

**Session #4:**  
**Developing Your Individual Development Plan for Leadership**

Presentation will begin at 12:00 PM (PT)



**ITHS**

Institute of Translational Health Sciences  
ACCELERATING RESEARCH. IMPROVING HEALTH.

## What We Offer:

### 1. Research Support Services

Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.

### 2. Community Engagement

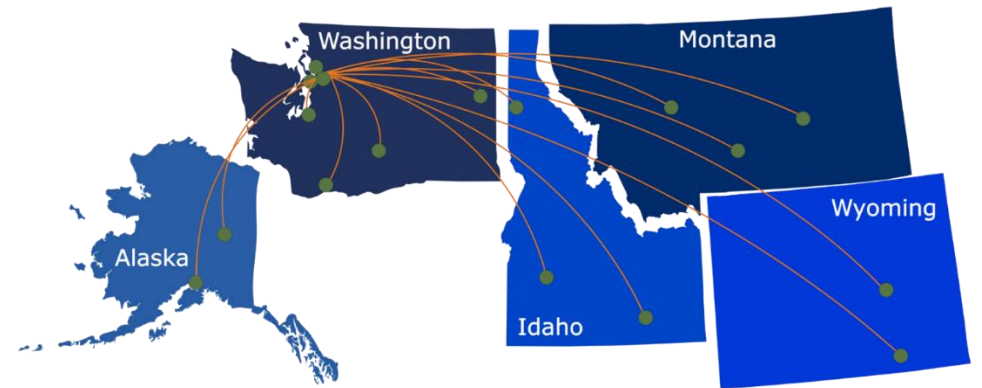
Members can connect with regional and community based practice networks

### 3. Education & Training

Members can access a variety of workforce development and mentoring programs and apply for formal training programs.

### 4. Funding

Members can apply for local and national pilot grants and other funding opportunities. ITHS also offers letters of support for grant submissions.



# Upcoming Events ITHS Education Events

Date	Title
Feb. 6, 2025 at 12pm (PT)	Team Science Seminar Series Session 5 – <a href="#">Resources to Support Emotional Intelligence and Personal Growth</a>
Mar. 6, 2025 at 12pm (PT)	Team Science Seminar Series Session 6 – <a href="#">Mentorship and Leadership at Different Career Stages</a>
Apr. 3, 2025 at 12pm (PT)	Team Science Seminar Series Session 7 – <a href="#">The Art of Sculpting Our Communication Skills: Toolkits for Conflict Management</a>
May 1, 2025 at 12pm (PT)	Team Science Seminar Series Session 8 – <a href="#">You Don't Always Need to Say Yes: Aligning Goals to Opportunities</a>

More details and event registration via the ITHS events calendar at: <https://www.iths.org/news-events/calendar/> or contact [ithsedu@uw.edu](mailto:ithsedu@uw.edu)

## 2024-2025 TEAM SCIENCE SEMINAR SERIES SCHEDULE

**Logistics:** 8 one-hour sessions occurring Oct 2024-May 2025 from 12pm-1pm on the 1<sup>st</sup> Thurs of each month; certificate offered through ITHS if attend/watch all 8 sessions & complete evaluations.

Date	Topic	Date	Topic
10/3/2024	Introduction to Leadership Competencies for Team Science (Erin Blakeney & Brenda Zierler)	2/6/2025	Resources to Support Emotional Intelligence and Personal Growth (Brenda Zierler & Jennifer Sprecher)
11/7/2024	Facilitating Team Meetings (Jennifer Sprecher)	3/6/2025	Mentorship and Leadership at Different Career Stages (Brenda Zierler & Jennifer Sprecher)
12/5/2024	Leadership Journey (Peggy Odegard)	4/3/2025	The Art of Sculpting Our Communication Skills: Toolkits for Conflict Management (Sara Kim)
1/9/2025* *2 <sup>nd</sup> Thurs!	Developing Your Individual Development Plan for Leadership (John Amory)	5/1/2025	You Don't Always Need to Say "Yes": Aligning Goals to Opportunities (Jennifer Sprecher & Erin Blakeney)

