



# Climb to the Next Level of Success

Call for Applicants

## **FUTURE LEADERS NETWORK**

**Application Deadline: May 31, 2012**



**AS | DS**<sup>™</sup>  
American Society for  
Dermatologic Surgery  
EXPERTISE FOR THE *life* OF YOUR SKIN<sup>™</sup>

## SCHEDULE

- August 1-17, 2012 . . . . . Leadership Assessments (Online)
- August 23-31, 2012 . . . . . Assessment Results (Personal Telephone Consultation)
- September 14-15, 2012\* . . . . . Project Presentation (In-person 1½ Day Workshop),  
Rosemont, IL**
- November 2012. . . . . Webinar - Leadership Topic
- December 2012. . . . . Webinar - Project Update
- January 2013. . . . . Webinar - Leadership Topic
- February 2013. . . . . Webinar - Project Update
- March 1, 2013 . . . . . Leadership Development (In-person ½ Day Workshop during  
AAD Annual Meeting), Miami, FL**
- April 2013 . . . . . Webinar - Leadership Topic
- May 2013 . . . . . Webinar - Project Update
- June 2013. . . . . Webinar - Leadership Topic
- July 2013. . . . . Webinar - Project Update
- August 2013 . . . . . AAD Summer Meeting Network Session (Impromptu meetings)  
New York, NY
- September 2013\* . . . . . Project Presentation (In-Person 1½ Day Workshop),  
Rosemont, IL**
- October 2, 2013 . . . . . Project Presentation to ASDS Board of Directors (In-person)  
FLN Reception & Networking Dinner with ASDS Board of  
Directors, Chicago, IL**
- October 3, 2013. . . . . Brief Project Presentation during ASDS Annual Meeting  
Opening Session, Chicago, IL**

**NOTE: All Webinars start at 7:00 pm CST and topics are subject to change.**

**Mandatory participation is required for one hour monthly webinars and in-person workshops/meetings.**

**\*Travel cost to the 1½ day workshops located in Rosemont, IL will be reimbursed by the ASDS.**

**I**t's a fact of organizational life: Effective leadership goes hand-in-hand with success—and the successful application of this skill is particularly essential in an uncertain economy when painful business decisions are made daily.

Strong leadership skills will help grow your practice, advance your career and help you make a difference through volunteer and other activities you undertake. Strong leaders also help advance the specialty at the community, state and national level.

Leadership training is the first step on the road to achieving your potential as a leader. You'll come away with an understanding of what makes leadership different from other kinds of management roles, how to shape organizational excellence, which competencies are critical to success today and how to gain personal mastery of your own leadership. And you will profit from the shared insights and experiences of peers who, like you, are dermatological surgeons looking for answers through advanced leadership training.

### **WHAT IS THE FUTURE LEADERS NETWORK?**

**The Future Leaders Network** creates opportunities for young and mid-career professionals to enhance their leadership skills and prepare them to become the next generation of leaders in dermatological surgery. The one-year curriculum includes programs for mentors and young leaders, and incorporates leadership and project management training exercises working with a professional facilitator. Hands-on learning through work on a focused project impacting ASDS and dermatological surgery helps put skills learned into action.

### **YOU'RE INVITED TO DEVELOP YOUR FULL LEADERSHIP POTENTIAL!**

Six to twelve mentees, young leaders from ASDS membership, will be matched with an equal number of mentors. Participants will become stronger, more passionate, and visionary leaders who will serve as adaptive agents for positive change. To be selected, participants must meet the eligibility requirements, demonstrate specific leadership competencies, and be able to commit to the year-long program. Become an exceptional leader, apply today!

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*If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.*

— Antoine de Saint-Exupéry

## Phase 1: Understanding Yourself

Self-awareness as an individual, how to channel and hone one's strengths and understanding personal weaknesses can be addressed effectively through leadership training. You will have the opportunity to take a personality assessment and learn how to leverage your personality type to become a stronger leader. This provides a basis for ongoing discussions and allows the program to be customized to fit each participant's needs. Your personalized curricula will draw on your strengths while working on areas that may challenge your ability to succeed. Assessment tools will also be utilized to match mentors and mentees and assist with project work.

