

# Ingalls DYAD **LEADERSHIP ACADEMY**



AT THE FOREFRONT

**UChicago**  
**Medicine**

# THE QUALITY CHALLENGE

Ingalls' dyad leadership plays a critical role in clinical stabilization and quality improvement. Through these partnerships, dyad leaders are able to drive better clinical performance, service and value.

The key to the success of this model, however lies in the partnerships' ability to understand each other's roles and responsibilities, align around a common mission and goals, and effectively engage others in achieving those goals.



## WHAT'S IN IT FOR THE DYAD?

This program accelerates the success of the dyad leadership model by providing the necessary coaching, mentoring and leadership skills needed to effectively and efficiently collaborate as a dyad, succeed in their leadership roles, with their dyad/section and in their hospital.

## WHAT'S IN IT FOR INGALLS ?

Investing in our dyad leaders will give Ingalls a competitive advantage. Dyad leaders impact the quality of patient care by developing a greater capacity to accept ambiguity, lead people effectively, and execute strategies.

## WHAT'S DIFFERENT ABOUT CTI?

- Built by physicians for physicians
- On-site program = no physician travel
- A high-impact, comprehensive development format
- Organization-based projects with tangible results
- Personalized physician development plans
- A sustainable transformation in leadership behavior
- Practical, simulation-based active learning
- Measured results with pre/post assessments
- Graduates take on bigger roles
- Continuing Medical Education credit (CME) optional
- Cost-effective



## CUSTOMIZED TOPICS FOR INGALLS

The curriculum is fully customized based on the needs of the participants. Academy topics include:

**Building High Performing Leadership Dyads**  
The promise of higher levels of performance and breakthrough results through collaborative partnerships is common, but not often realized. This session will explore the practices of high performing groups, teams and partnerships, and the tools necessary to build and maintain these.

**Creating Clarity & Alignment of Goals & Roles**  
The foundation that drives the success of any team is alignment around shared goals and clarity of each person's role in achieving those goals. In this session, we'll look closely at the goals that unite and drive our work as a council, enhancing clarity of our roles and ensure full alignment so that we can focus fully on achieving optimal results.

**Collaborative & Situational Leadership**  
This session is focused on what it takes to motivate, engage, influence, and earn the trust of those you lead - all with the help of uniquely qualified teaching assistants, horses!

**Quality, Safety, and Process Improvement**  
Challenging times call for methods that make better use of existing resources, identify and eliminate sources of waste, ensuring high levels of quality and safety, and continuously improve flow and throughput. In this session, we will present Lean concepts for assessing and improving processes and apply those principles within a process simulation activity.

**Enhancing Leader Resilience and Well Being**  
The pressure to perform in the midst of escalating change and energy demands means organizations are asking more of their physicians and leaders than ever before. Without strategies for managing in this environment, demands will inevitably exceed capacity. In this session, we'll explore ways to expand capacity without sacrificing health and happiness.

**Productive Conflict & Tough Conversations**  
When handled well, conflict can lead to better ideas, better decisions, and improved relationships. In this session, participants will learn the issue clearance model and other practices for managing conflicts toward lasting resolution.



# THE EXPERIENCE



## SIMULATION-BASED, ACTIVE LEARNING

Active learning sessions with CTI faculty include customized case studies, small group discussion, and role-playing learning methodologies used for deeper learning and development. Active, adult learning models are utilized along with simulation-based and experiential learning techniques, where providers are directly responsible for the changes that occur as a result of their decision(s).



## ASSESSMENTS

Assessment tools are designed to provide participants feedback regarding their leadership strengths and areas of opportunity for personal and professional development.



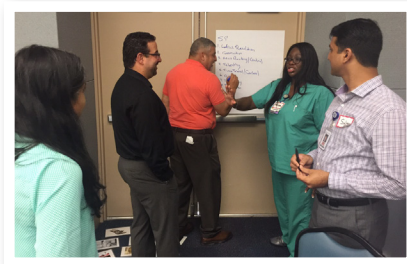
## DYAD COACHING

The purpose of dyad coaching is to help dyad leaders with the implementation of their department leadership strategy and plans. Dyad coaching involves a monthly call with a professional coach and enables the success of the dyad model by providing the necessary mentoring to effectively and efficiently collaborate as a dyad.