# Session #4: Developing Your Individual Development Plan for Leadership

---

**John Amory, MD, MPH, MSC**

Principal Investigator, ITHS  
Associate Dean of Translational Sciences  
Professor of Medicine  
University of Washington School of Medicine

# Learning Objectives

## AT THE END OF THIS SEMINAR, PARTICIPANTS WILL BE ABLE TO:

1. Discuss the pros and cons of academic leadership.
2. Understand the four types of leadership roles in academia:  
Administrative, Clinical, Research, Teaching.
3. Discuss some leadership-specific skills that aren't generally part of medical or scientific training.
4. Develop an individualized development plan to acquire the necessary skills and experience to be considered for a leadership role in type of leadership (Breakout groups).
5. Discuss some case studies of Jr. Faculty or staff scientist desirous of a leadership role.

# Pros and Cons of Leadership Position

## PROS

---

- Potential larger impact
- Increased salary (APS)
- Promotion opportunities
- Prestige
- Budgetary discretion to support worthwhile projects
- Help/mentor junior faculty and staff
- Hire and recruit promising colleagues

## CONS

---

- Time (a lot!)
- Not necessarily what you've trained to do!
- Have to say “no” to perfectly good ideas due to lack of \$
- Disappointed faculty (e.g. promotions denied)
- HR troubles (faculty disagreements, complaints)

# The Four Types of Academic Leaders at UW\*: Administrative, Clinical, Research and Teaching.....or what color is your Star Trek shirt?



\*this may look different  
Depending on your  
Work site



# Administrative Leadership

- Usually not an MD or PhD
- Grants administration/Section administrator/Division administrator/Department administrator/Associate or Vice Dean/UW Hospital CEO
- Skills and expertise in Budgets, HR, promotion/faculty code issues, grants administration & clinical revenue tracking and projection
- Partner with Academic leaders such as Dean, Department chairs, Division and Section Heads to guide administrative units



Cindy Hecker  
CEO UW Hospitals

# Clinical Leadership

- Usually an MD
- Leads a Section, Division, Department or a service within a Department or service as Medical Director, Associate or Assistant Medical Director
- Can be a Physician/Scientist, Clinician/Scholar or Professor of Clinical Practice, although certain roles (e.g. Department chair) may require expertise in multiple domains.
- Scholarship tends to be QI or process improvement



Carolyn Keller MD  
Head of Hospital Medicine,  
UWMC-ML

# Research Leadership

- Usually MD, PhD or MD/PHD
- Serves as Vice Dean or Vice Chair for research within an administrative unit or Chair of a basic science department
- Significant track record of research publications and grant funding required
- Either physician/scientist or research scientist in a clinical department vs. faculty in a basic science department



Shelly Sakiyama-Elbert PhD  
Vice Dean for Research  
UW School of Medicine

# Teaching Leadership

- Can be MD in clinical department or PhD in basic department
- Course director, residency director to Vice Dean of education or student affairs.
- Experience with teaching, additional knowledge about pedagogy (e.g. Masters in Education) or educational publications a plus
- Often Clinician/Scholars



Heather McPhillips MD  
Associate Dean for Curriculum  
UW School of Medicine

# Which type of leader would you like to be?

.....Do I have to pick just one?

- Not necessarily, but.....training and experiences are somewhat specific for a given track, so focus is very helpful.
- Let's discuss some of the training that may be useful for each track

# Useful Skills

## ADMINISTRATIVE

---

- Communication skills
- Budgets (creation)
- HR training or aptitude
- Some clinical exposure
- Grants administration

## CLINICAL

---

- Communication skills
- Clinical expertise
- Research accomplishments (not always)
- Budget skills (interpretation)
- Conflict resolution
- Visioning

# Useful Skills (continued)

## RESEARCH

---

- Communication skills
- Research expertise, including publications and funding
- Mentorship training
- Conflict resolution skills

