

HARJOT SINGH, M.D. PRESENTS

D2L:
TRAINING & COACHING PROGRAM
TO DEVELOP
DOCTORS INTO *LEADERS*



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**HAR
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M.D.

INTRODUCTION

Physician Leadership development is an imperative - essential and urgently needed.

Do you have doctors who need to step up and be the leaders they were meant to be?

Are your physician leaders struggling to deliver performance?

Do you wish your group of physician leaders to rise up together and create a new culture?

If you said yes to any of these questions, read on.

Developing Doctors into Leaders is a major initiative for healthcare organizations. There are multiple approaches to establishing these programs. Some organizations provide support for some physicians to enroll in master's degree programs. Others send doctors to various national meetings such as ACHE, Governance Institute, and various AAPL programs. Some purchase outside programs such as those provided by the Advisory Board. However, many organizations have found that the best approach is to develop customized internal on-site programs tailored to their own needs, not a grouping of "canned" programs. In-house programs are also less expensive and able to include larger numbers of physicians making the program cost effective. Furthermore, they provide additional opportunities for building camaraderie among physician leaders.

This discussion guide provides a framework on how D2L developing Doctors into Leaders program can be customized for your organization - seeking to provide leadership development for physicians as well to enhance physician engagement & retention.

One major distinction between other physician leadership academies and the D2L program by Harjot Singh, M.D. is that most such programs tend to focus on didactic teaching and training only and leave the implementation on the physicians, or charge extra for coaching to do that. In these programs, typically a monthly lecture and discussion is done and the actual implementation of learning is not included in the program. The result is that the doctors "know" a lot about being a leader intellectually but don't experience much in action i.e. emotional "knowing" is missing. It is like someone who knows a lot about healthy lifestyle and exercise but doesn't really do it. The physician leaders miss the individualized help they need from such a program to be successful in the real world. At best, in the name of individualization, an online personality test is done without the wherewithal about how to use it.

Our D2L program is different, and for you, it includes (see more details below):

1. Individualized assessment, input, and feedback, including a 360 evaluation up front for each leader so the program is customized to fit each physician leader's needs. Without this, the program won't make any sense.
2. The doctors take part in the training process actively by taking part in developing, delivering, and implementing the training process. The more they "run" the program, the more they "own" the program.
3. Coaching is included so the learning comes alive by implementing in real life. In fact, the learning starts right away with assessment itself being a first step in the process of growth and development. Studies show that without coaching, training alone is not effective.

With this individualized process instead of a cookie cutter approach, a broad leadership growth is started that takes root within your organization and brings about a cultural change over time.

D2L PHYSICIAN LEADERSHIP DEVELOPMENT PROGRAM

Typical Goals:

1. Build a cadre of physician leaders who will be equipped to lead within your health system.
2. Enhance physician engagement.
3. Lower Physician burnout.
4. Provide the physicians with an overview of current issues impacting the healthcare industry and how they impact the healthcare system - and their role in it.
5. Give physicians the chance to learn leadership on an individual basis and see how
6. their own unique styles and behaviors impact others in clinical and administrative roles.
7. Learn the concepts of a team and how to better lead teams and serve as good team
8. players and provide real-world experience in leadership.
9. Learn from one another in a highly engaged learning environment.
10. Participate in meaningful case studies and/or work on real world projects in a group
11. setting.
12. Provide bonding opportunities for the academy participants and build strong camaraderie among the group.
13. These leaders will train and coach the next generation of leaders, creating a cultural change you desire.



Why Customize? And what are the benefits of an Internal Program?

There are multiple benefits of a customized internal program.

It allows your organization to:

- A) Directly address the specific content that the organization would like to have your physicians learn and be exposed to
- B) Directly address the specific needs and desires of the physician participants
- C) Tailor the content to address the organizational culture and issues
- D) Create a feeling of unity and camaraderie among the group
- E) Reach a larger number of physician participants
- F) Minimize the costs of the programs
- G) Create the internal resources - these leaders become the next generation of internal trainers and coaches

Finally, since we don't have a standardized best-practice guidelines for physician leadership development, I would be glad to discuss all the research and resources that have gone into developing this program so it is close to what most C-suite physician leaders are expected to be competent at.

