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**Leadership Development  
Initiative (LDI) Curriculum**

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# **Leadership Frameworks**

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**In Moore SY, Cameron-Lewis RG, Ferris FD (eds). Leadership Development Initiative Curriculum, 2014. © The Leadership Development Initiative.**

**ISBN: 978-0-9884318-0-5**

**Originally Presented by [Shannon Moore](#)**

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The Leadership Development Initiative gratefully acknowledges the support of:

- International Palliative Care Initiative, Open Society Foundations, New York, NY
- National Cancer Institute Center for Global Health, Bethesda, MD
- The Diana Princess of Wales Memorial Fund, London, United Kingdom
- National Hospice and Palliative Care Organization, Alexandria, VA
- Pettus Family Foundation

The content is solely the responsibility of the authors and editors, and does not necessarily represent the official views of any of the funders.

Acknowledgment and appreciation are extended to faculty and staff of the OhioHealth and the Institute for Palliative Medicine at San Diego Hospice (which housed the International Programs and the Leadership Development Initiative from 2009 to 2012). Special thanks to the Mentors, Consultants and the LDI Team who contributed so much to the LDI Curriculum.

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## Overview

Leadership development is self-development, and leadership skills can be taught and learned. Because LDI is unique (teaching clinical experts to become international leaders), the curriculum has been drawn from business models and adapted for the audience. When well applied, leadership awareness, skills, behaviors and practice can combine to change current healthcare realities.

The four major resources are briefly described in this overview (see Resources). The curriculum begins with the evaluation of 'self' as leader. We start by focusing on awareness of personal values, principles, and assumptions. Preferences are identified as well as the preferences of others. The value of learning self-management along with taking into account of the needs and preferences of others, builds flexibility and positive influence. Leaders are life-long learners. Best leadership comes from the committed practice and acquisition of leadership skills and behaviors.

Good leaders work well with people, are expected to be involved in teams, and are often responsible for communication of initiatives and strategies. They are often involved in change management and development. A positive leadership development journey results from working within the *circle of influence*, applying behaviors of the 5 Practices from The Leadership Challenge, and mindfully developing the 7 Habits from The 7 Habits of Highly Effective People. Because the aim of LDI is to "grow global leaders . . . advance palliative care", there is focus on the public health strategy. This strategy defines the foundational components needed to implement palliative care globally; education (of policy makers, health care workers and the public), appropriate drug policy, adequate drug availability, and implementation of services at all levels in the society.

Each of the foundational resources is applied at greater depth and with nuanced emphasis when evolving 'self' as leader, leading a team and/or organization, or when leading broadly at the national or international level.

## Objectives

After this presentation, participants will be able to describe:

1. Ladder of Influence (Maxwell).
2. The 7 Habits (Covey).
3. Circle of Influence (Covey).
4. The 5 Practices (Kouzes and Posner).
5. WHO Public Health Strategy for Palliative Care (Stjernswärd, Foley, Ferris).

## Important Teaching Points

- Best leadership development begins with self-development.
- Leadership skills acquisition and mastery may be a life-long practice.
- Every new job position starts with 'leadership by position'.
- Successfully navigating 'leadership by position' leads to greater influence at the 'leadership by permission' stage.
- Leadership can be both taught and learned.

## Resources / References

1. Covey, Stephen R. (2004). *The 7 Habits of Highly Effective People* (2nd ed.). New York, NY: Free Press.
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3. Maxwell, John C. (1993). *Developing the Leader Within You*. Nashville, TN: Thomas Nelson.
4. WHO Public Health Strategy for Palliative Care <http://www.who.int/cancer/palliative/en>
5. Stjernswärd J, Foley KM, Ferris FD. (May 2007). WHO public health strategy for palliative care. *Journal of Pain and Symptom Management*. 33 (5), 486-93.