

CONTENT COVERED IN THE McMASTER PSYCHIATRY LEADERSHIP TRAINING PROGRAM 2013-14

OVERALL GOALS OF THE PROGRAM

- To prepare faculty, staff and learners to take on leadership roles in the Department or clinical service network
- To improve the performance of our faculty, staff and learners who are already in leadership roles
- To develop a cadre of effective leaders who will work together to share their experience and develop common approaches

FORMAT

There were four main components:

a) Workshops (Learning Sessions)

Workshop 1 October 4th, 2013 (full day)

Workshop 2 February 27th, 2014 (full day)

Workshop 3 May 30th, 2014 (half day)

Before each workshop, participants were sent some background materials and one or two questionnaires to complete that assessed different aspects of their leadership style / performance and which were discussed during the sessions.

b) Communities of Practice

Met monthly from October to June, with two co-facilitators – one from our Department, one from another Department, with 6-7 members in each. These were seen by participants as the highlight of the program and both groups have decided to continue to meet monthly with just the internal facilitator.

Content – depended on group members, but was linked to the project each was working on. The CoP discussions led to suggestions for topics for the workshops.

c) Participant's Projects

Each participant used a leadership task on which they were working as the focus for their discussions with their mentor. These were also brought to the CoPs for peer review / advice.

d) Mentoring

Each participant had a mentor who was a senior administrator in the Department. The sessions were problem-based (the projects), but often led into wider leadership issues.

CONTENT OF THE WORKSHOPS

In general the approach was to cover a lot of theoretical ground in the first session, to go into a few specific topics in workshop 2 while also including opportunities for participants to review their

experiences to date, and to focus on developing additional skills in one area in workshop 3 (as suggested by the CoPs). We made extensive use of video clips / TED talks.

Workshop 1

Objectives

- Provide a framework for you to think about leadership roles, styles and competencies and how to link this with your own work
- Introduce you to knowledge and skills that help you think about, and manage conflict including how to hold difficult conversations
- Understand the elements of a successful change and how to plan for it
- Provide an introduction to the elements of high performing teams and how we can improve team performance
- Introduce you to the communities of practice component of the leadership development program

Time	Topic	Purpose
08:30	Welcome	To reinforce the importance of this session.
08:45	Opening	To introduce participants to the day, ensure participants know each other, set context, review ground rules.
09:15	Introduction to Leadership	To review concepts of leadership (“leading from any chair”, formal versus informal leadership roles, change and influence), leadership versus management, challenges and opportunities in managing professionals.
10:00		BREAK
10:20	Leadership Styles and Competencies	Have participants reflect on their own emotional intelligence, leadership style and leadership competencies.
12:00		LUNCH
13:00	Introduction to conflict management and promoting change	Understanding and confronting conflict with a goal of creating change.
14:25		BREAK
14:45	Introduction to principles of high-performing teams	Given that much of our work in healthcare is done through meetings or as teams, it is important participants understand team dynamics, collaboration, and what contributes to high-performing teams

Time	Topic	Purpose
15:45	Close the session	To wrap up the day and introduce participants to the community of practice groups and process

Workshop 2

Objectives

- Deepen your understanding of leadership roles, styles and competencies and how to link this with your own work
- Build further skills in holding difficult conversations, and understanding resistance to change
- Explore the use of appreciative inquiry to reframe conflict and promote change
- Explore the role of decision making frameworks, how they can reduce conflict and increase results

Time	Topic	Purpose
08:30	Welcome	To reinforce the importance of this session.
08:45	Opening	Introductions and orientation to the day.
09:00	Introduction to Leadership	Review of experiences to date LEADS Leadership framework
10:00		BREAK
10:20	Leadership – a Deeper Dive	Leadership competencies and styles
12.00		LUNCH
13:00	Managing conflict and introducing change	Managing conflict Appreciative enquiry The improvement model Managing polarities
14:25		BREAK
14:45	Decision making	Different approaches to decision making Complexity theory
15:45	Wrap up	Review of the day and next steps groups and process

Workshop 3

Objectives

- To review the program and lessons learnt
- To learn how to initiate a difficult conversation effectively

Time	Topic	Purpose
08:30	Welcome	Goals for the day
08.45	Introduction to Hard Conversations	Goals for the session What is a crucial conversation Emotions in the workplace
10:00		BREAK
10:20	Hard Conversations (cont)	Initiating a crucial conversation Silence and violence Styles under stress Providing feedback
12.00	Conclusions and Lessons Learnt	The 2 key things I learnt How my leadership performance has changed What worked and what didn't work during the program Lessons for the coming year
13:00	End of the program	LUNCH