**LEADERSHIP & MANAGEMENT IN HEALTH**

**Individual Learning Plan**

Name:

Date:

The Individual Learning Plan (ILP) is a comprehensive tool (or journal) for reflection that will help you think about your leadership and management skills and style. Throughout the Leadership and Management in Health course, you will record insights from course activities and self-assessments in this document. By the end of the course, you will find that the ILP is a permanent record of your learning and your plans or intentions for further professional development.

Completion of the ILP is a course requirement. You will turn in the ILP at three times during the course. See the syllabus for these dates.

**Module 1: The Leading and Managing Framework**

**Applying Leadership Practices Assessment**

1. What did you identify as your greatest strengths?
2. Are you using your leadership or management strengths as much as you would like in your current position or situation?
3. After taking this assessment, what leadership practices might you want to develop further?

**Emotional Bank Account Activity**

In what areas of your life, or with which people, do you most need to increase deposits and/or decrease withdrawals? Be specific about how and when you will do this. (You do **not** need to refer to people by name but do be specific about what you plan to do differently.)

**Module 2: Leadership & Team Building**

**Core Values**

Core values anchor your leadership. Acting on them will help you build trust and credibility with staff and colleagues.

What are your top three values and why?

**Vision Statement**

A vision is an image of an ideal future you would like to see. A vision is an image of hope and of something you truly wish to create. A mission is what you do every day to move toward that future. Consider your own core values and how they support a vision for the future that you may have. Write a one sentence personal vision statement.

**Time Management**

1. In the Time Management Matrix exercise, which quadrant do you spend most of your time?
2. What, if anything, will you do differently in the future to manage your time better?

**Module 3: Supervision & Delegation**

**Listening Assessment**

1. How well do you listen?
2. How does listening well or listening poorly relate to the *Emotional Bank Account*?

**Coaching**

List 2-3 personal changes you could make which could significantly increase your effectiveness at coaching (whether that be coaching employees, mentees, or friends). For each change, write down 1-2 specific actions you could take that would help you make these changes.

**See, Feel, Seek, Consequences**

Consider a situation at work that you want to address, or one which you wished you had dealt with more effectively. Practice using the See, Feel, Seek, Consequences format to analyze the behavior that is a concern, the impact of that behavior, the performance you seek, and the positive or negative consequences if the person succeeds or doesn’t succeed in making the desired changes.

1. What do I want for myself?
2. What do I want for others?
3. What do I want for the relationship?
4. How would I behave if I really wanted those results?

**Module 4: Conflict Management**

**Conflict Profile**

1. In the conflict profile assessment, in which areas did you score high (i.e., extreme conflict)?
2. In which areas did you score low (i.e., little to no conflict)?
3. What did you learn from the assessment that might help you become a stronger manager and/or leader?

**Your Conflict Management Style**

1. Which of the five modes for conflict management do you use most often?
2. Do you use a different style in different situations or with different people?
3. What rules about conflict have you learned from your personal, professional, and community life?
4. What might you change when dealing with conflict in the future?

**Module 5: Communicating Effectively**

**Communication Self-Assessment**

1. In which categories were your scores highest and lowest?
2. Identify one action you will take to improve in your lowest scoring area (e.g., planning a message; creating a clear message; choosing the right channel; receiving and interpreting a message; and feedback).

**Module 6: Influence Without Authority**

**Win/Win Opportunity Questions**

1. Did the questions lead you to consider the situation in any different way than you have in the past?
2. Do you believe you will be able to achieve a win/win solution in this situation? Why or why not?

**Changing Places**

This activity asked you to think of a relationship and situation that would benefit from a win/win solution. You were asked to put yourself in the place of the other person and write down how you think that person understands the situation. What did you learn from this exercise that you can use to improve your communication and negotiation skills?

**Module 7: Systems Thinking**

**Systems Thinking Assessment**

What did you learn about yourself? Did anything surprise you?

**Systems Thinking Perspective Exercise**

The systems thinking exercise asked you to consider a problem that is occurring in your organization. You were asked start thinking about this problem, which divisions it impacts, and how. This mental mapping exercise allows you to put your perspective on paper, giving you distance from it so that you can see what gaps exist in your own view of the problem. It also allows you to experience guided systems thinking, a practice which you can apply in the future as problems arise.

1. What did you learn from this exercise? How might you view this problem differently and approach it differently if you worked in a different division of your organization?
2. What challenges did you face when you tried to approach a problem from a perspective other than your own?
3. What lessons can you take from this exercise to use in your work?

**Module 8: Program & Project Management**

**Constraints Triangle**

Using the notion of the constraints triangle, think about a project you have worked on recently or one from your work life that is particularly memorable.

1. Describe the scope of the project, the costs, and time constraints that were expected in this project when it was planned.
2. Did any of these three elements change during the life of the project? How did that impact the other elements?
3. How did it impact quality? In your opinion, which of the three constraints is the most difficult to deal with in your organization? Why?

**Project Management Self-Assessment**

1. In what areas of project management are you strongest?
2. Which skills should you could develop more?
3. List 3-4 ideas of how you might go about becoming a stronger project manager.

**Module 9: Data for Management Decision Making**

**Using for Decision Making**

1. What are the 3 most important sources of data for effective decision making in your current job and why?
2. Is there one way in which you could encourage or contribute to a stronger culture of data use in your current work setting?
3. Describe a decision you made recently that you wished you had better information for. What data would have helped you make a more informed decision?

**Module 10: Accountability & Financial Management**

**Accountability**

You viewed three lectures on accountability in this module.

1. What did you find useful or relevant to your organization?
2. What are you already doing to improve your own or your team’s accountability?

**Financial Management**

You were required to select at least one module from the *Financial Management Series*.

1. Which additional module(s) did you choose and why?
2. Which of the principles of financial management do you believe are most critical to an organization’s survival? Why?

**Final Reflection**

As a final reflection, please answer Peter Drucker's question to us all: "What do you want to contribute?"