



Strengthen Your Skills, Advance Your Career

Online and Live Leadership Courses

ASCP Leadership Institute®

The Leadership Institute is a series of online and live leadership courses facilitated by organizational and leadership experts from the American Society for Clinical Pathology's (ASCP).

The goal of the Leadership Institute is to increase leadership skills at all levels of an organization by teaching participants different communication and conflict skills, leadership styles, and how to become more situationally effective.

The live courses are facilitated by ASCP's Leadership and Organizational Development Department. This team has extensive experience in leadership coaching, assessment interpretation, and course design and facilitation at ASCP and multiple other national and international organizations.

Leadership@ascp.org

www.ascp.org/leadership

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Continuing Education Credits

Every Leadership Institute course is accredited through the Accreditation Council for Continuing Medical Education (ACCME) to provide CME/CMLE/SAMs CME education credits.

Self-Assessments

Several courses in the Leadership Institute include a self-assessment that gives participants insight into their own leadership behaviors, styles, and preferences. Participants can download their self-assessment results for future reference. Each assessment has been rigorously validated through extensive research and are made available in the online/live courses and through personal coaching. Based on an organization's need, group/team reports are available to assess strengths and development areas of specific teams, departments, or organizations.

Types of Activities

Through the institute, participants have access to:

- **Leadership Institute Certificate Program (Online)**
- **Live Facilitation**
- **Personal Coaching (Online and/or Live)**

Leadership Institute Certificate Program (Online)

In the Leadership Institute Certificate Program, participants hone their leadership skills at their own pace through 12 on-demand courses. Through an advanced self-assessment program, participants gain insight into their current viewpoints on leadership topics, identify areas of growth and use the knowledge gained to develop advanced leadership skills.

Courses include a pre-course self-assessment to help participants discover insights into their own leadership behavior. Participants are able to download their self-assessment results for future reference.

The courses selected for the Leadership Institute Certificate Program cover multiple areas of leadership, including:

- **Communication Skills**
- **Self-Awareness and Feedback**
- **Leadership Styles**
- **Organizational Effectiveness**
- **Team Dynamics**
- **Conflict Resolution**
- **Stress Coping Skills**
- **Diversity and Inclusion**

The courses can be taken in any order and all courses build upon each other to give deeper insights into participants' own leadership styles. Upon completion of the program, participants will receive a Leadership Certificate in the mail.

Live Facilitation

Through live on-site facilitation, organizations, departments, and teams can benefit from a personalized approach to enhance communication, performance, and leadership. All courses in this catalog are available for live facilitation and can be tailored towards specific needs, challenges, and organizations. The duration of the courses varies and can be altered to fit your organization's needs. Typically, courses are between one to three hours, include self-assessments, are interactive, and will leave participants with practical applications to use in their job.

Personal Coaching *(Online and/or Live)*

Personal coaching can help target specific leadership challenges or developmental areas. Participants can sign up for one-on-one coaching sessions conducted in-person, over the phone, or via video-conferencing. The training and guidance through this process are catered specifically to the coachee's professional needs and goals and tailored to their schedule.

Expected Results

Participants in the Leadership Institute are expected to improve their leadership effectiveness through assessing and/or validating current knowledge or skills; acquiring and implementing new knowledge, skills, and techniques; acquiring and utilizing valid and reliable self-assessment tools and materials for self-study, performance assessment, and applying what they learned about their leadership styles, strengths and growth opportunities.

For more information please visit www.ascp.org/leadership or send an email to Leadership@ascp.org

Online Certificate Courses

The courses below are part of the Leadership Institute Certificate Program (online).

1. **Conflict Prevention and Resolution**
2. **DeCoding American Generations**
3. **Discovering Your Own Diversity**
4. **Everything DiSC® Workplace**
5. **Groupthink and the Abilene Paradox**
6. **Listening with a Purpose**
7. **Myers-Briggs Type Indicator (MBTI®)**
8. **Organizational Savvy**
9. **Reacting to Change**
10. **Stress Analysis and Coping Resources**
11. **Team Dynamics**
12. **Time Mastery**

Additional Live Courses

The courses mentioned as part of the Leadership Institute Certificate Program (online) can also all be facilitated live. In addition, the courses below are offered live.

1. **Emotional Intelligence**
2. **Five Behaviors of a Cohesive Team**
3. **Situational Leadership**
4. **Synergistic Decision-Making**

Course Description and Objectives

Online Certificate Courses

*The courses mentioned as part of the
Leadership Institute Certificate Program
(Online) can also be facilitated live.*

CONFLICT PREVENTION and RESOLUTION

Conflict Prevention and Resolution focuses on a repertoire of conflict-handling modes used during various kinds of conflicts. The five modes discussed in this course are applicable in specific situations and each represents a set of useful social skills.

