

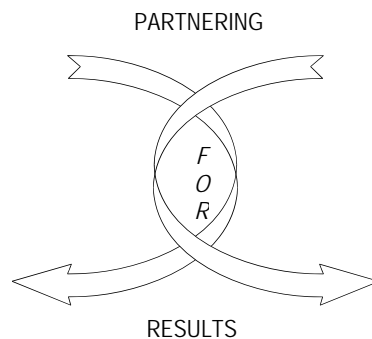
Attracting and Retaining Your Best People

You know that you cannot shrink your way to success. You know that your people are your most important assets, and that you need to invest in them. But where, specifically, should you invest? And how long must you continue to invest before it begins to pay off?

This program will guide you in systematically identifying what you must do to create a work environment to attract, focus, and retain talented people.

The program will:

- ◆ Describe investment strategies that have been proven to pay for themselves
- ◆ Help you determine what talents you need in order to achieve high performance in your organization
- ◆ Specify how to identify and attract those talents, whether your focus is on nurses, ancillary staff, physicians, or other human resources
- ◆ Identify proven management practices from exceptional organizations that have demonstrated how to focus people's performance and create lasting value
- ◆ Provide specific tools that will allow you to assess the state of these practices in your organization and identify changes required to get the most from your people



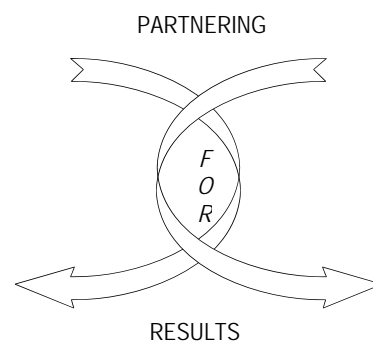
Building Collaborative Teams

The complexities of today's healthcare environment demand close teamwork among individuals, departments, and organizations that are often fundamentally at odds with one another. In the face of turfism, finger-pointing, and historical distrust among participants, how can you develop and maintain the trust and loyalty needed for your teams to produce the seamless results necessary to compete effectively in today's marketplace?

This program uses examples from widely differing worlds to provide concrete lessons about how groups of people with diverse and often conflicting agendas and no direct authority over one another can work as a team to produce exceptional results.

The program will:

- ◆ Clarify both the need for and the nature of cohesive teams versus traditional work groups
- ◆ Guide you in employing effective team leadership strategies to move people together toward critical objectives
- ◆ Help you articulate an ideal integrative vision of a team's future possibilities
- ◆ Identify steps for moving from traditional group behaviors toward true team-based, innovative actions
- ◆ Provide specific tools for effective communication and conflict resolution when teams break down



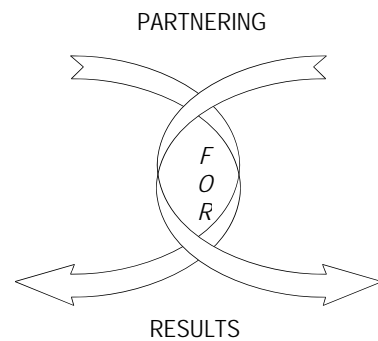
Creating Your Vision

Radical and rapid shifts in the demands imposed by the healthcare environment have left many organizations seemingly rudderless. For your employees, the consequences often include a lack of clear direction, lack of interest, and/or sharply conflicting views about the future.

This program will guide you in creating a vision for your organization that can serve as a powerful source of stability in the face of this turbulence. It will demonstrate how to turn your “vision statements” from empty words on a piece of paper into sources of direction and inspiration for your people.

The program will:

- ◆ Specify the critical components of an envisioned future
- ◆ Lead you through a process of articulating the values and purpose that define who you fundamentally are as an organization, even in times of change
- ◆ Provide a format for depicting your ideal vision of future possibilities
- ◆ Help you clarify the barriers you are likely to face as you move toward that future
- ◆ Provide specific tools that will allow you to make your vision come alive for your people



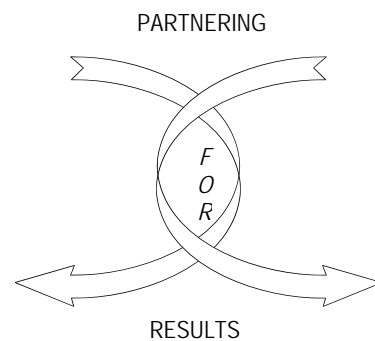
Enhancing Your Organization's Innovative Potential

Is "business-as-usual" driving out the possibility of exciting new opportunities for your organization? Are your people so worried about day-to-day survival that the generation of new ideas is stymied?