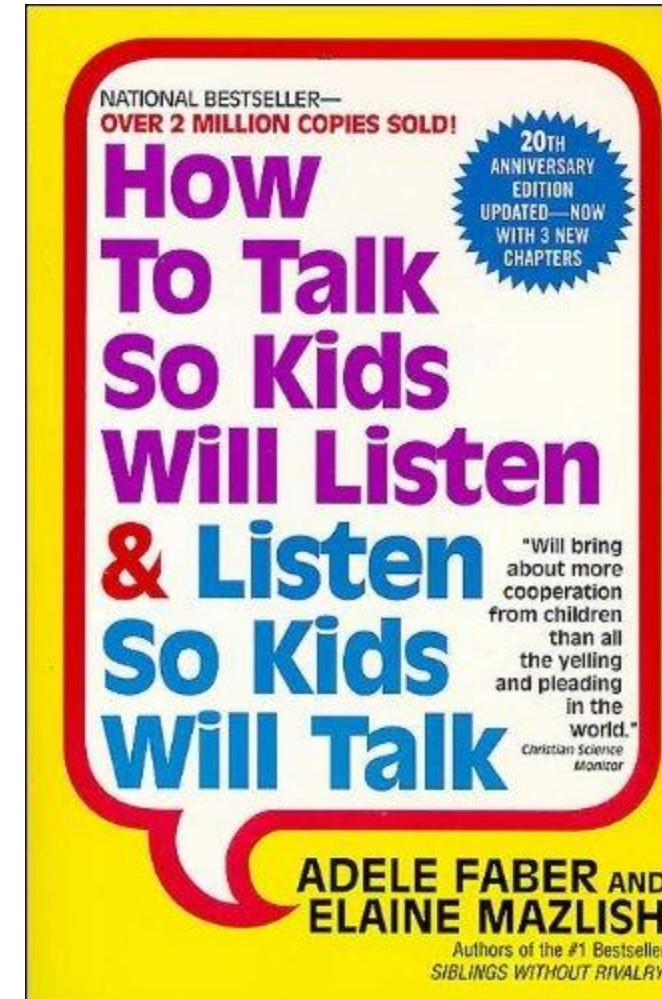
## TEACHING

---

- Communication skills
- Teaching expertise, including strong teaching evaluations
- Scholarship in teaching (e.g. Pedagogy, teaching methods).
- Love of learners

Most important leadership skill, by far is communication!

*“How to talk so kids will listen and listen so kids will talk”*





From "How to  
Talk so kids will  
Listen and listen  
So kids will talk"  
(Faber and  
Mazlish 2012)



From “How to  
Talk so kids will  
Listen and listen  
So kids will talk”  
(Faber and  
Mazlish 2012)



From "How to  
Talk so kids will  
Listen and listen  
So kids will talk"  
(Faber and  
Mazlish 2012)

