



CMA JOULE

PHYSICIAN LEADERSHIP INSTITUTE COURSE CATALOGUE

98% Course
Satisfaction Rate

Benefits of the Physician Leadership Institute (PLI)



Choose how you learn: individually with open enrollment courses, or as a team with tailored courses through our in-house program.



A faculty of experts: courses are led by physician leaders and industry experts.



A recognized leadership framework: courses are aligned to the national *LEADS in a Caring Environment* framework.



A bilingual offering: we now offer some of our courses in French (noted throughout the catalogue).

Please note: Due to the COVID-19 pandemic, all courses will be offered virtually until further notice.

Accredited Learning

The Canadian Medical Association (CMA) and CMA Joule offer a range of learning opportunities that are accredited by: the College of Family Physicians of Canada (CFPC) for Maintenance of Proficiency (Mainpro+) and the Royal College of Physicians and Surgeons of Canada for Maintenance of Certification (MOC).

Every hour of a PLI course is valued at one credit for Mainpro+ Group Learning and MOC Section 1, as well as for Collège des médecins du Québec (CMQ) recognized professional development.

About CMA Joule

CMA Joule supports physicians and medical learners in the pursuit of clinical excellence.

As a subsidiary of the Canadian Medical Association (CMA), we support the profession with continuing education and other learning opportunities as well as leading evidence-based clinical products and research.

Physician Leadership Institute (PLI) Courses

Courses available in English and French are marked with an asterisk.

	<i>Page #</i>
Lead self	
• Insights Discovery®: Understanding your personality preferences*	4
• Leading with emotional intelligence.....	5
• Personal leadership: Identifying your core values & vision CORE	6
• Leadership begins with self-awareness CORE	7
• Leadership for medical women.....	8
• Physician leadership focus: Managing workplace distractions to increase productivity	9
• Navigating your career: Essential skills for the modern physician.....	10
• Foundations of physician wellness*	11
Engage others	
• Building and leading teams.....	12
• Engaging others* CORE	13
• Managing disruptive behaviour.....	14
• Managing people effectively.....	15
• Leading effective meetings	16
• Coaching for excellence	17
• Patient-partnered care	18
Achieve results	
• Dollars and sense* CORE	19
• Leading high-performance culture	20
• Quality measurement for leadership and learning.....	21
• Strategic thinking for results	22
• Talent management for exceptional leadership	23
Develop coalitions	
• Conflict management and negotiation* CORE	24
• Leadership strategies for sustainable physician engagement	25
Systems transformation	
• Developing and leading system improvement.....	26
• Influence and advocacy.....	27
• Leading change* CORE	28
• Social systems leadership: Thriving in complexity.....	29
• Polarity Management: Adaptive leadership for competing priorities.....	30
Additional leadership opportunities	
• Crucial Conversations® – a Crucial Learning® product*	31
• Crucial Accountability® – a Crucial Learning® product*	32
• Introduction to practice management for physician managers (only available in French)..	33



LEADS Framework Domains

Lead self
Engage others
Achieve results
Develop coalitions
Systems transformation

Inquire with
our team



.....
pli@cma.ca
.....

CORE courses have been identified as essential training for physicians interested in or engaging in a position of leadership

Insights Discovery®: Understanding your personality preferences

The Insights Discovery®, a psychometric tool based on the psychology of Carl Jung, was designed to increase self-awareness at work. It uses a simple and memorable four colour model to help people better understand themselves and others, helping them make the most of their working relationships.

In this Physician Leadership Institute course, you will use the Insights Discovery tool to better understand your working style, your strengths and the value you bring to your team. You will also gain an understanding of others' working styles to collaborate more effectively.

Expect to learn how to:

- apply your personality preference profile to your role as a leader;
- develop communication strategies to adapt to and connect with others in a team;
- understand how stress is uniquely manifested in your personality type; and
- build strategies to adapt your personality preferences and improve the effectiveness of your leadership.

Who is this course for?

