

## Upcoming Events

[Click here](#) for an at-a-glance view of our upcoming events for the next 3 months

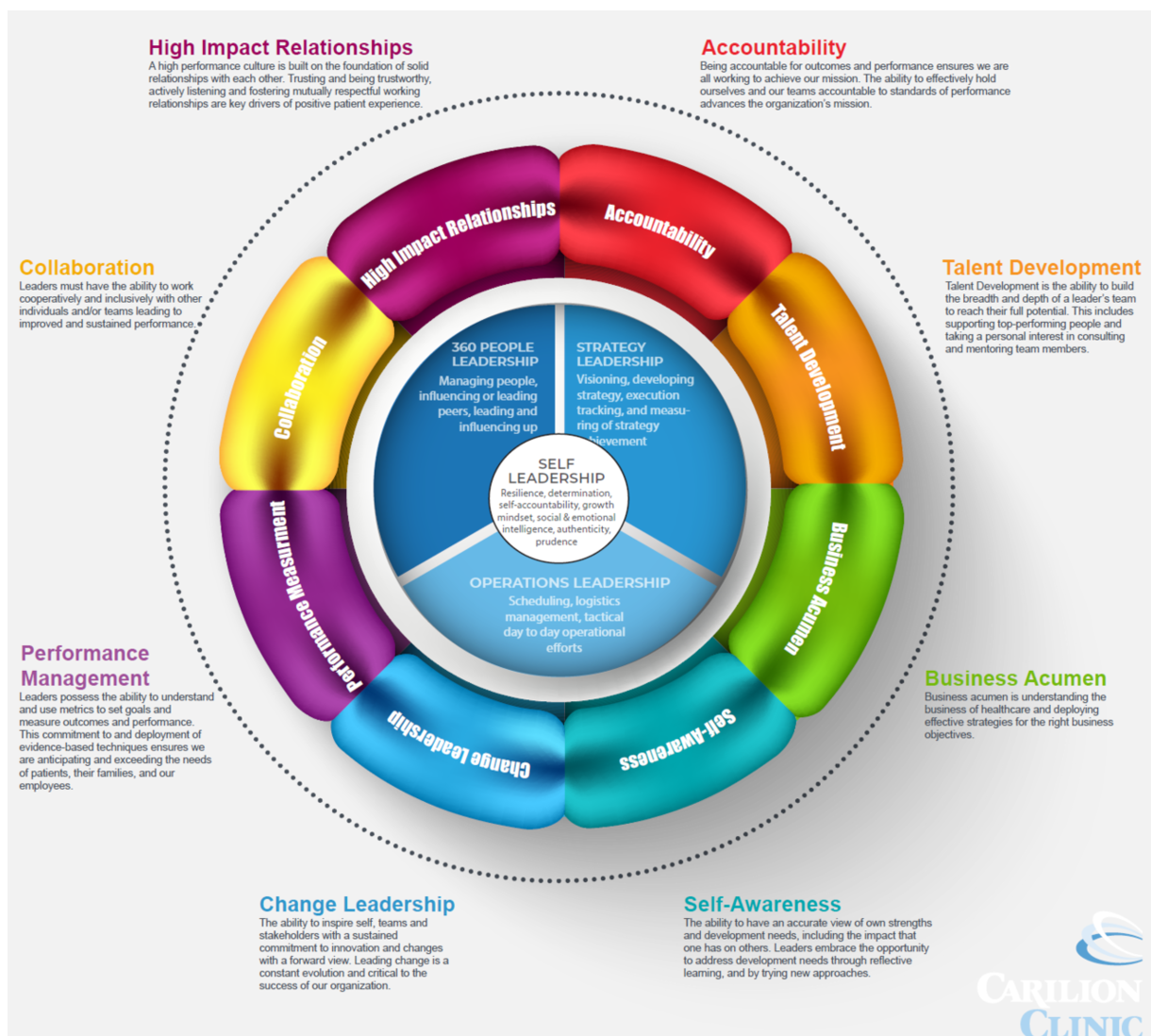
## The Transformed Healthcare Leader

Complexity, equity, inclusion, burnout, disillusionment, well-being, crisis leadership, transformation, resilience, heroes. These are common words Carilion Clinic’s Institute for Leadership Effectiveness (ILE) hears throughout our research within healthcare, especially over the last year. Many of these concepts were not new to leaders in healthcare prior to 2020, but they have taken on a new, more urgent context.

Recently, a fellow healthcare leader and I were speaking about transformation across thresholds and the analogy of stepping into new spaces. She said, “We almost always transform in some way when we cross a threshold. Sometimes we barely notice, sometimes it is life-altering...”

### What does it mean to be a transformed healthcare leader?

Carilion Clinic’s philosophy and competency model of successful leadership (see figure below) is based on internal research and external benchmarks.<sup>1</sup> We define our high-level view of successful leadership via the Health Leadership Competency Model.<sup>2</sup> This combined with our competency model brings leadership to life through elevated behaviors.



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Based on this leadership approach, we are launching our new leadership development process: PEAKS (Performance, Effectiveness, Accountability, Knowledge, Skills). The foundation of transformed leadership is Self-Leadership, which is the first phase of PEAKS. The key content areas of self-leadership are: Self-Discovery; Internal & External Self-Awareness; Trust & Authenticity; and Risk, Missing the Target & Vulnerability.

PEAKS will launch a Trail Blazers inaugural cohort this June, but this is just one resource we provide for our valued leaders. Additionally, the ILE can support our leaders within the health professions with one-on-one coaching, team coaching, leader assessments, workshops, and succession planning. We also offer just-in-time leader tools like blogs, articles, podcasts, and spot coaching. Leadership transformation need not be overwhelming; if you commit to taking just 10 minutes to support your own leadership transformation, we will have tools to help.

As a leader in healthcare, we have crossed a new threshold, and we must transform how we collectively care for the health of our local and global communities. This starts with transforming how we lead ourselves. If you are a leader and would like to join PEAKS or if you simply want support or more information, please [contact us](#) (website accessible with Carilion login credentials. Non-Carilion leaders should contact [jchavens@carilionclinic.org](mailto:jchavens@carilionclinic.org)). Also, don't hesitate to contact us even if PEAKS is not the best option for you. We will help guide you to leadership development opportunities that may be a better fit! We are here to help you.

- Jennifer Havens, B.S, M.B.A, Senior Director, Carilion Clinic ILE and
- Cory Colton, Senior Leadership Coach and Consultant, Carilion Clinic ILE

### References

1 Hopkins J, Fassiotto M, Ku MC, Mammo D, Valantine H. Designing a physician leadership development program based on effective models of physician education. Health Care Manage Rev. 2018 Oct/Dec;43(4):293-302. doi: 10.1097/HMR.000000000000146. PMID: 28157830; PMCID: PMC5540850.

2 National Center for Healthcare Leadership. <https://www.nchl.org/>. Accessed 3/15/2021.

**“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”**

— Charles Darwin

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