### *You will learn:*

- Different leadership styles and to describe your dominant style
- How to identify and assess your personal behavioral preferences
- Develop your leadership style that adapts to the person and situation
- Insights into the key leadership skills and techniques you need to create a winning strategy
- Create a self-development plan to continue your growth as a leader

## Phase 2: Leadership Development Skills and Project Formulation

You will learn advanced leadership techniques, group dynamics, and skills to prepare you to be an effective leader in an organizational context. Vision and goals for the projects will be reviewed, and young leaders will work with their mentors to develop project plans utilizing best management practices and tools to help organize efforts.

### *Leadership skills you will learn:*

- Clearly communicate mission, vision and value statements
- Translate your vision into productive strategies and actions
- Develop your action plan and persuade others to adopt it
- Build a cohesive team that performs well in all situations
- Communicate effectively to achieve results
- Discover the power of emotional intelligence—leading with a healthy and wise demeanor
- Critical thinking and negotiating skills
- Addressing tough and touchy topics in ways that defuse tension
- Influence and inspire others into action
- Build and maintain relationships
- Take smart risks

### *Project management skills you will learn:*

- Project management phases and processes
- Critical success factors for projects
- Setting goals and objectives
- How to conduct an environmental assessment
- Financial planning and budgeting essentials
- Effective marketing strategies to increase visibility
- Developing metrics and schedules to stay on target

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*Do not follow where the path may lead. Go instead where there is no path and leave a trail.*

— Ralph Waldo Emerson

### Phase 3: Leadership in Action

You will apply the skill sets learned during Phase 1 and 2 to practical life situations and challenges through your individual mentor ed projects. Participants will r efine their leadership skills and collaborate as a gr oup to support each other as they lead their r espective projects. Ongoing feedback for mentoring, troubleshooting advice and leadership best practices will be shar ed.

- An extensive list of r ecommended readings on leadership that r epresents the best of academic, corporate and gover nment learning will be distributed and discussed during webinars.
- Online workshops will be conducted on leadership issues that will enable young leaders to share experiences and insights. Key successes, challenges and lessons lear ned through project implementation will be reviewed. Young leaders will present their projects, focusing on the leadership lessons and inviting suggestions from their peers, mentors and consultants.
- A final workshop will present lessons on leadership skills, including:
  - Public speaking, active listening and dialogue techniques
  - Body language, how to r ead an audience, and techniques for engaging various sized groups
  - How to facilitate meetings and design gr oup processes that lead to high performing teams
  - Cultural change processes that leaders can initiate and support using vision, shar ed values, mission and bold goals to organize r esources, motivate action and guide steps through ongoing procedures and processes

### Phase 4: Passing the Torch

Continue the relationships you have forged this year and transfer the knowledge gained fr om FLN to futur e program graduates by staying involved with ASDS. Join a work gr oup or get involved with legislative efforts that will enhance your new leadership skills and have an impact on dermatologic surgery. Learn how to inspire and advise others, general strategic thought, and share your skills. This is an alumni network that you will value and use for years to come.

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*Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.*

— Stephen R. Covey

# MENTEES PROJECTS

Mentees are encouraged to select one of the projects below or recommend other ideas to pursue that would benefit dermatologic surgery and the ASDS. Your project proposal:

- Should support ASDS strategies in the political arena
- Provide a valuable service to the dermatologic surgery community or public
- Expand ASDS capabilities as a professional Society
- Provide leadership learning opportunities for mentees and mentors

**The following list of projects has been identified as initiatives the ASDS would like to accomplish.**

### *Organizational Strength and Integrity*

- Develop a PowerPoint presentation on the ASDS and benefits of membership and make the presentation to the dermatology residency programs in your area/state
- Create and execute a plan for recruiting 100 new members

