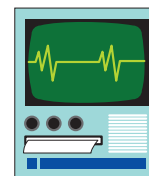
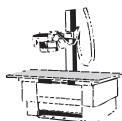
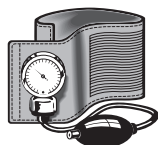


Healthcare Managers Leadership Institute

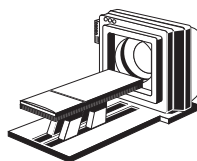


February 22-23, March 23-24,
& April 21-22, 2010



MHA Headquarters, Elkridge, MD

Registration: 8:00 AM, Days 1-6
Program: 8:30 AM-4:00 PM



The Healthcare Managers Leadership Institute (HMLI) is a continuation of two very successful series, the Nurse Managers and Clinical Managers Leadership Institutes, which were first offered in 2002. The program was initially designed by a group of 24 hospitals to improve the quality of their managers and is aimed at assuring competencies considered essential in today's healthcare environment. To date, almost 1200 participants from 80 hospitals have completed the course and have given it outstanding evaluations.

HMLI will take place over six days and consists of 3 two-day sessions spread over two months. The curriculum has been designed around leadership competencies. The course is highly interactive and provides opportunities for networking. The course will continue to be led by Jo Manion, who will provide intensive education that explores leadership issues and potential solutions to today's challenges facing healthcare managers.

For most staff, their manager represents the hospital and is a primary factor in whether the staff member will continue to work for that hospital. This course has been found to be vital in the overall retention efforts of hospitals, and so it is being offered once again in 2010. At a time when excellence in management is critical, many managers lack the competencies to provide strong leadership. HMLI should be part of your hospital's response to the workforce shortage.

FACULTY:

Jo Manion, PhD, is a nationally recognized speaker, author and organizational consultant. Audiences across the country and internationally have enjoyed her dynamic but practical presentation style. A resident of Florida, she is known for her work with the Florida Hospital Association in creating the Center for the Promotion of Nursing that was developed to deal with the nursing shortage of the late 1980s. Since 1991, she has served as principal and senior consultant with Manion & Associates, offering organizational and professional development services. Her key areas of expertise include leadership development, creating effective organizational and personal change, building effective teams and creating new organizational cultures. As an author, she has published extensively including seven books, dozens of journal articles and multiple book chapters. Her most recent book, *Create a Positive Health Care Workplace: Practical Strategies to Retain Today's Workforce and Find Tomorrow's* was released by AHA Press. It was released as a second edition in 2009.



Agenda

Monday, February 22, 2010

Day 1: *Leading in the Third Millennium: Strengthening Commitment in Your Workforce*

- Leading in the New Millennium
- Building Commitment Among Your Workforce



Tuesday, February 23, 2010

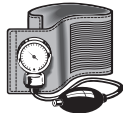
Day 2: *Communication Strategies For the Emotionally Intelligent Leaders*

- Communicating with Clarity: The Leader's Role
- Contemporary Leadership Communication Challenges
- Understanding Communication Styles
- Application of Personal Styles in the Work Place

Tuesday, March 23, 2010

Day 3: *The Leader as Coach: Developing Competence in Employee-Colleagues*

- The Leader's Role as Coach
- Creating Choices & Transferring Responsibility
- Clarifying Responsibility
- Understanding Your Leadership Style



Wednesday, March 24, 2010

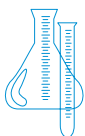
Day 4: *The Leadership Role in Resolving Conflict*

- The Foundation of Effective Conflict Resolution: Your Assertiveness Skills
- Using Assertion Skills to Deal With Conflict in the Workplace
- Conflict in the Workplace
- Approaches for Resolving Conflict in a Healthy Way
- Special Conflict Situations

Wednesday, April 21, 2010

Day 5: *Managing Key Processes and Getting the Outcomes You Need – Part 1*

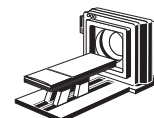
- The Leader's Role in Managing Process
- The Key Process of Building a Leadership Team
- Group Process in Action
- Using a Forward-Focused Approach for Meetings



Thursday, April 22, 2010

Day 6: *Managing Key Processes and Getting the Outcomes You Need – Part 2*

- Using an Effective Problem-Solving Process
- Appreciative Inquiry as an Approach to Solving Our Problems
- The Kaleidoscope of Change
- The Importance of Self-Care in Sustaining a Leadership Practice



Objectives

Monday, February 22, 2010

Day 1

1. Describe the difference between management and leadership
2. Define what a leader is
3. Assess issues of trust within the context of the leadership relationship
4. Distinguish between compliance and commitment
5. Apply a process for developing commitment within followers
6. Identify their leadership mission and values
7. Apply a technique for developing a vision with a core group of participants

Tuesday, February 23, 2010

Day 2

1. Increase their listening ability
2. Use the technique of reflective listening to increase their communication effectiveness
3. Identify the importance of questioning as a coaching technique
4. Identify specific characteristics of gender-based communication differences
5. Relate the four basic styles of communication
6. Describe the role their own unique communication style has on others and ways to enhance this impact
7. Increase their own communication effectiveness with others

