



# CME DOCUMENTATION

The following provides an overview of topic titles, respective instructors corresponding EML Themes:

<b>Module</b>	<b>EML Pillar</b>	<b>Module Title</b>	<b>Instructor</b>
1	Trust	Trust, One Person at a Time	Joe LeBoeuf
2	Trust	Trust in Teams	BA Adair White
3	Communication	Making Messages Memorable	Geoff Tumlin
4	Communication	Praise's Pervasive Powers	Geoff Tumlin
5	Decision Making	Four Decision Styles	Jen Morgan
6	Decision Making	Practical Decision Making	Jamey Gadoury
7	Innovation	Billboard Creativity	Jokia Williams
8	Innovation	Practical Jamming	Nate Self
9	Compassion	Compassion Satisfaction	Kelley Russell-DuVarney
10	Compassion	Diversity of Hope	Alton McCallum
11	Resilience	Connection's Resilience Connection	Skeeta Jenkins
12	Resilience	Bounding Forward	Seema Desai

Learning Objectives for each Module can be found in the following pages.



# LEARNING OBJECTIVES

Module	LO1	LO2
1	Be able to describe trust, and understand why trust matters	Understand the core leader behaviors associated with trust: demonstrating care, concern, understanding, respect and fairness through the lens of diversity and inclusion
2	Identify actions and behaviors that build trust quickly	Apply trust building behaviors to teams
3	Understand the main variables that influence a message's memorability	Use memorable message strategies to increase the likelihood of message retention
4	Identify the key positive impacts of timely and relevant praise on people	Deploy best practice praising techniques to motivate and encourage people
5	Identify personal decision making styles	Understand the strengths and limitations of decision making styles, to include situational factors
6	Recognize and distinguish strengths and weaknesses in their own decision-making	Employ techniques to support better decision-making
7	Describe the components of effective emotional creativity	Employ techniques to promote greater emotional creativity
8	Understand the foundational components that enable improvisation	Apply creative jamming techniques to increase creative outputs
9	Understand the steps to improve your compassion satisfaction	Apply the steps to create a daily compassion intention and renewal practice
10	Explore intersectionality of compassion and hope	Understand effective strategies to diversify hope
11	Understand how interpersonal connection promotes resilience	Apply strategies to enhance relational connections
12	Explore resilience and the factors that influence it	Understand effective strategies to build resilience

The following section includes a narrative of each module, sources, and additional references.



## MODULE 1

# Leader Theme: TRUST

**Topic Title: Trust, One Person at a Time**

**Joe LeBoeuf, PhD**

LO1: Be able to describe trust, and understand why trust matters

LO2: Understand the core leader behaviors associated with trust: demonstrating care, concern, understanding, respect and fairness through the lens of diversity and inclusion

### **Engagement Strategy:**

Introducing the fundamentals of trust. Familiarization with the concept of Empowered Execution. Discuss behaviors that build trust/empowerment. Exercise on the personal interpretations of trust. Personal reflection on a trusting relationship. Explore the concepts of care/concern, mutual respect, and fairness.

### **Sources:**

LeBoeuf  
Lampley  
Tunji  
Zak  
Kasson



## MODULE 2

# Leader Theme: TRUST

### Topic Title: Trust in Teams

**BA Adair White, PhD**

LO1: Identify actions and behaviors that build trust quickly

LO2: Apply trust building behaviors to teams and settings

#### **Engagement Strategy:**

Examination of the Five Dysfunctions of a team. Small group exercise using a successful teams/trusting teams checklist. Practical discussion about applying one of the suggested trust-building tools. Introduction to humble inquiry and an exercise practicing the approach.

#### **Sources:**

Edmondson  
Schein  
White  
Lencioni  
Pentland



## MODULE 3

# Leader Theme: COMMUNICATION

## Topic Title: Making Messages Memorable

Geoffrey Tumlin, PhD

LO1: Understand the main variables that influence a message's memorability

LO2: Use memorable message strategies to increase the likelihood of message retention

### Engagement Strategy:

Recall a meaningful conversation and its impact. Describe the qualities of memorable messages, as well as the pitfalls that lead to poor messages. Understand strategies for creating memorable messages. Create a plan for crafting and delivering a memorable message.

### Sources:

Daly

Knapp



MODULE 4

**Leader Theme: COMMUNICATION**

**Topic Title: Praise's Pervasive Powers**

**Geoffrey Tumlin, PhD**

LO1: Identify the key positive impacts of timely and relevant praise on people

LO2: Deploy best practice praising techniques to motivate and encourage people

**Engagement Strategy:**

Reflection on personal experiences receiving and giving praise. Examine the benefits of praise. Understand principles of effective praise. Plan to give praise in the near future.

