

# Leadership Fundamentals Video Series: Surviving and Thriving as a New Leader

## Discussion/Reflection Questions and Recommended Activities

Each video module is accompanied by reflection questions and suggested activities that can help you learn more about how the topics from this series apply to you and your organization. We encourage you to go through this series with others in your organization, and if you do this, you might find value in going through questions and activities as a group. If you're the only one from your organization, however, you'll still get just as much value from reflecting on these questions and engaging in the recommended activities between modules.

For additional information and resources on any of the topics covered in this module, see the [Resource Guide](#) or contact us at [The Center](#) for additional support.

*This project is/was supported by the Health Resources and Services Administration ([HRSA](#)) of the U.S. Department of Health and Human Services ([HHS](#)) under grant number UB1RH24206, Information Services to Rural Hospital Flexibility Program Grantees, \$1,560,000 (0% financed with nongovernmental sources). This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by [HRSA](#), [HHS](#) or the U.S. Government.*

## MODULE 1 REFLECTION & DISCUSSION QUESTIONS:

1. Why did you choose to take on a leadership role? How do you see yourself having a positive impact on your team and your organization?
2. What is the biggest challenge you've faced as you transitioned into a leadership role? How have you addressed it? If you're still struggling with this challenge, who might you lean on for support or guidance?
3. How have you learned to be a leader? What role models and mentors have helped shape your approach to leadership?
4. And here are some things you might consider doing before you move on to the next module. We especially encourage you to complete the Leadership Styles Inventory to learn more about your preferred style. We'll come back to the concepts from this inventory throughout this series.

## MODULE 1 ACTIVITIES

1. Complete the [Leadership Styles Inventory](#) – and hang on to your results. And if you're completing this series with colleagues, share your results with them! We'll come back to the concepts from this inventory throughout this series.
2. Complete the [Leadership Competencies Self-Assessment](#) to rate your knowledge and skills in each of the areas mentioned in this module. This tool will also help you identify the areas where you'd most like to strengthen your knowledge and skills – and how might you do that (aside from this series, of course!).
3. Talk to leaders you admire about their perspective on leadership. Some questions you might ask:
  - a. Why have you chosen to be in a leadership role? What do you like about it? What's most challenging?
  - b. What do you see as your unique contribution as a leader?
  - c. What advice would you give to those new to leadership?
4. Take a look at your organizational chart. What positions would you categorize as frontline leaders? Mid-level leaders? Senior leaders? A blend of more than one of these?

## MODULE 2 REFLECTION & DISCUSSION QUESTIONS:

1. How would you describe your organization's culture? What's best about the culture? What parts would you like to change – and why?
2. Identify some other leaders (inside or outside the organization) that you feel make a positive contribution to culture. What specifically do they do, and why is this important?
3. In what circumstances does your preferred leadership style (from the Leadership Styles Inventory) make a positive contribution to your organization's culture? In what circumstances is it less effective? What might you do to become more comfortable using other leadership styles?

## MODULE 2 ACTIVITIES

1. If you haven't already, complete the [Leadership Styles Inventory](#) – and hang on to your results. And if you're completing this series with colleagues, share your results with them! We'll come back to the concepts from this inventory throughout this series.
2. Learn more about the transition to value and population health by watching these videos:
  - a. [Rural Hospital Care Coordination and Population Health Management Summit Video](#) - Hear from rural health care experts as they identify key initiatives that leaders and providers should take to further develop a local infrastructure to best deliver and manage population health in the future.
  - b. [Cleveland Clinic Population Health Video](#) - This four-minute video explains population health in an easy-to-understand way.
3. Set up a time to talk to your manager about things like:
  - a. Your organization's approach to the transition to value payment models. Has the organization made steps toward a shift to value-based care? If so, what has been done – and what's coming next? How can your team contribute to upcoming changes?
  - b. Your manager's priorities. What does their manager expect from them? What are the biggest challenges they're working to address? How can you best support their work?
4. Reach out to one person whose job you'd like to know more about. Ask them to help you understand their priorities and challenges. Find out what you can do to support them – and if they ask how they can support you, feel free to share!

5. Identify a decision or change you need to make that might impact patient care or a medical provider's work. Schedule some time with the provider to share any relevant short- or long-term goals and ask for their perspective – how would they approach it? What would they consider when making these decisions? Listen carefully, be clear about next steps, and thank them for sharing their perspective.

### MODULE 3 REFLECTION & DISCUSSION QUESTIONS:

1. How well do the members of your team understand expectations in their role? How do you know?
2. How often do you ask your employees what they need from you in order to meet their goals? How comfortable are they asking for resources and support?
3. What professional goals and expectations have been most inspiring for you? What made them inspiring?
4. Do you have the same expectations for all members of your team, or are they tailored to the individual? Can you think of any opportunities to make them more individualized?
5. How do you respond when you receive constructive feedback from your team? Does your response increase or decrease the likelihood that they'll share feedback with you in the future?
6. What opportunities do you have to provide and request feedback outside of regularly scheduled performance evaluations? How can you build feedback into conversations on a regular basis?

