



Leadership Development Catalog 2024

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Our Values



We serve with
compassion.



We pursue
excellence.



We honor
every voice.

Wellstar Leadership Competencies

Wellstar leaders are expected to master and model not only team member competencies and Wellstar Values, but also the leadership competencies listed here. These expectations and our annual goals define how leadership performance is measured and rewarded.



Decision Making/Judgment

- Recognize problems and respond.
- Make timely decisions.
- Systematically gather information.
- Make difficult decisions.
- Sort through complex issues.
- Use consensus when possible.
- Seek information from others.
- Communicate decisions to others.



People Development and Managing for Performance

- Provide feedback and coaching.
- Take a mentoring role.
- Challenge and develop employees.
- Provide visibility/opportunity.
- Apply clear/consistent performance.
- Handle performance problems decisively and objectively, in a direct and tactful manner.
- Reward hard work and risk taking.



Manage and Deliver Results

- Set challenging and productive goals for team.
- Keep team accountable for actions.
- Provide leadership and motivation.
- Provide resources and support.
- Use checkpoints and data to track progress.
- Set up systems and processes to measure results.
- Establish a track record of results.
- Focus on the right things and make them happen.
- Be on time and within budget.



Extend Trust

- Demonstrate a propensity to trust.
- Extend trust abundantly to those who have earned your trust.
- Extend trust conditionally to those who are earning your trust.
- Learn how to appropriately extend “Smart Trust” to others based on the wish and credibility of the people involved.
- Don’t withhold trust because there is risk involved.
- Establish positive rapport and relationships with medical staff, where appropriate (partnership.)

LEADERSHIP DEVELOPMENT AT WELLSTAR:

The 3E Development Philosophy

At Wellstar, we use the “3E” development philosophy. This model groups development activities into 3 categories: **Experience**, **Exposure** and **Education**. 3E development activities work best when coordinated together, speeding the development of the targeted behavior:

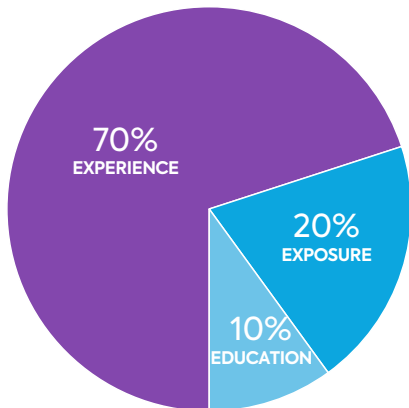
70% of learning and development takes place from real-life and on-the-job **experiences**, tasks and problem solving. This is the most important aspect of any learning and development plan.

20% of development should occur through **exposure** opportunities: feedback, coaching, mentoring and networking.

10% of development should occur through **education**: formal training classes, programs, eLearning courses, books.



This Leadership Development Catalog provides an assortment of 3E ideas and suggestions that apply to Wellstar’s Values and leader behaviors. Select a few to support your own Individual Development Plan (IDP).



EXPERIENCE 70%

- Stretch & Challenging Assignments
- Cross-Regional & Cross-Functional Projects
- Regional Rotations (Short Term)
- Job Changes
- Special Projects or Process

EXPOSURE 20%

- Feedback (including Peers)
- Mentoring
- Coaching
- Social Networking
- Job Shadowing

EDUCATION 10%

- Courses
- Readings
- eLearning

3E Development Activities

Here is an assortment of 3E ideas and suggestions that apply to Wellstar's Values. You may identify a few to support your development goals.