Every organization generates conflicts, regardless of whether people work in a laboratory, hospital, nonprofit, corporation, or small business. The challenge is to move from impasse to transformation. People can make a significant contribution to the effectiveness of organizations and impact the lives of coworkers, the satisfaction of customers, and the morale of staff by leading people through the strategies for preventing conflict and resolving conflict.

This course will discuss the views of conflict, different approaches to conflict situations, and your own preferred conflict management approaches.

Upon completion of this course, participants are able to:

- **Identify the precursors and of conflict.**
- **Assess their personal conflict handling modes and techniques through the use of the Thomas Kilmann Conflict Mode Instrument.**
- **Apply the CLEAR and VOMP conflict management and resolution models and techniques for preventing conflict.**

AVAILABLE ONLINE AND LIVE



DECODING AMERICAN GENERATIONS



DeCoding American Generations focuses on increasing knowledge of the values, attitudes, behaviors, and characteristics of the six generations that are alive in the United States today.

DeCoding American Generations is both an individual journey and an individual process to help people capitalize on generational strengths, utilize the strengths of other generations, and collaborate more effectively with others. The more people understand generational differences, the less resistant or uncomfortable people are when working with people who are different.

Upon completion of this course, participants are able to:

- **Differentiate between preferred generational communication styles and work standards.**
- **Describe different generations' characteristics, behaviors, traits, and values.**
- **Construct the skills necessary to effectively work across generations.**
- **Increase self-awareness through completing the Generational DeCoder.**
- **Develop strategies and apply knowledge and skills to communicate across generational networks to expand their circle of influence.**

DISCOVERING YOUR OWN DIVERSITY

The purpose of this course is to increase participants' understanding of the value of human diversity in the workplace and the significance of inclusion. This course will cover the richness of people's own diversity dimensions and those of others. This course presents the Primary and Secondary Dimensions of Diversity that contribute to the complexity of cultural diversity and the Cycle of Socialization. Participants will also analyze why some diversity programs fail and why some are effective. Lastly, this course introduces four key areas of diversity and how they influence people awareness of differences as well as how they impact behaviors in the workplace.

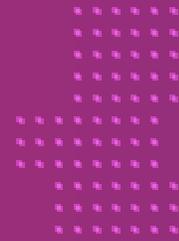
Upon completion of this course, participants are able to:

- **Recognize the significance of their own diversity.**
- **Understand the impact of the Cycle of Socialization.**
- **Analyze the Primary and Secondary Dimensions of Diversity.**
- **Identify the four key areas of diversity.**
- **Communicate more effectively with those from diverse backgrounds.**

AVAILABLE ONLINE AND LIVE



EVERYTHING DiSC® WORKPLACE



Have you ever wondered why it's so easy to work with some people and more challenging to work with others? This course provides insights into participants' own behavioral preferences in the workplace and those of others. Participants learn how to adapt and stretch their preferred behavioral style to meet the needs of others and how to recognize behavior patterns. Everything DiSC® is a personal development assessment that measures an individual's tendencies and priorities.

Upon completion of this course, participants are able to:

- Utilize assessment results to identify their own DiSC® behavior tendencies.
- Assess their own and others' behavioral tendencies and preferences through the self-assessment.
- Apply other DiSC® behavioral strengths and tendencies in order to develop more productive teams.
- Manage employees more effectively using their DiSC® work style tendencies.

AVAILABLE ONLINE AND LIVE



GROUPTHINK AND THE ABILENE PARADOX

Everyone makes decisions and everyone makes decisions within groups. It is therefore essential to create a sound decision-making process in which everyone is comfortable sharing opinions. This course consists of two separate sections: Groupthink and the Abilene Paradox, focusing on two different parts regarding a group's decision making process. First, Groupthink discusses how groups can have irrational or even dysfunctional decision-making processes. The Abilene Paradox studies how certain groups have an inability to manage group agreement. Together, these two parts provide insights into good group decision-making, whether groups agree or disagree.

