

Junior Career Leadership Program Schedule

Second Friday of every month, 8:00 am to 12:00 pm (continental breakfast provided)
Education Building, Room 4203, 4610 X Street, Sacramento (except where otherwise noted)

09/11/09 **Mental Models: An Exploration of Human Paradigms**
Leader: Carolyn Penny
Education Building, Room 2204

The first job of leadership is to define 'reality' in the organization. Defining 'reality' is more than setting goals, however, and it is more than developing a strategic plan or vision. It is first and foremost understanding how different people see and respond to the world differently; and, from that knowledge, developing a 'common view' of what is important, what is critical, and what is vital to the organization's well being. The first step in this challenging leadership task is to understand how people make sense of the world. In other words, the first task is to ask the question, "How do people construct worldviews, paradigms and mental models?" In this course we will explore that question in depth, beginning with an exploration of each leader's own worldviews, paradigms and mental models.

10/09/09 **Scientific Writing for Publication**
Leader: John Stenzel

The most common misperception about professional writers is that writing comes easily to them. The truth is writing is often a confusing and messy process. Yet understanding it as a process—something done in stages rather than in one inspired afternoon—is the key to making writing more efficient and effective. This session will cover the basics of understanding writing as a process. It will do so in the context of scientific writing, emphasizing the conventions of the genre and analysis of target publications. We will discuss the steps to making your writing process more effective, whether you are writing alone or collaboratively.

11/13/09 **Time Management Skills**
Leader: Estella M. Geraghty

What would you do with an extra hour or two per day? Would you spend more time with your family? Get more exercise? Accomplish a little more at work? Whatever came to mind – it is possible to get that extra time when you learn to manage the time you have well. The purpose of this course is not to get you to use 59 minutes and 59 seconds of every hour of your day. Rather, it is to help you to recognize that without a plan, at the end of the day, you will have less to show for your efforts, which can lead to frustration, anger, despair, and certainly derailment. On the other hand, when you methodically optimize how you spend your time, you can extract the best possible results in the shortest period of time.

This session will help you to increase your personal productivity by teaching you the philosophy behind time management and then focusing on its practical application. This is a 'hands-on' workshop where you will:

- discover your personal values and prioritize them
- create well defined goals and translate them into doable tasks
- prioritize your task list systematically
- deal with email more efficiently
- create a personal space that is conducive to productivity
- make meetings more valuable when approached with a plan

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12/11/09

Negotiation Skills

Leader: Andreea Seritan

Negotiation skills are cardinal in all academic career developmental stages. This session will focus on participants' understanding of their own negotiation styles, as well as difficulties that can arise in conflict situations. Participants will reflect on their strengths and weaknesses in a negotiation situation, as well as practice a negotiation scenario highlighting those, and thus learn better negotiation skills.

At the conclusion of this session, the participant should be able to:

- Recognize different negotiation styles by using the Thomas-Kilmann Conflict Mode instrument
- Understand his/her own strengths and weaknesses in negotiation situations
- Improve their negotiation skills by practicing a scenario

01/08/10

Putting Together Your Academic Packet

Leader: Vijay Khatri

This section of the Junior Career Development Leadership Program will introduce participants into an important aspect of their academic life: the Academic Dossier. Dr. Khatri Chairs the Faculty Personnel Committee (FPC) that review all academic packets submitted for appraisal, merit and/or promotion. He will review the components of the packet and highlight those components that offer an opportunity to educate, explain and leave a positive impression on the faculty reviewer, e.g. example the candidate statement. This interactive session will include some basic steps to writing portions of your own academic candidate statement, reviewing some illustrative cases and finish with a small group discussion session with previous FPC Chairs.

02/12/10

A Mentee's Guide to Being Mentored: How to Identify and Nurture Your Goals

Leaders: Jesse Joad and Fred Meyers

Do you remember why you chose to get involved in academic medicine? Does that fundamental experience nurture and sustain your career choice today? This session will provide participants the opportunity to clearly establish career goals aligned with that fundamental option, and develop a plan to achieve those goals utilizing both short and long term development strategies. In this reflective process, participants will learn best practices, discuss how to build and leverage mentoring relationships, and utilize the expertise of peers to help create realistic expectations and assess milestones from various viewpoints. Participants will use the Individual Development Plan and other resources included in the Career Mentoring Handbook of UC Davis School of Medicine.

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03/12/10 Leadership and Management Skills: Using the Myers-Briggs Personality Type Indicator to Your Advantage
Leader: Gregg Servis

Participants will:

- Identify Personality Type
- Understand the Four Personality Type Dichotomies and Type Dynamics
- Learn to use Type to improve:
 - Interpersonal communication
 - Management and conflict resolution skills
 - Ability to develop, lead and work in a Team

04/09/10 Emotional Intelligence and Wellness
Leaders: Alan Koike, Andreea Seritan

Emotional intelligence valences are important in all leadership positions, and in particular in complex environments such as academic health centers. We will explore the contribution of emotional intelligence values to your own wellness, as well as in helping your colleagues maintain their well-being.

05/14/10 Graduation

FOCUSED WORKSHOPS - Optional

Select Saturdays, 8:00 am to 1:00 pm (lunch provided)

Education Building, Room 4203, 4610 X Street, Sacramento (except where otherwise noted)

10/03/09 Leadership Styles
Leader: Gene Crumley
Education Building, Room 3202

This course introduces participants to the six styles of leadership developed by Dr. David McClelland, while he was at Harvard and, later, Boston University. The course explores how the six leadership styles can be used to drive performance, reach new levels of teamwork, and achieve sustained excellence.

02/20/10 Leading Complex Organizations
Leader: Gene Crumley

Borrowing from three academic disciplines (evolutionary biology, computer science, and social design) this course gives participants a new way of thinking about the UC Davis Healthcare System and how leaders in UC Davis Health System can use these insights to advantage. The course explores a number of questions, including, “why is it so hard to predict how people in an organization will behave when things change?” and, “with all of the frenetic activity that goes on in an organization like UC Davis Health System, how does a leader know what to pay attention to and what to ignore?”

03/20/10 Difficult Conversations
Leaders: Gene Crumley / Gregg Servis

Any conversation we *avoid* having at work, because we are concerned things will get worse, is a “difficult” conversation. Any conversation we have at work that makes things *worse* is a “difficult” conversation. In this course we will examine a well-tested strategy to engage in difficult conversations successfully, so that both parties end the conversation feeling better about the other person, themselves, and the situation.