Effective leadership is critical in any organization, but especially for organizations where highly reliable performance is absolutely essential. High reliability organizations — organizations where consistent, exceptional performance is a must, and the cost of failure is high — span many different industries and settings (including healthcare, emergency response and safety, energy industries, military operations, and public service, among others). Across these many settings, skilled leaders are needed to manage the complex cognitive and emotional challenges of delivering reliable performance day after day, often in the face of significant adversity.

This short course focuses on evidence-driven perspectives and tools for leading in these challenging environments, and provides participants experience-based opportunities for developing their personal leadership capacity. Bringing together the latest research findings with a set of hands-on experiences, the overarching goal of the course is to equip participants with the confidence and capabilities to lead highly reliable teams and organizations in their current and future leadership roles.

Who Should Attend
Highly reliable performance is of increasing value in all organizations, and is particularly important in environments where failures of leadership can have drastic consequences. This course will benefit leaders at all levels who wish to develop their capacity for leading a highly reliable team, unit, or entire organization. Participants in the medical/healthcare, public safety, energy, or public service/government sectors may particularly benefit from this course.

Faculty
Christopher G. Myers, PhD (University of Michigan, Ross School of Business) is an Assistant Professor at the Carey Business School and Armstrong Institute for Patient Safety and Quality. His research and teaching focus on individual learning, leadership development, and innovation in organizations, with particular attention to how people learn vicariously and share knowledge in high-reliability, knowledge-intensive work environments.

Kathleen M. Sutcliffe, PhD (University of Texas, Austin) is the Bloomberg Distinguished Professor of Business and Medicine at Johns Hopkins University. Her research is on how organizations and their members cope with uncertainty and unexpected surprises, and how organizations can be designed to be more reliable and resilient. She is currently investigating these issues in healthcare as well as in wild-land firefighting, oil and gas exploration, and other dynamic high-risk industries.

Fee: (includes materials, continental breakfast, and lunch)
- $3,200 for the 2-day seminar
- 20% discount to JHU and JHHS employees $2,560
- JHU employees may use tuition remission for the seminar

Location
Baltimore Harbor East
<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
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<tbody>
<tr>
<td><strong>Registration and Breakfast</strong>&lt;br&gt;8:30 – 9:00am</td>
<td><strong>Breakfast</strong>&lt;br&gt;8:30 – 9:00am</td>
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<tr>
<td><strong>Morning session (including a coffee break)</strong>&lt;br&gt;9:00am – 12:00pm</td>
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### The Foundations of High Reliability Leadership
- The unique challenges of leading a high reliability organization
- Introduction to cognitive and affective foundations of high reliability
- Case exercise

### Challenges to High Reliability
- Dealing with dysfunctional momentum
- Emotion, influence, and rallying support for reliability
- Case exercise

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<tr>
<th>Lunch and Afternoon Preparation&lt;br&gt;12:00 – 1:00pm</th>
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<tr>
<td><strong>Afternoon Session (including a coffee break)</strong>&lt;br&gt;1:00 – 4:00pm</td>
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### Managing Expertise and Information for Reliable Performance
- Making decisions as a leader
- Managing knowledge and learning in a team or organization
- Team exercise

### Leading for Resilience and Reliable Change
- Building resiliency in people and processes
- Making necessary changes while remaining reliable
- Capstone exercise