### MODULE 3 ACTIVITIES

1. If you need to deliver difficult feedback to a team member, use the [Feedback Planning Template](#) to plan your conversation. Consider practicing it with a trusted colleague or friend.
2. If you're not yet familiar with the [Rounding for Outcomes](#) process, learn more about it and consider using it with your team. Let them know ahead of time about this process and ask for their input as to how it might be used in your department.
3. Talk with your team about your organization's mission, vision, and strategic goals. Find out how much they already know and answer any questions they have. Share how your team contributes to long-term goals and specifically how each person fits into the big picture.
4. Ask members of your team how they prefer to be recognized. Keep track of this so that when the opportunity presents itself, you're ready to recognize each person in a way that's most meaningful to them.

5. Ask other leaders to share ways they've recognized their own team members. You may get some good ideas!

## MODULE 4 REFLECTION & DISCUSSION QUESTIONS:

1. How good of a listener are you? When is listening most challenging for you – and what might you do to overcome this challenge?
2. Who would you like to build a more collaborative relationship with? How might you communicate with them in ways that build trust and mutual understanding?
3. What one thing related to conflict would you like to get better at? Would you like to get more comfortable with it? Soften your approach? How might you make this happen? (Hint: See some of the suggested activities below!)

## MODULE 4 ACTIVITIES

1. Identify an upcoming conversation where you'd like to practice your active listening skills. Let the other person know that you're working on these skills and ask them for feedback afterward.
2. Take the [Conflict Styles Self-Assessment](#). Share your results with a trusted friend or colleague and ask for their feedback: When have they seen you use your preferred style in beneficial ways? In what situations might it be more helpful to use a different style, and how might you become more comfortable using other styles?
3. Use the [Difficult Conversation Planning Tool](#) to plan a challenging conversation. Then carry it out!
4. Talk to a trusted colleague about their approach to conflict and difficult conversations. How do they approach these types of interactions?

## MODULE 5 REFLECTION & DISCUSSION QUESTIONS:

1. What kinds of changes are you currently experiencing or leading?
2. What examples of unfreezing, changing, and/or refreezing have you seen in these changes?
3. How are these change initiatives going? If they're going well, why? If they're not going so well, why aren't they?
4. Think of one specific change initiative you are currently leading or have led in the past and identify one person who resisted that change. Where did they get stuck on the change curve? Would you classify the source of their resistance as technical, political, or cultural?

5. Think of one specific change initiative you are currently experiencing. Where are you on the change curve? If you're a bit stuck, is it due primarily to technical, political, or cultural factors? How can you address these challenges?

## MODULE 5 ACTIVITIES

1. Talk to your direct supervisor about current or upcoming change initiatives.
  - a. Find out what they most expect from you during the course of this change and share with them what you need most from them in order to meet these expectations.
  - b. Find out what changes they're working on that are particularly difficult. Ask what their biggest challenges are, how they're working to address them, and what they've learned from the experience so far.
2. Use the [Planning and Reflection Worksheet](#) to develop strategies for addressing technical, political, or cultural concerns that someone on your team might have about a current or upcoming change.
3. Listen to one or more episodes of The Center's podcast [Managing from the Middle: Leading Through Change](#).

## MODULE 6 REFLECTION & DISCUSSION QUESTIONS:

1. Do you delegate as often as you'd like? If not, why is this? How might you change the way you think about delegation to give your team members more opportunities to grow and develop?
2. Think of a time when someone delegated something to you. Where would you place yourself on the skill-will matrix on that specific task? Was the task delegated to you in a way that was a good fit for where you were on the matrix? What was the outcome? What did you learn in the process?
3. Think of a coach who had an impact on your life. It could be someone who helped you with sports, academics, or other activities in your personal or professional life. What did they do that made them a good coach? How can you bring similar value to your coaching relationships at work?
4. What decisions could you get your team more involved in? How might you use their input? How might you best lead the team through the process?

5. How often do you celebrate successes with your team? If heavy workloads make it hard to celebrate, are there other ways to recognize success that don't take as much time?

## MODULE 6 ACTIVITIES

1. Spend some time identifying opportunities to delegate tasks that will help each of your team members grow and develop. Use the [skill-will matrix](#) to determine which quadrant each person might be in on a given task – and plan your approach to delegation accordingly.
2. Use the [Coaching Conversation Planner](#) to plan and carry out a coaching conversation with one or more of your team members.
3. Identify opportunities for your team members to teach each other what they know. Engage the entire team in the planning process!
4. Find a mentor inside or outside your organization who might be willing to share what they know about leadership with you. Ask them how they approach the various topics covered in this program – and ask them to help you continue your development as a leader.
5. Lead your team in a discussion about the team's purpose, using the suggested questions in this module.
6. Find ways to celebrate team successes. Ask your team for input about ways the team might recognize success in a meaningful way.