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## **Building the Plane While Flying:**

*Balancing Leadership Development Strategy & Intervention*

**Dr. Jean Ann Larson & Dr. Matthew J. Painter**



**Chief Leadership Development Officer,**  
 UAB Medicine & Adjunct Professor  
*School of Health Professions,*  
*University of Alabama at Birmingham*

**Jean Ann Larson**

**@jeanannlarson**

- *Over 25 years' experience as a senior leader, organizational and leadership development expert and process improvement consultant (healthcare)*
- *Previous CLO of an award winning healthcare based corporate university*
- *Authored and edited several books including Organizational and Process Reengineering Approaches for Health Care Transformation, named the 2015 HIMSS Book of the Year*
- *Keynote presenter at national conferences, writer and facilitator*
- *Lean Black Belt, Certified ASQ Six Sigma Green Belt*
- *Winner of the SHS-HIMSS Excellence in Healthcare Management Engineering/Process Improvement Award and the 25th Anniversary Society for Health Systems Honoree*
- *Certified facilitator in multiple assessments and offerings: DISC, EQ, TLC, 5 Behaviors, Seven Habits, Crucial Conversations and others*
- *Undergraduate degree in Industrial Engineering, an MBA in International Management, and a doctorate from Pepperdine University in Organizational Change and Leadership*

**Specialties: Leadership, Organizational Behavior, Organizational Culture and Change, Teambuilding, Process Redesign and Improvement, Large Group Facilitation, etc.**

**Director, Leadership Development**  
 University of Alabama Birmingham  
 Health System | School of Medicine



**Matthew J. Painter**

- *Over 20 years of experience (Higher Ed / Healthcare)*
- *Received a Workforce Magazine Game Changer Award*
- *Presents at national conferences, publishes articles, conducts leadership webinars and workshops*
- *Organization Development consultant*
- *Six sigma yellow belt*
- *Certified facilitator in Everything DiSC and 5 Behaviors of a Cohesive Team*
- *Undergraduate degree in Business and Health Care Management, a Master's degree in Strategic Leadership, and a Ph.D. in Business Administration: Organizational Psychology.*

**Specialties: Leadership, Organizational Behavior, Organizational Culture, Organizational Psychology, Teambuilding, Performance Management, Communication, etc.**

# A bit about you and your organization



## **BACKGROUND**

- Historical views of OD and Leadership Development at UAB
- Need for Chief Leadership Development Officer
- Small but mighty team

## **GOALS**

- Build trust with key stakeholders
- Understand pain points
- Inform strategic solutions

## **DATA GATHERING / NEEDS ANALYSIS**

- Literature
- Stakeholders
  - 1:1s
  - Meetings
  - Focus-groups
  - Networking
- Survey Data

**How are you  
gathering data  
to inform  
leadership  
development?**

## **ANALYZE DATA and DESIGN INTERVENTION**

- Develop topical outline of needs
- Formulate into team-based workshops, retreats
- Conducted individualized coaching
- Continue stakeholder dialog