SAMPLE D2L PROGRAM

While each program is customized to meet the needs of the organization and the physicians attending the program, the description below provides a framework.

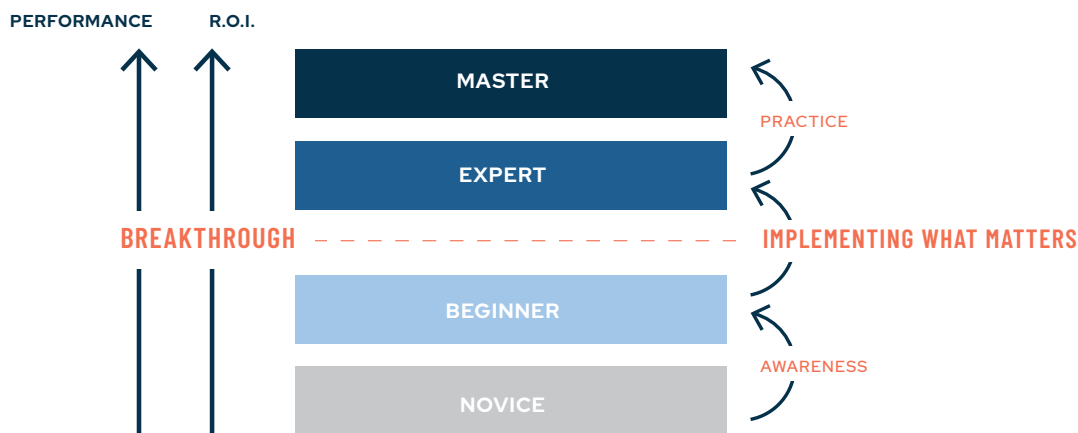
The program will be a year in length and a small (5-10) group of physicians move through the leadership development program together as a cohort.

Part of the admission criteria to the program is a willingness and commitment to attend all the programs and work with the group.

Additional admission criteria may be established according to the organization's desires.

PROGRAM DEVELOPMENT:

The overall objective is to help individual physicians move along the Leadership Development Ladder. It is usually hard for physicians to accept that they may be novices in something, especially when many are already good at implementing one or another aspect of their leadership. However, the goal of the program is to help all of them move along this ladder on multiple leadership competencies in a focused structured way.



THE LEADERSHIP DEVELOPMENT LADDER

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Pre-meeting: Part of the "buy-in" for the program includes inviting the physicians in the program to meet with Harjot prior to the beginning of the structured training and coaching program to provide their thoughts and input regarding the topics and content they would like. Although a lot of the program content is standard, getting physician input helps focus on their perceived needs and serves to enhance their personal feeling of ownership in the program.

Leadership Assessments: An essential foundation of the program are the leadership assessments provided at the start of the program. The physician participants take several leadership assessments online that provide them with detailed insight into leadership styles, behaviors, strengths, and preferences. A routine 360 is included and is done as part of the process of a physician leader learning how to do it. And then an individual and group feedback about these assessments is given.

Coursework: 8-10 educational training sessions. Each session is approximately 2 hours long. A unique feature of D2L program is that the participants take part in preparing and presenting the sessions - the benefit is increased engagement in learning that leads to better application of learning. These sessions are recorded for later use as extra resource material. And to save busy physicians time, a lot of work is done in sessions instead of boring didactic lectures.

Based upon the participant preferences, the preferred time and day has to be selected for these sessions - about once a month.

