

Leadership Development - Learning Paths & Development Opportunities

Directors	New	Developing (in current role)	For Future Roles
70% (On the Job Assignments)	Directors Forum	Directors Forum	Present at Manager / Director Forum
	Gallup Impact Plan Execution	Gallup Impact Plan Execution	Gallup Impact Plan Execution
	Read – First 90 Days	Committee Assignment	Committee Assignment / Chair
	Huddles / Rounding / Gemba Walks	Special Project	Significant Cross-functional Project
		Cross-functional Assignment	Significant Cross-functional Developmental Assignment (each year)
		Huddles / Rounding / Gemba Walks	Temporary Assignment
20% (Peer review / Feedback / Evaluation)	Competency Assessment & Feedback	Competency Assessment & Feedback	Competency Assessment & Feedback
	Coaching by leader	Coaching by leader	Coaching by leader
	Individual Development Plan	Individual Development Plan	Succession Planning Development Plan (3 ELT)
	Book Discussion Groups	Book Discussion Groups	Lead Book Discussion Group
		Developmental 360 Assessment	Developmental 360 Assessment
10% Classroom / formal Training)			ELT Mentor Program
	Employee Engagement – Gallup Training	Employee Engagement – Gallup Training	Employee Engagement – Gallup Training
	Leading Change & Managing Org. Transition – 2-Day Workshop (Directors)	Leading Change & Managing Org. Transition – 2-Day Workshop (Directors)	Leading Change & Managing Org. Transition – 2-Day Workshop (Directors)
	MDP – 4 Day (Mgrs / Directors) 1) People Management 2) Employee Engagement 3) Change Management 4) Influencing for Org. Impact	MDP – 4 Day (Mgrs / Directors) 1) People Management 2) Employee Engagement 3) Change Management 4) Influencing for Org. Impact	MDP – 4 Day (Mgrs / Directors) 1) People Management 2) Employee Engagement 3) Change Management 4) Influencing for Org. Impact
	The Oz Principle Accountability Training – 1 Day (All Employees)	The Oz Principle Accountability Training – 1 Day (All Employees)	The Oz Principle Accountability Training (As Co – Trainer)
		Lean Six Sigma Black Belt. Pre-requisite = Green Belt Cert.	Lean Six Sigma Black Belt. Pre-requisite = Green Belt Cert.
		Certificate in Leadership for Healthcare Transformation	Certificate in Leadership for Healthcare Transformation
	Project Management Tool Box (2 day)	Project Management Tool Box (2 day)	Project Management Tool Box (2 day)

Bold = Core Curriculum

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Managers	New	Developing (in current role)	For Future Roles
70% (On the Job Assignments)	Manager Forums	Manager Forums	Present at Manager Forum
		Special Projects	Special Projects
		Committee Assignment	Committee Assignment
	Gallup Impact Plan Execution	Gallup Impact Plan Execution	Gallup Impact Plan Execution
	Read – First 90 Days		Significant developmental assignment (yearly)
	Coaching by leader	Coaching by leader	Coaching by leader
	Book Discussion Groups	Book Discussion Groups	Lead Book Discussion Group
	StrengthsFinder	StrengthsFinder	StrengthsFinder
	Development Plan	Development Plan	Development Plan
	Toastmasters	Toastmasters	Toastmasters
		Developmental 360 Assessment (every 2-3 years)	Developmental 360 Assessment (every 2-3 years)
	Employee Engagement – Gallup Training	Employee Engagement – Gallup Training	Employee Engagement – Gallup Training
		Mentor Program (Director Mentors)	
20% (Peer review / Feedback / Evaluation)			
10% Training / Classroom)	Managing Performance Expectations (3.5 hours) (if not taken as Supervisor)	MDP – 4 Day (Mgrs / Directors) 1) People Management 2) Employee Engagement 3) Change Management 4) Influencing for Org. Impact	MDP – 4 Day (Mgrs / Directors) 1) People Management 2) Employee Engagement 3) Change Management 4) Influencing for Org. Impact
	Coaching for Improved Performance (4-6 hours) (if not taken as Supervisor)		Leading Change & Managing Org. Transition – 2-Day Workshop (For Directors / High Potential Mgrs)
	Effectively Managing Conflict (3.5 hours) (if not taken as a Supervisor)		
	The Oz Principle Accountability Training – 1 Day	The Oz Principle Accountability Training – 1 Day	The Oz Principle Accountability Training – 1 Day
	Project Management Tool Box (2 day)	Project Management Tool Box (2 day)	Project Management Tool Box (2 day)
		Lean Six Sigma Green Belt (5 days + Project)	Lean Six Sigma Black Belt (5 days + Project)

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Supervisors	New	Developing (in current role)	For Future Roles
70% (On the Job Assignments)		Special Projects	Significant developmental assignment
			Guest at Managers Forum
20% (Peer review / Feedback / Evaluation)		Toastmasters	Toastmasters
	StrengthsFinder	StrengthsFinder	StrengthsFinder
	Book Discussion Groups	Book Discussion Groups	Book Discussion Groups
	Coaching by leader	Coaching by leader	Coaching by leader
	Development Plan	Development Plan	Development Plan
			Supervisor Mentor Program
10% Training / Classroom)	UC People Mgmt. Series, CBT Training (8 - 1/2 hour modules) Setting Expectations & Performance Goals; Giving & Receiving Feedback; Engaging and Developing Employees; Motivating, Recognizing and Rewarding Employees; Coaching for Performance; Managing Corrective Action	Lean Workshop (2 day)	Lean Six Sigma Green Belt (5 days plus Project)
	Compliance Training	Compliance Training	Compliance Training
	New Supervisor Workshop	Managing Performance Expectations (3.5 hours)	Managing Performance Expectations (3.5 hrs.)
		Coaching for Improved Performance (4-6 hours)	Coaching for Improved Performance (4-6 hours)
		Effectively Managing Conflict (3.5 hours)	Effectively Managing Conflict (3.5 hours)
			MDP – 4 Day (Mgrs / Directors – High Potential Supervisors) 1) People Management 2) Employee Engagement 3) Change Management 4) Influencing for Org. Impact
	The Oz Principle Accountability Training – 1 Day	The Oz Principle Accountability Training – 1 Day	The Oz Principle Accountability Training – 1 Day
		Project Management Overview (1 day)	Project Management Overview (1 day)

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Team	New	Developing (in current role)	High Performing
	Team Strengthsfinder	Team Strengthsfinder	
	Intervention	Intervention	
	Strengths Deployment Indicator	Strengths Deployment Indicator	
	Change Styles Inventory	Change Styles Inventory	
		5 Dysfunctions	
	Book Discussion Groups	Book Discussion Groups	Book Discussion Groups