



AMERICAN ACADEMY OF
HOSPICE AND PALLIATIVE MEDICINE

Leadership and Career Development Resources

Resources for future, developing, or seasoned leaders

Quick Start Materials

The first 90 days in your new leadership role are critical to your success. The listed resources can help you start strong and stay focused on what matters most.

Suggested Reading List

Looking for good leadership and career development books to read? This reading list shares books recommended by AAHPM Leadership Forum faculty and past program participants. You'll find many great recommendations.

Leadership Assessments

There are several different approaches to determine your individual strengths and weaknesses, and your overall effectiveness as a leader. **Leadership assessment** is the process of using tests and analysis to determine an individual's management strengths and potential. Learn more about CliftonStrengths, DiSC, and Leadership Practices Inventory assessments.

Professional Coaching Services

The individuals listed have worked with AAHPM providing leadership services in the past and are available for consulting and coaching.

Evidence-Based Literature

AAHPM Ascend uses evidence-based leadership literature for context to engage learners in applied learning. The six Harvard Business Review leadership articles were selected for their relevance to all leaders and thought-provoking topics.

Quick Start Materials

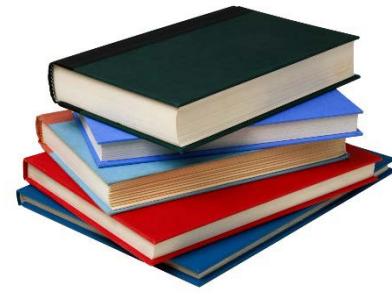
The first 90 days in your new leadership role are critical to your success. The following resources can help you start strong and stay focused on what matters most.

- [The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter](#)
by Michael D. Watkins
Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.
- [Crucial Conversations: Tools for Talking When Stakes Are High](#)
by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
This book revolutionizes the way people communicate when the stakes are high providing tools to prepare for high-stakes situations, transform anger and hurt feelings into powerful dialogue, make it safe to talk about almost anything, and be persuasive, not abrasive.
- [SmartBrief on Leadership](#)
Designed specifically for leaders, *SmartBrief on Leadership* is a FREE daily e-mail newsletter. It delivers innovative ideas and hard-to-find articles on leadership. Summaries of what matters to you, written by expert editors to save you time and keep you informed and prepared.
- [InspiringLeadershipNow.com](#)
Their mission is to provide the most effective and innovative leadership hacks, tips, and clever tricks to help expand that leadership mind of yours. To provide you with the most informative and useful content, so you can go out and do "big big" things in the world. No regurgitation or recycled article spinning. You've read all that before. Just thought-provoking interviews from top-notch industry leaders, useful content that inspires you to take action.
- [30 Of The Best TED Talks on Leadership That Every Great Leader Should Watch](#)
- [HPM Fellowship Program Training Directors](#) Resources



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- [All In: How the Best Managers Create a Culture of Belief and Drive Big Results](#), by Adrian Gostick and Chester Elton
Presents groundbreaking findings addressing the highest-performing teams and companies and how managers create a “culture of belief,” following seven essential steps of leadership.
- [Being the Boss: The 3 Imperatives for Becoming a Great Leader](#), by Linda A. Hill and Kent Lineback
Packed with compelling stories and practical guidance, Being the Boss is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.
- [Better: A Surgeon's Notes on Performance](#), by Atul Gawande
The New York Times bestselling author of *Complications* examines, in riveting accounts of medical failure and triumph, how success is achieved in a complex and risk-filled profession.
- [Crazy Good Interviewing: How Acting A Little Crazy Can Get You The Job](#), by John Molitor
Addresses how slightly eccentric behaviors can tip the scales in the applicant’s favor and delves into how to access your three key strengths, how to use body language effectively, and how to prepare a five sentence history that builds a bridge to the interviewer, and more.
- [Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.](#), by Brené Brown
When we dare to lead, we don’t pretend to have the right answers; we stay curious and ask the right questions. We don’t avoid difficult conversations and situations; we lean into vulnerability when it’s necessary to do good work. How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love.
- [Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead](#), by Brené Brown
Based on 12 years of research, Dr. Brene Brown explains the concept of vulnerability, and how embracing it can change how we live, love, lead and interact with others, to bring wholehearted living and fulfilling connections.
- [Delivering Happiness: A Path to Profits, Passion, and Purpose](#), by Tony Hsieh
Zappos CEO Tony Hsieh shares the different lessons he has learned in business and life and how a very different kind of corporate culture is a powerful model for achieving success-and how by concentrating on the happiness of those around you, you can dramatically increase your own.
- [Difficult Conversations: How to Discuss What Matters Most](#), by Douglas Stone, Bruce Patton, and Sheila Heen
Provides a step-by-step approach to having those tough conversations (e.g., underperforming employee, disagreeing with a spouse, or negotiating with a client) with less stress and more success.