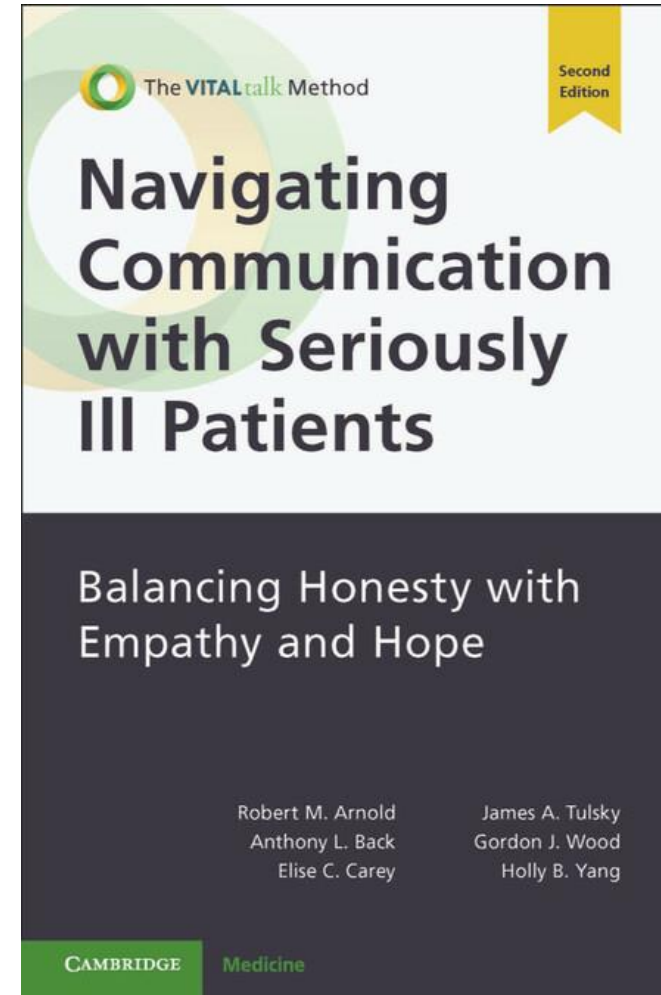


From “*How to  
Talk so kids will  
Listen and listen  
So kids will talk*”  
(Faber and  
Mazlish 2012)



# Advanced Communication Skills

- Vital Talk/Palliative care
- “Nurse” Statements for difficult conversations:
  - N=name
  - U=understand
  - R=respect
  - S=support
  - E=explore options



# UW Leadership Trainings

<https://hr.uw.edu/pod/strategic-leadership-program/>

**W** UNIVERSITY of WASHINGTON  
HUMAN RESOURCES

JOB S > TOTAL REWARDS > WORKPLACE ESSENTIALS > EMPLOYMENT PROGRAMS & CONTRACTS >

## Professional & Organizational Development

Home > Professional & Organizational Development > Strategic Leadership Program

**Professional & Organizational Development**

- POD overview >
- Course catalog
- Courses and workshops >
- Strategic Leadership Program ▾
  - SLP History
  - SLP Supervisor Orientation
  - SLP Level 1
  - SLP Level 2

### Strategic Leadership Program

**SLP History >**  
Discover how this program originated in 1999 and why it is integral to leaders and departments at UW.

**SLP Supervisor Orientation >**  
In this workshop for new or newly promoted supervisors, explore your responsibilities as an agent of the University, discover how to partner with UW Human Resources, and review HR and UW policies and resources.

**SLP Level 1 >**  
Those who supervise at least one permanent UW employee should attend SLP. View workshop dates, access registration, and learn about the program's objectives.

**SLP Level 2 >**

**Have questions or concerns?**  
Contact [s-leader@uw.edu](mailto:s-leader@uw.edu) or 206-543-1057 if you have questions.

# SLP Level 1

The Strategic Leadership Program (SLP) provides a comprehensive education in the essential elements of leadership, in general and specific to the University.

If you are a supervisor with at least one direct report who's a permanent UW employee, you're expected to attend SLP. Because SLP is centrally funded, there's no cost to you or your department.

## Objectives and curriculum

SLP was developed and is facilitated by Professional & Organizational Development (POD). The curriculum is designed to teach you how to be successful as a supervisor at the University and achieve exceptional performance from your staff.

This unique program combines self-awareness with organizational awareness, policy knowledge with interpersonal skills, and tactics with strategy. Content is organized around four integral aspects of management:

- **Self** (competency assessment, communication styles, emotional intelligence, and diversity)
- **People** (performance management, situational supervision, coaching, motivation, and employee development)
- **Teams** (group dynamics, conflict resolution, decision making, and human resources basics)
- **Organizations** (change management, organizational culture, and managing up)

## SLP Level 2

Level 2 of the Strategic Leadership Program is a suite of offerings designed for UW managers, directors and other executives who operate in complex environments and must be successful in multiple areas, including strategic planning, organizational change and performance management.

Current SLP Level 2 offerings are shown below.

### **Human-Centered Design for Innovation and Creative Problem Solving**

Human-Centered Design (HCD) is a methodology for problem-solving and innovation, particularly useful for UW administrators, faculty, and staff during times of change. It prioritizes understanding people's needs and perspectives, leading to innovative solutions embraced by the audience. The HCD process involves four phases: inspiration, ideation, prototyping, and implementation, fostering a human perspective throughout problem-solving. This course consists of two three-hour Zoom sessions where participants learn and apply HCD through case studies, culminating in group presentations of prototyped solutions.



