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**Leadership Development
Initiative (LDI) Curriculum**

Engaging an International Organization

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Overview

Using the 5 Practices promotes leadership and positive change in any organization, large or small. Whether leading “self”, or leading and influencing national and international organizations, the 5 Practices provide powerful structure and clarity.

This presentation exemplifies how the 5 Practices were used to integrate palliative care more fully into the practice of oncology through the American Society of Clinical Oncology (ASCO), the professional oncology organization with the largest global membership in the world.

Strategies presented include:

- Understand the Situation – use the Kolb model of education, and videos to exemplify the experience of patients living with cancer:
 - Symptom distress - impact on the audience / clinicians.
 - Ineffective communication style.
- Model the Way – develop strategies to engage organizational members:
 - Clarify organizational values.
 - Become an organizational leader.
 - Highlight tensions and opportunities at organizational events:
 - Talk about an effective palliative care service.
 - Increase awareness of a published survey.
 - Incorporate multidisciplinary education to prevent and relieve common distressing symptoms.
- Inspire a Shared Vision – clarify the vision/model for palliative care for organizational members:
 - Recognize the tribal nature of medicine.
 - Understand how the ‘tribe’ learns.
 - Establish gaps in the ‘tribe’s’ knowledge and skills.
 - Appeal to common ideals and hold up a vision that association members and leaders will aspire to.
 - Advocate for earlier referral to palliative care services through committee work and publications.
 - Identify critical training needed to provide better palliative care.
- Challenge the Process – foster collaboration and strengthen existing organizational structures/activities:
 - Give voice to new ideas through membership on ASCO committees.
 - Integrate education at annual meetings.
 - Publish in professional journals.
 - Develop curricula for oncologists (align with existing funding opportunities).

- Enable Others to Act – encourage and empower organizational leaders to take on activities related to palliative care:
 - Include a regular feature article in association journal(s).
 - Change the structure of the annual meeting, e.g., plenary presentations, through-tracks and poster sessions on palliative care.
 - Encourage the integration of palliative care into the Association’s clinical practice guidelines.
 - Incorporate palliative care into the association’s existing, and develop new, educational initiatives, exams and quality improvement activities.
- Encourage the Heart – of association members, contributors and leaders:
 - Recognize effort and contributions of others.
 - Mentor others, be reflective, and accept the hard lessons as well as easy wins.
 - Be Optimistic . . . dream, believe, plan and act!

Objectives

After this presentation, participants will:

1. Describe the situation, including the values, the culture and the vision of the association.
2. Use the 5 Practices to advance palliative care in national and international associations.
3. Describe the importance of honoring members and publishing and disseminating the results of organizational activities.

Important Teaching Points

- Align with association activities.
- Focus on education and integration.
- Assume that your colleagues seek the highest good, and may need leadership and examples to achieve it.
- Be skillful and strategic about integrating new ideas; “plant” ideas all the time without the expectation of what will grow, or when.
- When invited to speak or teach, know your audience!
- Collaboration is much more effective than challenging or confronting colleagues.
- Attend to your inner wisdom along the way . . . change and growth need sunshine and rain.
- Please refer to the audio PowerPoint on www.IPCRC.net for further detailed information.

Resources / References

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