- [Economics for dummies](#), by Sean Masaki Flynn, PhD
An approachable reference book while also providing an informational outlet for anyone curious about how businesses, consumers, and governments interact to produce and distribute all the goods and services that we enjoy today. Recommended by Ascend Faculty Member, Dr. Todd Coté.
- [The Empathy Factor: Your Competitive Advantage for Personal, Team, and Business Success](#), by Marie R. Miyashiro
Building on the latest research in brain science, emotional intelligence, and organizational theory, an award-winning communication and organizational strategist answers questions about the true definition of empathy providing an innovative framework to help leaders meet the six universal needs of the organization itself.
- [Fearless Facilitation: The Ultimate Field Guide to Engaging \(and Involving!\) Your Audience](#), by Cyndi Maxey and Kevin E. O'Connor
If you are a facilitator with years of experience or just getting started, you will learn what it takes to create and deliver a high-powered presentation that is tailor-made to draw in your audience members and get results every time. Once you set the stage to include and connect with your audience, you will trigger memory and action like never before.
- [First Among Equals: How to Manage a Group of Professionals](#), by Patrick J. McKenna and David H. Maister
A practical handbook on how to lead professional colleagues or peers when you lack a formal authority. The lessons and learning presented will give you insights and action tips to help provoke and inspire colleagues or peers to their full potential.
- [The Five Dysfunctions of a Team: A Leadership Fable](#), by Patrick Lencioni
Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. A compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.
- [Flourish: A Visionary New Understanding of Happiness and Well-being](#), by Martin E. P. Seligman
With interactive exercises to help readers explore their own attitudes and aims, *Flourish* is a watershed in the understanding of happiness as well as a tool for getting the most out of life. This book builds on Dr. Seligman's game-changing work on optimism, motivation, and character to show how to get the most out of life, unveiling an electrifying new theory of what makes a good life—for individuals, for communities, and for nations.
- [The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are](#), by Brené Brown
Brené Brown, PhD, a leading expert on shame, authenticity and belonging, shares what she's learned from a decade of research on the power of Wholehearted Living – a way of engaging with the work from a place of worthiness.
- [Give and Take: Why Helping Others Drives Our Success](#), by Adam Grant
A groundbreaking look at why our interactions with others hold the key to success. Adam Grant examines the surprising forces that shape why some people rise to the top of the success ladder while others sink to the bottom. *Give and Take* opens up an approach to work, interactions, and productivity that is nothing short of revolutionary.
- [Good Enough Now](#), by Jessica Pettitt
An innovative and practical guide to ridding yourself of self-doubt, self-limiting beliefs, and habitual excuses through being true to yourself, building on your own strengths, supporting others in their

strengths, building better teams, and serving others. By being our authentic selves, we can immediately improve companies, relationships, and communities.

- [How to Win Friends and Influence People](#), by Dale Carnegie
Achieve your maximum potential by learning six ways to make people like you, twelve ways to win people to your way of thinking, nine ways to change people without arousing resentment, and much more.
- [Kitchen Table Wisdom: Stories That Heal](#), by Rachel Naomi Remen
A collection of true stories draws on the concept of “kitchen table wisdom”—the human tradition of shared experience that shows us life in all its power and mystery and reminds us that the things we cannot measure may be the things that ultimately sustain and enrich our lives.
- [Leadership 2.0](#), by Travis Bradberry
A groundbreaking book that redefines leadership using a step-by-step program for increasing 22 core and adaptive leadership skills. For the first time ever in a book, Drs. Bradberry and Greaves unveil TalentSmart’s revolutionary leadership program to help you identify your skill levels, build your skills into strengths, and enjoy exemplary performance in the pursuit of important objectives.
- [A Physician’s Guide to Financial Statements](#), by Thomas L. Zeller, Brian B. Stanko, and Anthony J. Senagore
This book puts the reader into position to read and interpret financial reports and to be proactive in linking health care decisions and financial outcomes. Upon reading and studying this book, you will walk away with the skills to evaluate and interpret financial reports.
- [The Power of Habit: Why We Do What We Do in Life and Business](#), by Charles Duhigg
Explores how we can change our lives by changing our habits. Distilling vast amounts of information into engrossing narratives that take us from the boardrooms of Proctor & Gamble to the sidelines of the NFL to the front lines of the civil rights movement, Duhigg presents a whole new understanding of human nature and it’s potential.
- [Present Like A Pro: A Field Guide to Mastering the Art of Business, Professional, and Public Speaking](#), by Cyndi Maxey and Kevin E. O’Connor
A beyond the basics approach to making a connection with your audience for a lasting memory. You’ll learn how to solicit useful feedback, deal with hecklers, gracefully handle audio visual malfunctions, sell your point through audience participation, evoke the power of your own life in your talk, and much more.
- [Radical Acceptance: Embracing Your Life with the Heart of a Buddha](#), by Tara Brach
Tara Brach brings her teachings alive through personal stories and case histories, fresh interpretations of Buddhist tales, and guided meditations. *Radical Acceptance* offers a path to freedom, including day-to-day practical guidance to develop the balance of clear-sightedness and compassion.
- [Rising Strong: How the Ability to Reset Transforms the Way We Live, Love, Parent, and Lead](#), by Brené Brown
Social scientist Brené Brown has ignited a global conversation on courage, vulnerability, shame, and worthiness. Her pioneering work uncovered a profound truth: Vulnerability—the willingness to show up and be seen with no guarantee of outcome—is the only path to more love, belonging, creativity, and joy. But living a brave life is not always easy: We are, inevitably, going to stumble and fall.
- [Seeing Patients: Unconscious Bias in Health Care](#), by Augustus A. White, III
A pioneering black surgeon takes on the massive injustice of bias in medical treatment. The book brings together insights from the worlds of social psychology, neuroscience, and clinical practice to