- Physicians who got a primer on Insights Discovery® in our *Leadership begins with self-awareness* or *Self-awareness and effective leadership* courses and would like to take a deeper dive
- Any physician interested in learning more about themselves and how their personality preferences affect their working relationships

Pre-course assessment: This course provides a personality profile assessment, *Insights Discovery® Personal Profile*, which you must complete ahead of the course.

This course is available in English and French. French course may differ slightly.

Leading with emotional intelligence

Emotional intelligence (EI) is considered a critical health care leadership competency where it has been demonstrated to affect effectiveness in all clinical settings — from the boardroom and chairperson’s office to the ward and bedside. EI can be defined as the ability to identify, express and manage both your own and others’ emotions, in order to motivate, cope with stress and help make good decisions. EI has been shown to affect the quality of care, communication, stress and burnout. This course is targeted to all physicians, regardless of where they are along their career trajectory since emotional skills are always relevant. The course will utilize an in-depth assessment that will highlight emotional strengths and derailers.

Except to learn how to:

- learn the research that underpins emotional intelligence and leadership;
- assess emotional intelligence along 15 sub-scales and assess the impact on your leadership;
- acquire and practise skills to enhance emotional intelligence;
- motivate and promote emotional intelligence in others; and
- leverage your emotional intelligence strengths and address areas for development.

Leadership Assessment Tool:

This course provides an emotional intelligence assessment tool, the MHS Bar-On Leadership EQ-i™ Report, which you will have completed before the workshop. Please note: This course is for you if you are interested in taking a deeper dive into the EQ-i assessment discussed during days 2/3 of the *Self-awareness and effective leadership* course or week 4 of the online course *Leadership begins with self-awareness*.

This course is also of interest if you have not previously taken either self-awareness course.

CORE**Personal leadership:
Identifying your core values & vision**

To lead others, you must first know yourself. Personal leadership and self-awareness involve having a strong sense of self, and knowing what your strengths and weaknesses are. This core course promotes greater self-awareness as you learn to examine your values and principles, thinking patterns, assumptions and leadership vision.

The course uses a variety of tools and techniques to help you develop the self-awareness you need to identify and build your approach to leadership. In the course, you will explore the complexity of roles, values, challenges and satisfactions of physician leadership. You will discuss the relevance of your personal values and vision in becoming an effective leader. You will establish a personal vision to guide you in decision-making and create a professional development action plan for your leadership practice.

Expect to learn how to:

- explore the complexity of roles, values, challenges and satisfactions of physician leadership;
- discuss the relevance of your personal values in your effectiveness as a leader;
- establish a personal leadership vision to guide your decision-making;
- discuss techniques for enhanced emotional resonance with yourself and others; and
- create a professional development action plan for your leadership practice.

Online assessment:

Individual Values Assessment (IVA) from the Barret Values Centre

Please note: This course is for you if you are interested in taking a deeper dive into day 1 (am) of the *Self-awareness and effective leadership* course or weeks 1 and 2 of the online course *Leadership begins with self-awareness*, which elaborates on creating a personal vision, exploring personal values and strengthening your personal leadership development plan. This course will also be of interest to you if you have not previously taken either self-awareness course.

CORE**Leadership begins with self-awareness**

That which we are unaware of, we cannot change or improve. Self-awareness is the foundation of all leadership.

In your professional life, you may face many obstacles: the struggle to make meaningful change at work, clashing with certain personality types or feeling disengaged. The solutions — all which require creativity, innovative thinking and collaboration — must start with self-awareness.

In this Physician Leadership Institute course, you will begin to develop a profound sense of self through examining your personal vision and values, personality attributes, emotional intelligence skills and intrinsic strengths. These personal insights will help shape your leadership development plan.

Expect to learn how to:

- recognize the critical importance of personal mastery as a foundation for effective leadership;
- achieve a more complete view of yourself as a leader with respect to your personal values and principles, personality style, emotional intelligence and strengths;
- develop strategies to harness your strengths and manage your limitations; and
- establish a professional development action plan that includes setting personal leadership goals.