EXPERIENCE 70%

- Contribute to decisions outside your area of authority (work on a committee, partner with other leaders).
- Ask your leader to delegate new work to you.
- Take on new and challenging projects/assignments.
- Be a change champion for a specific initiative.
- Speak at internal or external events.
- Take on new and/or increased responsibilities.
- Learn the roles of others by shadowing or partnering on a project.
- Learn the roles of different departments within Wellstar (shadowing, informational interviews).
- Become a subject matter expert on a new skill or process.
- Become a team member in a project where you have no expertise.
- Facilitate and/or chair team or committee meetings.
- Introduce new strategies and ways of working.
- Cover for others' roles while they are out of the office.
- Become a leader in external organizations – professional, social, community, committee, volunteer, etc.
- Seek ways to network and interact with senior leadership team.
- Work in groups to solve real business issues – (i.e., implement EPMO Grassroots idea).
- Join a Shared Governance Council.
- Mentor others.
- Take on a temporary assignment in another department.
- Apply best practices from other industry leaders in your everyday work.

EXPOSURE 20%

- Receive formal coaching regularly.
- Receive informal coaching from peers and colleagues.
- Seek feedback from others on performance and outputs.
- Seek mentoring from a more senior leader.
- Share knowledge with others – what works, what doesn't, etc.
- Learn from industry associations and key figures.
- Build and learn from your network – physical and social (Yammer, LinkedIn, etc.).
- Follow and participate with leading industry blogs – join the conversation.
- Download whitepapers and research papers.
- Watch relevant YouTube videos or podcasts (TED talks, skill-building videos, etc.).
- Participate in a Business Resource Group.

EDUCATION 10%

- Attend Wellstar-sponsored courses and workshops.
- Attend industry-specific conferences and events.
- Attend LIVE and recorded webinars and podcasts.
- Take Computer-Based Learning (CBL) courses.
- Acquire professional qualifications and certifications.
- Attend a college or university to obtain a degree or certification.
- Take self-directed courses (LinkedIn Learning).

LEADER EDUCATION OPTIONS

Virtual and In-Person Elective Courses

Elective courses are offered at various times throughout the year as a resource for each team member and caregiver's continued growth and development. If you're interested in participating in a course, register soon in Workday. Classes fill quickly.



All courses are accessed through Workday. Look for this icon on eSource or [click here](#) to access Wellstar Workday.

Need help with access or more information? Email: lead@wellstar.org



INTRODUCTION TO EMOTIONAL INTELLIGENCE

Research shows that people who demonstrate high levels of emotional intelligence are stronger leaders, more effective decision makers, better at building relationships, and are well equipped to confront challenging issues and manage change. This course provides a definition of Emotional Intelligence (EI) and it helps the learner identify, manage, and use EI in improving work performance.

Recommended For: Individual Contributors (no direct reports)

Time Commitment: 2 Hours



STRENGTHS-BASED LEADERSHIP

What goals could you accomplish if you used your strengths instead of worrying about your weaknesses? This Strengths-Based Leadership program will show you how to move past problems and build on what is working well. You'll discover how to use your CliftonStrengths results to achieve personal and professional success as well as strategically motivate your team to make positive change happen while working within the framework of other team member's strengths.

Recommended For: Assistant Managers – Assistant VPs

Time Commitment: 3 Hours



LEADING WITH ACCOUNTABILITY

Accountability is a concept that is critical to leaders of organizations of all types. In this course, you'll learn about building accountability in your teams, demonstrating your own willingness to be accountable especially when things go wrong, and fostering an environment of accountability in those you work with.

Recommended For: Supervisors – Assistant VPs

Time Commitment: 2 Hours



CRUCIAL CONVERSATIONS

Crucial conversations come to all of us, personally and professionally. Usually, these conversations involve opposing opinions, strong emotions, and high stakes. This course teaches skills for communicating when the stakes are high, opinions vary, and emotions run strong. Leaders will learn skills to improve dialogue and engagement; create behavior change; and build high-performance and culture.

Recommended For: Individual Contributors – Assistant VPs

Time Commitment: 2 Days (In-Person)



LEADING WITH MISSION, VISION, AND VALUES

A key feature of a leader is to inspire others to live out the mission, vision, and values of their organization. This course introduces the opportunity to experience first-hand the power that mission, vision, and values can have in leading team members. It also introduces the role of our leaders in helping bring them to life for each team member through engagement and development.