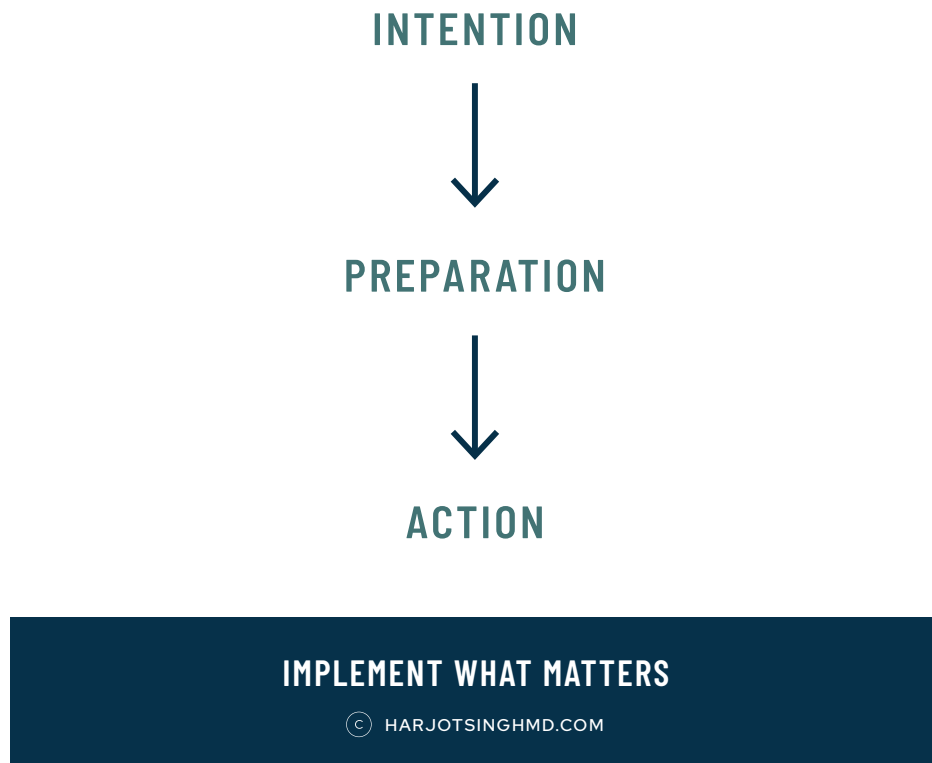
The core sessions are:

1. **Assessment:** Who are you? Developing individual vision, and clarifying mission, vision, values, strengths, behavior styles, and what is the real world impact of these components. This is the essential first step in not only clarifying personal aspirations but also creating alignment with the organization's vision, mission, values and initiatives.
2. **360 feedback:** Hold up the mirror and what do you see? This is done as an educational process so in the future, the leaders can conduct and understand effective 360 evaluations themselves. Fieldwork involves asking people and learning how to do it effectively.
3. **Goal setting:** What do you want and why? Without clear goal setting, and clarifying motivations behind it, any initiative is bound to fail. Field work for this exercise includes asking leadership about what the leaders expect from them and have clear answers.
4. **Self-care:** What does the science of wellbeing show? Evidence based exercises are taught to be integrated into personal life to improve individual leader's wellbeing.
5. **Engage and mobilize employees:** Do you have it in you to listen and lead? The goal is to learn how to communicate to improve retention, enhance engagement, and banish burnout. Core fieldwork for this is learning modes of communication, understanding employees' needs, and how to conduct a performance review.
6. **Perceptual coaching:** Are you aware of your own self? An essential leadership skill is to learn how to understand your own thinking and how it correlates with your behavior. Participants learn how to effectively monitor their perceptions to manage their actions.
7. **Coach yourself:** Can you create a structure to coach yourself? This is one of the end goals. This runs through all the program, but is also taught as a stand alone because in the end, the participants are expected to know how to coach themselves and others.
8. **How to manage your boss:** An often neglected component of workplace coaching, this is an essential part of D2L program. Most physicians have had no training on how to effectively communicate with their leaders. This part of the program starts right away when the participants ask their boss for 360 feedback.
9. **Public speaking:** Leadership is speakership. Effective leaders know how to engage the room and present their ideas that others listen to. Good speaking comes from preparation & practice. The participants will present one speech as their fieldwork.
10. **Other sessions** may need to be added as decided with the participants.