In-course assessment

- Insights Discovery® personal profile
- Bar-On EQ-I emotional intelligence self-assessment
- StrengthsFinder 2.0 inventory

Leadership for medical women

Leverage your natural and unique abilities.

As the number of female physicians grows, more and more women have the opportunity to take on leadership positions and to have a greater influence in health care. Now is the perfect time for you to slow down and uncover what might be holding you back from reaching your passion and purpose. Build your confidence and your grit — while staying true to your values and who you are.

This course provides a rare opportunity for women physicians to connect. It focuses on deepening self-awareness and self-knowledge, identifying and developing individual skills and strengths, and highlighting capabilities necessary to address and successfully meet challenges unique to women leaders in medicine. Each participant will have the insights and tools to create a customized leadership development plan and identify practical first steps.

Expect to learn how to:

- explore the leadership direction that resonates most strongly with you;
- leverage your natural strengths to more effectively engage others and address factors that may be limiting to your success;
- identify what influences leadership and recognize both internal and external factors affecting the career progression of medical women today;
- learn specific strategies to become more effective as a medical woman leader;
- identify opportunities to drive and support female physician leadership in our current emerging complex health care system.

Physician leadership focus: Managing workplace distractions to increase productivity

Put unrelenting distractions in their place: get closer to reaching your goals.

Frustrated by distractions, demands and pressures? Studies suggest that as you continue to evolve as a leader, your increasingly hectic pace may contribute to greater stress and reduced productivity. There's no better time to take control and sharpen your focus.

In this Physician Leadership Institute course, you'll get a practical framework to help restore your focus "muscles" so you can accomplish what matters most to you. The course takes a hands-on, practical approach to building your focus through effective leadership skills such as time management and mindful practices.

Expect to learn how to:

- identify the modern health care workplace environment as a source of worker distraction and poor performance;
- examine the links between attention, resilience, empathy and relationship building;
- cultivate focused awareness and minimize distractions; and
- use mindfulness, reflective practice and communication techniques to enhance performance.

Navigating your career: Essential skills for the modern physician

Establish a clear vision for your career path — and the path of others.

Career development is an essential skill for all physicians. Understanding your aspirations, the opportunities available and the skills you need to reach your goals will help you establish a clear vision of your career path. These skills will help you better navigate change and will ensure you derive the greatest benefit from your professional training.

In this course, participants will apply contemporary career management theories to the benefit of their own careers. Participants will use an evidence-based framework and practical management tools to explore career aspirations and expand their network. In an increasingly volatile, uncertain, complex and ambiguous (VUCA) professional world, participants will consider career paths and understand career management in a broad scope of practice that includes self-employment, working with others and employment within organizations. This course covers related issues of mobility, dual careers and more.

Expect to learn how to:

- clarify your career aspirations within the profession and identify what possibilities exist to fulfill those aspirations;
- build a career statement — “a roadmap” — to guide strategic career exploration;
- create meaningful links between knowledge gained in the course and practical career tools such as a resume or CV, LinkedIn profile, job interview skills and networking skills;
- develop increased confidence, resilience and optimism towards your current and future roles; and
- make more satisfying and well-informed choices aligned with the career statement and exploration plan you developed in this course.

Foundations of physician wellness

Learn core concepts and a framework to approach physician wellness.

Physician health and wellness is a critical issue that affects all members of a care team, patients and the overall effectiveness of the health system. Organizational factors such as challenging workloads, demanding learning and practice standards, rigid medical culture and complex practice environments all put physicians at a higher risk of experiencing personal and professional dissatisfaction, depression, burnout and suicide. To address these challenges, we must first understand the scope of the problem, including the individual and system drivers of burnout.

This self-led online course is designed for students, medical residents and physicians at all career stages. In this interactive course, you'll review key concepts of physician wellness, explore organizational factors that drive burnout and review evidence-based findings of the interventions shown to protect against burnout and foster well-being.