### *Body of Knowledge*

- Develop product/program to help young physicians entering into practice

### *Public Recognition*

- Develop a compelling ASDSA patient safety video for broadcast on YouTube and/or the Your Life Your, Skin Network™

### *Advocacy*

- Organize a dermatologic surgery advocacy day at your state capitol\*
- Host a political fundraiser for a key state legislative or congressional candidate (Must be an incumbent; applicable state laws and FEC regulations must be followed.)\*
- Conduct a research project to inform and reinforce the ASDSA's patient safety agenda. Potential projects could include:
  - An analysis of public health changes before and after the enactment of patient safety laws or regulations
  - Measurement of complications due to the non-physician practice of medicine through bringing together complaints filed with various regulatory agencies and the FDA MAUDE database
  - A comparison of requisite training and experience among providers of minimally invasive cosmetic medical procedures—MD's and DO's; PA's, NP's; RN's; medical assistants; electrologists; aestheticians; etc

\*Required: Candidate must demonstrate evidence of having checked with state dermatological society and state medical association to prevent duplication of efforts and to ensure cooperation prior to project approval.

# LEADERSHIP COMPETENCIES

## FOR ORGANIZED MEDICINE AND ADVOCACY/POLICY MAKING

The following competencies have been identified as essential for leadership in organized medicine and advocacy/policy-making\*. Tier 1 includes competencies that need to be demonstrated by the applicant to be considered for the program. Competencies in both Tier 1 and 2 will be the focus of the Future Leaders Network and will be developed over the course of the program.

### Tier 1 Leadership Competencies:

- **Demonstrating Ethics and Integrity (DEI)**
  - Acts with Integrity – leads by example described as honest
  - Credibility – follows through on promises, uses ethical consideration when making decisions
- **Communicating Effectively (CE)**
  - Uses effective listening skills, communicates to involve others builds consensus
  - Expresses ideas clearly and concisely
- **Managing the Work (MW)**
  - Can organize and manage projects when there is no prescribed method for accomplishing
  - Results oriented
  - Understands the perspectives of different functional areas of the association, firm grasp of external conditions
- **Solving Problems & Making Decisions (SPMD)**
  - Seeks information and can create order out of large quantities of information, gets to root of the problem
  - Makes timely decisions; readily understands complex issues
- **Managing Effective Teams and Workgroups (METW)**
  - Has special talent with people demonstrated by ability to pull people together in highly effective teams
  - Maintains effective working relationships; promotes effective teamwork

### Tier 2 Leadership Competencies:

- **Setting Vision (SV)**
  - Understands, communicates and stays focused on the organization's vision
  - Develops long-term objectives and strategies; translates vision into realistic business strategies
- **Understanding/Navigating the Organization (UNO)**
  - Understands the political nature of the organization and works appropriately within it
  - Effectively established collaborative relationships and alliances throughout the organization
- **Managing Politics and Influencing Others (MPIO)**
  - Good at inspiring and promoting a vision
  - Able to persuade and motivate others
  - Skilled at influencing superiors
  - Delegates effectively
- **Build and Maintain Relationships (BMR)**
  - Negotiates adeptly with individuals and groups.
  - Effective at managing conflict and confrontations skillfully
  - Knows how to build and maintain working relationships with co-workers and external parties
- **Developing Adaptability (DA)**
  - Can negotiate and handle work problems without alienating people
  - Understands others and is able to get their cooperation in non-authority relationships
- **Risk/Innovation (RI)**
  - Understands own impact on situations and people
  - Accurately senses when to give and take when negotiating
  - Takes ideas different from own seriously.
  - Shares responsibility and collaborates with others
  - Accepts criticism well
  - Doesn't assume a single best way
- **Risk/Innovation (RI)**
  - Seizes new opportunities and consistently generates new ideas
  - Introduces and creates needed change even in the face of opposition
  - Acts decisively to tackle difficult problems.
  - Perseveres in the face of problems
  - Takes the lead on unpopular necessary actions

\*The American Society for Dermatologic Surgery acknowledges the contribution of the American Academy of Dermatology Leadership Institute Core Competencies Model in development of the ASDS Future Leaders Network.