define the issues clearly and most importantly, to outline a concrete approach to fixing this fundamental inequity in the delivery of health care.

- [Self-Compassion: The Proven Power of Being Kind to Yourself](#), by Kristin Neff
Expert advice on how to limit self-criticism and offset its negative effects, enabling you to achieve your highest potential and a more contented, fulfilled life. The book offers exercises and action plans for dealing with every emotionally debilitating struggle.
- [Speak Up: A Woman's Guide to Presenting Like A Pro](#), by Cyndi Maxey and Kevin E. O'Connor
The insider's guide for women who want to master the art of business, professional, and public speaking. For any woman who wants to get her point across, from the boss' office, to the conference room, to a convention center, *Speak Up* will help you polish your presentation skills, get heard, and get what you want.
- [The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation](#), by Henri Lipmanowicz and Keith McCandless
Smart leaders know that they would greatly increase productivity and innovation if only they could get everyone fully engaged. So do professors, facilitators, and all changemakers. The challenge is how. Liberating Structures are novel, practical and no-nonsense methods to help you accomplish this goal with groups of any size.
- [Ten Tips for Time Management](#), by Cyndi Maxey and Kevin E. O'Connor
Tools you need to break out of unproductive patterns and take control of time and your life. As you master the art of self-regulation, you'll find that you can control the parts of your life that can give you the results you want.
- [Thanks for the Feedback: The Science and Art of Receiving Feedback Well](#), by Douglas Stone and Sheila Heen
The book explains why receiving feedback is so crucial yet so challenging, offering a simple framework and powerful tools to help us take on life's blizzard of offhand comments, annual evaluations, and unsolicited input with curiosity and grace. It blends the latest insights from neuroscience and psychology with practical, hard-headed advice.
- [Winning with Accountability](#), by Henry J. Evans
Success can't happen without accountability. It is that simple. This book offers guidance to you, your colleagues and your team to reach new levels of excellence and success with a step-by-step guide to help any organization improve performance by creating a culture of accountability. The strategies in this book are simple, easy to implement...and the results are immediate!

Additional Authors to consider:

- [Parker Palmer](#)
- [Louise Penny](#)
- [Quint Studer](#)

Leadership Assessments

There are several different approaches to determine your individual strengths and weaknesses, and your overall effectiveness as a leader. **Leadership assessment** is the process of using tests and analysis to determine an individual's management strengths and potential. Learn more about CliftonStrengths, DiSC, and LPI.

