The Leadership Academy:
Establishing a Culture of Leadership in
Health Professions Education

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Presentation Overview

• Context of Dental Education
• Brief history of Leadership Academy
• Program components
• Curriculum- Years 1, 2, & 3
• Learnings
Dental Education Context: Why is leadership relevant?

- Gap between **current state** of dental education and **aspirations**
- Tendency to apply **technical** fixes to **adaptive challenges**
- **Authority** orientation
## Technical vs. Adaptive Work

**Source:** Cambridge Leadership Associates

<table>
<thead>
<tr>
<th>Kind of Work</th>
<th>Problem &amp; Solution Definition</th>
<th>Locus of Work</th>
<th>Type of Work</th>
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<tbody>
<tr>
<td>Technical</td>
<td>Clear</td>
<td>Authority</td>
<td>Optimize Execution</td>
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<td>Technical &amp; Adaptive</td>
<td>Requires Learning</td>
<td>Stakeholders</td>
<td>Experiments &amp; Smart Risks</td>
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<td>Adaptive</td>
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Characteristics of Adaptive Issues

- Ill-defined and evolving
- Must confront existing values, beliefs, & ways of being
- Require new ways (competencies) for exercising leadership
Our View of Leadership

Leadership is an *activity* not position or authority
KLC Leadership Competencies*

- Diagnose Situation
- Manage Self
- Energize Others
- Intervene Skillfully

Kansas Leadership Center (www.kansasleadershipcenter.org)
Brief History

CHP Leadership Academy

- Proposed by dean (2005)
- Proposed by Faculty/Staff Affairs Committee (2007)
- Inaugural year: 6 senior fellows and 4 Academy Fellows inducted (2007-08)
- Currently, 22 fellows in Academy (including staff)
- Evolving curriculum mirrors college’s embracing adaptive leadership
Leadership Academy Goals

Primary

• Develop faculty & staff capacity to exercise leadership
• Foster culture of *adaptive* leadership

Secondary

• Reward faculty & staff for advancing goals & strategic vision of CHP
Program Components

- Selection through application process
- Year-long fellowship
- Fellows become senior fellows
- Weekly meetings
- Orienting program on adaptive leadership
Curriculum
Year 1
(Technical Approach)

• Guest speakers ("leaders")
• *Strengths Finder*
• Research/Projects on leadership
• Reflections on future curriculum
Curriculum
Year 2
(Technical and Adaptive)

- Adaptive Leadership Orientation Retreat (2 ½ days)
- Peer Consultation re: leadership dilemmas
- Ron Heifetz
- *Strengths Finder*
- *Leadership Practices Inventory*
- Leadership projects benefitting CHP
- Reflections on adaptive leadership in CHP
Curriculum
Year 3
(Moving toward Adaptive)

- Adaptive Leadership Program (2 ½ days)
- 5 half-day sessions - CHP adaptive challenges
- Town Hall meetings (stakeholders)
- Projects interventions
- Low-risk experiments
Experiments and Smart Risks: Some Examples

- Common research course (PA/CSD)
- Staffing
  - Department Sharing Function-based Realignment
- Social networking & On-line meetings
- Interdisciplinary collaboration
- Cross-department mentoring
- Common affiliation agreements
- Governance (Executive Council)
- Town Halls
What we are Learning

• Balance between authority and leadership
• Think “intervention” not “project”
• Collaborative experimentation
• Continued (adaptive) challenge of “spreading” leadership throughout the college and in the community
Thank you

Questions and Discussion