influence skills to drive enhancements to the patient experience.
• Act as effective architects of change.
• Apply business skills to enhance Montefiore’s financial health.
• Build partnerships with physician and administrative leaders.

This program follows a parallel track to the Physician Leadership Program. Nurse leaders will meet over a 24 month period, every other month, and includes in-person learning sessions, case studies, real-time projects, coaching, mentoring, and discussions with senior leaders and external experts.

Some sessions of this program will be held jointly with physician leaders. These joint sessions will reinforce the value of nurse leaders, build relationships between the groups, and provide shared frameworks to improve collaboration. It will help increase the visibility of nurse leaders as strategic partners. This is a cohort based program and requires nomination from your VP. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Nurse Manager Program
Nurse Managers are pivotal in ensuring quality care, as well as the development, retention, and level of engagement of the staff, and overall unit productivity. This includes taking responsibility for identifying problems and areas of waste, devising and implementing plans for improvement, tracking improvement over time, and making necessary adjustments to realize established goals. To be successful, nurse managers must possess administrative confidence, business and financial skills, broad clinical expertise and a thorough understanding of leadership principles.

This nine-month program provides the leadership and business skills that nurse managers need to thrive in their role. The content of the program is aligned to both the Montefiore business imperatives and the AONE nurse manager competencies. Nurse leaders will leave the program with:

• An authentic leadership style to maximize team performance and engagement
• Tools and frameworks to enhance patient care
• Skills to navigate challenging conversations and hold staff accountable
• Understanding of the healthcare landscape and skills to guide the team through change
• Business skills to maximize the financial performance of the unit without sacrificing care quality
• Relationship skills to influence others and advocate for the nursing staff

This program is delivered in a cohort format, allowing the nurse managers to share best practices and develop a peer support network. The program and requires nomination from your VP. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.
Administrative Professionals Academy
The Administrative Professionals Academy is designed around three core focus areas and organized into 11 key proficiency modules. There are two programs within the academy, a fundamentals program and an advanced program. More information to come.

<table>
<thead>
<tr>
<th>Self &amp; Others</th>
<th>Technical</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Service Delivery</td>
<td>• Task &amp; Project Management</td>
<td>• Organization &amp; Business Acumen</td>
</tr>
<tr>
<td>• Interpersonal &amp; Communication</td>
<td>• Change &amp; Adaptability</td>
<td>• Computer &amp; Technology</td>
</tr>
<tr>
<td>• Professionalism &amp; Career Development</td>
<td>• Management Skills</td>
<td>• Mission &amp; Values</td>
</tr>
<tr>
<td>• Critical Thinking</td>
<td>• Knowledge Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>