



Management Institute

of the Indiana Hospital Association

A Health Care Centric Leadership Program

In 1982, IHA partnered with the Indiana University School of Public and Environmental Affairs to create the 10-course Management Institute. Through the years, the class content has evolved under the guidance of a committee represented by IHA member hospital leadership. More than 2,400 Management Institute graduates have taken what they've learned and immediately applied their new knowledge to their respective workplaces. They have become the leaders their organizations need to meet the demands of an ever-changing industry.

The next Management Institute session begins on **Feb. 7**. Visit IHAconnect.org for more information on the curriculum and enrollment.

Feb. 7	My Management Style and Superior Listening Practices
Feb. 28	Building Successful Teams
March 14	Financial Management for Non-Financial Managers
April 4	Critical HR Practices for Managers
April 25	Managing Time and Stress on the Job
May 16	The Art of Successful Interviewing
June 6	Managing Change in a Work Environment
June 27	Coaching Practices for Developing High Performing Employees
July 11	Meaningful Conflict Resolution and Dealing with Difficult People
Aug. 8	Becoming a "Star Performer" / Graduation

Class Descriptions

My Management Style

My Management Style is a course to identify a manager's preferred style of management and apply this style to daily management activities such as planning, creating teamwork, evaluating performance, and motivating employees.

Topics include:

- The five management behaviors
- My management behavior in terms of focus on results and focus on employees
- The results implications and the employee implications of my dominant management behavior
- How to modify my dominant behavior
- Applying the five management behaviors to decision making, performance assessment, and goal setting

Superior Listening Practices

This session addresses critical listening skills, including practices of inferior and superior listeners. Students will make an assessment of their listening skills and investigate health care settings in which superior listening is essential.

Topics include:

- Health care workplace settings in which superior listening is essential
- Eight practices of inferior listeners
- My listening proficiency based on self and other person's assessment
- Eight practices of superior listeners with demonstrations

Building Successful Teams

The Building Successful Teams course is a one-day, challenge-oriented, experiential educational program. A series of carefully structured activities/tasks and facilitator-led debriefings are used to allow participants to become aware of how a group of participants can mature into a cohesive productive team.

Topics include:

- Structural components of teams
- Stages of team development
- Management focus at each developmental stage
- Building the environment for success
- Five dysfunctions of a team
- Identifying and correcting dysfunctions of a team
- Cultivating a team environment
- Future trends

Financial Management for Non-Financial Managers

The Financial Management for Non-Financial Managers course focuses on the generation and use of financial information for planning, budgeting, and decision making.

Topics include:

- Basic skills needed to read, interpret, and analyze financial statements
- Organizing financial data for management use
- Cost analysis of present programs
- Techniques for budget presentations
- Effective communication with financial specialists

SMALL CLASS SIZE

With an average class size between 35 and 40, you'll have plenty of opportunities to interact one-on-one with your instructor, or work in small groups with your talented classmates. You'll walk away from the Management Institute with new insight about how to manage—and with new professional connections to help you do so.

Coaching Practices for Developing High Performing Employees

This session opens with a discussion of what coaching is, stressing that it should be learned and used as a general management practice. After identifying their supervisory style, the student will learn and practice coaching skills and techniques, as well as steps for planning an effective coaching session.

Topics include:

- Define coaching
- Define your role in coaching
- Skills and techniques for effective coaching
- Describe effective coaching session
- Identify specific coaching techniques

Critical HR Practices for Managers

The hospital environment is one of the most dynamic settings in our society. The constant changes associated present numerous challenges for the hospital manager. The Contemporary Health Care Topics: Human Resource Issues course provides an opportunity to be briefed on emerging management challenges and to interact with knowledgeable presenters regarding appropriate management implementation steps to meet these challenges. Special emphasis is placed on changes related to human resources, administrative procedures, operational practices, and creating an effective work environment.

Topics include:

- Sexual harassment and violence in the workplace
- Wage and hour laws
- Fair labor standards
- Lawful termination
- Working with FMLA
- Progressive discipline
- Becoming an employer of choice able to attract and retain top talent

Managing in a Changing Work Environment

Developing and implementing employee motivation strategies presents a significant challenge for the hospital administrator. This is particularly the case in an era of changing workforce values and expectations. The Managing in a Changing Work Environment course will evaluate alternative motivation strategies and guidelines for adoption of these strategies.

Topics include:

- Why people resist change
- How to overcome resistance
- Why, when, and how money matters
- Group rewards vs. individual rewards
- How and when to empower the employee
- How to jar the employee out of cruise control
- The crucial role of the individual development plan

The Art of Successful Interviewing

The Art of Successful Interviewing is a one-day course to develop managers' skills to hire productive employees and to build managers' awareness of the legal issues surrounding the interview process.

Topics include:

- Planning the interview
- Formulating the questions
- Conducting the interview
- Understanding typical problems in interviews
- Closing the interview

Managing Time and Stress on the Job

Managing Time and Stress on the Job addresses two challenges of the contemporary fast-paced and complex health care workplace: time management and stress management. These two challenges are very interrelated. This course provides very practical tools to maximize the use of limited time and to minimize the stress that accompanies the demands of the health care workplace.

Topics include:

- Profile of an organized manager
- Planning daily work and working the daily plan
- Reducing stress by using delegation to improve time management
- Common workplace stressors and tactics to manage reaction to the stressors
- The criticality of self-talk

Meaningful Conflict Resolution

Provides techniques and practice in managing interpersonal conflict. The course stresses the eight-step approach to conflict resolution.

Topics include:

- Constructive versus destructive conflict
- The heart to head to conflict resolution process
- When to confront and when to ignore conflict
- How to get the whole story
- The eight steps of preparation, discussion, and follow-up
- How and when to use positive reinforcement
- How to make the resolution plan happen

Dealing With Difficult People

Combines aspects of management style, conflict management, motivation, and assertiveness to help the participant develop strategies for dealing with difficult people in the workplace.

Topics include:

- Identifying your communication and behavior style in dealing with people
- Typology of difficult people: hostile/aggressive, know-it-all experts, super agreeable, silent/unresponsive and indecisive, complainer
- Determining the relationship between difficult people and poor performance
- The importance of emotional self control when dealing with difficult people
- Practical techniques to manage each type of difficult person

Becoming a Star Performer

Qualification as a "Star Performer" is based on a single metric—the capacity to lead and manage in such a fashion that results related to the health care organization's mission are maximized. More specifically, a "Star Performer" is one whose results metric places her/him in the top quartile of all managers in the organization. This course provides the framework for the journey to the "Star Performer" level.

Topics include:

- Accurate self-assessment: foundation of self-development
- The critical self-management competencies of the star performer
- How to be empathetic in the organizational setting
- Facilitating the release of employee energy
- From Pearl Harbor to helicopter: the contrasting generational values in the workplace

Additional Information

Tuition

Institute tuition of \$2,450. Non-members may attend at the rate of \$2,950 per person.

Registration

Registration should be done online at <https://cvent.me/18llO2> by no later than Tuesday, Jan. 31. If you have questions about the program please contact Molly Kelly, Member Engagement & Marketing Coordinator, at mkelly@IHAconnect.org.

Location and Timing

All courses, unless otherwise noted, are offered from 9 a.m. - 4 p.m. ET at the following IUPUI location: The Paul H. O'Neill School of Public and Environmental Affairs Executive Education Center 801 West Michigan Street, Indianapolis, IN 46202

Attendance

To qualify for the Health Care Manager Certificate, each participant must complete at least nine of the 10 scheduled courses. Credit for attendance will only be given for full-day participation.