



AMERICAN ACADEMY OF  
HOSPICE AND PALLIATIVE MEDICINE

# Leadership and Career Development Resources

## *Resources for future, developing, or seasoned leaders*

### 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.

### 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.

**Intermediate Leader:** Experienced manager with numerous direct and indirect reports. Increasing responsibility over several clinical/business units. Usually 5+ years of management experience.

**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.

Revised March 12, 2020

# Leadership Assessments

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	<b>CliftonStrengths (formerly Clifton Strengths Finder)</b>	<b>DiSC</b>	<b>Leadership Practices Inventory (LPI)</b>
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	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 Self-assessment
Price	\$49.99 - All 34 CliftonStrengths Access \$19.99 – Top Five CliftonStrengths Access	\$72 Everything DiSC Workplace	\$220 LPI 360+ Online \$200 LPI 360 Online \$80 LPI Self-assessment
Length of time to complete	20-30 minutes	10-15 minutes	15 – 20 minutes self-assessment 15 – 20 minutes observer assessments
Website	<a href="https://www.gallupstrengthscenter.com/home/en-us/strengthsfinder">https://www.gallupstrengthscenter.com/home/en-us/strengthsfinder</a>	<a href="https://internalchange.com/order-profiles-training-materials/disc-products/everything-disc-profiles/workplace-employees/everything-disc-workplace-profile/">https://internalchange.com/order-profiles-training-materials/disc-products/everything-disc-profiles/workplace-employees/everything-disc-workplace-profile/</a>	<a href="http://www.leadershipchallenge.com/buy.aspx">http://www.leadershipchallenge.com/buy.aspx</a>

# High-Yield Reading, Developing Leaders

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<ul style="list-style-type: none"><li>• <a href="#">How to Win Friends and Influence People</a>, 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. <b>C P</b></li></ul>
<ul style="list-style-type: none"><li>• <a href="#">The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience</a>, by Carmine Gallo Former Apple CEO Steve Jobs's wildly popular presentations have set a new global gold standard—and now this step-by-step guide shows you exactly how to use his crowd-pleasing techniques in your own presentations. Communications expert Carmine Gallo has studied and analyzed the very best of Jobs's performances, offering point-by-point examples, tried-and-true techniques, and proven presentation secrets in 18 "scenes." <b>C P</b></li></ul>
<ul style="list-style-type: none"><li>• <a href="#">Women Don't Ask: The High Cost of Avoiding Negotiation--and Positive Strategies for Change</a>, by Linda Babcock and Sara Laschever 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. <i>Women Don't Ask</i> offers real-life examples of differences between the negotiating habits of men and women, and guides women in retooling their attitudes and approaches. <b>P</b></li></ul>

- [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. **P** **T**
- [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. **T**
- [CAPC Strategies for Maximizing the Health/Function of Palliative Care Teams](#), a resource monograph **T**
- [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. **B** **O**
- [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. **T**
- [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. **C** **P**
- [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. **P**
- [Multipliers: How the Best Leaders Make Everyone Smarter](#), by Liz Wiseman and Greg Mckeown  
A thought-provoking, accessible, and essential exploration of why some leaders (“Diminishers”) drain capability and intelligence from their teams, while others (“Multipliers”) amplify it to produce better results. Includes a foreword by Stephen R. Covey, as well the five key disciplines that turn smart leaders into genius makers. **T**
- [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. **P**

- [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. **P**
- [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. **P**
- [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. **C P**
- [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! **P T**

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## High-Yield Reading, Intermediate Leaders

Looking for good leadership and career development books to read? This reading list (organized by MUST read, then alphabetically) shares books recommended by AAHPM Leadership Forum faculty, AAHPM Leadership and Career Development Committee members, and past program participants. You'll find many great recommendations.



**Intermediate Leaders:** Experienced managers with numerous direct and indirect reports. Increasing responsibility over several clinical/business units. Usually 5+ years of management experience.

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<ul style="list-style-type: none"> <li> <a href="#">Hardwiring Excellence: Purpose, Worthwhile Work, Marking a Difference</a>, by Quint Studer            A road map and practical how-to guide for creating and sustaining a culture of service and operational excellence. Author Quint Studer draws on his personal experience as a former hospital executive who led two organizations to the top 1% in patient satisfaction and his experience coaching hundreds of healthcare organizations since. <b>O P</b> </li> </ul>

- [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. **P T**
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 A manual for anyone who strives for originality and the first-ever, all-access trip into the nerve center of Pixar Animation—into the meetings, postmortems, and "Braintrust" sessions where some of the most successful films in history are made. It is, at heart, a book about creativity—but it is also, as Pixar co-founder and president Ed Catmull writes, "an expression of the ideas that I believe make the best in us possible." Learn about the unique environment that Catmull and his colleagues built at Pixar, based on leadership and management philosophies that protect the creative process and defy convention. **O T**

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This book offers practical guidance for teams and organizations who are serious about success in the modern economy. With so much riding on innovation, creativity, and spark, it is essential to attract and retain quality talent--but what good does this talent do if no one is able to speak their mind? This book explores this culture of psychological safety and provides a blueprint for bringing it to life. Shed the “yes-men” approach and step into real performance. Fertilize creativity, clarify goals, achieve accountability, redefine leadership, and much more. *The Fearless Organization* helps you bring about this most critical transformation. **C O P T**
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- [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. **B O P**
- [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. **C P**
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- [You’re It: Crisis, Change and How to Lead When it Matters Most](#), by Leonard J. Marcus, Eric J. McNulty, Joseph M. Henderson, and Barry C. Dorn  
The faculty of the National Preparedness Leadership Initiative at Harvard University takes you to the front lines of some of the toughest decisions facing our nation’s leaders—from how to mobilize during a hurricane or in the aftermath of a bombing to halting a raging pandemic. They also take readers through the tough decision-making inside the world’s largest companies, hottest startups, and leading nonprofits. **P T**

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# High-Yield Reading, Advanced Leaders

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- [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.   
- [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. 

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# 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

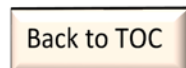
These individuals have worked with AAHPM providing leadership services in the past and are available for consulting and coaching.

- 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.

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