Leading Through Turbulent Times
Virtual event | May 2021

Opening session: May 3 – 4 | Closing session: May 10 – 11

Healthcare leaders are facing unprecedented challenges in a VUCA — volatile, uncertain, complex and ambiguous — world. In times like these, strong leaders are those who can be authentic as well as agile, influence team behaviors, communicate skillfully and deliver results.

To help healthcare organizations advance their leadership capabilities and empower them to do so under challenging circumstances, HANYS has teamed up with Cornell External Education to host Leading Through Turbulent Times.

Through this webinar activity, participants will uncover strategies to cope with and lead through a VUCA world. They will deepen their support network and learn new ways to approach problems. And they’ll explore best practices for building an inclusive environment at the organizational, team and individual level, strengthening the skillset of the healthcare leaders of today and tomorrow.

Even as we continue in the fight against COVID-19, we must rebuild and prepare for the next emergency. Healthcare leaders need to be ready as always to lead the way — this program will ensure they are.

Program Details
Program Objectives

- Explore how volatility, uncertainty, complexity and ambiguity impact one’s ability to lead.
- Recognize the critical capabilities of an authentic leader.
- Discover concrete actions for leaders and members to foster a culture of engagement and inclusion.
- Review best practices for communication before, during and after a crisis.
- Identify and practice the skills of a coaching leader.

Agenda

Monday, May 3
2 – 5 p.m.
Leading with Purpose, Authenticity and Inclusion
Elizabeth “Beta” Mannix, PhD, Ann Whitney Olin Professor of Management, Cornell SC Johnson College of Business at Cornell University

How can we lead with clarity, focus and authenticity, yet also be open, adaptable and empowering? Leaders are being asked to think flexibly and manage ambiguity while driving performance and results. They must respond quickly to changes, collaborate and work cross-functionally and learn and adapt while doing so.

In this session, we examine the power of balancing adaptation and authenticity, and explore concrete actions to help you lead with purpose and foster an inclusive environment where learning, candor and risk-taking are possible.

Tuesday, May 4
2 – 5 p.m.
Leading in a VUCA World
General George W. Casey, Jr., Distinguished Senior Lecturer of Leadership, Cornell SC Johnson College of Business at Cornell University

We are living in a VUCA — volatile, uncertain, complex and ambiguous — world. The COVID-19 pandemic has added another degree of VUCA for healthcare organizations and providers, making an already challenging environment even more difficult.

In this session, participants will learn how volatility, uncertainty, complexity and ambiguity impact their ability to lead in healthcare environments. They will explore the most critical characteristics for leading in a VUCA world and create a plan to improve their own leadership.

Monday, May 10
2 – 5 p.m.
Leading Crisis Through Effective Communication
Theomary Karamanis, PhD, SCMP, Senior Lecturer of Management Communication, Cornell SC Johnson College of Business at Cornell University

Effective crisis leadership requires gravitas, resilience and advanced communication skills. The COVID-19 public health crisis provides a primary example of the challenges faced by leaders at all levels when navigating crises.

As a healthcare business leader in crisis situations, you may be called upon to convey prevention and mitigation messages and ensure business continuity and social responsibility simultaneously. A key factor for success will be both your preparedness for and the effectiveness of your stakeholder communications.

In this session, we will cover the essentials of communicating through crisis. We will practice critical crisis communication skills at all levels, including among peers, teams, patients and the community.

Tuesday, May 11
2 – 5 p.m.
Becoming a Coaching Manager
Robin E. Parker, Nancy and Bob Selander Associate Director of the Engineering Leadership Program, College of Engineering, Cornell University

Becoming a coaching manager requires a shift in mindset about how to lead. It is particularly relevant in turbulent environments where one faces rapid, constant, disruptive events.

Coaches provide support and accountability and create opportunities to consider new ways of approaching problems and help identify what stands in the way of success. Coaching requires introspection and self-awareness, perspective-taking, curiosity and listening.

In this session, we will discuss how and when to use coaching, and practice the critical skills of a coaching leader with an emphasis on listening, powerful questions, difficult conversations and giving and receiving feedback.
Who Should Attend
Healthcare management professionals seeking leadership advancement or recently assuming a leadership role.

- Quality management executives
- Medical staff directors/physician leaders
- Emergency department directors
- Nursing administrators
- Nursing directors
- Laboratory service directors
- Radiology service directors
- Managed care directors
- Reimbursement directors
- Planning and development professionals
- Information technology professionals
- Human resources professionals
- Community health coordinators
- Chief executive officers
- Chief operating officers
- Chief financial officers
- Chief medical officers
- Chief nursing officers
- Chief information officer

Fee
$3,500* per person. Fee includes four three-hour virtual sessions.

*A special rate of $2,800 per person is being offered to alumni organizations of The Academy for Healthcare Leadership Advancement and Advanced Executive Leadership for Physicians.

Cancellation policy
Reservations cancelled in writing before April 19 will be refunded, minus a $50 administrative fee. Cancellations made after April 19 forfeit the entire fee.

Questions?
Contact: Allison Manny, CMP, vice president, Healthcare Educational and Research Fund, at 518.431.7867 or amanny@hanys.org.

This educational activity will award continuing education contact hours for physicians and nurses. Please visit the website for continuing education details including hours awarded, faculty/planner disclosures and criteria for completion.

hanys.org/events/leading_through_turbulent_times/ce_credits

About Us

Healthcare Association of New York State

HANYS is the only statewide hospital and continuing care association in New York state, representing nonprofit and public hospitals, health systems, nursing homes, home care agencies and other healthcare organizations. Through leadership, representation and service, HANYS is Always There for Healthcare®, bringing together the brightest minds and expertise to solve complex healthcare issues and improve the health of New York's communities. HANYS' advocacy and analysis, business services and educational events help healthcare leaders and other professionals navigate healthcare reform and achieve the Triple Aim of better care, better health and lower costs.

Cornell External Education

Cornell University integrated its executive education capabilities under a new area, Cornell External Education, as of July 1, 2020. This new area combines the innovative learning methods of eCornell with the faculty-led capabilities of the schools and colleges across the university. Cornell understands that organizational solutions need multidisciplinary approaches. Cornell External Education provides access to faculty across the university including Cornell Tech, Cornell SC Johnson College of Business, Weill Cornell Medical College, Industrial Labor Relations School, Law, Engineering and schools/colleges in Applied Sciences. This new entity, which focuses on organizational solutions across a variety of disciplines, schools and methodologies, is an innovative leader in the professional learning space.

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