Recommended For: Individual Contributors

Time Commitment: 2 Hours



EMBRACING SIMILARITIES AND DIFFERENCES THROUGH MBTI

Knowing your personality types can help each team member contribute to the productivity of the team. This course helps participants identify their behavioral preferences and how different styles can work together in complementary ways to improve team performance.

Recommended For: Individual Contributors – Assistant VPs

Time Commitment: 3 Hours



EXECUTIVE CONVERSATIONS: HOW TO EFFECTIVELY ENGAGE EXECUTIVES TO DRIVE CHANGE

Effective communication is key to driving positive change. That's why we've partnered with executive communications expert, Sally Williamson & Associates, to design a customized workshop aimed at providing the tools for impactful, purpose-driven executive dialogue. This one-day, in-person workshop, focused on content and style, will equip you with the skills to confidently design and lead concise and compelling executive conversations.

You will:








- Attend a one-day, in-person workshop at the Wellstar Development Center
- Be video recorded in a simulated executive conversation
- Participate in a one-on-one, 90-minute follow-up coaching session

Recommended For: Directors and above

Time Commitment: 1 Day



Virtual and In-Person Courses

	VALUES			LEADERSHIP COMPETENCIES			
	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice	Decision Making/Judgment	People Development and Managing for Performance	Manage and Deliver Results	Extend Trust
 Introduction to Emotional Intelligence	✓		✓		✓		✓
 Strengths-Based Leadership		✓	✓	✓		✓	
 Leading with Accountability		✓		✓		✓	
 Crucial Conversations		✓	✓	✓			✓
 Leading with Mission, Vision, and Values	✓	✓	✓		✓	✓	✓
 Embracing Similarities and Differences (MBTI)	✓		✓		✓		✓
 Executive Conversations		✓	✓		✓	✓	

LEADER EDUCATION OPTIONS

Formal Cohort Programs

Formal Cohort Programs are offered on a recurring basis for a specific duration, depending on the program. Each program utilizes a cohort format to provide participants with the opportunity to strengthen their internal network, build knowledge through reflective group learning and set “next step” goals for personal leadership development.



All courses are accessed through Workday. Look for this icon on eSource or [click here](#) to access Wellstar Workday. Need help with access or more information? Email: lead@wellstar.org



ASPIRING LEADERS PROGRAM (AL)

The Aspiring Leaders Program is designed to engage individual contributors through professional development and to provide a guided opportunity to explore leadership at Wellstar. This program is considered a first step for those team members and caregivers with 1+ years of Wellstar experience and no previous people leader experience.

The core curriculum, Exploring Leadership at Wellstar, is a 5-week wrap-around, cohort-style learning experience that uses various forms of learning to support the learner’s professional development. Live events are mixed with self-guided, live virtual and on-the-job learning to ensure maximum benefit to the learner.

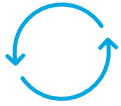
Recommended For: Individual Contributors with 1+ years of Wellstar Experience



EXECUTIVE TEAM BUILDING RETREATS

Team building is essential to so many critical functions of a team, including communication, collaboration, morale and productivity. The ED/AVP retreat is intended to do just that, bring continuity of team building and development for Executive Directors and Assistant VPs, similar to that of the EVP, SVP, and VP retreats. Participants are provided with growth and development opportunities they can apply in real time AND because the retreat is offered in cohort format, networking, relationship building, and lots of fun always take place.

Recommended For: Executive Directors – Assistant VPs
(sign-up options sent before each Retreat)



1:1 GROWTH AND DEVELOPMENT COACHING

The 1:1 Growth/Development Coaching program is a comprehensive journey designed to nurture the growth and development of Wellstar Leaders.

Wellstar utilizes a unified Coaching Management Platform and managed coach network that scales, manages, and measures complex leadership development programs across the enterprise. Each program participant is assigned an Executive Coach to engage on their development journey.

Wellstar engages coaches to help successful leaders become even more successful. Leadership Coaching emphasizes coaching for leader development vs. coaching for performance issues. Development goals are driven by the individual's growth and current or future business needs.

