



PHYSICIAN LEADERSHIP EFFECTIVENESS

How to *get results*
and *find purpose*
in your work

20.0 CME hours
Learning and Training program



Center for Influential Leadership

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TODAY!**

harjot@harjotsinghmd.com
559-389-8003

www.harjotsinghmd.com
www.thefrisinagroup.com

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HEALTHCARE INDUSTRY IN CRISIS: What Can Physician Leaders Do?

First of all, congratulations! You chose to be in healthcare and then a path to lead others. Our healthcare industry in crisis is nothing new, but when it's your everyday reality, it becomes urgent and necessary that you find a solution...yesterday.

WHAT EVERY LEADER FEARS	WHAT EVERY LEADER LOVES
"NUMBERS ARE IN THE TOILET" "WE DON'T EVEN KNOW THE NUMBERS"	PRODUCTIVITY
"ERROR COMMITTEES" "I HAVE TO FIX EVERYONE'S MISTAKES"	QUALITY OF WORK
"LAZINESS" "TOO MANY PEOPLE RUNNING AMOK WITH THEIR OWN IDEAS"	INITIATIVE
"LOOK AT ME" "PEOPLE DON'T WANT TO PLAY WITH OTHERS"	TEAMWORK
"DUMPING ALL THE PROBLEMS ON OTHERS" "CREATING PROBLEMS ALL THE TIME"	PROBLEM SOLVING
"PEOPLE ARE FALLING APART" "WE JUST GOT TOLD TO DO MORE WHILE WE HAVEN'T DONE THE LAST THING"	ADAPTING TO CHANGE

If you're a physician leader with team members who...



Teeter on the edge of burnout



Are frustrated at work



Exhibit poor performance



Show low engagement



Have frequent disagreements



Don't feel understood

If your organization struggles with...

- High turnover
- Disruptive behavior from physicians
- Rigid bureaucracy
- Low job satisfaction
- Lack of employee involvement in new initiatives

While you personally feel...

- Thrust into a leadership position you're not prepared for
- As though your team doesn't trust you
- Distant from the physicians you lead
- A low sense of wellbeing

You need CME that won't just fill your hourly requirements and waste time, but will actually solve these problems.

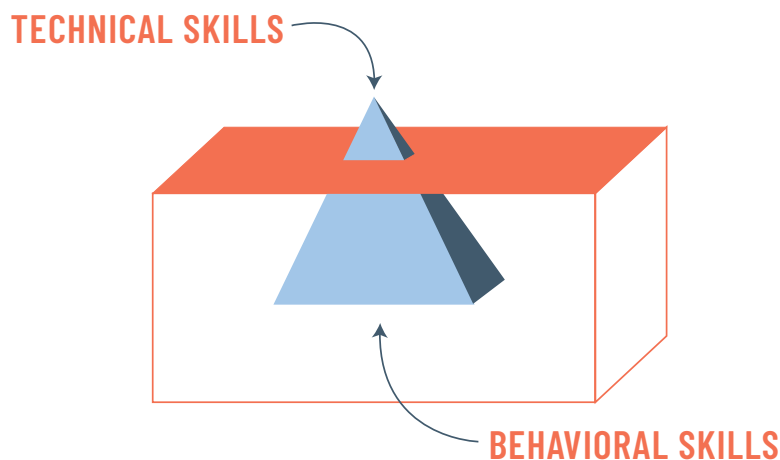
Because the biggest (and most frustrating) problem you face as a physician leader is the lack of adequate training on how to tackle any of the above! You're unsupported by those above you and you constantly feel in over your head. **Adapting and improvising becomes a daily challenge adding to your growing confusion.** When left unaddressed, these problems affect your performance, and can derail your career.

It is understandable to be discouraged, yet you are not alone. **Many physician leaders experience similar feelings and situations. You already have a leg up on solving the issues you face by simply becoming aware!** But, to become an expert, you'll need to implement what matters.

You need **comprehensive leadership training that will allow you to reach your leadership potential.** When transitioning from practicing physician to physician leader, it's unlikely you received the leadership training necessary in order to excel in your new position.

Research shows that most physicians are ill equipped to lead patient safety initiatives, and many physicians struggle to optimally contribute to patient and quality improvement efforts that lead to safer, high quality care for their patients.

As a physician, you pride yourself on your technical domain expertise. That's what you worked hard and earned respect for in your early career. That's also one of the reasons why you climbed up the ladder in the first place. And as you climb up, the need to have behavior skill competencies rises exponentially. What's helped you excel in your career up until this point cannot help you reach the next level. In order to be a successful leader, you'll need to develop the behavior skills necessary to do so.



