Leadership & Professional Development Courses
The Learning Network offers development opportunities to meet the unique needs of leaders at all levels of the organization, including our largest group, professionals (individual contributors).
Our Leadership & Professional Imperatives are the essentials for how to be a successful leader at Montefiore Medicine. They are what leaders and professionals do to create, maintain and sustain a high-performing health system.
Professional Level courses are appropriate for associates at all levels, including individual contributors

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<th>IMPERATIVES/CAPABILITIES</th>
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<td><strong>Drive Results / Achieve Outcomes</strong></td>
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<td>Collaborates &amp; Contributes to Success; Results Driven; Applies Learning; Accountability; Initiates Action; Continuous Improvement</td>
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<td><strong>Transform the Future of Healthcare</strong></td>
<td>➢ Interaction Scenarios (In Development)</td>
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<td>Patient-Centered Service Orientation; Patient Education / Health Promotion; Manages Patient Care (Care Management); Innovative/Creative</td>
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<td><strong>Lead Mission through Vision, Integrity and Ethics</strong></td>
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<td>Appreciates Diversity; Demonstrates Integrity</td>
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<td><strong>Engage the Team and Develop Talent</strong></td>
<td>➢ Emotional Intelligence in the Workplace&lt;br&gt; ➢ Take Control of Your Engagement</td>
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<tr>
<td>Continuously Pursues Knowledge; Models Courtesy &amp; Respect; Takes Control of Own Engagement</td>
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<td>➢ Using Data Metrics (In Development)</td>
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Effective Communication
COURSE 1196029
3.5 hours
This foundational course provides individuals with a powerful set of interaction skills that enables them to communicate more effectively with colleagues and clients and, in the process, build trust, strengthen partnerships, and achieve desired results. This course is a prerequisite for many of the courses for Leaders of Others.

Learning Objectives:
• Recognize the impact of effective communication on interpersonal relationships and individual and team success.
• Utilize communication styles to relate to others in a way that meets both personal needs and the practical needs of accomplishing objectives.
• Use basic principles of Emotional Intelligence in interactions to conduct more successful discussions to achieve results.
• Recognize the common mistakes that diminish or defeat effective communication and how to avoid them.
• Employ a technique to provide specific and meaningful feedback for improved performance and increased specificity.

Presenting with Impact
COURSE 1196030
7 hours
Presentation skills are essential for successful professionals, whether they present from the front of the room, the head of the table, on a videoconference, or as part of team for a “town hall” meeting. This course helps you successfully manage your presence, information and audience so your credibility stays strong.

Learning Objectives:
• Project a polished, professional manner.
• Speak fluently and gesture naturally.
• Quickly organize a presentation for greatest audience impact.
• Engage with compelling visuals.
• Handle questions and answers with ease.
Continuous Process Improvement

**COURSE 1194001**

7 hours

Using a case study and highly interactive process improvement simulation, this program overviews process improvement step by step and provides participants with hands-on experience using a variety of process improvement tools. Upon completion of this program attendees generally feel ready to jump into a continuous improvement project.

**Learning Objectives:**
- Create a project charter.
- Identify the root cause of a problem.
- Create a problem statement.
- Create a “current state” process map and identify “waste.”
- Brainstorm a problem using cause & effect (fishbone) diagram.
- Understand when to use PDSA rapid cycle improvement.
- Use a PICK Chart to analyze solution options.

Introduction to PDSA

**COURSE 1194002**

1.5 hours

This course is a close look at the PDSA (plan, do, study, and act) methodology of process improvement. After reviewing a Montefiore PDSA success story and discussing the methodology, the majority of the class time is spent working on a highly interactive simulation of PDSA in action.

**Learning Objectives:**
- Participate in a process improvement initiative using the PDSA approach.
- Understand the meaning of each step and its importance.
Emotional Intelligence in the Workplace

COURSE 1193005
7.5 hours
Emotional intelligence is a fundamental set of skills that enhance our ability to establish working relationships, gain satisfaction from our work, make wise decisions and manage reasonable amounts of stress. This program provides a foundational overview and understanding of EQ and its relevance in every part of work life as well as its role in developing individual and team success.

