



**LEADERSHIP
INSTITUTE**

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Syllabus

The Leadership Institute is a series of online and live leadership courses facilitated by the American Society for Clinical Pathology's (ASCP) organizational and leadership experts. Through the institute, participants have access to either:

- Leadership Certificate Program
- On-Site Facilitation
- Conference Facilitation
- Personal Coaching

The goal of the Leadership Institute is to increase leadership skills at all levels of an organization through teaching participants how to be more situationally effective by adapting their behavior, communication skills, and leadership style appropriately.

The on-site and conference courses are facilitated by ASCP's Leadership & Organizational Development Department, consisting of Catherine Stakenas, MA, and Lotte Mulder, Ed.M. Catherine and Lotte have extensive experience in leadership coaching, assessment interpretation, and course design and facilitation at ASCP and multiple other organizations and businesses, nationally and internationally.

Purpose

The purpose of the Leadership Institute (LI) is to develop effective leaders across the profession and beyond. The LI will help participants enhance their influence in multiple spheres and thereby support recognition of laboratory medicine professionals as central to improving patient care and outcomes.

Types of Activities

The current formats of the Leadership Institute include:

- Pre-recorded webinars with tests and evaluations
- Educational courses at live meetings
- Personal coaching: live, online, or via phone

Expected Results

Participants in the LI 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 and performance assessment; and applying what they learned about their leadership styles, strengths and growth opportunities.

Courses

1. Conflict Prevention and Resolution
2. DeCoding American Generations
3. Everything DISC® Workplace
4. Groupthink and the Abilene Paradox
5. Listening with a Purpose
6. Myers-Briggs Type Indicator (MBTI)
7. Organizational Savvy
8. Reacting To Change
9. Team Dynamics
10. Time Mastery

COURSE DESCRIPTION AND OBJECTIVES

CONFLICT PREVENTION and RESOLUTION

Conflict Prevention & Resolution focuses on a repertoire of conflict-handling modes used during various kinds of conflicts. The five conflict-handling 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 and resolving conflict.

This course will discuss the views of conflict, different approaches to conflict situations, and participant's 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.

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.

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 own DISC® behavior tendencies.
- Utilize assessment results to identify own and others' DISC® behavior tendencies.
- Accommodate other people's differing DISC® profile tendencies in the workplace.
- Apply other's DISC® behavioral strengths and tendencies in order to develop more productive teams.
- Manage employees more effectively using their DISC® work style tendencies.

GROUPTHINK AND THE ABILENE PARADOX

Everyone makes decisions and everyone makes decisions in 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 Group Think.
- 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.

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, listening approaches.
- Utilize assessment to determine own Listening Style.
- Identify Listening Styles that are different from their own.
- Develop communication strategies based upon Listening Styles.
- Recognize others' Listening Styles and utilize knowledge in their own Listening Styles.

MBTI

The purpose of this course is to help people better understand themselves and their behaviors, as well as, other personality types. 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 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/types using the MBTI model.
- Apply MBTI theory to develop leadership and management skills.
- Describe the basic preferences of four dichotomies of MBTI.
- Manage their employees and/or co-worker relationships more effectively.

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.

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 to 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.

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 and 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 role or roles. The Team Dynamics model will help participants recognize other people's preferences for working on a team and to 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.

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 accomplish tasks in an effective manner. This course walks participants through a process of identifying new habits in twelve 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.
- Describe 12 Time Mastery Categories.
- Demonstrate where to focus time management efforts based on Skills Gap Analysis.
- Understand how to improve their time management through creating action plans.



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For more information go to: www.ascp.org/leadership