Expect to learn how to:

- explain the impact of physician burnout in Canada using an evidence-based supporting framework;
- discuss the impact of stigma and medical culture on physician wellness;
- describe the factors that affect professional fulfillment;
- discuss how equity, diversity and inclusion, leadership and professional satisfaction can affect burnout; and
- identify specific strategies to reduce the prevalence of burnout in your learning or work environment.

Building and leading teams

This course will explore the challenges of leading teams that are inherited as well as those that are purpose-built. Participants will develop the skills to build high-performing teams. We will examine the attributes of successful team leaders and develop the leadership skills to create vision and mission for teams by engaging team members and developing team ownership of goals and benchmarks. Using case studies and simulations, participants will build practical skills in empowering team members, delegating responsibilities, creating an open team culture, eliciting ideas from team members in shared projects and moving teams forward, as well as managing conflict in a team and providing feedback to team members.

Expect to learn how to:

- discuss the attributes of team leadership;
- explain the special dynamics of inherited teams;
- identify the skills to lead both dysfunctional and high-performing teams;
- practise the skills to manage different kinds of conflict in a team; and
- discover and practise how to provide timely, direct and constructive feedback to the team as a group and to individual team members.

CORE**Engaging others**

Mobilizing people by tapping into their individual potential

The ability to engage people — to make them care deeply about their work, commit to your organization’s goals and work together to achieve them — is crucial to your success as a leader. But in highly complex workplaces, where you need to reach people across many layers, functions and cultures, mastering this skill is a challenge.

In this Physician Leadership Institute course, you will focus on the core skills and practical tools you need to nurture an engaged organizational culture.

Expect to learn how to:

- assess your and others’ engagement in the workplace;
- harness the major principles behind coaching;
- communicate with others effectively;
- discuss strategies for motivating others and building trust;
- practise powerful listening approaches to discover common ground and mutual insight; and
- provide constructive feedback.

In-course assessment

Work Engagement Profile®

This course is available in English and French. French course may differ slightly.

Managing disruptive behaviour

Deal with — and resolve — disruptive behaviour.

The Canadian Medical Protective Association (CMPA) defines disruptive behaviour as inappropriate conduct by a physician with the potential to interfere with the delivery of quality health care. It can include abusive language, outbursts of anger or unwarranted physician force, among other things. This is a serious problem that profoundly affects the health and morale of the perpetrator's colleagues. It can also be challenging to manage and resolve. This course is designed to help physician leaders and executives understand the signs of disruptive behaviour and how to deal with it from both an individual and systems perspective.

Expect to learn how to:

- explain why managing disruptive behaviour has become relevant in today's workplace;
- surface unspoken assumptions and beliefs regarding the nature and management of disruptive behaviour;
- distinguish between disruptive and non-disruptive behaviour;
- understand the impact of disruptive behaviour;
- identify elements of workplace/organizational culture that may influence/prompt disruptive behaviour;
- identify three key components of a robust code of conduct and determine its effectiveness for ensuring workplace justice and for managing disruptive behaviour;
- summarize CMPA's experience with disruptive behaviour;
- discuss the CMPA approach to supporting colleagues and medical leaders;
- apply principles of fairness, compassion and accountability by using a staged approach for resolving incidents of disruptive behaviour;
- discuss approaches and interventions for managing behavioural problems in the workplace;
- prepare for and practise a "difficult" feedback conversation;
- identify strategies for supporting personal resilience as a physician leader dealing with this complex workplace problem; and
- design prevention strategies to inculcate respectful professional behaviour in the workplace.

Managing people effectively

From hiring to motivating to evaluating

Some physicians achieve leadership — perhaps you want to “make a difference.” Others have leadership thrust upon them — maybe it’s your turn, or nobody else will do it. In both situations, it’s likely that the new leader has not had any training on how to be a people manager. Often, physicians are expected to learn by osmosis; their lessons, too often, come from making mistakes. Given the complexity of health care organizations, administrators and physicians need a sophisticated set of management skills to be successful. This course focuses on those skills: the “how to’s” of successfully managing people and their work.