**MENTEE ELIGIBILITY**

- Be an ASDS Fellow in good standing and in good standing with your state, local or provincial professional licensing body.
- Be willing and able to commit the time to fully participate in the program and to attend meetings of the Future Leaders Network both in person, and via webinars and conference calls.

**APPLICATION PROCESS**

**1. Complete the Application on the following page.**

**Demonstrated Leadership Competencies:** Identify at least three projects or activities you have participated in that demonstrate at least 3 of the 5 leadership competencies listed in *Leadership Competencies for Organized Medicine and Advocacy/Policy Making – Tier 1*. Report these on the application as follows:

Activity	Competency
Chair an ASDS work group	DEI, CE, MW, SPMD, MPIO, DA
Organizes a skin cancer screening	CE, MW, METW
Starts up a state dermatology society	DEI, CE, MW, SPMD, METW, SV, MPIO, BMR, DA, RI

**Propose a project to complete during the year with guidance from your mentor.**

Select one of the suggested projects (see page 6) or propose a new project idea that advances the goals of the ASDS or the dermatologic surgery community-at-large. The project should provide for the development of leadership skills and behaviors, throughout the year, as listed in the Leadership Competency Tiers.

**2. Provide two letters of recommendation from:**

- A) Former residency program chair.
- B) Someone affiliated with one of the projects/activities you identified to demonstrate a Tier 1 leadership competency. *Please note that preference will be given to individuals who demonstrate leadership beyond their residency experience.*

Example, if membership in Toastmasters is an example of communicating effectively competency (CE), obtain a letter of recommendation from another Toastmaster member leader describing your abilities.

**3. Include a one-page CV.**

Be sure to identify all of the organized volunteer experiences you have had that you think would be beneficial to your application.

**4. Sign the Participant Commitment.**

**5. Return to ASDS by May 31, 2012.**

Successful applicants will be notified no later than **June 29, 2012**

Travel cost to the 1½ day workshops located in Rosemont, IL will be reimbursed by the ASDS.

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*Management is doing things right; leadership is doing the right things.*

— Peter F. Drucker

# ASDS Future Leaders Network YOUNG LEADER (MENTEE) APPLICATION FORM

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Home Phone \_\_\_\_\_

Cell Phone \_\_\_\_\_

E-Mail \_\_\_\_\_

PROFESSIONAL AFFILIATIONS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

YEAR COMPLETED RESIDENCY \_\_\_\_\_

YEAR COMPLETED FELLOWSHIP, IF APPLICABLE \_\_\_\_\_

DEMONSTRATED LEADERSHIP COMPETENCIES (See Chart on page 8):

Activity 1: \_\_\_\_\_

Competencies: \_\_\_\_\_

Activity 2: \_\_\_\_\_

Competencies: \_\_\_\_\_

Activity 3: \_\_\_\_\_

Competencies: \_\_\_\_\_

PROJECT NAME: \_\_\_\_\_

\_\_\_\_\_

Objective 1: \_\_\_\_\_

\_\_\_\_\_

Objective 2: \_\_\_\_\_

\_\_\_\_\_

Objective 3: \_\_\_\_\_

\_\_\_\_\_

(Attach additional sheet if needed.)

(CONTINUED ON REVERSE)

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## Participant Commitment for Mentees:

The success of the **ASDS Future Leaders Network** is based on a commitment to active participation in the program, including attendance at workshops, webinars, and teleconferences; completion of reading assignments; and discussion of project strategies with your mentor/mentee partner, other participants and with the Institute for Alternative Futures.