Dr. Michael Frisina, an internationally known leadership professional, and Dr. Harjot Singh, a physician, physician leader, and faculty at the American College of Healthcare Executives have come together to create the first course of its kind.



PHYSICIAN LEADERSHIP EFFECTIVENESS

How to GET RESULTS and FIND PURPOSE in your Work

The only leadership training program where you learn how to solve your problems and advance your career. You learn the blueprint framework once and solve the problems for the rest of your life.

What if you could overcome your leadership problems
and advance your career?

What if you could do that in the next two months?

This program is in-depth and hands-on.
It's evidence-based and individually tailored.

Nine weeks.

Nine modules.

Nine *live training sessions* with experts.

Here's what people say about Harjot and Michael:

"Michael has a great message that every health care firm in particular needs to hear if they want to improve patient care, employee morale, and most importantly patient outcomes. I highly recommend his work."

- Byron Kirton, Director of Employee Relations, Recruitment and Retention, Avalon Health Care

"I have found Harjot invaluable to both my professional development and personal life. His teaching system is robust, and his style is personalized. The process has helped me to connect with people across the organization in new, more effective ways. I am also better able to navigate a complicated administrative landscape. At the same time, Harjot helped me prioritize and strategize my initiatives in a way to maximize the chances of success. All of this, while improving engagement in my team and helping me to become more comfortable with uncomfortable situations. Not surprisingly, my wife is grateful to Harjot for the benefits of his wise counsel as well. Thank you Harjot."

- Dr. BZ, M.D., Medical Director, New Mexico

"Harjot is an outstanding executive coach and advisor. He is able to help leaders overcome their most pressing challenges with time, people, teams, career advancement, and organizational development. He will help you get to the root causes of any challenges you face, and then help you develop effective and innovative solutions to address them. I highly recommend his work."

- Andrew Neitlich, Center for Executive Coaching.

"Michael is on the forefront in thinking about how hospitals and healthcare organizations must evolve in this turbulent era of health care crisis and health care reform. His ideas for hospital cultural transformation are right on target."

- Joe Tye, CEO and Head Coach, Value Coach Inc.

"Prior to my work with Harjot, I was grappling with the struggle of the competing roles of clinical care, hospital administration and teaching. I was thinking that I had to make a decision to pursue one or the other. By taking a big picture view of my career path, I was able to see that I am actually doing much of what I should be doing. In addition, I gained a new appreciation for my efforts. I will be developing my own vision, putting together a timeline, and will review this quarterly, which will help me to keep on track."

- Dr. LC, MD, Associate Professor & Director, Medical Student Education

"We could all use a dose of Michael Frisina in our lives."

- Pee Dee, AHEC, South Carolina

"Before I worked with Harjot, I was having a very hard time making decisions and it was very confusing and overwhelming for me. It seemed like I couldn't figure out which job I should take, the only criteria seemed to be money. In my discussions with him, I learned that there is a step-by-step process to build my long term vision that came from me. It made planning very easy and effortless for me, it also helped me get on the path to making long term decisions, and also put me on the path to Financial Independence . What surprised me about working with Harjot was that I thought it was going to be something weird but it was so easy and fun, and he helped with so many more things besides what I came to him in the first place."

- Dr. AS, DO, Medical Director

Are you ready to reinvigorate your career, earn 20.0 CME hours, and benefit your team and organization?

Invest your CME funds well. **Enroll today.**

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Here's what you can expect when you enroll in Physician Leadership Effectiveness:

EXPERIENCED GUIDANCE

from teachers who literally wrote the book on leadership so you can feel confident that you're investing your time and funds wisely.

TRIED AND TESTED EXERCISES

that help you to uncover the true problems you've been avoiding so you can bring joy back into your work life.

NINE LIVE TRAINING SESSIONS

with other physician leaders so you can rest assured that you're not struggling alone and form a valuable network across the country.

ACCESS TO HIGH-DOLLAR SELF-ASSESSMENT TOOLS

so you can grow in self-awareness and self-discovery. The best leader is one who understands their own behavior.

