Leadership Assessment
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.

High-Yield Reading
Looking for good leadership and career development books to read? These reading lists share books recommended by AAHPM Leadership Forum faculty, AAHPM Leadership and Career Development Committee members, and past program participants. You'll find many great recommendations.

Click the heading below if you are a(an)...

**Developing Leader:** Beginning to manage teams. Building influence and strategy within organization. Usually fewer than 5 years of management experience.

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**Advanced Leader:** Executives and chiefs. Decision-making authority over several clinical/business units. Usually 15+ years of management experience.

Additional Resources
This section includes AAHPM community resources, professional coaching services, evidence-based literature, and additional tools.
Leadership Assessments

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**Theoretical origin and purpose**

- How do talents and strengths relate to performance outcomes?
  - 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.

- Behavioral differences result from normal human emotions
  - To explain how people adjust to varying environments starting with emotions and relating them to behavior.

- 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 provide 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

**Price**

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<tr>
<td>$49.99 - All 34 CliftonStrengths Access</td>
<td>$19.99 – Top Five CliftonStrengths Access</td>
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<td>$72 Everything DiSC Workplace</td>
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</tr>
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<td>$220 LPI 360+ Online</td>
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<td>By neglecting to negotiate her starting salary for her first job, a woman may sacrifice over half a million dollars in earnings by the end of her career. Yet, as research reveals, men are four times more likely to ask for higher pay than are women with the same qualifications. From career promotions to help with childcare, studies show time and again that women don’t ask—and frequently don’t even realize that they can. Women Don’t Ask offers real-life examples of differences between the negotiating habits of men and women, and guides women in retooling their attitudes and approaches.</td>
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Leadership and Career Development Resources

- **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.

- **CAPC Strategies for Maximizing the Health/Function of Palliative Care Teams**, a resource monograph

- **The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter**, by Michael D. Watkins
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- **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.
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• **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.

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• **Understanding Healthcare Financial Management, Seventh Edition (AUPHA/HAP Book)**, by Louis Gapenski
  In today's healthcare environment, financial issues are paramount, and managers must be prepared as they strive to improve the delivery of health services. This book blends theory with the “nuts and bolts” tools managers need for on-the-job decision making.
Additional Resources

AAHPM Community

- AAHPM Mentor Match
  Mentor Match is an online networking and career enhancement tool that will help you find and connect with other participants in the program. The program is open to Academy members who are in any stage of their career and looking to make connections with other members.

- AAHPM Clinician Resilience and Well-being
  AAHPM has gathered resources to help you think about new ways to build resilience for you, your team, your organization, and the healthcare community.

- HPM Fellowship Program Training Directors Resources

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

Other Tools

- American Academy for Physician Leadership
  Formerly named the American College of Physician Executives. Learn more about in-person and offline courses to help physicians take the next step in reaching career goals, including advanced degrees and certification programs.

- Center to Advance Palliative Care (CAPC)
  Expert resources on programmatic development and focused clinical training; only available to CAPC members.

- VITALtalk
  VitalTalk makes communication skills for serious illness learnable. Their evidence-based trainings empower clinicians and institutions. Get proven strategies for responding to difficult conversations.

- 25 Ted Talks That Will Make You a Better Leader
Evidence-Based Leadership Literature
AAHPM Leadership Forum: 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 to HBR subscribers.

- **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.