



Developing Future LEADers: The Leadership Emerging in Academic Departments Program

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Introduction

- Leadership is an essential and recognized competency** for faculty success in patient care and research arenas, particularly in current interdisciplinary team based enterprises.
- The **Leadership Emerging in Academic Departments (LEAD) program** was launched in 2013 by the UT Southwestern (UTSW) Office of Faculty Diversity & Development and Office of Women's Careers, in collaboration with the HR Organizational Development and Training program.
- A **yearlong program**. It targets assistant professors and early associate professors of both genders in the UTSW's Medical, Graduate & Health Professions Schools.
- Goals** (1) to provide personal and professional development opportunities for participants; (2) to create a platform for integrating multiple disciplines and fostering inter-professional relations; (3) to promote organization change from the bottom up, and (4) to develop future leaders for succession planning.
- Instructors** are mostly local experts and academic leaders.
- Operating cost:** Approx. \$25,000 per year, not including personnel & executive coaches

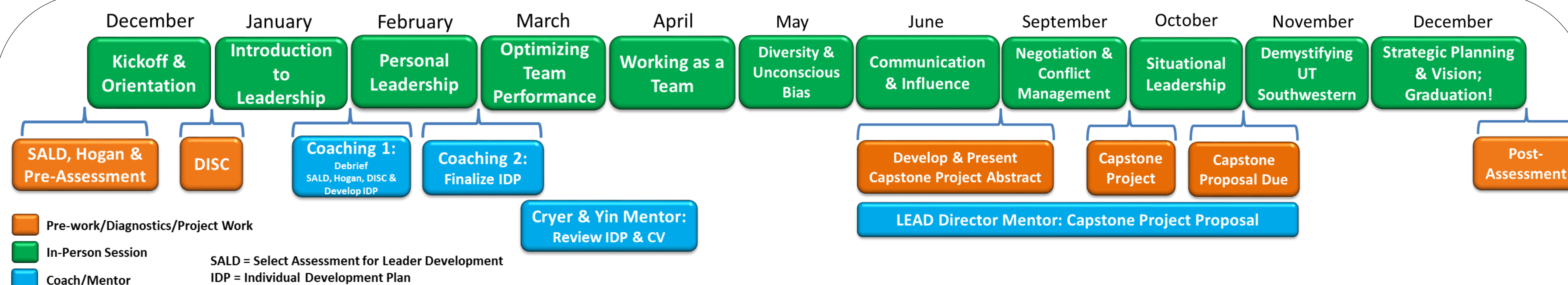
Demographics

- Participants**
 - 32-35 per cohort
 - Highly competitive (approx. 40% acceptance)
 - Characteristics of our 6 cohorts (196 total)
 - 43% men; 57% women
 - 74% Assistant Professors, 26% Associate Professors
 - 21% Underrepresented Minorities, 31% Asians, 45% Whites, and 2% Other
 - 85% Clinical Depts., 12% Basic Sciences, and 3% School of Health Professions

Program Components – in addition to formal modules

- Pre-work/Diagnostics**
 - Pre-LEAD Leadership Assessment** - 30-item survey
 - Diagnostics**
 - SALD** (Select Assessment for Leader Development)
 - DISC** (Dominant, Influence, Steady, Conscientious)
 - Hogan Personality Inventory** - assesses "derailers"
- Executive Coaching** - Meet with internal coaches, at least twice, to debrief diagnostics & formulate an Individual Development Plan (IDP)
- Mentorship by Program Co-Directors**
- Capstone Project**
 - Individually identify a project to address a current leadership, management, policy, or practice challenges that aligns with own personal sphere of influence
 - Discuss proposal with Mentor; present abstract to Chairs & stakeholders in summer
 - Submit proposal
 - 3 selected for Dean's Capstone Prize
- Post-LEAD Leadership Assessment** - 30-item survey

Timeline and Curriculum Modules



Leadership Pre/Post Self Assessments

Survey Instrument: adapted from Stanford's Hopkins, J., Fassiotto, M., Ku, M.C., Mammo, D., & Valantine, H. (2017). Designing a physician leadership development program based on effective models of physician education. *Health Care Manage Review*, 43, 1-10.)