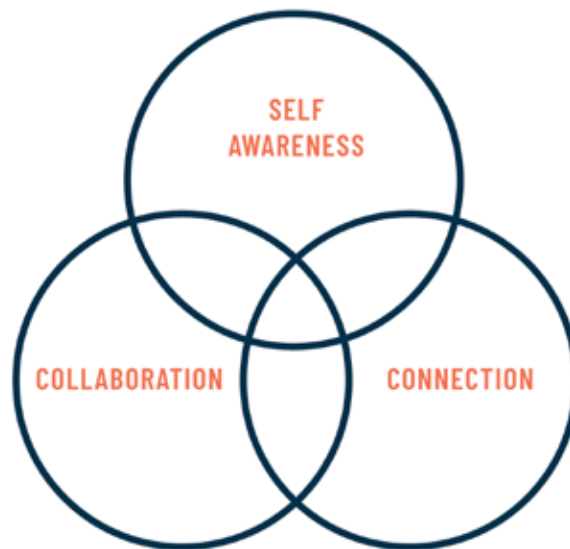
THOUGHTFUL REFLECTION QUESTIONS

included in each module so you can fully conceptualize how your leadership affects those on your team.

LET'S DIVE DEEPER.

Want to see what's inside each week's lesson?

3 DOMAINS OF PHYSICIAN LEADERSHIP EFFECTIVENESS



DOMAIN I - SELF AWARENESS

THE FIRST THREE WEEKS ARE FOCUSED ON BUILDING SELF-AWARENESS AS IT RELATES TO YOUR LEADERSHIP TYPE AND POTENTIAL.

WEEK 1: We begin by tackling your behavior. Your behavior isn't private; it's not confidential. You publicly live your behavior daily in front of others. Everyone has behavioral ticks and lapses that are painfully obvious to everyone else, yet blind spots to ourselves. While becoming aware of your behavior lapses may be uncomfortable in the short term, long term you can leverage this knowledge into performance strategies that maximize upward mobility.

WEEK 2: This week is all about core values and purpose. Values are basic and fundamental beliefs that guide and motivate attitudes and actions. While core values begin as high-level ideals, with practice we can integrate them into our daily actions. Living your core values is not just an intellectual exercise, but a representation of moving from an aspirational sense of integrity to an operational daily level.

WEEK 3: Learning to take responsibility. Most commonly we think of responsibility as accountability, dependability, or duty. Today, we break it down into the two parts of this word: response and ability. The ability to respond effectively in a way that makes your leadership dynamic and influential into the lives of others.

DOMAIN II - COLLABORATION

THE NEXT THREE WEEKS YOU'LL LEARN HOW TO INFLUENTIALLY FOSTER AND ENGAGE IN COLLABORATION. THIS IS THE PRIMARY DUTY OF THE EFFECTIVE PHYSICIAN LEADER.

WEEK 4: We take a critical look at your work relationships. Relationships at work are critical on both the clinical and emotional side. Individual independence is a myth. The reality is that in the modern world doctors are rarely alone. Our workplaces are ones of interdependence as we see an increase in team-based care. Which is good, as studies consistently show that team optimization leads to higher levels of both safety and quality.

WEEK 5: What were you thinking? Learning to challenge our thoughts and reframe them creates a more effective leader. Cognitions create your emotions (affect) and behavior. Both your emotions and behavior affect each other as well. Finally, both behavior and emotions inform your overall performance and wellbeing. Thus, thoughts are a powerful influence on your leadership and your team.

WEEK 6: Understanding Emotions. The APA defines emotion as a "relatively brief episode," as opposed to moods which are prolonged, "of synchronized evaluative physiological, behavioral, and subjective responses." Emotions are extremely powerful and can be helpful and informative. Yet, your team doesn't experience your emotions. They experience your behavior. Managing both your emotions and behavior will help you evolve into a behaviorally intelligent leader and have tremendous implications on your ability to lead your team effectively.

DOMAIN III - CONNECTION

IN THIS FINAL DOMAIN, WE UNCOVER WAYS TO CREATE GENUINE CONNECTIONS IN THE WORKPLACE BETWEEN YOU AND YOUR TEAM MEMBERS. CONNECTION CANNOT BE UNDERVALUED AS IT IS A NECESSARY ELEMENT FOR HIGH-FUNCTIONING TEAMS.

WEEK 7: Effective Communication. This week we begin to implement your strategic action plan. Without a doubt, poor communication is the source of the majority of errors that occur in medicine. Yet despite this, leaders resist communication, often falling back on cliches, weasel words, and jargon which obscure meaning and cause confusion.

WEEK 8: Priority Management. Many leadership programs will include a module on time management. We will not. Instead, we'll do something that is both more complicated and more effective. Time management inevitably focuses on what to do, tries to help you do more in less time, and focuses on the search for perfection. Instead, this program focuses on priority management.