Tuesday, March 23, 2010

Day 3

1. Relate a six-step process for increasing their coaching effectiveness
2. Describe the 5 principles of intrinsic motivation
3. Apply the situational leadership model to determine the appropriate approach in a particular coaching situation
4. Identify their primary coaching style and demonstrate an ability to increase their style flexibility
5. Apply a 4-step plan to use when empowering employees to ensure clear communication and prevent the typical problems which occur with transferring responsibility to others
6. Apply a process for articulating and negotiating expectations of others

Wednesday, March 24, 2010

Day 4

1. Distinguish between passive, assertive, and aggressive behavior
2. Explain the relationship between assertiveness and the effectiveness of the leader in dealing with conflict
3. Recognize when a conversation has turned crucial
4. Apply the HEART model for dealing with intense situations
5. Use scripting for giving difficult feedback to other people
6. Identify the ineffective and effective methods for resolving conflict
7. Apply practical principles of negotiation to resolve conflict
8. Coach others as they resolve conflict
9. Respond to anger in a way that deescalates it

Wednesday, April 21, 2010

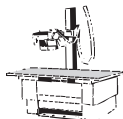
Day 5

1. Demonstrate a clear understanding of the role of managing process as a critical leadership competency
2. Explain the concept of "managing the unknowable" and its ramifications in health care today
3. Identify examples of "mechanistic thinking" in their own organizations
4. Apply a process for the creation of highly effective leadership teams
5. Evaluate their effectiveness as a participant in a group process

Thursday, April 22, 2010

Day 6

1. Describe the insight they have obtained their own individual approach to change
2. Demonstrate a clear understanding of the difference between change and transition
3. Assess people's progress through the emotions of change and use leadership strategies to support and encourage this progress
4. Apply a methodical approach to solving their department specific and interdepartmental problems and issues
5. Analyze common patterns that impair effective problem solving
6. Use appreciative inquiry in dealing with issues in the workplace
7. Identify specific steps they can take to initiate self-care as part of their leadership practice



MASTER REGISTRATION FORM

Healthcare Managers Leadership Institute

February 22-23, March 23-24, & April 20-21, 2009

Registration: 8:00 AM, Days 1-6

Program: 8:30 AM-4:00 PM

MHA Headquarters, Elkridge, MD

Fee Schedule

MHEI member \$1,525 per participant

non-member \$2,300 per participant

The registration fee includes tuition, seminar materials, continental breakfasts, lunches and refreshment breaks for all six (6) days.

Payment for program registration must accompany this form.

Check Enclosed - Make Payable to **Maryland Healthcare Education Institute**

VISA MasterCard American Express # _____ Exp. Date _____

Name on Card _____ Signature _____

Billing Zip Code for Card _____ CSC Code _____

Cancellation Policy: If a participant is unable to attend, an alternate should be sent. If a replacement cannot be found, a penalty of 50% of the registration fee will be assessed if notice of cancellation is received a week or less prior to the session.

There are hotels within 2-3 miles of MHEI/MHA; the closest is the Best Western-BWI. Please call the Best Western directly, 410/796-3300, to make your reservation, and refer to "MHEI". The cutoff date for reservations is one week prior to the seminar. For a complete list of near-by hotels, please contact Robbie Heacock (rheacock@mhaonline.org; 410.796.6239).

Weather Policy: In the event of adverse weather conditions, the decision to either close or delay the opening of MHA and the program will be made by 6:30 the morning of the program. To find out if the office is closed because of weather, please call the MHA main telephone number (410/379-6200)

Smoking Policy: To promote better health for all, MHA headquarters is a smoke-free facility, effective November 2007. Smoking is not be permitted in either building, nor on the grounds of MHA. Thank you in advance for your cooperation.

Special Note: MHEI wishes to ensure that no individual with a disability is excluded, denied services, segregated or otherwise treated differently from other individuals because of the absence of auxiliary aids and services. If you need any of the auxiliary aids or services identified in the Americans With Disabilities Act, please call MHEI at 410/379-6200.

Healthcare Managers Leadership Institute

February 22-23, March 23-24, & April 21-22, 2010

Master Registration Form

Return to:

Robbie Heacock
Maryland Healthcare Education Institute
6820 Deerpath Road
Elkridge, MD 21075

rheacock@mhaonline.org

FAX: 410/379-9541

OFFICE USE ONLY	
Program #: 1002/1250	
Ck. #:	Amt: \$
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PLEASE PRINT OR TYPE

Hospital Name: _____

Contact Person: _____ **Title:** _____

Email address: _____ **Phone #:** _____

1. Name: _____ Degree(s): _____

Title: _____ Badge Name: _____

Email Address: _____ Direct Phone #: _____

2. Name: _____ Degree(s): _____

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Email Address: _____ Direct Phone #: _____

6. Name: _____ Degree(s): _____

Title: _____ Badge Name: _____

Email Address: _____ Direct Phone #: _____