**Each applicant commits to actively participating in the **Future Leaders Network** by:**

- Initiating and completing your approved project within the year
- Actively participating in online sessions (August 2012 through October 2013)
- Completing reading assignments
- Meeting with your mentor via phone and email, as needed.
- **Attending all in-person workshops** (see inside front cover for schedule)
- Preparing and presenting online the progress of your project

**By signing, you are stating you have read and agree to the Participation Commitment.**

Applicant's Signature: \_\_\_\_\_

Print Name and Date: \_\_\_\_\_

### **DID YOU REMEMBER TO:**

- Complete the application and identify those activities that support Tier 1 Leadership Competencies and select a project to undertake.
- Sign the Participant Commitment
- Include your one-page CV
- Include your two letters of recommendation

**Complete all necessary information and return with proper documentation NO LATER THAN MAY 31, 2012 to:**

#### **Future Leaders Network**

American Society for Dermatologic Surgery  
5550 Meadowbrook Drive, Suite 120 • Rolling Meadows, IL 60008  
Ph 847-956-0900 • Fx 847-956-0999 • www.asds.net • email [dkennedy@asds.net](mailto:dkennedy@asds.net)

# MENTORS

It only takes one person to make a difference. Mentoring provides an opportunity to affect the future; you transmit a part of yourself to each person you mentor — your ideals, ethics, and professionalism. This legacy continues on long after you retire. By helping a young leader succeed, you will rediscover your passion for dermatological surgery, learn new skills, and gain the satisfaction of knowing that you have made a difference in someone's life. Mentoring can be one of the most satisfying and rewarding experiences you'll ever have. Apply now and make a difference!

## Behaviors of Effective Mentors

FLN mentors must demonstrate the five behaviors of effective mentors. These qualities, as formally measured by the behavioral indicators on an assessment, not only statistically differentiate outstanding from lesser mentors, but also distinguish them with predictive validity. Candidates who demonstrate these behaviors foster learning and development better than all others.

**Trustworthy and Open:** Engender in others confidence that one can be relied upon to be open and act in a way that is consistent with stated intentions.

- Follows through on promises and commitments
- Communicates intentions openly
- Acts consistent with stated intentions
- Communicates information about self openly

**High Integrity:** Be truthful and arrive at sound and logical judgments that reflect a clear set of values

- Communicates information that is accurate and complete
- Projects a clear set of values that consistently shape decisions and actions
- Respected for judgment and ability to make good decisions
- Stays with opinions even when unpopular

**Active Listener:** Seek out and gather relevant information from others, and hear what is implied as well as explicitly stated.

- Listens to others and considers their input in making decisions
- Listens for underlying concerns when others resist or disagree
- Watches for emotions as well as listening to words of others in interactions
- Listens in a way that leads others to feel heard

**Catalyst for Learning:** Create an environment where people are encouraged to learn quickly and respond skillfully to their environment.

- Expresses positive expectations of others, even in difficult situations
- Believes in people's ability to learn, allowing them to make mistakes and learn from them
- Gives people timely and specific feedback in a way that provides positive guidance
- Knows how to support others with ideas and encouragement, without taking over for them

**Commitment Builder:** Create an environment where people are encouraged to set high standards for themselves and take personal accountability for their actions.

- Gets people to take personal ownership for goals and standards
- Inspires in others commitment to goals and willingness to invest extra effort
- Creates an environment in which win-win relationships are common
- Understands the different strengths of individuals and makes the best use of their talents

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*If your actions inspire others to dream more, learn more, do more and become more, you are a leader.*

— John Quincy Adams

## MENTOR ELIGIBILITY

1. Be an ASDS Fellow in good standing and in good standing with your state, local or provincial professional licensing body.
2. Be actively involved in ASDS by either serving on committees, work groups, advocacy initiatives and or served as faculty for educational courses within the last three years.  
Or,  
Have previous experience at the state or local level in organized dermatology societies or involved in local or national advocacy efforts, e.g. served on committees or boards, participated in advocacy initiatives, etc. Please include these previous experiences on your application.
3. Have a proven ability to direct, share vision and demonstrate leadership competencies, including: Trustworthy and Open, High Integrity, Active Listener, Catalyst for Learning, and Commitment Builder.
4. Be willing and able to commit the time to fully participate in the program and to attend meetings of the Future Leaders Network both in person, and via webinars and conference calls.
5. Be available to consult with your mentee while working on assigned projects throughout the year.