Coaching Program Components:

- Virtual model
- 3-month engagement with 6 bi-weekly sessions
- On-demand messaging in our platform with your coach in between sessions
- Access to our Leadership Roadmap to document your development
- Participant surveys to capture measurement and progress

Recommended For: Executive Directors and above



LEADER FUNDAMENTALS PROGRAM (LF)

Leader Fundamentals Program is a comprehensive series of six two-hour sessions designed to enhance the skillset and abilities of Wellstar's frontline leaders. The sessions, which are sequentially offered, provide participants with practical tools, strategies, and insights to support their growth as effective leaders. Participants explore a wide range of leadership topics, including trust and emotional intelligence, leadership conversations, performance management, team member growth and development, inclusive leadership, and leading change.

Recommended For: Assistant Managers – Assistant VPs



WELLSTAR LEADERSHIP ACADEMY (WLA)

Wellstar Leadership Academy (WLA) is an award-winning executive leadership program developed exclusively for Wellstar Health System and delivered in partnership with Kennesaw State University's Michael J. Coles College of Business.

The goal of WLA is to provide a unique learning experience for high-performing leaders at the Manager to AVP level across Wellstar. The program is comprised of in-person learning sessions, online modules and value-added networking opportunities. In addition, participants will work in cross-functional teams to complete Caregiver Action Learning Projects to help solve critical business challenges.

Recommended For: Nominations for WLA are solicited from senior leadership on a biannual basis.

LEADER EDUCATION OPTIONS

Formal Cohort Clinical / Provider Programs



All courses are accessed through Workday. Look for this icon on eSource or [click here](#) to access Wellstar Workday. Need help with access or more information? Email: lead@wellstar.org



NCHARGE

NCharge is a 1-day, in-person experience grounded in an evidence-based curriculum from Catalyst Learning that gives first-level supervisory nurses the insights, interpersonal skills, and business knowledge they need to effectively manage, inspire, and lead. This one-day program is taught by Wellstar clinical facilitators and includes two, four-hour classes, and lunch. Classes taught are *Critical Thinking for Charge Nurses* and *Supervisory Skills for Positive Outcomes*.

Recommended For: Charge Nurses



FUNDAMENTALS OF NURSE MANAGEMENT (NMO)

Fundamentals of Nurse Management (NMO) is a newly designed wrap-around learning experience rooted in the core competencies of AACNs *Fundamental Skills for Nurse Managers*. Designed by and for nurses, this content will build critical skills in human resource management, financial management, quality and safety and leadership while reinforcing our commitment to diversity, equity and inclusion. The live “Kickoff,” “Closeout” and Virtual Check-ins will give you the opportunity to strengthen your internal network, build knowledge through reflective group learning and set “next step” goals for your own personal leadership pathway.

Recommended For: Assistant Nurse Managers - Nurse Managers



APRN TRANSITION-TO-PRACTICE

The RN to NP Transition-to-Practice Program is a system-wide initiative designed to support and professionally develop the new graduate Nurse Practitioner joining the Wellstar Healthcare System as they transition from bedside nursing into the provider role. This year-long program facilitates experiences, learning, and leadership development through shadowing, leadership courses, and clinical real-world experience as a Nurse Practitioner. At the completion of the program, the new graduate Nurse Practitioner will be better equipped to secure and excel in their first provider role.

Recommended For: New graduate Nurse Practitioners transitioning from bedside nursing into the Provider role.



PROVIDER LEADERSHIP EXPERIENCE (PLEx)

Provider Leader Experience (PLEx) is a customized program designed to equip new and/or developing physician leaders and APPs with key skills to enhance their leadership success. This blended program (online and in-person) is centered on key leadership and management concepts and was designed specifically for this audience.

This 12-week program addresses such topics as Crucial Conversations, Patient-Provider Relationships, Diversity, Equity, and Inclusion, Coaching, Leadership, Building Trust, Burnout, and Working with Multi-Generational teams.