Readings: Three books are provided as the core material to launch the program, and the others are used as needed. Additional readings can be provided and assigned through the program. Readings include a mix of articles and several selected books that will enhance learning.

Fieldwork: Project assignments used in the D2L program make the learning experience more applicable to real world matters. It also gives the physician participants the chance to focus on issues that are outside the purview of their practice and tends to enlarge their view of the health care system. The project assignments are done in small groups and are real-world projects/problems/strategic challenges that are identified by the participants and leadership.

Individualized Coaching: This is a unique strength of D2L program. Each of the participants gets individualized coaching. These sessions are typically 60 minutes long. These sessions are never recorded for confidentiality. These are needed so the participants learn how to implement what matters in a focused structured way. Doing so moves them from being beginners to masters in what they do.



These sessions provide very intimate feedback and set a foundation to help physicians see leadership from a more practical perspective. The coaching notes are shared with the individual physician. Homework is assigned, and expected to be completed.

Optional add-on:

Formal structured 360: Rest assured, a routine 360 (what is usually done in organizations) is done as a standard part of the program. However, some organizations may add a formal 360 evaluation for each physician participant. This formal assessment we use is Everything DiSC 363® for Leaders.

ABOUT HARJOT SINGH, M.D.

Harjot Singh, M.D. is a leadership advisor, speaker, coach, and trainer. He loves helping people who are raring to be leaders. He is like Yoda to the Luke in you- just 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.

Many healthcare professionals are thrust into leadership roles without any training to effectively manage and lead people. Doctors in leader roles have many problems and at the root of most of them is the simple fact- they don't have experience and they were not trained to do it.

This leads to a lot of fear, or reversely acting out of overconfidence. In addition, they don't have clear roles and goals. This creates massive confusion that creates further fear and dissatisfaction.

They often struggle with:

- Team turnover
- Feeling overwhelmed with too many projects or unreasonable expectations
- Difficulty communicating and delegating to employees or colleagues
- Lack of confidence in their own abilities
- Lack of adequate leadership knowledge

Bridging the gap from technical expert to leader is what Harjot does best. He's passionate (to the point of obsessed!) about helping people discover who they really are - allowing healthcare executives to uncover, unlock, and unleash their core to reach for their destiny that generates success for years to come.

But there are tons of consultants out there.

What makes Harjot different? The things that set him apart are that he is a practicing doctor & he leads a team of doctors, and he sees pains and pleasures in each role. He also teaches healthcare executives. These three perspectives together inform his work. He doesn't just help you solve short term problems, he teaches you to be your own coach because once your mind expands, it never goes back to its old state. He helps you be a leader who is ready to go to the top, shedding all doubts and inaction by discovering your best self. You move from fear & confusion to assertiveness and mastery.

Apart from his work as a life-transformational leadership advisor, Harjot serves as assistant chief of service at Kingsview Telepsychiatry, and faculty member at American College for Healthcare Executives.



Since 2006, he has coached and trained doctors & leaders for many problems – productivity, influence, communication, engagement, the infamous S.O.B.'s (stress, overwhelm, burnout), public presentations, relationships – all by following a structured yet disciplined approach. During his time at the American College of Healthcare Executives, Harjot created the wildly successful evidence-based “Burnout Engagement Employee Performance” training program, and **served as the longest running speaker on Professional Burnout**. He’s also spent time serving as a coach with TheHappyMD.com, **the industry leader in physician burnout work**, helping individual physicians “lower stress, build a more balanced life, and a more ideal practice”.