Action research, action learning

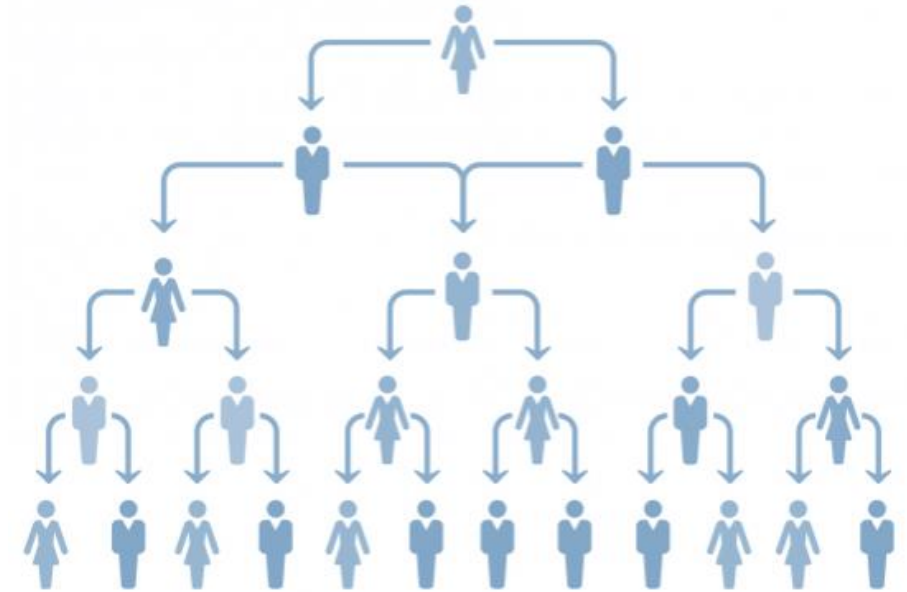
## **IMPLEMENT INTERVENTION**

- Partner with those who are ready and willing
- Deliver content
- Ask for feedback
  - Real-time
  - Debriefs



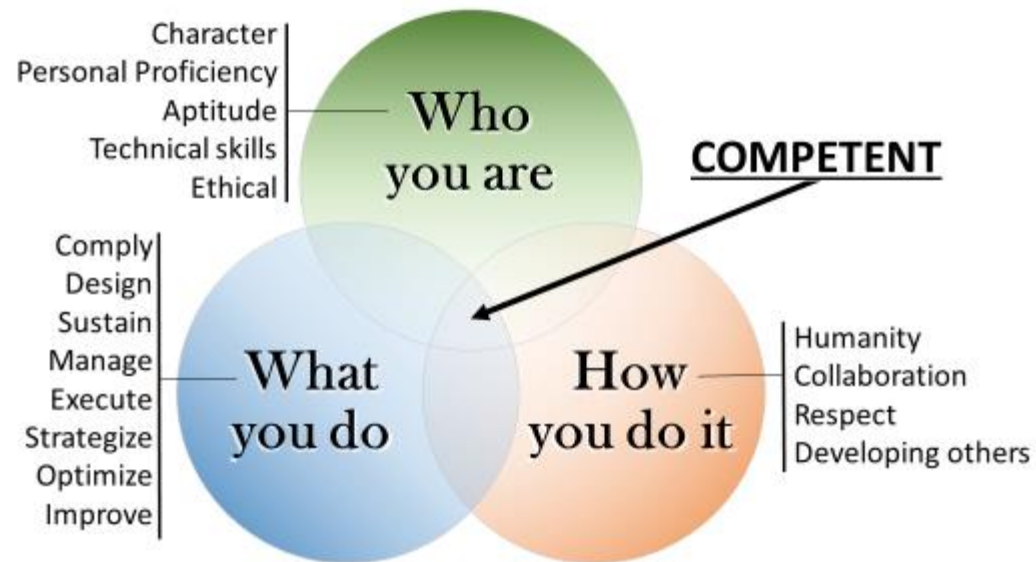
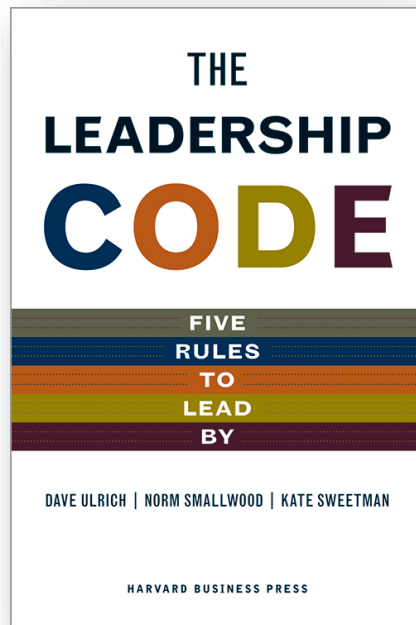
## DESIGN STRATEGIC SOLUTIONS