**Sources:**

Dweck



MODULE 5

## Leader Theme: JUDGMENT

**Topic Title: Four Decision Styles**

**Jen Morgan, PhD**

LO1: Identify personal decision making styles

LO2: Understand the strengths and limitations of decision making styles, to include situational factors

### **Engagement Strategy:**

Examine individual decision-making styles through the use of a short self-assessment. Understand the strengths and limitations of each style. Utilize short scenarios in multiple domains to identify decision making styles in action. Reflect on recent life decisions and evaluate those decisions based on the decision making styles framework.

### **Sources:**

Boogaard  
Kinicki & Williams  
Miller



## MODULE 6

# Leader Theme: JUDGMENT

## Topic Title: Practical Decision Making

**Jamey Gadoury**

LO1: Recognize and distinguish strengths and weaknesses in their own decision-making

LO2: Employ techniques to make and support better decision-making

### **Engagement Strategy:**

Personal story of decision making challenge. Reflection on the personal strengths & weaknesses as a team member, as well as vulnerabilities (rushing, fatigue, emotion). Understand and apply tools to improve decision making before (stories), during (breathe), after (evaluate/review).

### **Sources:**

Kahneman

Klein

Nibbelink & Brewer





MODULE 7

## Leader Theme: INNOVATION

**Topic Title: Billboard Creativity**

**Jokia Williams**

LO1: Describe the components of effective emotional creativity

LO2: Employ techniques to promote greater creative persuasion

### **Engagement Strategy:**

Reflect on experiences with interpersonal creativity. Relate those experiences to components of effective emotional creativity. Understand the fundamental strategies for persuasion. Practice using the creative medium of songwriting to craft a creative persuasive message.

### **Sources:**

Arnheim

Sundararajan

Aristotle

Buckley



MODULE 8

## Leader Theme: INNOVATION

**Topic Title: Creative Jamming**

**Nate Self**

LO1: Understand the foundational components that enable improvisation

LO2: Apply creative jamming techniques to increase creative outputs

**Engagement Strategy:**

Personal reflection of an innovative solution. Lecture describing the fundamentals of improvisation. Discussion of bases of expertise (intra-domain and extra-domain). Group exercise application of creative jamming techniques to a current problem set.

**Sources:**

Csikszentmihalyi

Kahneman

Levitin

Torrance



## MODULE 9

# Leader Theme: COMPASSION

## Topic Title: Compassion Satisfaction

**Kelley Russell–DuVarney**

LO1: Understand the steps to improve your compassion satisfaction

LO2: Apply the steps to create a daily compassion intention and renewal practice

### **Engagement Strategy**

Lecture on the importance of compassion satisfaction and the signs of compassion fatigue. Discussion of best practices/strategies for renewal, refreshment, and rejuvenation. Reflection on personal experiences with compassion fatigue. Develop ways to promote/increase compassion satisfaction.

### **Sources:**

Hurley  
Kolts  
Sinclair  
Stevens  
Stoewen  
Trzeciak  
Whitlock



## MODULE 10

# Leader Theme: COMPASSION

## Topic Title: Diversity of Hope

**Alton McCallum**

LO1: Explore intersectionality of compassion and hope

LO2: Understand effective strategies to diversify hope

### **Engagement Strategy:**

Introductory distinctions of empathy and compassion. Group reflection on how the team shows compassion daily. Vision-casting exercise about making current care even better. Explore the fundamental research and concepts on the concept of hope. Group conversation about goal-achievement in the future.

### **Sources:**

Dollwet  
Gulliver  
Passmore  
Young



## MODULE 11

# Leader Theme: RESILIENCE

**Topic Title: Connection's Resilience Connection**

**Skeeta Jenkins**

LO1: Understand how interpersonal connection promotes resilience

LO2: Apply strategies to enhance relational connections

**Engagement Strategy:**

Personal story of BSWH care team's care for a family member and the importance of connection and its connection to resilience. Lecture to outline factors of resilience. Conduct a social inventory exercise. Explore the ways to expand and strengthen the core group. Group exercise to develop ways to bring work teams closer to increase resilience capacity.

**Sources:**

Burgess  
Coute  
Valliant



## MODULE 12

# Leader Theme: RESILIENCE

## Topic Title: Bounding Forward

Seema Desai

LO1: Explore resilience and the factors that influence it

LO2: Understand effective strategies to build resilience

### **Engagement Strategy:**

Lecture demonstrating the benefits of positive response to life events, with a check for comprehension. A reflection to classify responses to life events as “Guard” Brain or “Guide” Brain responses. A series of stress management exercises—cognitive behavioral therapy, gratitude, and breathing/resonance.

### **Sources:**

Brown  
Chamine  
Desai  
Oliver  
Simon–Thomas  
Waldorf