## APPLICATION PROCESS

1. **Complete the application on the following page.**
2. **Provide your full CV.**
3. **Provide a brief written statement of your leadership strengths and style.**
4. **Include two letters of recommendation** from individuals who have observed your ability to demonstrate the abilities of an effective mentor, including: Trustworthy and Open, High Integrity, Active Listener, Catalyst for Learning, and Commitment Builder.

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*The leader has to be practical and a realist, yet must talk the language of the visionary and the idealist.*

— Eric Hoffer

# ASDS Future Leaders Network

## MENTOR APPLICATION FORM

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Home Phone \_\_\_\_\_

Cell Phone \_\_\_\_\_

E-Mail \_\_\_\_\_

### PROFESSIONAL AFFILIATIONS

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### PREVIOUS EXPERIENCE AT THE STATE OR LOCAL LEVEL IN ORGANIZED DERMATOLOGY SOCIETIES OR INVOLVED IN LOCAL OR NATIONAL ADVOCACY EFFORTS:

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### PREVIOUS OR CURRENT INVOLVEMENT IN ASDS COMMITTEES OR WORKGROUPS OR INVOLVEMENT IN ASDS PROGRAMS:

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(CONTINUED ON REVERSE)

(CONTINUED)

## Participant Commitment for Mentors:

The success of the **ASDS Future Leaders Network** is based on a commitment to active participation in the program, including attendance at workshops, webinars, and teleconferences; completion of reading assignments; and discussion of project strategies with your mentor/mentee partner, other participants and with LEWCO, Inc.

**Each applicant commits to actively participating in the **Future Leaders Network** by:**

- Providing guidance and oversight of your Mentee's approved project
- Actively participating in online sessions (August 2012 through October 2013)
- Completing reading assignments
- Meeting with your Mentee via phone and email, as needed
- **Attending all in-person workshops** (see inside front cover for schedule)
- Attending Mentee's online project presentations

**By signing, you are stating you have read and agree to the Participation Commitment.**

Applicant's Signature: \_\_\_\_\_

Print Name and Date: \_\_\_\_\_

### DID YOU REMEMBER TO:

- Complete the application and identify those previous activities in organized dermatology and previous or current experience serving on an ASDS committee, work group or program.
- Sign the Participant Commitment
- Include your full CV
- Include your statement of leadership strengths and style
- Include your two letters of recommendation

**Complete all necessary information and return with proper documentation NO LATER THAN MAY 31, 2012 to:**

#### **Future Leaders Network**

American Society for Dermatologic Surgery  
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## AMERICAN SOCIETY FOR DERMATOLOGIC SURGERY

Founded in 1970, the ASDS aims to advance dermatologic surgery and its specialists by fostering, promoting, supporting and developing investigative knowledge; by promoting the highest standards in clinical practice, continuing education and research; by promoting the highest standards of patient care and public interest relating to Dermatologic Surgery; and by providing a forum for the exchange of ideas and methodology for Dermatologic Surgery and related basic sciences.

## ASDS LEADERSHIP DEVELOPMENT WORK GROUP

Alastair Carruthers, FRCPC, Chair  
Roy Geronemus, MD  
Pearl E. Grimes, MD  
David A. Laub, MD  
Naomi Lawrence, MD  
Stephen H. Mandy, MD  
Rhoda Narins, MD  
Chad L. Prather, MD

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*Leadership is understanding people and involving them to help you do a job. That takes all of the good characteristics, like integrity, dedication of purpose, selflessness, knowledge, skill, implacability, as well as determination not to accept failure.*

— Admiral Arleigh A. Burke



5550 Meadowbrook Drive, Suite 120  
Rolling Meadows, IL 60008

[www.asds.net](http://www.asds.net)

**You're invited to develop your full leadership potential!**



**Application Deadline: May 31, 2012**