# UW Human Resources and Professional and Organization Development trainings

- Administrative excellence certificate
- Human resources administration certificate
- Supervisory skills certificate
- DEI programs
- Mentoring tools
- Assessment tools/UW ARC 360 assessments
- Leadership coaching (\$300/hour)
- Check out over 50 fee-based (like \$200) courses at <https://ucs.admin.uw.edu/pod/Course/ListByAlphabetic/82>

# Coaching

**JENNIFER SPRECHER (SHE/HER)**  
**DIRECTOR OF STRATEGY DEVELOPMENT & DEPLOYMENT**  
**UNIVERSITY OF WASHINGTON SCHOOL OF NURSING**  
**[SPRECJ@UW.EDU](mailto:SPRECJ@UW.EDU)**

Does limited coaching for Health science research leaders which include those leading labs, centers, departments- topics can include addressing team issues, establishing career clarity, addressing specific challenges. Also 1-2 sessions for new researchers on topics such as getting my team started, life balance, time management, approach to a difficult or significantly meaningful conversation.



# Breakout Room

Pick one of the four rooms for discussion (10 minutes).

Goals for these discussions:

- Learn from others about which trainings or experiences were useful for them on their leadership journey
- What are the pros and cons of their specific current roles?
- What aspects of a leadership position are most appealing and most unappealing?
- Jot down a few “lessons learned” from your group to report back to the larger group and pick someone to report back to the larger group after your breakout is over

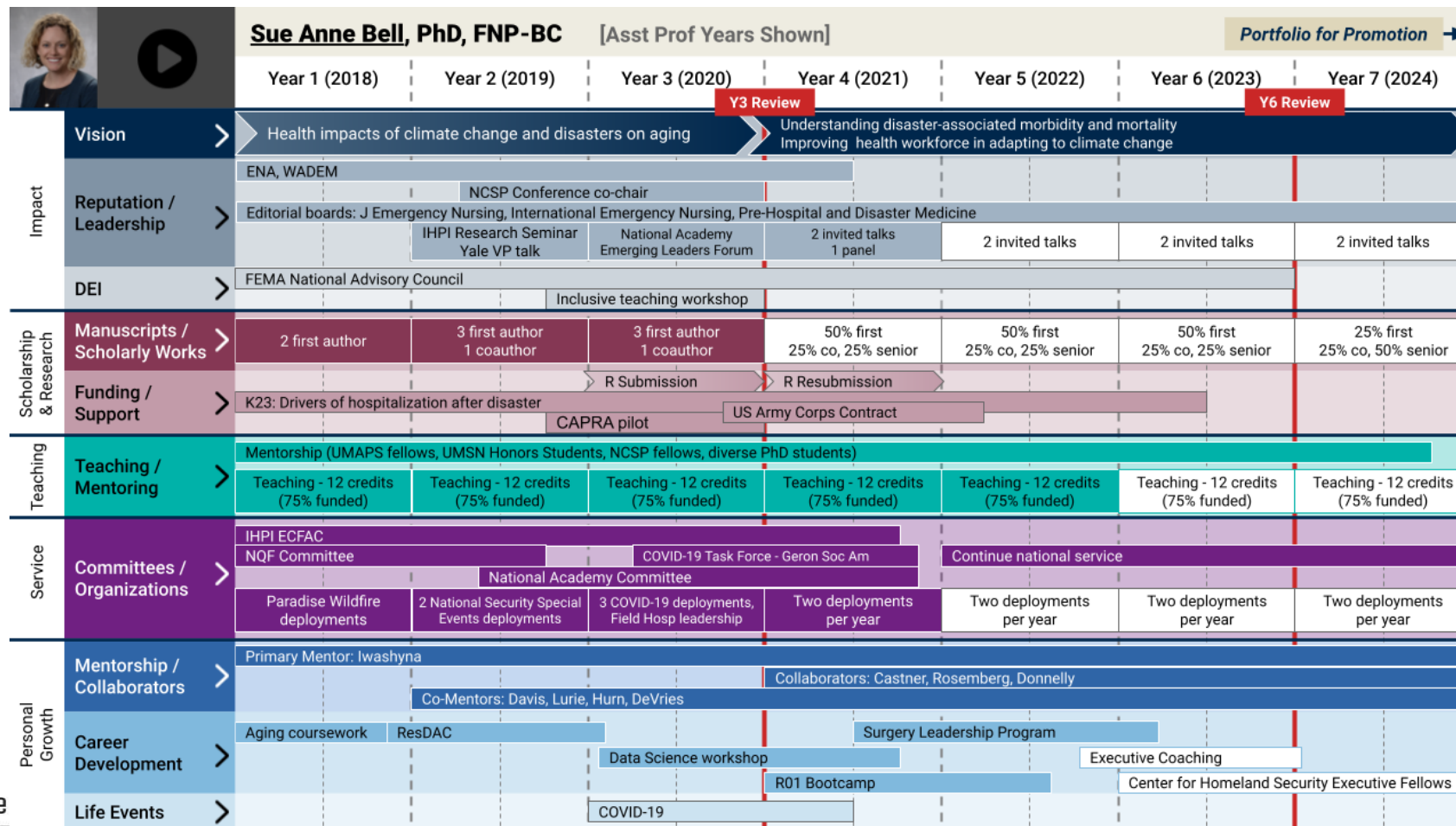
## Breakout groups-report back (all)