Harjot’s programs help **healthcare professionals to do less for success**. Structured training programs focused on practical results, Harjot combines coaching, training, and facilitation, helping leaders and managers perform higher, lead their teams more effectively, and advance their careers while eliminating overwhelm and stress

HERE’S WHAT OTHERS SAY ABOUT HARJOT’S PROGRAMS:

“ Prior to our coaching session, 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

“ 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

“ I have found Harjot’s coaching 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

“ My experience being coached by Harjot has been wonderful as I always come away from our time together with a greater sense of self-awareness. Great coaches bring this quality in others and Harjot has a knack for making it so. ”

- Alex Green, PCC

“ Harjot is an outstanding executive coach and advisor, His background has provided him with one of the deepest and broadest set of methodologies you can find in an executive coach. I have worked with HARjot for at least a year now and have seen him coach in a variety of high-stakes situations. 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 cause of any challenges you face, and then help you develop effective and innovative solutions to address them. ”

- Mike Ikona, Psy.D. PCC, PMP, RMP



WHAT OTHERS SAY ABOUT HARJOT'S PROGRAMS:

“ After this program, I will focus on listening and talking to individual team members to find out where they are first. I will look inward to identify my own level of burnout and begin talking to the right people to ask for help. ”

“ I learned about many different tasks to prevent burnout. I immediately made a commitment to build trusting relationships with my team. ”

“ 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. ”

“ 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. ”

“ 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. ”

“ Before this program, I didn't realize there was an evidence based body of knowledge to address burnout. I plan on asking our Physician leadership how they want to build a systems based approach based on what we learned. ”

“ I learned that productivity is not the only marker for performance and that engagement markers should be considered as KPI's. ”

“ 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 learned about evidence based information to banish burnout. I plan on discussing this in our senior leadership group to have a long term commitment for a comprehensive program for physician and staff engagement ”

“ Before this program, I didn't realize there was such a mismatch between satisfaction and burnout. ”

“ Harjot showed us that we have to take burnout seriously for our organization's health. I am going to get more involved in my organization's efforts from now on. ”

“ 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 worklife of my team, and how I can incorporate customizable tools to improve engagement. ”

“ My best learning from this program was that I shouldn't give people more to do, rather this work should be part of what they already do. ”

SAMPLE LETTER OF INVITATION TO D2L DEVELOPING DOCTORS INTO LEADERS PROGRAM

Dear Dr. Sample:

Based upon suggestions made by several people, it is my pleasure to extend an invitation to you to consider joining our first D2L Developing Doctors into Leaders program. Our organization has made the decision to invest in this program and it has several goals. Overall, we hope to build a cadre of physician leaders who will be equipped to help lead ABC Health System and also give you that in-depth exposure to some of the critical topics facing us today. We also feel that participation in this program will give you a broader view of how healthcare works and equip you with new ways to engage others and manage many of your own working issues. Finally the program will help to enhance physician engagement and give you more opportunities to give input in shaping our future.

The program is one year long. It starts in January with individual assessments and feedback followed by several months of training programs on leadership, combined with individual coaching. While there will be some similarities to a master's degree program in healthcare management, you will not have exams or university-like assignments. Through group exercises and individual coaching, each physician participant will gain insight into personal leadership, leading teams, and dealing with managerial and leadership issues of healthcare administration. We also plan to establish task forces in the program to work on some ABC Health System projects. These will be real-life problems we face that we feel would be excellent matters for our physician leadership program participants to work on. Prior to finalizing the program, we will get each physician participant's input and thoughts about topics.

We know your time is valuable and promise that these sessions will be fast-paced and give you valuable information and new skills. Although the schedule for the educational sessions is not final, they likely will take place in the evenings about once a month. Each group training program will be 2 hours long. Each individual coaching session will be about an hour long, 1-2 times a month and you will have flexibility to schedule them at your pace depending on your needs, directly with the leadership coach and trainer Harjot Singh, M.D. There will be additional readings and preparation but this can be done at the time of your choosing.

I hope you will give consideration to joining our first physician leadership development program. We plan to keep the group smaller to allow for more interaction with one another.

Please let me know by "DATE" if you are interested in making the commitment to be a part of our first cohort. Please call me if you have any questions or would like to discuss further.

Thanks for considering this invitation,

John Doe, FACHE
President and CEO