

Courage to Lead®
**A Program of Personal and Professional Development for
Leaders in Health Care and Other Serving Professions**

The Program

The question most frequently asked in leadership development programs is the “what” question – what are the tasks of leadership? Sometimes more specifically, what are the tasks of leadership that make it different than management?

When the conversation continues, we ask the “how” question – how do leaders effectively accomplish their tasks? What are the interpersonal skills or capacities that enable individuals to effectively build and maintain relationships, create alignment, and deal with rapid change?

Occasionally, the conversation goes the next step and we ask the “why” question – for what purpose, or to what end, do we lead?

But seldom, if ever, do we ask the “who” question? Who is the self that engages in leadership? How does this self impact the practice of leadership, for good and for bad? How is the self continually honored and renewed as we lead?

Adapted from the Introduction to “The Courage to Teach” by Parker J. Palmer (San Francisco: Jossey-Bass, 1998)

Courage to Lead (CTL) is a program that has been carefully designed to help leaders in healthcare and other serving professions answer this “who” question. *It is rooted in the belief that effective leadership flows from the identity and integrity of the individual.* CTL is an approach to personal and professional development called leader formation. Through the formation process participants reflect on how their selfhood affects the way they relate to colleagues, their leadership tasks, their organization, and the world. Formation work is framed by questions such as: “How can I engage in leadership roles and be true to myself?” “In what ways are my inner life and outer work connected?” “How can I find joy and fulfillment in my leadership roles and activities?” and “How can I bring my optimal gifts and skills to bear in my work?”

Courage to Lead is an eighteen-month program of five quarterly retreats (four in one year and a final one six months later). In large group, small group, and solitary settings, leadership and life questions are explored, using personal stories, reflections on various experiences of leadership, and poetry and stories from diverse wisdom traditions. The formation process, guided by the Circle of Trust Approach®, involves the creation of an intellectual, emotional, and spiritual space in which participants can listen and respond to each other with encouragement and compassion. Without abandoning the outer world, formation is the process of creating quiet, focused, and disciplined space in which the noise within and around us can subside and the voice of the inner teacher can be heard. This voice is central to reclaiming one’s vocational calling.

Courage to Lead retreats use the seasons of the year as a metaphor for formation work. The themes of the seasons – dormancy and deep growth, renewal, abundance, seeding and harvesting – provide the contextual framework of the retreats. With the seasons of the year as a backdrop, Courage to Lead retreats provide those who participate:

- An opportunity to explore questions of meaning and purpose, of calling, of the relationship of inner life and outer work
- Time to explore the intersection of “soul” and “role”
- Opportunities to discern and claim birthright gifts and to consider how those gifts can best be used in leadership activities
- A chance to consider what it means to be authentic – in life and in leadership roles
- An opportunity to reflect on how to engage in leadership roles out of a deep sense of identity and integrity
- A context for deep connection with others that honors differences

Each CTL group is composed of twelve participants, accepted on a first come, first served basis.

Program Facilitators

The facilitators for the Courage to Lead Program are Penny R. Williamson, ScD, FAACH and Hanna B. Sherman, MD, FAAP.

Penny R. Williamson, ScD is an internationally recognized facilitator, educator and coach for leaders and organizations in health care. She is a founding facilitator and mentor for the national Center for Courage & Renewal and Associate Professor of Medicine, Part Time, The Johns Hopkins University School of Medicine. Since 1998, Penny has led *Courage to Lead*, a national leadership development program for leaders in health care and other serving professions. She has developed and led additional multi-retreat courage programs within health care organizations, as well as freestanding reflective retreats in the United States and other countries, exploring domains such as life transitions, and living and leading authentically. Penny’s latest work makes use of creative modalities and place as teacher, exploring how the natural environment, movement, the visual arts, music and embodied presence add to individual discernment and collective wisdom.

Penny has played a major role in large-scale change efforts in relationship-centered culture building, working with individuals, leadership teams and healthcare organizations. She was one of two external consultants in a five-year initiative at Indiana University School of Medicine to positively affect the “hidden” curriculum and social environment of the entire medical school. Penny participated in a multi-year staff-development initiative at the American Board of Internal Medicine to build sustainable capacities in relationship-centered work and collaborative learning; and for six years served as consultant to Clarian West Medical Center, helping to build and sustain a relationship-centered culture in a new hospital whose commitment is to be a Sanctuary of Healing.

Hanna B Sherman, MD

Penny R Williamson, ScD

Additional past roles include: founding faculty for Leading Organizations to Health, a 10-month institute for healthcare leaders focused on creating and sustaining relational cultures in organizations; founding Executive Vice President, American Academy on Communication in Healthcare, a national organization devoted to enhancing the doctor-patient relationship through improved teaching and clinical skills and the promotion of research; founding faculty, Longitudinal Faculty Development Program on Teaching Skills for Physicians, Johns Hopkins Bayview Medical Center, and Assistant Professor of Family Medicine, University of Washington School of Medicine, Seattle.

Her recent book is *Leading Change in Healthcare: transforming organizations using complexity, positive psychology and relationship-centered care* (Suchman, AL, Sluyter, D, Williamson, PR, Eds). Penny has authored numerous other articles on physician well-being, personal and organizational mindfulness and relationship-centered practices. Additional information is available at: www.pennywilliamson.net. Information may also be found through her former consulting group, Relationship Centered Health Care, a forerunner in promoting relationship-centered leadership and care.

Penny and her husband, architecture and railroad historian Jim Dilts, live in Baltimore, Maryland. They have three grown children. Penny's loves include meditation, yoga, cooking, dancing, reading, art, kayaking, travel and hiking.