Expect to learn how to:

- discuss the challenges of the physician leader role as a manager of people;
- describe the accountabilities and roles of the physician leader in an organization;
- outline the key components and requirements of the human resource development cycle; and
- design and apply best-practice techniques to optimize effectiveness in the human resource development cycle (i.e., behavioural interview, constructive performance conversations).

Leading effective meetings

Learn to lead productive and engaging meetings.

Given the state of health care — volatile, uncertain, complex and ambiguous — more meetings are being scheduled than ever before. The result is too many unengaging and unproductive meetings that squander precious time.

The Physician Leadership Institute course challenges assumptions about traditional meetings practices. You will be taught to use a rigorous model, framework and tools to design and develop effective meetings. You will also have opportunities to put your new skills into practice.

Expect to learn how to:

- determine whether a meeting is the best way to share certain information, solve problems and make decisions;
- set the stage for an effective meeting by identifying: context, goals, roles, processes and rules of engagement;
- become a facilitative leader through "check ins," juggling meeting tasks and participant relationships, increasing active conversation and managing dysfunctional behaviours;
- increase productivity with meeting tools;
- use best practices to lead engaging virtual meetings;
- reach a consensus using divergent and convergent thinking; and
- complete an action plan for an upcoming meeting.

Coaching for excellence

Support individuals for overall performance.

There are many facets to people leadership. Coaching is one facet increasingly being adopted to unlock people's potential and to maximize performance.

This course helps you discover ways to practically apply coaching skills in a variety of contexts. As your workplace continues to shift towards a team-based, collaborative environment, these skills can be used to support and optimize the performance of those around you — colleagues, patients, administrators or other stakeholders. You will learn to build a coaching culture that maximizes strengths and supports greater capacity to find creative solutions to challenging situations.

Expect to learn how to:

- address opportunities in the medical context where coaching can be useful;
- explain the nature of the coaching relationship and the mindset required for successful coaching;
- discuss how coaching can contribute to engagement for individual and team performance;
- identify strategies for establishing a coaching relationship;
- describe a model of coaching that can be used by physicians;
- practise coaching skills of listening, inquiry and support; and
- develop a plan for using coaching in your work context.

Patient-partnered care

Drive change, physician wellness and patient satisfaction all through patient-centred care.

Put aside what you have heard others say patient-centred care is and connect with your peers to discover what it means for physicians. At its core, patient-centred care is about maximizing the physician–patient relationship — a lot of which can be done by improved communications. Patient-centred care is personalized, timely and designed with respect for the patient. Health systems that have adopted this approach have reported numerous benefits including improved physician wellness, greater patient satisfaction and improved efficiency within organizations.

In this highly interactive, conversational six-week online course, participants learn from their peers how to incorporate patient-centred care into their practice, across interdisciplinary teams and within organizations. The highly experiential course material leverages the experience of other organizations and programs, giving participants concrete strategies for moving forward. The course format provides physicians with the opportunity to delve into concepts through conversations with physicians, health care teams and well-known thought leaders, and engage with each other and course faculty in online discussions and webinars. Join the discussion.

Expect to learn how to:

- explain the concept of patient-centred care — what it is and what it isn't — and what it can be;
- discuss why focusing on patient-centred care has the potential to make all our jobs easier and more fulfilling;
- illustrate examples of programs and organizations that have engaged and included patients in many aspects of decision-making, how they did it and pitfalls discovered along the way;
- prepare and take action/concrete steps towards engaging patients and their families; and
- describe examples of how you have applied material learned from the course in your own practice.

CORE**Dollars and sense**

Get the knowledge you need to navigate financial and economic decisions.

Physicians regularly face decisions that involve understanding funding, financial implications and economic trade-offs. However, these topics are rarely covered in medical schools — leaving many physicians puzzled about how money works.

This Physician Leadership Institute course demystifies accounting and economics, equipping you to answer a wide variety of questions at the decision-making table, such as:

- “What is this financial report telling me?”
- “Just how precarious is the financial condition of my hospital or health authority?”
- “How do I interpret a seemingly glowing economic evaluation of a new drug critically?”
- “How do I economically justify the case to buy new equipment or adopt a novel therapy?”