	CliftonStrengths (formerly Clifton Strengths Finder)	DiSC	Leadership Practices Inventory (LPI)
Developed by	Donald O. Clifton, Tom Rath, and the Gallup Organization	William Marston and Inscape Publishing	Jim Kouzes and Barry Posner
Theoretical origin and purpose	<p>How do talents and strengths relate to performance outcomes?</p> <p>To explore how talents, defined as the ways unique individuals think, feel, and behave, can be operationalized, studied and capitalized upon in work and academic settings.</p>	<p>Behavioral differences result from normal human emotions</p> <p>To explain how people adjust to varying environments starting with emotions and relating them to behavior.</p>	Illuminates both the effectiveness of leaders and the level of commitment, engagement, and satisfaction of those that follow.
Measures	The presence of talents in 34 general areas or "themes"	"Surface traits" or characteristic ways of behaving in a particular environment.	Leadership competencies
Fundamental applications	Identifying an individual's top themes of talent in order to provide a starting point in the identification of specific personal talents and to help individuals discover how to build upon their talents to develop strengths within their roles.	Understanding own and others' individual behavior in specific, particular situations.	Leaders will gain insight into how they see themselves as leaders, how others view them, and what actions they can take to improve their effectiveness
Ease of interpretation	Online results provide a listing of the top five talent themes. Little interpretation or guidance is provided other than a description of the themes and a general statement on how the information can be used. A coach adds to the understanding through broader knowledge of the theory, examples, and discussion of results.	Designed for self-interpretation. A trainer or facilitator adds to the understanding through broader knowledge of theory, illustrative examples, and in-depth discussion of individual results.	Automated scoring means feedback reports are produced immediately and are accessible online. LPI Online's individual and group reports examine quantifiable leadership skills, allowing leaders to understand their strengths and weaknesses.
Other	Self-assessment	Self-assessment	360 assessment Self-assessment
Price	<p>\$89.99 - All 34 CliftonStrengths Access</p> <p>\$19.99 – Top Five CliftonStrengths Access</p>	\$64.50 Everything DiSC Workplace	<p>\$220 LPI 360+ Online</p> <p>\$170 LPI 360 Online</p> <p>\$70 LPI Self-assessment</p>
Length of time to complete	20-30 minutes	10-15 minutes	15 – 20 minutes self-assessment 15 – 20 minutes observer assessments
	https://www.gallupstrengthscenter.com/home/en-us/strengthsfinder	https://internalchange.com/order-profiles-training-materials/di-sc-products/everything-di-sc-profiles/workplace-employees/everything-di-sc-workplace-profile/	http://www.leadershipchallenge.com/professionals-section-lpi-pricing.aspx

Professional Coaching Services

These individuals have worked with AAHPM providing leadership services in the past and are available for consulting and coaching.

- Gail Gazelle, MD PCC FACP FAAHPM – [The Successful MD](#), Executive Coach for Physician Leaders
 - [Susan Farrell Stock](#), MPS, Leadership Practice Inventory (LPI) Facilitator and Coach
 - [Rodney O. Tucker](#), MD MMM PBA FAAHPM, DiSC Facilitator and Coach
 - Lisa A. Bouchard – [DataDome](#), DiSC Facilitator and Executive Coach
 - Christina Rowe, MSOL – [The Collaborative](#), CliftonStrengths Coach
 - [Sharon Teitelbaum](#), MA MCC, Executive and Career Coach



Evidence-Based Leadership Literature

AAHPM Ascend uses evidence-based leadership literature for context to engage learners in applied learning. The following six Harvard Business Review leadership articles were selected for their relevance to all leaders and thought-provoking topics.

The Harvard Business Review articles are available online and cannot be downloaded unless you purchase a copy.

- **How Management Teams Can Have a Good Fight**

Management teams that challenge one another's thinking develop a more complete understanding of their choices, create a richer range of options, and make better decisions. But the challenge—familiar to anyone who has ever been part of a management team—is to keep constructive conflict over issues from degenerating into interpersonal conflict.

- **Leading Change: Why Transformation Efforts Fail**

John P. Kotter is renowned for his work on leading organizational change. In 1995, when this article was first published, he had just completed a ten-year study of more than 100 companies that attempted such a transformation. Here he shares the results of his observations, outlining the eight largest errors that can doom these efforts and explaining the general lessons that encourage success.

- **Leading Clever People**

The authors conducted more than 100 interviews with leaders and their clever people at major organizations. What they learned is that the psychological relationships effective leaders have with their clever people are very different from the ones they have with traditional followers. Those relationships can be shaped by seven characteristics that clever people share.

- **Making Yourself Indispensable**

The authors present a step-by-step process by which developing leaders can identify their strengths, select appropriate complementary skills, and develop those skills to dramatically improve their strengths—making themselves uniquely valuable to their companies.

- **The Discipline of Teams**

Groups don't become teams because that is what someone calls them. Nor do teamwork values by themselves ensure team performance. So what is a team? How can managers know when the team option makes sense and what they can do to ensure team success? In this article, the authors answer these questions and outline the discipline that makes a real team.

- **The New Science of Building Great Teams**

In this article the author shares the secrets of his findings and shows how anyone can engineer a great team. He has identified three key communication dynamics that affect performance: *energy*, *engagement*, and *exploration*. Drawing from the data, he has precisely quantified the ideal team patterns for each.