



Leadership & Supervisory Development Case Study #3

Background

A health care institution wished to increase their employee engagement and retention by becoming an employer of choice. Instrumental to their success was the enhancement of their leadership skills, since many clinicians were promoted to supervisory level without management training. Professional development programs were offered to existing, new supervisors as well as those in coordinating roles.

Goals

- Optimize supervisory effectiveness
- Create greater confidence in assuming management roles
- Promote best practice in leadership competencies
- Increase positive relationships between employees and management

Approach

Needs assessment

- A needs assessment was conducted to determine where the greatest gaps were in leadership competence
- Human Resources, senior management and participants provided input on highlighted topics

Program development and facilitation

- Content was customized and developed to reflect special health care needs
- Case scenarios were developed that reflected current issues
- Special announcements were made with invitations to join the sessions
- Sessions were conducted with exercises, personal assessments, and practice scenarios and activities to keep the audience engaged and sharing

Follow-up

- Summary reports on evaluation, action plans and recommendations were made with second and third wave of training to keep the momentum going, reinforce learning principles, and drill down behavior change amongst participants
- Individuals were encouraged to share action plans with supervisors in order for management to reinforce lessons learned and support utilization of new techniques and approaches
- Supportive coaching provided for one-on-one reinforcement
- Continued offerings to enhance learning and utilization of leadership principles
- Inclusion of physicians in leadership development model



Outcomes

- Development of action plans to address teamwork and accountability gaps
- Utilization of coaching model for corrective counseling
- Utilization of conflict resolution model for non-defensive communication interactions
- Greater alignment of leadership interaction approaches