

Background

The LEAD Certificate Program was first developed in 2009 as a two-year, cohort-based, educational leadership development certificate program, and implemented in the AAMC Southern Group on Educational Affairs.¹ The program continued to experience growth and increased alignment with the AAMC from 2009-2017. In 2017, the program officially transitioned to the AAMC.

The LEAD Certificate Program is now a formal part of the AAMC's leadership development offerings. The program is delivered as a one-year, cohort-based, national (vs. regional) leadership development certificate program. It will be implemented by the AAMC, with advisory and faculty support from the AAMC's Medical Education community.

Overview

The LEAD Certificate Program develops educational leaders in medical education through evidence-based, collaborative learning, and reflective practice.

The program is targeted for early to mid-career faculty who are aspiring to or are already in leadership roles in medical education. Professional staff in leadership roles who are working in medical education are also welcome to apply and will be considered on a space-available basis. The AAMC will accept approximately 60 participants annually into a national cohort to participate in this unique 12-month certificate program experience.

The program provides:

- Theory and evidence-based learning for interested professionals to develop and strengthen their educational leadership
- A professional learning community for aspiring and emerging leaders to learn from, and with each other
- Learning and reflective practice for enhancing one's leadership style and practices
- Facilitation of entry and progressive advancement into meaningful leadership roles

Components

Participants successfully completing the following activities will receive an AAMC issued **Certificate of Recognition**:

1. Virtual **orientation session** (*included in registration fee*)
2. Two in-person **workshops (1.5 days each)** targeting the four LEAD curriculum domains (*included in registration fee*)
3. Pre- and post-workshop **self-directed learning activities** (*included in registration fee*)
4. **Coaching** via an assigned national **LEAD coach**, and peer coaching groups (*included in registration fee*)
5. Real-life application through the development and implementation of an individual **Applied Leadership Focus (ALF)** (*included in registration fee*)
6. Presentation of ALF work at a spring **AAMC Regional Medical Education Meeting** (*separate registration fee required*)

Curriculum

The LEAD curriculum is grounded in contemporary conceptions of *transformational* leadership. Included are the following four domains:

1. Strategic vision and setting direction
2. Developing people
3. Developing organizations
4. Managing effectively

Topics

Module 1: Leading through Strategic Vision and Setting Direction

- Alignment of Personal and Organizational Priorities
- What is Effective Educational Leadership?
- Your Leadership Theory
- Core Values, Professional Passions, Core Purposes, and Mission Statement
- Envisioning your Leadership Future
- Personal Strategic Action Planning

Module 2: Leading by Developing Others

- Mentoring
- Role Modeling, Advocating, Advising, and Coaching
- Case Studies

Module 3: Leading by Managing Effectively

- Leadership and Management: Same, Different, Related?
- Characteristics of Manager and Leader Roles
- Types of Power/Circles of Power
- Empowerment and Engagement
- Emotional Intelligence

Module 4: Leading by Developing the Organization

- Process of Change and Responses to Change
- Individual and Organizational Change Models
- Planning/Managing Change
- The Organizational Context for Change

How LEAD Works

There is one national LEAD cohort per year. Participants are selected via an application process. The average cohort size is 60 participants, representing different regions of the country.

LEAD is multi-faceted program that includes the following learning experiences:

Workshops

Two, 1.5 day in-person workshops are included in the program. The first workshop is held at the AAMC's Learning Center in Washington D.C. and the second workshop is held at an external venue in either the central, western or southern region (the location rotates each year). In each workshop, participants complete a variety of hands-on, applied learning activities with guidance from expert LEAD faculty. Participants may also hear from guest speakers on the topic of leadership. All group meals are included in the tuition. Participants must pay separately for their own transportation and housing.

Coaching

Participants are assigned a small peer coaching group with an assigned LEAD Faculty Coach (one Faculty Coach with 3-4 participants). The small group convenes via periodic virtual meetings to discuss application of LEAD concepts, deepen their learning, and provide helpful guidance to each other on their ALF work. In addition, each participant identifies and connects with a Local Coach at their home institution with whom they also meet monthly to apply what they are learning in LEAD to their own institutional context and expand their institutional leadership network. At the beginning of the program, participants complete coaching agreements and a leadership development action plan with their coaches that they use as a guide throughout the year-long program.

Independent Learning and Reflective Practice

Participants complete readiness learning activities (pre-work) to use in the workshop application activities. Following each workshop, participants also complete refinement learning activities to reinforce, apply, and build upon prior learning.

Application (ALF)

With guidance from a LEAD Faculty Coach, participants apply learning to a real-life situation in their own education work and work settings through a personalized Applied Leadership Focus (ALF) activity in the second half of the LEAD program. The ALF is a professional development activity, not a scholarly project. Participants present a brief summary of their ALF work and graduate from the program at a **regional Group on Educational Affairs (GEA) spring meeting** of their choice. *Registration for the spring GEA meeting is separate and participants are responsible for completing registration and incurring the necessary fees for registration, housing and transportation.*

Goals

Upon successful completion of the program, participants will have enhanced their abilities to:

- Apply relevant theoretical frameworks to guide their ongoing leadership development and effective actions in various situations;
- Differentiate administration, management, and leadership, and explain the contribution of each to performing as an effective educational leader;
- Demonstrate leadership behaviors that include effective communication, supervision, strategic planning, and organizational development (e.g., creating a shared vision, developing people and capacity, facilitating effective change);
- Use reflective practice and feedback to develop and continuously refine their personal leadership style and effectiveness; and
- Develop supportive relationships with others to facilitate one's leadership career aspirations.

Program Testimonials

"In the midst of a busy professional life, it is easy to run from task to task or project to project without really understanding why we do what we do or how it will help us achieve our dreams or advance our organizations. The LEAD program's curriculum ... allowed me to dig deep and really examine what motivates me and how I can best lead others to success. During my LEAD fellowship—and thanks in part to the soul-searching, introspective work and interactive discussions that make up the program—I was able to advance my career in a thoroughly unexpected, exciting way. I have a feeling I have only begun to appreciate all the ways this program will change my life." **Neda Frayha, MD, FACP, Assistant professor University of Maryland School of Medicine**

"I realized I was in need of mentoring in educational leadership. With Austin's distance from the main campuses, there were not a lot of opportunities for that ... With LEAD I got that mentoring and I could bring home what I learned." **John Luk, MD, Assistant Dean for Interprofessional Integration, Department of Medical Education University of Texas at Austin Dell Medical School**

"I was molding myself after people at my institution, but I learned there are many different leadership styles, and you need to align yourself with the style that works for you. You can't lead with someone else's style." **Paula Wales, EdD, Executive Associate Dean for Academic and Student Affairs and Professor, Medical Education Nova Southeastern University College of Allopathic Medicine**

¹ The LEAD certificate program was created by Sheila Chauvin, PhD, MEd and Britta Thompson, PhD, MS