

Leadership Academy: Establishing a Culture of Leadership in the College of Health Professions

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Presentation Overview




- **Perspective and goals**
- **Brief history**
- **Program components**
- **Curriculum- Years 1, 2, & 3**
- **Learnings**

Our View of Leadership

Leadership is an *activity* not
position or authority

Technical vs. Adaptive Work

SOURCE: CAMBRIDGE LEADERSHIP ASSOCIATES

Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive			
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks

Leadership Academy Goals

Primary

- Develop faculty & staff capacity to exercise leadership
- Foster culture of leadership in CHP

Secondary

- Reward faculty & staff for advancing goals & strategic vision of CHP

Long-Range Vision of the Leadership Academy

**Leadership in service to
the healthcare community**

Brief History

- **Leadership Academy proposed by Faculty/Staff Affairs Committee (2007)**
- **First year (2007-08) 6 senior fellows appointed; 4 Academy Fellows inducted**
- **Currently, 22 fellows in Academy (including staff)**
- **Curriculum evolving over first three years**

Program Components

- **Selection through application process**
- **Year-long fellowship**
- **Fellows become senior fellows**
- **Weekly meetings**
- **Orienting program on adaptive leadership**


Curriculum Year 1

- Guest speakers (“leaders”)
- *Strengths Finder*
- Research/Projects on leadership
- Reflections on future curriculum

Curriculum Year 2

- **Adaptive Leadership Orientation Retreat (2 ½ days)**
- **Peer Consultation re: leadership dilemmas**
- **Ron Heifetz**
- ***Strengths Finder***
- ***Leadership Practices Inventory***
- **Leadership projects benefitting CHP**
- **Reflections on adaptive leadership in CHP**

Curriculum Year 3

- Adaptive Leadership Program (2 ½ days)
- 5 half-day sessions- CHP adaptive challenges
- Town Hall meetings
- Projects  interventions
- Low-risk experiments

Experiments and Smart Risks: Some Examples

- **Common research course (PA/CSD)**
- **Staff sharing (Nursing/MT/PHS/DO)**
- **Social networking (all)**
- **Interdisciplinary collaboration (all)**
- **Cross-department mentoring (all)**
- **Dean's office decision making (DO)**
- **Governance (Executive Council)**
- **Town Halls (all)**

What we are Learning

- **Balance between authority and leadership**
- **Think “intervention” not “project”**
- **Collaborative experimentation**
- **Character to each cohort**
- **Continued (adaptive) challenge of “spreading” leadership throughout the college and in the community**

Thank you

Questions and Discussion