



## Cultivating Leadership

Leadership is an art. As with learning to draw or paint, it is helpful to have instruction in this art. The Advanced Leadership Training Program not only provides instruction on leadership, it guides and nurtures motivated learners through practice opportunities and exercises aimed at self-discovery. The Program provides a sanctuary for health and environment professionals who can envision a different and better future, and helps them draw out of one another the capacities and qualities each will need to successfully lead in complex situations.

People cultivate their ability to lead at different rates, and their finest moments as leaders occur at different times during their careers. Variances in opportunity affect the unfolding of leadership. Still, nearly all participants in the Advanced Leadership Training Program are able to apply what they learn in their current work.

# The Advanced Leadership Training Program

The Leadership Development Choice for Physicians

## What Physician Graduates Say About the Advanced Leadership Training Program

"This fellowship offered a huge opportunity for me to explore and practice new applications of leadership behaviors, in a new community of peers outside of my normal 'circle', with a faculty who modeled leadership behaviors within a team in an exceptional way. I found that interacting with non-physicians who are committed to the health and safety of our communities broadened my awareness of many health-related issues outside of my office, and greatly expanded my consideration of many different approaches to creative and effective problem-solving. My personal growth in understanding and utilizing leadership concepts and behaviors continues to expand because of insights learned in this fellowship; my teaching skills and interpersonal skills have improved considerably!"

**Donna S Sullivan, MD**  
**Faculty Family Physician**  
**Ft Collins Family Medicine Residency**  
**Vice-President, Colorado Academy of Family Physicians**

"I am a better leader now as a result of the training through RIHEL for several reasons: (1) I am more aware of the challenges, strengths, and needs of other professionals in the health care field; (2) I am more aware of styles of leadership and when to apply them; (3) I was given the motivation to push through projects at my hospital directly from the training of this course."

**Mark Cucuzzella, MD**  
**Department of Family Medicine**  
**University of Colorado**

"I believe this course made me a much better leader. Specifically I learned to provide goals for co-workers and let them come up with the best way to meet these goals. This one process has allowed our Foundation to create a number of new services over the past four years AND reduce our budget. In addition, it taught me anything is possible as long as you don't worry about who gets the credit."

**Joel Dickerman, DO, Executive Director**  
**Colorado Springs Osteopathic Foundation**



## All of the easy problems have already been solved

If it's an easy problem, the solution involves good management. If it's a complex problem, there are many stakeholders, no agreement on a solution, and all views have validity. The paucity of health care leadership in the 21<sup>st</sup> century stems from a lack of knowledge about how to approach complex problems. In the Advanced Leadership Training Program, Fellows learn the principles of Collaborative Leadership and improve their ability to lead a collaborative process. They learn what a leader of a collaboration *must* do in order for a disparate group of stakeholders to achieve success. They study the characteristics of successful teams and collaborations. They study a variety of other approaches to leadership as well so that they can know when to use the collaborative process and when to use another leadership style.

**Regional Institute for Health & Environmental Leadership**  
2400 South Gaylord Street  
Denver, Colorado 80208-5100  
(303) 871-2097

[www.rihel.org](http://www.rihel.org) 

January 2018

- continued -

"The leadership training program has been very helpful for me in self evaluation...It is so helpful to understand yourself as a leader and gain information of how others view you as a leader. After each [session], I have come back to my job renewed and filled with ideas and plans for the next few months. The project has been a tremendous learning opportunity in ways that I did not imagine... Thank you and the board for the opportunity."

**Kristen Rundell, MD**  
Director of Student Health  
University of Colorado Health Sciences Center

## Comments from a Physician Trainer and Employer

"I strongly believe that the leadership training you have provided to the small cadre of physicians who have participated will benefit Colorado for years to come.

Physicians tend to be a bright group of individuals who literally and figuratively have their fingers on the pulse of the state. They are often community leaders and help form community opinion on a variety of subjects. By virtue of their training and experience they have a natural interest in topics that affect the health of their patients, and the linkages formed through the training with RIHEL have been and will continue to be important to the State and Nation.

Training today's young, talented physicians to be better leaders tomorrow will benefit everyone. Training them locally, with the added opportunity to build region wide networks among other rising professionals with non-medical interests seems the height of enlightenment.

I personally have seen the benefit of RIHEL training among several of my colleagues and wish to add my voice to encourage the CMS (and any other organization) to support this training. Were I not here on the other side of the world, I'd sign up to take the training myself."

**Richard Nicholas, MD**  
U.S. Department of State, Dhaka, Bangladesh  
Former Director Rose Family Medicine Residency  
Denver, CO

*"The need for leaders is too great to leave their emergence to chance."*

U.S. Institute of Medicine 1988