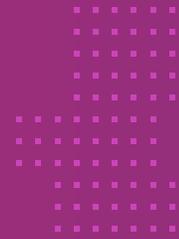
Upon completion of this course, participants are able to:

- **Recognize the symptoms and antecedent factors that contribute to Groupthink.**
- **Recognize the symptoms and antecedent factors of the Abilene Paradox.**
- **Apply the Groupthink model in group decision-making processes on the job.**
- **Identify and implement techniques for the prevention of Groupthink.**
- **Identify and implement techniques for the prevention of mismanaging agreement.**

AVAILABLE ONLINE AND LIVE



LISTENING WITH A PURPOSE



Listening with a Purpose focuses on the theories and models behind listening. Listening is an essential skill to be an effective leader. With adaptive listening skills, leaders are more effective in their communication, delegation, and motivation. In this course and through the analysis of the self-assessment, participants will learn about the different listening modes and approaches, as well as strategies for communicating more effectively. Participants will learn the importance of adapting their behavior depending on the needs of others, gain insights into their own behaviors, and learn how and when to adapt their approach.

Upon completion of this course, participants are able to:

- **Recognize the elements of personal communication and barriers to communication.**
- **Distinguish between the listening modes and approaches.**
- **Utilize self-assessment to determine own listening style.**
- **Identify listening styles that are different from their own.**

AVAILABLE ONLINE AND LIVE



MYERS-BRIGGS TYPE INDICATOR (MBTI®)

The purpose of this course is to help people better understand themselves and their behaviors. It functions as a tool to help participants develop greater self-awareness and awareness of others. The MBTI® creates a deeper understanding and constructive use of the behavioral differences between people. This increased awareness establishes and fosters improved and more effective work relationships.

Upon completion of this course, participants are able to:

- **Assess their personality preferences using the MBTI® model.**
- **Apply MBTI® theory to develop leadership and management skills.**
- **Describe the basic preferences of four dichotomies of MBTI® .**
- **Manage their employee and/or coworker relationships more effectively.**

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ORGANIZATIONAL SAVVY



Organizational Savvy focuses on increasing knowledge of participants' relationship skills and understanding of the organizational culture.

Organizational Savvy is a portfolio of competencies of approaches and behaviors used to navigate through a career and organization with success and integrity. This course addresses multiple aspects of organizational savvy and provides insights and explanations to analyze and understand the Organizational Culture Inventory® self-assessment.

Upon completion of this course, participants are able to:

- Understand the personal and professional implications of organizational savvy.
- Identify the shared values and beliefs that guide the thinking and behaviors of their organization.
- Differentiate when to use personal or positional leadership.
- Describe their personal strengths and development areas when interacting with others.
- Apply knowledge and skills to navigate across their internal and external networks.
- Develop strategies to increase their circle of influence.

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REACTING TO CHANGE

Reacting to Change provides theories, models, and a self-assessment for understanding how people react to change and how to manage change effectively. Change management is a process to help employees accept and embrace organizational change, whether it is adaptation of new technology, a new compliance requirement, or downsizing. Understanding how people react to change and anticipating their reactions, allows leaders and employees to plan accordingly and to set employees and the entire organization up for success. Participants will complete a self-assessment to analyze their own thinking patterns related to change.

Upon completion of this course, participants are able to:

- **Understand different emotional reactions to change.**
- **Utilize different change theories in both reacting to change and managing change.**
- **Plan for change effectively through the use of Kotter's 8-Step Process for Change and the Appreciative Inquiry Model.**
- **Develop new ways of reacting to change through the results from the Life Styles Inventory™ (LSI) assessment.**

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STRESS ANALYSIS AND COPING RESOURCES



This course will help participants to better understand the definition of stress and how it can impact their lives. The course explains different types of stress, the sources of stress, and different strategies for reducing stress. This course will also explain how certain types of stress can motivate and increase productivity. Finally, this course covers different ways to reduce stress, develop coping skills, and provides opportunities to develop an action plan to handle stressful situations and circumstances.

Upon completion of this course, participants are able to:

- **Identify different types of stress.**
- **Recognize the sources of stress.**
- **Analyze their own coping resources and skills.**
- **Develop strategies for managing their stress.**

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TEAM DYNAMICS

Team Dynamics are the unconscious, interpersonal forces that influence the direction of a team and its performance. Team dynamics are created by people's personalities, work ethic, experience, the task at hand, and the environment, such as deadlines, communication, and leadership. Team Dynamics focuses on the different stages of team development, how to create a high performing team, and participants' preferred team roles. The Team Dynamics model will help participants recognize others' preferences for working on a team and create an environment in which individuals and teams flourish.