1. Administrative
2. Clinical
3. Research
4. Teaching

# Your Homework

Go to the Michigan Early faculty website and complete a roadmap—then discuss with your mentor.

[https://docs.google.com/forms/d/e/1FAIpQLSeNjvML\\_MgeA\\_kc4IUDV3Kcw9181C3B0c8RfgeuPw1Q0V7WLg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSeNjvML_MgeA_kc4IUDV3Kcw9181C3B0c8RfgeuPw1Q0V7WLg/viewform)



# Case Study #1

40-yo clinician, leads medicine consult group (6 MDs, 2 support staff), interested in larger leadership roles. Little teaching or research experience.

- What leadership positions might be a good fit for her?
- How could she enhance her candidacy for such a position?

## Case Study #2

35-yo grants administrator with a BA from UW. Interested in eventually becoming a Division or Department administrator.

- What trainings or additional exposures or skillsets would be useful for her?

Questions/Comments?

Thanks!

[jamory@uw.edu](mailto:jamory@uw.edu)



# References

Arnold R. 2024. Navigating communication with seriously ill patients: balancing honesty with empathy and hope. 2<sup>nd</sup> ed. Cambridge, England: Cambridge University Press. 254 p.

Faber A, Mazlish E. 2012. How to talk so kids will listen & listen so kids will talk. New York, NY: Scribner Publishing Group. 384 p.

IHPI Faculty Career Development Roadmap [Internet]. 2024. Ann Arbor: University of Michigan Institute for Healthcare Policy & Innovation, Education & Training; [cited 2024 Jan 9]. Available from [https://docs.google.com/forms/d/e/1FAIpQLSeNjvML\\_MgeA\\_kc4IUDV3Kcw9181C3B0c8RfgeuPw1Q0V7WLg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSeNjvML_MgeA_kc4IUDV3Kcw9181C3B0c8RfgeuPw1Q0V7WLg/viewform).

Strategic Leadership Program [Internet]. 2024. Seattle: University of Washington Human Resources, Professional & Organizational Development; [cited 2024 Jan 9]. Available from <https://hr.uw.edu/pod/strategic-leadership-program/>.

## Debrief/Wrap-Up

- ▶ Please provide feedback on today's session!
  - ▶ Feedback in chat
  - ▶ Complete Today's Session Evaluation
- ▶ Next month's session:
  - ▶ Resources to Support Emotional Intelligence and Personal Growth
  - ▶ Thurs 2/6/24 12:00pm-1:00pm