Learning Objectives:
• List and explain the 4 components of Emotional Intelligence (EQ).
• Appreciate the importance of EQ and use it to enhance your success at work.
• Assess your EQ strengths and opportunities to enhance your interactions at work.
• Use EQ to effectively navigate difficult workplace situation and expand your options for success.
• Practice applying EQ to real workplace situations and get feedback from your peers.
• Create an individual action plan to build additional skills.

Taking Control of Your Engagement

COURSE 1200002
3.5 hours
*Take Control of Your Engagement* is a blended learning staff engagement program that equips individuals to assess, increase and sustain their engagement levels—maximizing both performance and satisfaction—so that we can build a vibrant workforce and reach our business goals.

Learning Objectives:
• Articulate what engagement is—and isn’t.
• Consider your own engagement level.
• Clarify the personal values and job conditions that influence your satisfaction at work.
• Align your interests and talents with the goals of the organization.
• Identify actions you can take to increase your satisfaction and contribution—to become more engaged.
The following online courses are available to associates on the Learning Management System.

Making Invisible Influencers Visible: An Introduction to Mitigating Unconscious Bias (ONLINE 1013001)
Introduction to LGBTQ Patients (ONLINE 1085002)
LGBTQ Healthcare for Clinicians (ONLINE 1085003)
Working with Trans Youth (ONLINE 1085005)

In addition, the Healthcare Equality Index (HEI) offers Montefiore associates free Continuing Education training for LGBTQ patient-centered care. CME Credits are available with some courses. Take advantage of these free courses and support our LGBTQ community!

- Go to http://www.hrc.org/hei/hei-training-on-the-cal
- Sign In with your Montefiore email
- Security Keyword: HRC
- Montefiore’s HEI Facility ID Number: 55709

An Introduction to your LGBTQ Patients
LGBTQ Patient-Centered Care: An Executive Briefing
Expanding LGBTQ Cultural Competency – CME Credit available
LGBTQ Healthcare for Clinicians – CME Credit available
Working with Trans Youth – CME Credit available
Working with Trans Adults

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
**Leader of Others (0-3 years)** Level courses are appropriate for Leaders of Others (those who have direct reports), including those with less than 3 years’ leadership experience.

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<td><strong>Manage with Effective Business Skills and Principles</strong></td>
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<td>Manages Conflict; Leads with Social Acumen; HR Management; Manages Work; Delegates Responsibility; Manages Performance; Manages Risk</td>
<td>➢ Coaching for Peak Performance</td>
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<td>Manages Performance; Manages Risk</td>
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Coaching for Peak Performance  
**COURSE 1193002**  
4 hours  
Effective coaching is one of the most important drivers of team member performance. Whether leaders are guiding people toward success in new or challenging situations or helping people improve or enhance their work performance, their ability to coach and provide feedback makes the difference between mediocrity and high performance. By helping learners understand the importance of three coaching techniques and how to effectively handle both proactive and reactive coaching discussions, this course helps leaders have more effective and efficient interactions. *Prerequisite: Interaction Essentials for Leaders ([ONLINE 1143001](#))*

Learning Objectives:  
• Encourage people to take ownership of, and be accountable for, their work performance.  
• Create a work environment where people are comfortable taking the risks associated with new responsibilities.  
• Boost morale, improve productivity, and increase profitability by coaching for peak performance in each person.  
• Manage work performance issues in a fair, consistent manner.

Behavioral Interviewing  
**COURSE 1196031**  
3.5 hours  
Selecting a candidate for an open position is one of the most important decisions leaders make. This course teaches a systematic approach that will help leaders confidently and objectively select the right candidates. Behavioral interviewing is based on the assumption that past behavior is the best predictor of future behavior. Participants will learn and practice this technique, receiving feedback from peers and the facilitator.

Learning Objectives:  
• Identify behaviors that are key to success in a position on your team.  
• Write behavioral interview questions based on those behaviors.  
• Interview and assess candidates using the questions you created.
Delegating with Purpose

**COURSE 1196032**
3.5 hours
Delegating with purpose ensures that everyone on the team is doing work that contributes to results and, when possible, develops new skills and expertise. During this program leaders identify aspects of delegating they are uncomfortable with, identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion.

*Prerequisite: Effective Communication.*

Learning Objectives:
- Achieve key business results by leveraging the entire team’s abilities.
- Build the team’s capabilities and capacity through developmental delegations.
- Free up time to focus on mission-critical responsibilities.
- Delegate with increased confidence.