In order to thrive in the future, your organization must develop new creative sources of revenue. This requires a workforce capable of and passionate about sensing new opportunities and pushing the ideas through to completion. This program will guide you in establishing an environment that supports the development and maintenance of a creative workforce.

The program will:

- ◆ Identify the characteristics that distinguish creative out-of-the-box thinking from business as usual
- ◆ Review the conditions you need in order to support creative idea generation in your organization
- ◆ Identify the qualities required for you to move from idea generation to the successful implementation of those ideas
- ◆ Help you apply proven strategies for differentiating between good ideas and profitable opportunities
- ◆ Provide tools for assessing the presence of creative thinking in your organization and identifying changes required to develop and sustain your innovative potential



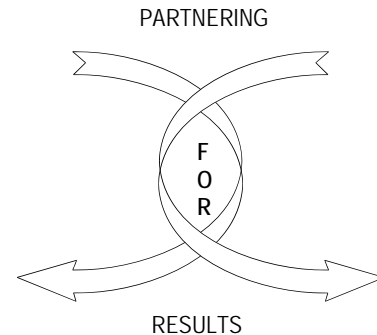
Entrepreneurial Thinking

Where will you as a healthcare leader look to find answers to the growing list of challenges facing your organization? Speed and flexibility, not size, will define the success of tomorrow's healthcare ventures. Are your people focused on doing and producing rather than watching and talking? Have you built the adaptable, confident, highly responsive organization necessary to identify critical trends and develop needed services?

While many healthcare organizations have struggled during recent years, entrepreneurs in our society have generated extraordinary outcomes. In addition, as morale in many healthcare organizations sags, entrepreneurs typically report the highest levels of professional satisfaction, challenge, and pride.

This program will:

- ◆ Guide you in identifying your strengths and weaknesses as an entrepreneurial leader
- ◆ Present strategies for developing and sustaining entrepreneurial thinking in your organization
- ◆ Specify steps for enhancing the creative contributions of your people
- ◆ Identify the qualities required to move from idea generation to successful growth
- ◆ Provide tools for assessing the presence of entrepreneurial thinking in your organization and identify changes that support your long-term success



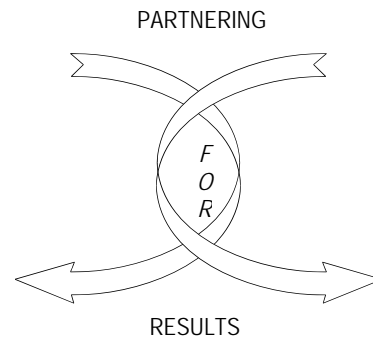
Hospital-Physician Relations

Too often it seems that physicians and hospital administrators are locked in a lose-lose battle with no apparent way out. Traditional approaches for making them feel like “we’re all in this together” (e.g., common ownership structures, visioning retreats) have generally not succeeded in the long run. It’s time to look in new places for answers that have seemed so elusive.

This program builds on proven practices from other fields to bring you a new and non-intuitive approach for managing the often broken relationships between hospitals and physicians: To bring the conflicting groups together, you must first strengthen them separately. Evidence suggests that groups with very different beliefs about what is important will most readily support a common overarching purpose when each group standing alone feels secure, distinctive, and non-threatened.

This program will:

- ◆ Show you why traditional approaches for integrating hospitals and physicians aren’t working
- ◆ Provide evidence that when groups are highly incompatible, they will work most effectively together when they feel secure in their own separateness
- ◆ Describe specific strategies for developing connections among often disparate and fragmented physicians that will allow them to feel a secure sense of themselves as a unique and valuable group
- ◆ Help you identify a common purpose that both physicians and hospital administrators can feel passionate about, while paradoxically maintaining their own differences
- ◆ Provide tools for maintaining the delicate balance between too much separateness and too much integration of hospital administrators and physicians



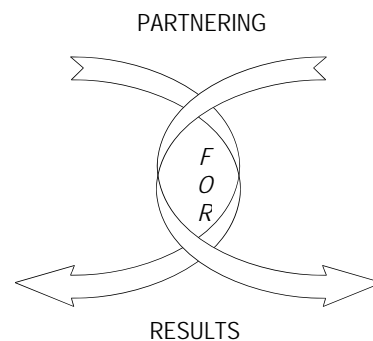
Managing Conflict

Do you sometimes feel like you're in the front lines of a battlefield? When turfism, finger-pointing, and distrust run rampant among your people, how can you develop and maintain the relationships required to produce the seamless results necessary to compete effectively in today's marketplace?