- Need for shared mental model and operating plan
  - Leadership competency framework



# Balancing Leadership Development Strategy & Intervention

LEADERSHIP COMPETENCY MODEL				
Description	WHO YOU ARE	HOW YOU DO IT	WHAT YOU DO	
Orientation	LEADERSHIP		MANAGEMENT	
Values	CHARACTER	HUMANITY	EXCELLENCE	SUSTAINABILITY
ULRICH	Personal Proficiency	Human Capital Developer	Talent Manager	Strategist
Focus	Aptitude	People	Standards	Improvement

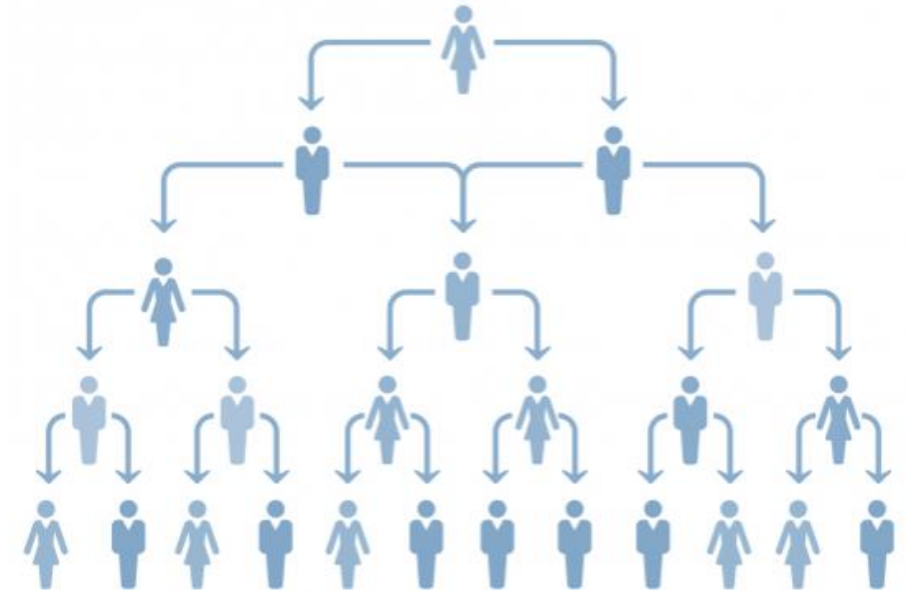


*Shared Mental Model*

- Adaptable
- Practical

## DESIGN STRATEGIC SOLUTIONS

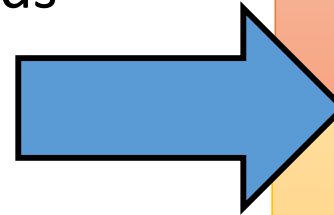
- Gather feedback:
  - What did we miss?
  - What's the impact?
  - Is it both specific enough for action, but broad enough for organizational applicability / adaptability
- Partner with Executive Teams



## CONSTANT GATHERING OF FEEDBACK

- Ongoing 1:1 Meetings with stakeholders
- Departmental Reviews / Balanced Scorecards
- Standing meetings
- Stakeholder focus groups
- Literature
- Networks / Informational interviews

Must be operationalized to constantly inform intervention and strategy.



**When and how to intervene**

**Design strategic (proactive) solutions:**  
Orientation, onboarding, competency trainings, etc.

## **Outcomes & State of the Journey**

- Improved rapport and trust (constant battle)
- Increased demand
- Increased buy-in to leadership behavioral competencies
- Currently socializing strategic solutions

## **Observations from Our Experience**

- Constant balancing process (strategy & intervention), very iterative
- Remains organic, flexible, ever-changing –stakeholder focused
- Think proactively while addressing immediate needs
- Rapport, trust, and data are critical
- Leadership development is scalable
- Strategic inventory / proposed operating plan
- Organizational positioning is key
- Stakeholder focus: logistics & availability

# Questions



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