Managing in a Unionized Environment

**COURSE 1204002**
6 hours
This interactive and case study driven full day program is focused on the aspects of labor relations every Montefiore leader needs to know. The first half of the program is focused on the relationship building skills needed to thrive in a unionized work environment. Specifically, this program discusses how managers can explore mutual interests, be assertive and confident, and yet not be antagonistic toward local union representatives. The second half of the program focuses on the labor law regulations leaders need to know, including recent changes such as ESTA.

Learning Objectives:
- Outline the key labor relations practices at Montefiore that affect you as a leader.
- Explain the importance of a collaborative relationship with union organizers and delegates.
- Articulate, at a high level, the union contract’s main provisions.
- State what is expected of you as a leader and when to involve your HR business partner or Labor Relations.
- Provide a workplace free of harassment and other hostile behavior.
Leadership & Professional Development
Leader of Others (0-3 years)

Performance Management 24/7
COURSE 1193001
6 hours
This course introduces leaders to a systematic approach to managing the performance of individuals and teams. The program focuses on best practices related to setting clear performance expectations, monitoring associate performance, providing real-time constructive feedback, and holding associates accountable for the completion of tasks and their behavior. Although the course is focused on positive reinforcement techniques, Montefiore’s disciplinary action process is covered. A significant portion of the class is dedicated to the writing and effective delivery of the associate performance appraisal.

Prerequisite: Effective Communication.

Learning Objectives:
• Set clear, high expectations for staff members.
• Recognize performance “gray areas” and hold staff accountable for inappropriate behavior.
• Provide a written performance appraisal that is clear, concise, specific, detailed and constructive.
• Differentiate between performance that is “underperforming,” “achieving,” and “exceeding.”
• Follow the Montefiore disciplinary action process for both union and non-union associates.

Communicating with Empathy
COURSE 1292004
2 hours
Learn to see the world through the patient’s eyes and increase satisfaction. This course focuses on improving the patient experience through providing empathy, controlling your own urges and going the extra mile when needed. We’ll present a template to reduce your own tension, reflect the patient’s emotional state and more effectively listen to them. We’ll also discuss ways to be generous and to surprise the patient and family members.

Learning Objectives:
At the end of this workshop you will be able to:
• Provide an empathic response to patients in distressed emotional states.
• Recognize your own emotional state and better handle your impulses.
• Give more than is necessary and provide a “wow” patient experience.
Leader of Others (3+ years) Level courses are appropriate for Leaders of Others (those who have direct reports) with at least 3 years’ leadership experience

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<td>➢ The Engagement Equation&lt;br&gt;➢ Mastering Emotional Intelligence</td>
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Leadership & Professional Development
Leader of Others (3+ years)

Building and Sustaining Trust
COURSE 1196034
3.5 hours
Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success. This course introduces Trust Builders, actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

Learning Objectives:
• Recognize how trust in the workplace affects business results.
• Demonstrate behaviors that show you trust others as well as give people the confidence to trust you.
• Enhance teamwork, collaboration and engagement by building and sustaining high-trust relationships.
• Repair relationships in which lack of trust is negatively affecting job performance and job satisfaction.

Workplace Conflict
COURSE 1196033
3.5 hours
While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships. This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—as they coach then mediate to resolve a conflict. 

Prerequisite: Effective Communication.

Learning Objectives:
• Reduce the damaging effects of workplace conflict on individuals, groups, and the organization.
• Effectively address workplace conflict and enhance productivity, efficiency, and morale.
• Help others take responsibility for resolving their own conflicts.
• Promote a culture of trust and mutual respect within their work group.
The Engagement Equation  
**COURSE 1200002**  
6 hours  
*The Engagement Equation* is an introduction to employee engagement: why employee engagement matters to the manager, to the individuals, and to the company. This introduction to engagement enables managers to confidently initiate conversations with each individual staff member to discover what drives his or her personal engagement.

Learning Objectives:  
• Explain what engagement is and why workforce engagement matters.  
• List the factors that impact individual engagement and clarify your own role as a manager in fostering high engagement.  
• Identify actions you can take to establish trust, build confidence and unleash the potential of your team.  
• Through reflection and peer consulting, prepare for a detailed engagement discussion with at least one employee.  
• Develop the skills and confidence to establish individualized engagement partnerships with every person on your team.