This program provides the skills required to successfully respond to the sources of conflict in your healthcare organization. It provides diverse tools and presents concrete examples that will guide you in strengthening the relationships required for enhanced performance.

The program will:

- ◆ Clarify the different sources of conflict in order to uncover the root of your problem
- ◆ Identify distinctive types of conflict and the consequences of each so you can recognize the difference between healthy, functional tensions and unhealthy, dysfunctional conflict
- ◆ Guide you in recognizing different styles for managing conflict and when each is likely to work
- ◆ Provide specific tools to assess your typical responses to conflict and to identify alternatives for managing different types of conflicts effectively



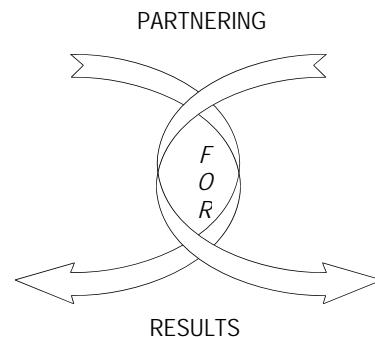
Managing the Change Process

You have a plan for your organization. You believe in the plan. But how do you get your people to believe in it and move through the changes that the plan requires if it is to be implemented effectively? Historically, implementation success rates have been low and leadership credibility has suffered as a result.

This program will guide you in systematically clarifying what is required for your people to be willing to follow you into the future. It identifies the sources of opposition you are likely to face and provides proven methods for managing the resistance.

The program will:

- ◆ Guide you in specifying and building support for your plan
- ◆ Provide communication tools for making a compelling case for engaging in needed change
- ◆ Help you identify the systems, styles, and structures in your organization that must be altered
- ◆ Lead you through a process by which you will better understand, assess, and manage sources of resistance
- ◆ Identify ways to determine the right timing and rate of change
- ◆ Provide specific tools that will allow you to assess how well you are managing the change process in your organization and identify adjustments that will let you implement your plan more successfully



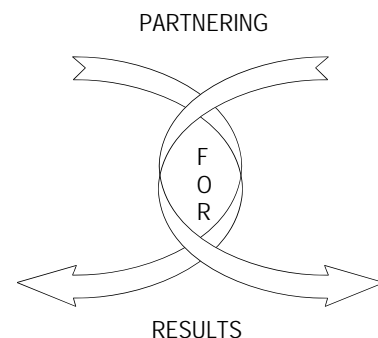
Organizational Citizenship

The complexities of today's healthcare environment often lead to a lack of clear future direction combined with sharply conflicting views about what should be done. These uncertainties make it challenging to develop and maintain the focus, trust and loyalty needed to compete effectively in today's marketplace?

This program uses examples from widely differing worlds to provide concrete lessons about how groups of people with diverse perspectives can come together to produce exceptional results.

The program will:

- ◆ Clarify both the need for and the nature of cohesively working together
- ◆ Guide you in employing effective leadership strategies to move diverse people together toward critical objectives
- ◆ Help you articulate an ideal integrative vision of future possibilities to serve as your common focus
- ◆ Identify steps for moving from traditional group behaviors toward true team-based, innovative actions
- ◆ Provide specific tools for effective conflict resolution within your organization



Strategic Thinking

The pressures confronting healthcare organizations demand new ways of thinking about who you are and who you want to be in your market. This program will take you through a systematic strategic thinking process that is first and foremost driven by your vision of who you want to be, and then grounded in the realities of your marketplace. Effective strategies, that is, *what you will do to gain a lasting advantage in the market*, are the result of focusing on possibilities over constraints, while at the same time confronting the brutal facts of your reality.

The program will:

- ◆ Guide you in articulating your ideal vision of future possibilities
- ◆ Provide a template for identifying the future opportunities and threats relevant to achieving your vision
- ◆ Help you identify what it is, at your core, that makes what you plan to do valuable, unique, and sustainable in your marketplace, as well as the measurable results this will produce
- ◆ Lead you through a process of clarifying additional capabilities you will need in order to successfully carry out your strategy, and specifying plans to develop them
- ◆ Provide specific tools for rolling out the strategy throughout your organization