## PROFESSIONAL COLLABORATION

Providers learn as much from each other as they learn from the faculty, thereby creating a strong support system and a network of colleagues and friends.



# CTI

Leadership | Strategy | Innovation



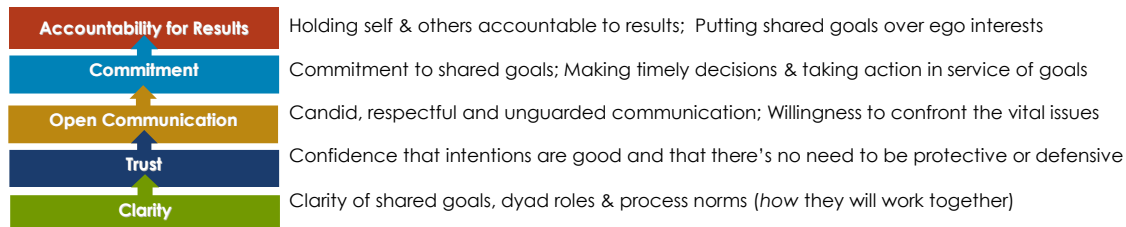
[ctileadership.com](http://ctileadership.com)

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## The Ingalls Dyad Leadership Academy Proposed Schedule and Curriculum

### Leadership Dyad Success Factors:



Day	Date	Time	Leadership Topic	Success Factor	Location
THU	MAR 25, 2021	2-6 PM	Program Orientation Building Effective Leadership Dyads	CLARITY (Roles)	East Mtg Room
TBD	APR	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	APR 29, 2021	2-6 PM	Common Goals and Line of Sight	CLARITY (Goals)	East Mtg Room
TBD	APR	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	MAY 27, 2021	2-6 PM	Leading & Communication Across Diverse Styles & Personalities	COMMUNICATION	East Mtg Room
TBD	MAY	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	JUN 24, 2021	2-6 PM	Lead Self First, Then Lead Others	TRUST	East Mtg Room
TBD	JUN	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	JUL 22, 2021	2-6 PM	Engaging in Productive Conflict & the Tough Conversations Needed to Build Commitment	COMMITMENT	East Mtg Room
TBD	JUL	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	AUG 19, 2021	2-6 PM	Giving Constructive Performance Feedback	ACCOUNTABILITY	East Mtg Room
TBD	AUG	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	SEP 16, 2021	2-6 PM	Inspiring Engagement in Change	COMMUNICATION COMMITMENT	East Mtg Room
TBD	SEP	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	OCT 21, 2021	2-6 PM	Collaborative & Situational Leadership	COMMITMENT	Equestrian Center
TBD	OCT	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	NOV 18, 2021	2-6 PM	Enhancing Leadership Presence, Presentations & Storytelling	COMMUNICATION	East Mtg Room
TBD	NOV	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	DEC 16, 2021	2-6 PM	Quality, Safety, & Process Improvement	CLARITY (Process) ACCOUNTABILITY	East Mtg Room
TBD	DEC	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	JAN 20, 2022	2-6 PM	Systems Thinking: Leading from the Mountaintop	ACCOUNTABILITY	East Mtg Room
TBD	JAN	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	FEB 17, 2022	2-6 PM	Enhancing Leader Resilience & Well Being	COMMITMENT	East Mtg Room
TBD	FEB	TBD	<i>Small Group Dyad Coaching</i>		TBD
THU	MAR 24, 2022	2-6 PM	Sustaining Success & <b>Graduation</b>		East Mtg Room

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## Session Descriptions

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### **Building High Performing Leadership Dyads**

The promise of higher levels of performance and breakthrough results through effective partnership and collaboration is common, but not often realized. So, what makes the difference? What enables a Leadership Dyad to consistently function as a high performing partnership? This session will explore the practices of high performing dyads and the tools necessary to build and maintain these.