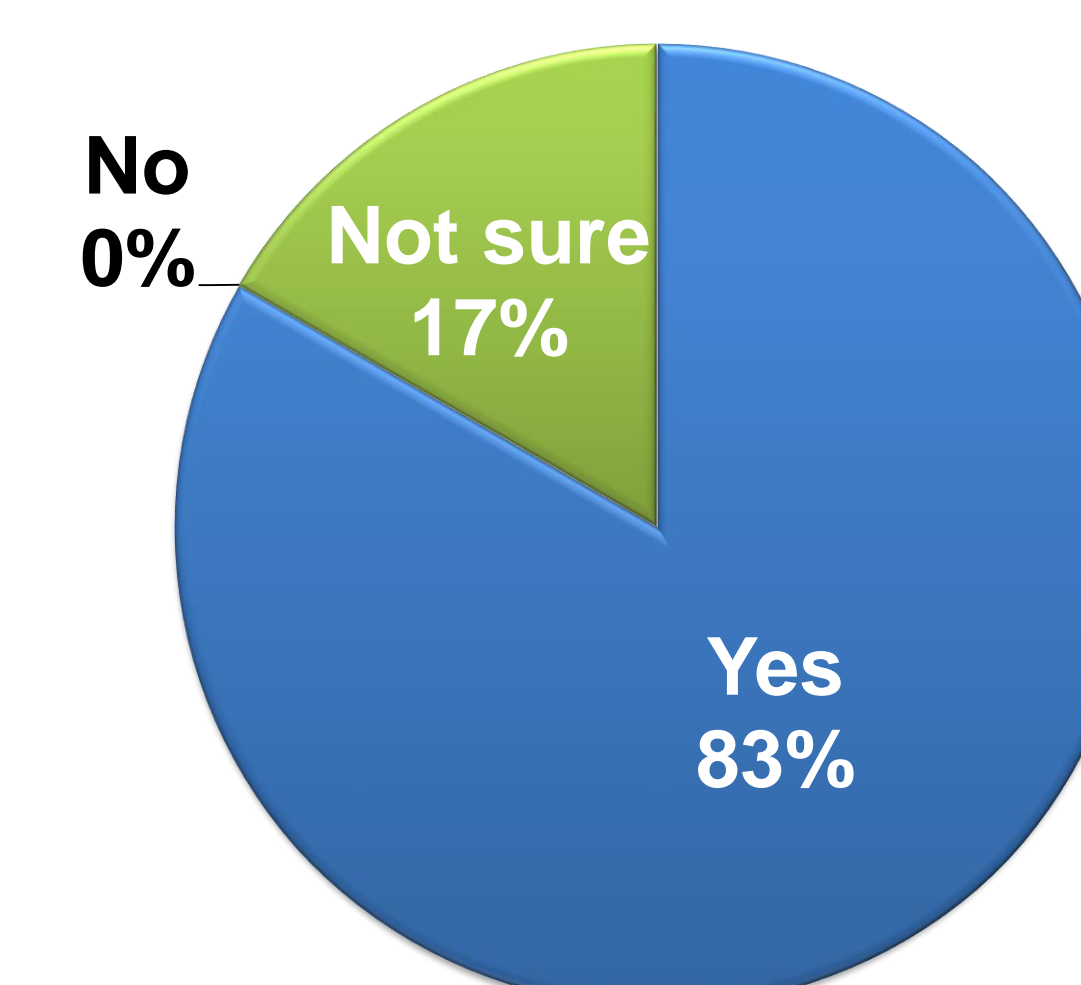
5-point Likert Scale: 1 lowest, 5 best ; *statistically significant

Assessment Categories (number items per category) / Subtopic in each category	Two Lowest Scored Subtopics Per Category		
	Pre	Post	Δ
Leadership Ability (10)			
Deal with difficult interpersonal issues	2.16	3.13	0.97*
Ability to negotiate effectively	1.81	2.97	1.16*
Team Management Ability (4)			
Evaluate effectiveness of projects	2.31	3.31	1.0*
Structure decision-making in groups	2.13	3.38	1.25*
Team Practices (4)			
Pull team together, take charge & initiate action	3.53	4.06	0.53
Take responsibilities	3.16	3.84	0.68
Level of Understanding (6)			
UTSW financial management	1.47	2.56	1.09*
Basic concepts in managerial accounting	1.44	2.56	1.12*
Perceptions of Institutional Support & Connectedness (6)			
Feel supported by your colleagues	3.81	4.06	0.25
Feel that UTSW cares about you	3.66	3.69	0.03