Real-life examples will test your ability to make decisions on the basis of sound economic and accounting principles. This core course involves hands-on work with financial spreadsheets: participants should have Excel installed on their laptop.

Expect to learn how to:

- comfortably use economic evaluation and financial concepts when making decisions involving money;
- easily interpret information on the cost of providing care at your facility;
- bring your clinical expertise to discussions involving financial and economic matters; and
- actively engage in funding and spending decisions.

This course is available in English and French. French course may differ slightly.

Leading high-performance culture

Learn to understand and leverage corporate culture.

Paying attention to culture when leading change initiatives and implementing strategy is an often neglected yet critical aspect of leadership. Over 70% of change initiatives fail because of the lack of appropriate attention to organizational culture. Effective leaders have an awareness and understanding of the underlying organizational culture dynamics and are able to leverage them for success.

With cutting-edge research and relevant case studies, this course will reveal how organizational culture affects most aspect of leadership. It will assist both formal and informal physician leaders to assess and influence their organizational culture. Participants will learn specific strategies to design and shape the culture in more intentional directions, while managing the risks of culture dynamics. The course will emphasize hands-on, practical application to help establish effective leadership skills and processes that cultivate health cultures that help support change initiatives and promote innovation in various contexts, from work groups to large programs or sites.

Expect how to learn how to:

- describe how the (physician) leader connects strategy, culture and leadership;
- develop skills to lead change initiatives through a cultural framework that identifies the current and ideal future states;
- evaluate and explain how best to leverage culture to enhance workplace relationships and promote innovation; and
- construct a culture sustainment strategy to align the system, build (leadership and front-line) capability, integrate a culture measurement system and manage misaligned behaviours.

Quality measurement for leadership and learning

Use data to improve system and patient outcomes.

Are you trying to improve system performance, patient flow, access, safety or clinical outcomes? Does the word "statistics" strike fear into your heart? If so, this course is designed for you.

Over two days, you will learn about data and how to turn it into information and knowledge that will help you improve your system and patient outcomes. The highly interactive teaching methods and many hands-on exercises in this course will teach you the best ways to obtain data, how to analyze data with easily understood statistical methods that are different from traditional statistics, and how to effectively display data. You will leave better equipped to understand quality measures and how to use them in both your leadership role and quality improvement projects.

You will be given some tools for building statistical process control charts using macros; participants interested in exploring these tools and asking for guidance during breaks or lunch should bring a laptop with Excel installed. You should have a basic understanding of quality improvement (i.e., have taken the *Developing and Leading System Improvement/Prescribing Quality Improvement* course or equivalent).

Recommended textbook: This course content will frequently reference *The Health Care Data Guide: Learning from Data for Improvement* (Provost and Murray, 2011). This is not mandatory; however, you may find it helpful to invest in this textbook before or after the course.

Expect to learn how to:

- demonstrate an understanding of the relationship between measurement for research, accountability and quality improvement;
- critically discuss measurement frameworks;
- create conceptual and operational definitions for measures of quality;
- identify and discuss different sources and methods to obtain data;
- apply and discuss visual displays of data for exploring variation, including run charts and statistical process control;
- analyze a variety of statistical process control charts; and
- identify and discuss underlying key concepts for using measurement and data in your leadership role.

Strategic thinking for results

Develop robust, high-quality strategic plans for your organization.

Creating a roadmap for your health care organization is no simple feat. An effective strategic plan needs room to grow, to demonstrate a strong understanding of the health care sector, to establish a set of actions to achieve results and transform systems, and must be measurable.

This course provides in-depth information on the strategic planning process. You will tackle real-life strategic issues with other participants exploring strategies, such as appreciative inquiry and effective change leadership, to engage key stakeholders in assisting with implementation of your plan. And, finally, you'll learn methods for monitoring the plan's progress to ensure that it is responding to your organization's needs. Many individuals have left this program with an ability to use the content to develop robust, high-quality strategic plans for their organizations. So will you.