### **Creating Clarity and Alignment of Goals and Roles**

The foundation that drives the success of any team is alignment around shared goals and clarity of each person's role in achieving those goals. In this session, we'll look closely at the goals that unite and drive our work as a council, enhancing clarity of our roles and ensure full alignment so that we can focus fully on achieving optimal results.



### **Leading & Communicating Across DiSC Styles**

People differ in how they process thoughts, communicate with others, organize their work, prioritize goals and approach problems. Fortunately, this diversity can be an dyad partnership's greatest strengths. In this session, we'll enhance self-awareness and learn strategies to better communicate across diverse styles.



### **Lead Self First, Then Lead Others**

Engaging others to make positive changes in their organizations starts with leaders who are self-aware, lead with purpose, leverage their best talents, and take responsibility for their weaknesses. Through this session you will explore leadership best practices and engage in exercises that facilitate enhanced self-awareness.



### **Productive Conflict & Tough Conversations**

When handled well, conflict can ultimately lead to better ideas, better decisions, and improved relationships. The keys to enabling these results are: knowing which conflicts matter and need to be addressed; the ability to address them in a constructive manner, and the communication skills to assess and clear the issues involved. In this session, participants will learn the Issue Clearance model and other practices for managing conflicts toward lasting resolution.



### **Performance Communication: Making Requests and Giving Feedback**

When done well, performance communication can improve engagement, resolve problems in a timely manner, and increase satisfaction and loyalty among employees and leaders. Through this session, participants will learn to make clear requests and give feedback in a way that accelerates the success of individuals, teams and organizations.



### **Leading Change: Engaging & Influencing Others**

Through this session, participants will learn a framework for leading successful change and transformation in challenging and dynamic times. The key to doing so lies in the work leaders do to engage others, gain their commitment and support, and sustain their momentum over time. We'll explore strategies and practices for engaging and influencing others in order to facilitate meaningful and lasting change.

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### **Collaborative & Situational Leadership**

This session is focused on what it takes to motivate, engage, influence, and earn the trust of those you lead – all with the help of uniquely qualified teaching assistants, **horses**. Horses are highly sensitive to emotional cues and respond primarily to body language, demeanor, mood and tone. Because of this, they provide unedited feedback about how you show up as a leader, and what it may take from you to earn trust and effectively influence change.



### **Quality, Safety, and Process Improvement**

Challenging times call for methods that make better use of existing resources, identify & eliminate sources of waste, ensure high levels of quality and safety, and continuously improve flow and throughput. In this session, we will present Lean concepts for assessing and improving processes and apply those principles within a process simulation activity.



### **Enhancing Leadership Presence, Presentations & Storytelling**

The ability to demonstrate executive presence and a strong leadership brand is no longer optional for leaders who wish to excel. Leaders are on display every day and are judged on how effectively they communicate the professional objectives and values they represent. In this session, you will learn how to enhance daily communications, influence others, stand-out, and fine-tune your leadership brand.



### **Systems Thinking: Leading from the Mountaintop**

This introduction to systems thinking provides a powerful framework for leaders to see a high level perspective of the healthcare environment and the impact the system has on human behavior. This discipline provides useful tools for seeing the inter-relationships, connections, and structures that drive behavior. In an era where change is happening faster than ever, leaders will find it very valuable to learn how to *influence* the system.



### **Enhancing Leader Resilience and Well Being**

The pressure to perform in the midst of escalating change and energy demands means organizations are asking more of their physicians and leaders than ever before. Without strategies for managing in this environment inevitably exceed capacity. In this session, we'll explore ways to expand capacity without sacrificing health and happiness.

## **The Ingalls Dyad Leadership Academy Class of 2022**

### **PARTICIPANT AGREEMENT**

#### **Program Expectations**

Ingalls is committed to creating a comprehensive leadership development program for the Ingalls Dyad leaders. The goal of the Dyad Leadership Academy is to produce the next generation of transformational healthcare leaders, and to provide them with the skills and knowledge necessary to make a positive and lasting impact within the community.