Recommended For: Newly hired Physicians and APPs at Wellstar



PHYSICIAN LEADERSHIP ACADEMY (PLA)

Physician Leadership Academy (PLA) is an award-winning executive leadership program developed exclusively for Wellstar Health System and delivered in partnership with Kennesaw State University's Michael J. Coles College of Business.

The goal of PLA is to provide a unique learning experience for high-performing Physician leaders and APPs across the Wellstar footprint. The program is comprised of in-person learning sessions, online modules and value-added networking opportunities. In addition, participants work in cross-functional teams to complete Caregiver Action Learning Projects to help solve critical business challenges.

Recommended For: Nominations for PLA are solicited from senior leadership on a biannual basis.

LEADER RESOURCES

LinkedIn Learning Courses

LinkedIn Learning is a free service to all Wellstar team members.

	COMPETENCIES				VALUES		
	Decision Making/Judgment	People Development and Managing for Performance	Manage and Deliver Results	Extend Trust	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Problem-Solving Techniques	X					X	
Acting Decisively	X					X	
Executive Decision Making	X					X	
Decision-Making Strategies	X					X	
Making Decisions	X					X	
Improving Your Judgment	X					X	
The Six Biases of Decision-Making	X					X	
Making Quick Decisions	X					X	
Giving and Receiving Feedback		X			X		
360-Degree Feedback		X			X		
Delivering Employee Feedback		X			X		
Becoming an Inspiring Mentor		X				X	
Coaching Skills for Leaders and Managers		X					X
Coaching for Results		X					X
Coaching and Developing Employees		X			X		
Executive Coaching		X					X
Coaching Employees through Difficult Situations		X			X		
Persuasive Coaching		X					X
Being a Good Mentor		X					X
Developing a Mentoring Program		X					X
Leadership Communication in the Flow of Work			X				X
Measuring Team Performance		X				X	
Coaching and Developing Employees		X				X	
Developing Adaptable Employees		X				X	
Managing Employee Performance Problems		X				X	
The Future of Performance Management		X				X	
Improving Employee Performance		X				X	
Developing Credibility as a Leader				X		X	

LEADER RESOURCES

LinkedIn Learning Courses

	COMPETENCIES				VALUES		
	Decision Making/Judgment	People Development and Managing for Performance	Manage and Deliver Results	Extend Trust	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Creating a High-Performance Culture		X				X	
Rewarding Employee Performance		X				X	X
Risk-Taking for Leaders		X				X	
Sallie Krawcheck on Risk-Taking		X				X	
Why Trust Matters				X			X
Holding Your Team Accountable				X		X	
Delivering Results Effectively			X			X	
Delivering Results with a Business-focused PMO			X			X	
Managing for Results			X			X	
Successful Goal Setting			X				X
Defining and Achieving Professional Goals			X			X	
Achieving Your Goals			X			X	
Setting Team and Employee Goals			X				X
Performance Management: Setting Goals and Managing Performance			X				X
Be More Productive: Take Small Steps, Have Big Goals			X			X	
Building Accountability into Your Culture			X			X	
Holding Yourself Accountable			X			X	
Fred Kofman on Accountability			X				X
Inclusive Leadership			X			X	
Leading Effectively			X			X	
Leadership Foundations: Leadership Styles and Models			X			X	
Transformational Leadership			X			X	
Leadership Strategies for Women			X			X	
Bill George on Self Awareness, Authenticity and Leadership			X				X
Be a Better Manager by Motivating Your Team			X			X	
Improving the Value of Your Time			X			X	
Getting Things Done			X			X	
Time Management Tips			X			X	
Building Trust				X	X		

LEADER RESOURCES

LinkedIn Learning Courses

	COMPETENCIES				VALUES		
	Decision Making/Judgment	People Development and Managing for Performance	Manage and Deliver Results	Extend Trust	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Developing Credibility as a Leader				X	X		
The New Age of Risk Management Strategy for Business				X	X		
Reputation Risk Management				X	X		
Leading through Relationships				X			X
Strategic Partnerships				X			X
Collaboration Principles and Process				X			X

