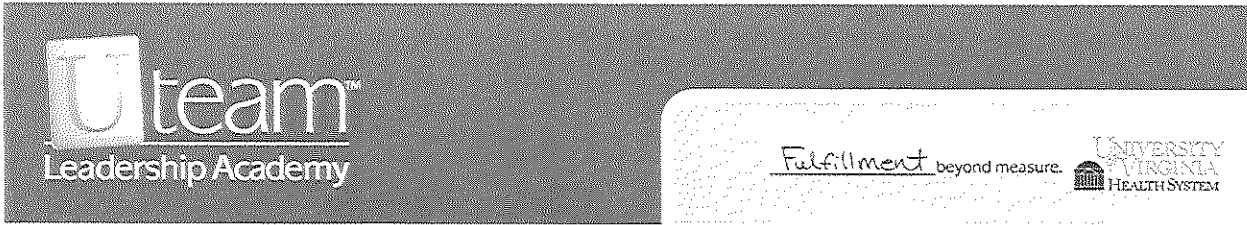


Best Practices in Management II – Nurse Managers Leadership Development Series Leader Education Plan

Name:	Holly Hintz	Work Unit or Department:	Nursing Governance Programs	Manager Name (Leadership Sponsor):	Terri Haller
		Manager Signature	Date Reviewed:	Recommendations:	
1. Emotional Intelligence and Self Awareness	<i>Terri Haller</i>	5/15/14		↓	
2. Learning Agility	<i>Terri Haller</i>	5/13/14		↓	
3. Communication & Listening (Part 1)	<i>Terri Haller</i>	5/13/14		<i>agree with goals, will support as needed</i>	
4. Communication & Listening (Part 2)	<i>Terri Haller</i>	6/12/14		↓	
5. Networking & Negotiation	<i>Terri Haller</i>	6/12/14		↓	
6. Managing Change	<i>Terri Haller</i>	6/12/14		<i>agree E goals, will support as needed</i>	

- After each session, develop at least one goal per topic that will effectively change your behavior in your work area
- Before the next class, you should meet with your manager to discuss the goals and behavior changes you have listed for each session
 - The goals should be agreed upon by you and your manager, and signed off in the section above
 - In addition, spend time going through the previous goals and discuss the progress you've made



Program	Class Description	Based on each class, Develop a GOAL that you will achieve	Specific Behavior/Activity that you will incorporate into your daily practice
<p>Emotional Intelligence & Self Awareness</p> <p><i>Class 1</i></p>	<p>Emotional intelligence involves being aware of and managing emotions within your relationships with self and others. Participants will learn how to</p> <ul style="list-style-type: none"> • Build emotional intelligence through actions and techniques for managing emotions • Regulate emotions through self-awareness • Move from self-awareness to self-management 	<p><i>Self assess and use 360 feedback to temper personal impatience tendency while balancing with the need to drive for results.</i></p> <p><i>Explore feedback about low political sensitivity in 360 material.</i></p> <p><i>Explore additional 360 feedback low scores with TH.</i></p>	
<p>Learning Agility</p> <p><i>Class 2</i></p>	<p>Learning agility is an individual’s readiness, willingness, and ability to learn from experience. Several small changes in thinking and behavior can collectively shift the direction of a department. Participants will learn how to</p> <ul style="list-style-type: none"> • Foster a learning culture and overcome obstacles and barriers • Improve team performance through coaching • Tap into intrinsic motivations and generate enthusiasm for personal improvement 	<p><i>Take Be Safe Leader training, late June.</i></p> <p><i>Embrace, practice, learn from A3 processes in Be Safe methodology.</i></p>	<p><i>Learn to take calculated risks, push self toward innovation and trying new approaches, technology. Specifically project management and systems engineering concepts, on-line tools.</i></p> <p><i>Lead / participate in A3 groups that arise in dealing with clinical systems issues. Apply in PNSO and team settings.</i></p>

Exhibit TL6.k

Program	Class Description	Based on each class, Develop a GOAL that you will achieve	Specific Behavior/Activity that you will incorporate into your daily practice
<p>Communicating & Listening (Part I)</p> <p><i>Class 3</i></p>	<p>Sir Winston Churchill said 'Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.' Voicing goals and inspiring others is vital – but so is listening. Participants will learn how to</p> <ul style="list-style-type: none"> • Identify and overcome barriers that stand in the way of effective communication • Use effective active listening techniques to enhance the effectiveness of listening skills • Use essential elements of trust, credibility, and confident communication behaviors to enhance influence 	<p><i>Initiate crucial conversation with [REDACTED] regarding communication gaps. (done)</i></p>	<p><i>Apply crucial conversation principles to expressing concerns in interdepartmental project meetings.</i></p>
<p>Communicating & Listening (Part II)</p> <p><i>Class 4</i></p>	<p>What role does the leader play in motivating and engaging others? The ability to create an environment that nurtures motivation takes both practice and skill as it's not a quality inherent in most people. Participants will learn how to</p> <ul style="list-style-type: none"> • Explore employee motivation and commitment challenges • Identify the benefits and challenges of motivating employees • Overcome status quo mentality and motivate employees during change 	<p><i>Initiate peer alignment meetings to build working relationships, trust, communication. (done)</i></p>	<p><i>Explore 360 feedback from boss 1&2 related to holding direct reports accountable.</i></p> <p><i>Prioritize follow through with promised work or staff / leader queries.</i></p>

Exhibit TL6.k

Program	Class Description	Based on each class, Develop a GOAL that you will achieve	Specific Behavior/Activity that you will incorporate into your daily practice
<p>Networking & Negotiation</p> <p><i>Class 5</i></p>	<p>The heart of being politically savvy is networking, reading situations, and thinking before speaking. Not every leader likes politics, but it's present in every organization.</p> <p>Participants will learn how to</p> <ul style="list-style-type: none"> • Leverage organizational politics in order to be a politically constructive leader and get the best from employees • Develop effective give-and-take strategies to influence others and get the results needed • Set the tone for negotiation, make effective proposals, and respond positively 	<p><i>Make time for pick up conversations and outreach to peers. Invite key contacts to coffee / lunch.</i></p>	<p><i>Read AONE news regularly, connect on list serves, consider future prof organization networking (post wedding)</i></p>
<p>Managing Change</p> <p><i>Class 6</i></p>	<p>Change occurs continuously around us. We may want to support it, be indifferent to it, be passive, or participate in it. The pace of change has increased dramatically.</p> <p>Participants will learn how to</p> <ul style="list-style-type: none"> • Make a case for, get started and keep the momentum of change alive by reframing change as a learning opportunity • Practice the 5 skills in leading change • Effectively manage resistance by avoiding the pitfalls of change 	<p><i>Maximize uptake of Be Safe principles in project, committee, and shared governance work. Role model the process.</i></p>	<p><i>Drive personal organization and planning to maximize impact of role on help chain.</i></p> <p><i>Continue to focus on priorities as outlined in monthly Lorna report.</i></p> <p><i>Build tolerance for ambiguity.</i></p>

Focus Areas (Korn Ferry domains) for continued development:

- Drive for Results
- Planning