The Dyad Leadership Academy curriculum is designed to offer participants the best possible opportunity for personal and professional growth and leadership skills development. It is important for those participating in the Dyad Leadership Academy to understand the commitment of time and effort necessary to create a positive and successful learning experience. As a participant, you commit to:

#### ☐ **Active Participation and Learning**

- Attending all scheduled Dyad Leadership Academy sessions and group coaching sessions
- Taking the responsibility for your own learning
- Being open and engaged
- Making an attempt to try, experiment, and take risks
- Taking initiative and being innovative
- Aiming to understand and asking questions
- Leading authentically and by example
- Building strong, lasting partnerships
- Honoring the program and the investment made
- Learning to become uncomfortable, recognizing transformation does not come without discomfort e.g. the disorienting dilemma, critical reflection, discourse and dialogue, action, and a new perspective
- Becoming a change agent in transforming the leadership DNA of your organization
- Working hard and having fun
- Notifying Jackie Stetina, at [jstetina@ctileadership.com](mailto:jstetina@ctileadership.com) in advance if unable to attend a session

**Please note: Due to the level of investment, it is Ingalls' expectation that participants will attend at least 90% of the facilitated sessions and group coaching sessions.**



☐ **Fulfill on Commitment**

- Completing all necessary assignments (reading, writing, and presentations provided throughout the year) specified in the monthly session invitations and program guides
- Respecting one another's time
- Showing up and being on time

☐ **Journaling**

- Taking time to reflect on readings, frameworks, virtual discussions, and the insight gleaned from interactive group discussions
- Maintaining a learning journal throughout the course of the program. Individual notes are to include observations about significant learning and assessments that took place on any given day
- Submitting a written summary describing key learning experiences and individual leadership transformation at the end of the program

☐ **Assessments**

- Completing a variety of assessments designed to give feedback about specific leadership skills and behaviors.
- Completing the Self-Assessment within the date specified by the 360° Campaign deadline.
- Creating a personal development strategy using the various assessment tools used in the program.

☐ **Online Portal**

- Committing to use the Physician Leadership Institute's online Portal (eCTI) to access the Academy's documents, assessments and session information.

☐ **Communication**

- Listening attentively and respectfully
- Using "I" messages when speaking: "I think, I feel, I want, I need..."
- Asking for and being open to feedback
- Offering feedback to others in ways that enhance the learning and build rapport

☐ **Photograph and Video Consent**

- Giving full permission to CTI to use any photographs and/or videos taken in relation to the Ingalls Dyad Leadership Academy.
- Giving permission to CTI to use photographs, videos and profile articles for any further marketing or publicity purposes, which CTI deems appropriate including, but not limited to, brochures, advertising, websites, or flyers

CTI agrees to provide the participants in the Dyad Leadership Academy Program with the design and delivery of the Ingalls Dyad Leadership Academy, and as a participant, you agree that in regard to:

**Intellectual Property:** CTI shall retain ownership and control of all copyrightable works, trademarks, inventions, proprietary information, and any other type of intellectual property (collectively, "Intellectual Property") made by CTI or its employees or agents, in connection with this engagement.

The Participant shall not have any right or license to use any Intellectual Property owned by CTI except as may be specifically agreed and authorized in writing by CTI during this engagement. Similarly, CTI shall not have any right or license to any Intellectual Property owned by the participant.

**Confidentiality:** It is anticipated that in the course of the engagement the participant will disclose documents, data or information to CTI or any of its contractors. Such documents, data and information, whether provided orally, in print or writing, or by other media, is proprietary to the participant and strictly confidential, shall be used solely for the purposes of this engagement, shall not be further disseminated or disclosed.

Similarly, all materials provided to the participant by CTI are confidential and proprietary, and cannot be used, disclosed or duplicated. These materials are unpublished works protected by copyright laws (copyright notations must remain on all documents) and no unauthorized copying, adaptation, distribution or displays are permitted.

I understand, accept, and look forward to participating in the Ingalls Dyad Leadership Academy (*please electronically sign this agreement by typing your name and date below*).

Name: \_\_\_\_\_ Date: \_\_\_\_\_  
(SIGNATURE)

PLI Executive Director: Jackie Stetina Date: 02/03/2021  
(PRINT)

Name:   
(SIGNATURE)