Hanna B. Sherman, MD is an educator, facilitator and coach, and currently serves as the Program Director for Health Care for the Center for Courage & Renewal, an organization dedicated to helping people bring integrity and wholeness into their work places and lives. In her role, Hanna works with health care leaders and organizations nationally and internationally to develop safe and trustworthy spaces for personal and professional growth, positive change and improvement, utilizing a Circles of Trust® approach and applying habits of the heart, as articulated by practical philosopher Parker Palmer. Hanna is particularly interested in how individual wisdom is developed and collective wisdom fostered in ways that allow individuals and organizations to offer the best of their service and to make life-giving choices. Organizations Hanna has worked with include Mayo Clinic, Mission Health System, and Cambridge Health Alliance. Since 2008, she has co-lead Courage to Lead®, a retreat series for professional development and renewal for leaders in health care and other serving professions. Hanna writes and speaks nationally about professional formation and relational trust in organizations. Her former consulting group, Relationship Centered Health Care, was a forerunner of promoting relationship centered leadership and care.

Hanna received her medical degree at Albert Einstein College of Medicine and completed her internship and residency at Children's Hospital of Philadelphia. Her interest in professional identity and integrity grew out of her direct observations of burnout among professionals and leaders in the course of her work as a practicing pediatrician, medical director of Boston Children's Hospital's telephone care center, and a section leader in the American Academy of Pediatrics.

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penwmson@comcast.net

Hanna B Sherman, MD

Penny R Williamson, ScD

Past roles include course director on professional renewal for the American Academy on Communication in Healthcare and chair of the AAP's special interest group on physician wellness, where she initiated the development of a national policy on physician health and well-being. Committed to improving health care delivery in developing countries, in 2010 Hanna co-founded Partners for ACCESS, an organization supporting a medical clinic, nursing school, and community development center in rural Uganda.

Hanna is married to Daniel Sheff, MD, a rheumatologist and spiritual leader, with whom she has founded a spiritual community in the Boston area. Hanna and her husband are graced with three daughters, Rebecca, Jocelyn, and Naomi.

Hanna enjoys being with family and community, the beauty of art and nature, kayaking and hiking, and learning about diverse cultures and wisdom traditions.

Venue: All retreats are held at the Isaiah Jones Homestead Bed and Breakfast, a lovely 1849 Victorian inn and carriage house in Sandwich, Massachusetts on Cape Cod, approximately 1 ¼ hours' drive from Boston's Logan Airport or Providence's TF Green Airport. Participants are housed in single rooms at the Isaiah Jones Inn and at a neighboring inn. All meals are taken at the Isaiah Jones.

Schedule and Dates

Each retreat begins with dinner on Thursday evening and concludes with lunch on Sunday. The five retreats will be held on the following dates:

Retreat I: October 23-26, 2014

Retreat II: January 15-18, 2015

Retreat III: April 9-12, 2015

Retreat IV: June 11-14, 2015

Retreat V: January 28-31, 2016

Application: An application form is attached.

For further information or other questions about Courage to Lead please contact Penny Williamson at 410.235.0344, or penwmson@comcast.net or Hanna Sherman at 781.861.8277, or hanna@couragerenewal.org

(See next page for Application)

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Hanna B Sherman, MD

Penny R Williamson, ScD

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Application: 2014-2016 Program

Name: _____

Position: _____ **Organizational Affiliation:** _____

Preferred Mailing Address: _____

City, State, Zip: _____

Home Phone: _____ **Work Phone:** _____

E-Mail: _____ **Cell Phone:** _____

Emergency Contact: _____ **Phone:** _____

Special meal requirements or preferences: _____

Along with the information requested above, please add a brief statement of what draws you to this work. Please also comment on your ability and willingness to commit to all five retreats. (Use more space as needed)

Please return this completed application, along with a non-refundable deposit of **\$1000 (payable to Penny Williamson ScD Inc)** by **July 1, 2014**, to **Penny Williamson, Sc.D. 4611 Keswick Road, Baltimore, MD 21210** (email: penwmson@comcast.net)

Courage to Lead

A Program of Renewal for Leaders in Health Care and Other Serving Professions

Dates: Courage to Lead Program 2014-2016

Retreat I: October 23-26, 2014
Retreat II: January 15-18, 2015
Retreat III: April 9-12, 2015
Retreat IV: June 11-14, 2015
Retreat V: January 28-31, 2016

Payment Schedule

Payment: The total cost for CTL 2014-16, exclusive of travel, is \$8550. Our preference is for you to use a two-payment schedule: \$1000 non-refundable deposit, due by July 1, 2014 and the remainder of tuition and room and board (\$7550) due by September 1, 2014. If this is not possible, a three-payment schedule is outlined below.

Date Due	Tuition	Room and Board*	Total Due
7.1.14	\$1000 (deposit)		\$ 1000.00
9.01.14	\$1762.50	\$2012.50	\$ 3775.00
11.15.14	\$1762.50	\$2012.50	\$ 3775.00
Totals	\$4525.00	\$ 4025.00	\$ 8550.00

*Note: All rooms are single rooms

Please make all checks payable to: **Penny Williamson, ScD Inc**
 Mail to **Penny Williamson, 4611 Keswick Road, Baltimore, MD 21210.**
 To insure proper credit, please include your name on the check.

Cancellation Policy: For cancellations made before September 1, 2014 we will refund the entire payment, less the \$1000 deposit. *No refund will be available for cancellations made after September 1, 2014.*