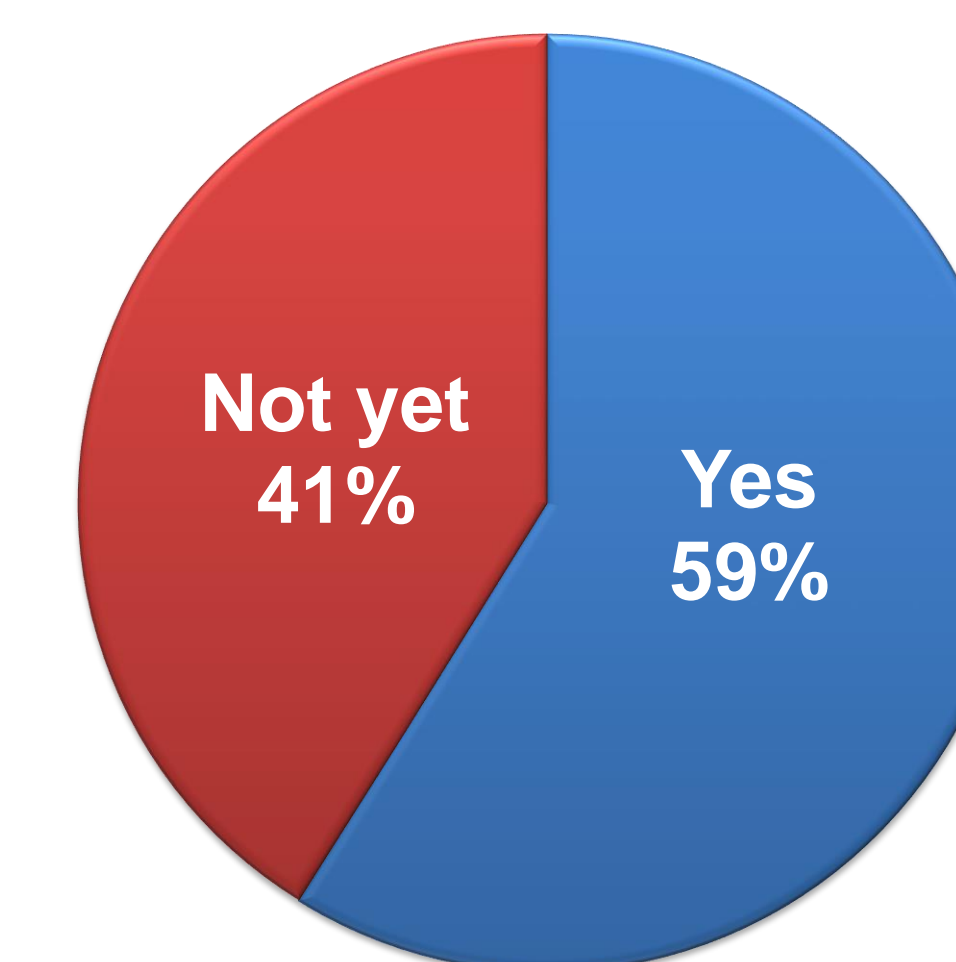
- Pre:** LEAD participants scored the lowest in negotiation and understanding UTSW.
Post: These significantly improved after LEAD.
- Pre:** LEAD participants scored highest in perception of institutional support & connectedness.
Post: No significant improvements after LEAD.

Impact

Has the LEAD program impacted your career development?



Have you implemented your Capstone Project (first 3 cohorts)?



Testimonials

"I have seen positive changes in our faculty members who have attended over the past two years in terms of leadership and expanding horizons. Thank you for your program!"

-Sponsoring Department Chair, 2018

"It [LEAD] helped me develop important perspective on academic leadership, what the landscape looks like and what skills are needed to be effective in that role. In particular, I think it helped with communication and the understanding the right areas of focus in this professional space."

-Current Division Chief, LEAD 2013

"LEAD has re-energized me and has reminded me the reason I chose to stay at UT Southwestern."

-Current Associate Professor, LEAD 2013

"I was able to attend the Women's Leadership UT System wide program by because of LEAD and sponsorship my Division Chief. I think LEAD has taught me how to look for opportunities to present my ideas, opportunities to sponsor people junior to me, and how to better work with a team."

-Current Associate Professor, LEAD 2015

Dissemination

- National:** LEAD has been adopted by Mount Sinai CTSA in 2017.
- Regional:** LEAD modules have been shared with several UT System Institutions.
- Local:** LEAD modules used in medical, graduate, and clinical trainee programs at UTSW

Conclusions

LEAD has:

- Positive impact on our Jr. Faculty and their career development.
- Achieved many of its stated goals and fulfilled institutional needs.
- Demonstrated successful return on investment.