Mastering Emotional Intelligence (EQi)  
**COURSE 1193004**  
6 hours  
Effective leadership requires not only technical knowledge and skills. More and more there is a realization that to be an effective leader requires advanced awareness and use of emotional intelligence. EQ skills align at all levels of leadership but especially when the keys to success include establishing a culture of trust and influencing others to follow your lead.

Learning Objectives:  
• Realize how emotional intelligence (EQ) affects business results.  
• Understand how emotional hijacking interferes with values and outcomes.  
• Recognize the five elements of EQ and learn skills to strengthen each one.  
• Analyze your own EQ and the impact of your skill level on those around you.  
• Identify your emotional triggers and apply techniques so you can respond effectively rather than react inappropriately.
Leadership & Professional Development
Leader of Others (3+ years)

Making High Quality Decisions
COURSE 1209001
3.5 hours
Using an engaging simulation, this course teaches a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action. Utilizing this process will also help individuals avoid the pitfalls that often undermine high-quality decision making.

Learning Objectives:
• Make business decisions more effectively and confidently
• Avoid obstacles to objective analysis and judgments
• Involve the right people at the right time in the decision-making process
• Gain the help and support needed to make high-quality decisions and to implement them

Influencing for Organizational Impact
COURSE 1196039
4 hours
Today’s complex global organizations require cross-functional teams to accomplish their business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don’t have authority over their colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual, team, and organizational performance.

Learning Objectives:
• Identify and assess influence opportunities and choose strategies to achieve business results.
• Leverage your personal power to move people to take action on those ideas and opportunities that will have the greatest impact on organizational priorities.
• Assess the people you need to influence so you can change or reinforce their perceptions and gain their commitment.
Leaders of Leaders Level courses are appropriate for those who have other leaders reporting to them

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<td>Develops Leaders &amp; Others; Fosters an Inclusive Environment;</td>
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<td>Enhances Organizational Climate</td>
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<td>Possesses Business Acumen; Conveys Executive Presence;</td>
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<td>➢ Building a Business Case (In Development)</td>
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Coaching Practices for Leaders  
**COURSE 1193003**  
7.5 hours  
Research shows that organizations that establish a coaching culture see increased associate engagement and performance, retention of the best performers and greater accountability at all levels. *Coaching Practices for Leaders* provides executives with the skills to coach their team members in a way that develops capabilities, builds accountability, and drives productivity. Using a coaching style develops others and enables them to act more independently, builds their confidence and motivates them to think and act on their own.

**Learning Objectives:**
- Link key business objectives to effective use of a coaching style of leadership.
- Conduct successful conversations on issues related to individual and team performance.
- Apply the coaching practices to on-the-job experiences.
- Increase feedback in their working environment to drive a coaching culture.

Instilling a Culture of Innovation  
**COURSE 1196040**  
4 hours  
The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements. Leaders do not need to be highly creative to drive a culture of innovation. In this course, we train leaders to use techniques that support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders become equipped to model ideal conditions for innovation—and be a keeper of the culture that inspires and rewards their teams.

**Learning Objectives:**
- Apply leadership actions that minimize the challenges to creating an innovative environment.
- Recognize your role as a leader in building and sustaining the conditions for innovation.
- Make and measure 30-day commitments to hold yourself accountable for instilling this culture.
Leaders, especially those at the mid-and senior levels, are routinely faced with complex, high-impact decisions that require expedient yet effective resolutions. Perhaps most challenging is the fact that these decisions come with an intricate set of dynamics with strong forces that can pull a leader toward less-than-optimal outcomes. Leaders learn a decision-making discipline that will help them manage these dynamics and overcome the forces both within themselves and across their organization that can compromise their decision-making ability.

Learning Objectives:
- Recognize the presence of complex dynamics that can negatively impact your ability to make objective, informed business decisions.
- Identify specific decision biases to which the organization and you are susceptible.
- Apply a decision making discipline to manage these biases and other decision dynamics.
- Apply the same discipline to past decisions to coach others in making decisions.

Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. In this program leaders learn actions they can take to engage themselves and their team in executing priorities and overcoming the challenges that interfere with effective strategy realization.

Learning Objectives:
- Understand the essentials elements required to successfully implement strategy.
- Overcome the challenges that interfere with implementing strategy.
- Keep your team engaged in executing strategy.
- Realize how to sustain execution in the long term.