WEEK 9: Lifelong Learning and Growth. In discussing lifelong learning and growth, it's essential to note that they are both a necessity and an investment in the future. A necessity for both you and your team to be empowered to grow as people and professionals in order to engage fully in work. And an investment in the future of your organization that will, by nature of having lifelong learners as employees, be able to adapt and grow into whatever lies ahead. We know incontrovertibly that change is the only constant.

THIS CAN WORK FOR YOU TOO!

"I am so energized (by Harjot's program) that I have already called our HR lead and our quality lead, and both are very interested in hearing what I learned at this seminar."

"Dr. Singh did a fantastic job of presenting. He spoke well and knowledgeably. He even threatened us with more proof as to why and how the material and topic was evidence based! More data, if we wanted it, was available. He read the room well, and communicated the material in a consumable manner. He was flexible and considerate to the needs of his audience."

"I realized that even if our administrators are not doing anything different, I can make a difference individually as a leader, one day at a time. I am going to change my daily huddle based on what I learned. I will make sure that everyone knows expectations, and everyone gets to do their best work daily."

"Harjot's implementation model to have clear and effective communications told me exactly what to do starting from day 1."

"I learned the most clear definition of burnout and how it affects the work life of my team, and how I can incorporate customizable tools to improve engagement."

"I didn't know that burnout and engagement are on a spectrum, and after this program I walked out with my daily list of things to do to increase engagement."



MICHAEL E. FRISINA, PHD

An internationally known leadership professional, Michael has helped develop leaders and organizational teams worldwide. He coaches and trains leaders and their teams to become more effective in their behavior creating individual growth and increased organizational performance.

He is the author of best-selling *Influential Leadership*, and a featured speaker and faculty for the American College of Healthcare Executives, the American Hospital Association, and The Joint Commission. Prior to his civilian work, Michael served in a variety of operational roles with the The United States Army Medical Department, as a faculty member at the United States Military Academy at West Point, and a consultant to the Army Surgeon General in leadership and ethics.

www.thefrisinagroup.com

HARJOT SINGH, M.D.



As a leadership advisor, Harjot creates programs that help leaders make their leadership work. He sees his work like how Yoda helped Luke discover what a powerful Jedi warrior he would become, instead of a farm boy he was or the starfighter he wanted to be. A practicing physician, a physician leader, and faculty at American College of Healthcare Executives - his work is informed by all three perspectives. Since 2016, he has coached & trained doctors and leaders on topics like engagement, influence, productivity, turnover, burnout, public speaking, and career advancement. Harjot is a national level conference speaker, and author of several articles for national publications, and textbook chapters.

www.harjotsinghmd.com

Executive leadership programs of this quality typically cost upwards of \$5,000. You could even pay upwards of \$25,000 to attend a leadership mastermind group seminar.

But even with Dr. Frisina and Dr. Singh's combined expertise and experience, we won't charge nearly those amounts.

Not \$5,000, not \$4,000, not even \$3,000...

The entire cost of this 9-week program is only...

\$2497.00 USD PER PERSON

PLUS, we offer organizational discounts available for groups of 5 or more!
(Email us today!)

***USE YOUR RESOURCES WISELY. INVEST IN YOURSELF
AND EARN 20.0 CME HOURS.***

Start Today!

And that's not all!

Physician Leadership Effectiveness includes...

PPI -- Physician Performance Indicator -- evaluation worth \$750!
Team assessment to understand your group dynamics and specific needs.

Other teams have paid over \$1,000 for this insight.

20.0 CME Hours -- Can cost up to \$5,000 or more for a leadership mastermind group seminar like this.

NEARLY \$7,000 VALUE FOR JUST \$2,497!

But we're only opening enrollment for a LIMITED TIME. Since a portion of this program is live, we open enrollment for a short amount of time each semester. Don't miss your opportunity to join us.

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PHYSICIAN LEADERSHIP EFFECTIVENESS

DON'T WAIT!

When you register now, you'll immediately receive an email that grants you access to the introduction unit. From there, you'll have time to review the first unit and ponder the reflective training questions before our first training call.

SIGN UP TODAY!

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559-389-8003

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SEAHEC CME CREDIT INFORMATION:

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the North Carolina Medical Society (NCMS) through the joint providership of South East Area Health Education Center (SEAHEC) and the Center for Influential Leadership.

SEAHEC is accredited by NCMS to provide continuing medical education for physicians. SEAHEC designates this live and enduring activity for a maximum of 20.0 AMA PRA Category 1 Credit (s)[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Reaching your potential as a leader is no easy task, this program makes it simple with weekly lessons you can watch on your own schedule, and once weekly virtual training sessions you can attend from the convenience of your home or office.