Upon completion of this course, participants are able to:

- **Learn about and identify the various stages of team development and their implications**
- **Recognize the characteristics of high performance teams.**
- **Understand the Team Dimensions Model and identify and interpret their preferred team role.**
- **Recognize others' team positions and their role and contribution on the team.**
- **Assess how teams can identify each member's talents and place people in roles that utilize their talents.**

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TIME MASTERY

Everyone faces a daily dilemma: too much to do and not enough time to do it. Time appears to be the limiting factor, not the actual activities. Time management is self-management because managing time means adapting behavior to accomplish tasks in an effective manner. This course walks participants through a process of identifying new habits in 12 time management categories. The Time Mastery assessment provides insights into current behavior and offers a five-step approach for creating and changing habits. Participants set new goals for each of the Time Mastery Categories and write an Action Plan.

Upon completion of this course, participants are able to:

- **Utilize the Time Mastery assessment to identify their time management behaviors.**
- **Demonstrate where to focus time management efforts based on Skills Gap Analysis.**
- **Calculate time spent in each of 12 Time Mastery Categories.**
- **Understand how to improve their time management through creating action plans.**

AVAILABLE ONLINE AND LIVE





Additional Live Courses

The courses below are part of live-offering only.

EMOTIONAL INTELLIGENCE

This course will help participants to understand and demonstrate emotional intelligence as it relates to their own behaviors and understanding others. The course explains the difference between emotional intelligence and intellectual intelligence, how to regulate emotions through practicing self-awareness, the Emotional Intelligence Social Competency Model (ESCI), and how to develop and apply emotional intelligence within your career. This course will put into context how certain reactions, emotions, and behaviors can impact working effectively with others, and how having the ability to understand others' emotions is a key component in developing oneself as a leader.

Upon completion of this course, participants are able to:

- **Understand the theory of emotional intelligence**
- **Identify the 12 competencies in the Emotional and Social Competence Inventory**
- **Recognize and manage their own feelings and those of others**
- **Develop self-awareness to increase emotional intelligence capabilities**
- **Apply emotionally intelligent behaviors to the workplace and their personal career development**

AVAILABLE LIVE ONLY



FIVE BEHAVIORS OF A COHESIVE TEAM

The Five Behaviors of a Cohesive Team creates a learning experience that helps individuals and organizations reveal what it takes to build a truly cohesive and effective team. Powered by Everything DiSC® style, the profiles help participants understand their own DiSC® styles. The course focuses on bringing together everyone's personalities and preferences to form a cohesive and productive team. The results will positively impact individuals, teams, departments, and organizations.

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Upon completion of this course, participants are able to:

- **Perform more efficiently and effectively and become a more cohesive team.**
- **Understand how, as a team, they score on the key components of The Five Behaviors model: trust, conflict, commitment, accountability, and results.**
- **Describe and understand how their own DiSC® style contributes to the team's overall success.**
- **Recognize and define the criteria for building vulnerability-based trust.**
- **Explain how to engage in conflict around ideas with team members where there is trust and debate unfiltered constructive ideas.**
- **Demonstrate commitment to decisions through expressing their own opinions and debating ideas.**
- **Hold one another accountable while tapping into the skills and opinions of all members to achieve their ultimate goal.**

SITUATIONAL LEADERSHIP



This course focuses on building leader effectiveness and flexibility through self-awareness and focuses on employee readiness and their development level. Highly effective leaders are able to identify the readiness level of their employees and appropriately adapt the degree to which they provide support and direction. The model used in the course will help participants discover their own preferred leadership style and the readiness level of those they work with. Depending on the developmental level of other employees and coworkers, leaders will be better prepared to choose the leadership style that best suits the needs of their employees, co-workers, or organization.

Upon completion of this course, participants are able to:

- **Understand their own preferred leadership style.**
- **Assess the readiness and developmental level of others.**
- **Adapt their leadership according to the situational needs of each employee, team, department, and organization.**

AVAILABLE LIVE ONLY



SYNERGISTIC DECISION-MAKING

Building synergy around team decisions is one of the essential skills of a leader. This course will give you clear insights into your own team decision-making contributions through a group process simulation. The model used in this course consists of two aspects to increase synergy: problem solving and interpersonal skills. Problem solving is the rational sequence of questions and action items a team considers in reaching a decision. Interpersonal relations are the way people treat one another while solving the problem. Through a simulation, participants will examine their individual performance as compared to a group's performance. In addition, participants will gain insights about constructive and less constructive behaviors they use and how to increase team development.

Upon completion of this course, participants are able to:

- **Demonstrate how teams are able to produce decisions that are more effective than individual decisions.**
- **Practice the rational and interpersonal skills involved in synergistic decision making.**
- **Develop the skills necessary to effectively manage a project.**
- **Apply decision-making skills to initiate change in their organization.**

AVAILABLE LIVE ONLY





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