CHECK OUT THESE LINKEDIN LEARNING COLLECTIONS

Wellstar Leadership: Employee Engagement

Wellstar Leadership: Guiding Career Development for Your Team

Wellstar Leadership: Individual Development Plans

Wellstar Leadership: Leading a Remote Team

Wellstar Leadership: Performance Review Discussions

Wellstar Frontline Leader: Key Management Skills

THREE WAYS TO LOGIN FROM LINKEDIN LEARNING

1. **Click here** to sign in with your Wellstar email address.

LinkedIn Learning Sign In

Sign in using the same email address you use for LinkedIn.com or your organization email

Email

Continue

Sign in with your library card
New to LinkedIn? Join now

2. If you have your **LinkedIn Learning account** connected to your **personal LinkedIn account**, then you will need to log in using your **personal LinkedIn account password** and click **Continue**. If not, proceed to **step 3**.

LinkedIn Learning

email@email.com Change

LinkedIn Learning is connected to your LinkedIn profile, enter your LinkedIn password

Use your LinkedIn password Show

Continue

Forgot password?

3. If your LinkedIn Learning account is not linked to your personal LinkedIn account, then proceed by clicking on **Sign in with Single Sign-On**

LinkedIn Learning

Wellstar Health System requires you to sign in with Single Sign-On

Sign in with Single Sign-On

Don't work here anymore?
Not the correct organization? Start over

LEADER EDUCATION OPTIONS

Virtual Reality Training



BENEFITS



Increased Realism

Real actors used



Reduced Costs

Shorter duration with higher engagement



Improved Safety

Practice in a virtual environment



Increased Engagement and Confidence

Learners are 400% more confident performing skills after completing VR



Increased Accessibility

Can access via headset, phone or tablet

VIRTUAL REALITY TRAINING

How Wellstar Uses VR

- 1 Monthly Leadership Development Sessions offered
- 2 Offered as part of New Nurse Manager Orientation
- 3 Offered as part of Leader Orientation for Wellstar MCG Health
- 4 Offered to WLA/PLA Alumni at an alumni event

Coming Soon...



LEADERSHIP DEVELOPMENT

Continued monthly offerings for leaders



EMBEDDED

Into more leadership programs



GOING LOCAL

Bringing the VR experiences to the facilities



TEAM MEMBERS

Curating experiences for team members

LEADERSHIP DEVELOPMENT CATALOG

Leader Resources

TEAMCARE KITS

These “**meeting-in-a-box**” toolkits provide leaders with self-service resources aimed at actively developing their teams:

- Career Development Pathways
- Cohesive Team Decision-Making
- Crucial Conversations Book Study
- Effectively Navigating Through Conflict: Thomas Kilman Model
- Embracing our Similarities and Differences through Personality Types
- Emotional Intelligence
- **NEW:** Resilience
- Working with Mission, Vision, and Values

For more information, please contact Wellstar Leadership Development at lead@wellstar.org. Stay tuned for additional TEAMCare Kits as they are developed

REMOTE WORK RESOURCES

Leaders have access to LinkedIn Learning videos and courses addressing the following topics:

Leading a Remote Team and Working Remotely

- Example courses include managing remote teams, leading at a distance, leading virtual meetings, Microsoft Teams tips/tricks, challenges of virtual collaboration, executive presence online

Coping with Stress and Managing Change

- Example courses include building resourcefulness, developing resilience, communicating during times of change, stress management

Click [here](#) to access these resources.

Remote Work Toolkit for Team Members

This toolkit is available for all team members and provides tools and tactics, as well as video resources and links, to courses that address:

- Being productive while working remotely
- Living the Wellstar Mission, Vision, and Values while working remotely
- Utilizing Wellstar’s IT resources to remain productive and connected
- Microsoft Office Learning

[Click here to access the toolkit.](#)