Expect to learn how to:

- describe the utility, purpose and elements of strategic thinking and planning;
- scan the environment for driving forces, impediments and opportunities that should inform future strategy and planning;
- set direction by establishing a patient-centred vision, values and measures of success for the implementation of a strategic plan;
- strategically align decisions with the vision and values by accessing and using evidence to shape strategic direction;
- use systems thinking to balance short-term demands with long-term priorities;
- identify how to engage colleagues, staff and shareholders in implementation;
- assess and monitor the impact of the strategic plan on quality of service delivery;
- demonstrate political astuteness; and
- create a strategic and implementation work plan for a strategic project.

Talent management for exceptional leadership

Put people first.

An organization is made up of its people, and health care organizations are no exception. What is talent management and why is it important in health care organizations? Talent management ensures that the right people, with the right skills, are in the right place in their organization, and are engaged and focused on achieving the organization's goals.

This course provides concrete strategies to help physicians create an organizational culture that focuses on developing leaders, thereby helping to attract, engage and retain the best leadership talent.

Except to learn how to:

- explore the unique opportunities and challenges in developing physician leaders;
- discuss unique needs and success factors required of physician leaders in your organization;
- explain a strengths-based approach to developing talent;
- explore your organization's readiness and capacity for a talent management program;
- discuss the essential components of a talent management system for your organization;
- explore opportunities and challenges to implementing a talent management plan for your organization/department/program; and
- identify practical strategies for implementing aspects of a talent management system.

CORE**Conflict management and negotiation**

Rise above the chaos.

The stresses and pressures of today's demanding medical workplaces can lead to conflicts at multiple levels. This core course will teach you tactics and strategies for managing those conflicts when they arise, through approaches such as guiding processes to reach a solution or actively resolving disagreements.

Expect to learn how to:

- differentiate between types of conflict and conflict management styles;
- discuss strategies for recognizing and managing conflict situations;
- practise a model of creative collaboration to address conflict with individuals, teams and organizations;
- describe the structures, processes, principles and currencies of effective negotiation;
- develop strategies for managing constituencies and building coalitions;
- practise specific negotiation strategies for real situations; and
- analyze the dynamics and politics of effective negotiation.

This course is available in English and French. French course may differ slightly.

Leadership strategies for sustainable physician engagement

Get physicians' attention, involvement and commitment.

Physician engagement is vital to the success of Canadian health reform. However, external barriers and internal motivation can affect a physician's ability to take the lead and move forward with quality improvement initiatives. Culture, organizational structure and politics can also significantly affect engagement.

This program provides physicians with the knowledge, skills and abilities — and the opportunity — to use those attributes to construct an action plan and gain collaboration. Participants can become active leaders, bringing about effective physician engagement wherever they work — whether as clinicians in primary or hospital care or as system administrators.

Expect to learn how to:

- assess the impact of physician engagement on the health system, and its importance in improving the quality of patient care;
- review the evidence underpinning efforts to improve physician engagement;
- increase your awareness and in-depth knowledge of current efforts underway across Canada to improve physician engagement;
- determine the optimal processes of physician engagement to discriminate good practices from bad practices, and personally determine the degree to which you might wish to be involved in such enterprises;
- explore what effect organizational efforts to improve physician engagement would have on your personal experience at work; and
- construct your personal action plan for improving physician engagement in the context of your own workplace in relation to your personality, work–life balance needs and professional goals.

Developing and leading system improvement

The fundamentals of improving patient care

How can health care leaders continuously improve patient outcomes? In today's challenging landscape, it's important to know how to monitor processes, analyze organizational structures and measure outcomes. A quality improvement (QI) framework can help you do that.

Through lecture, small-group work and hands-on learning, this Physician Leadership Institute course will introduce you to the QI tools and methods required to lead system improvement. You will also have the opportunity to develop a plan to improve an area in your organization.

Expect to learn how to:

- apply QI theory and science to your work;
- examine patterns and processes within your organization that need to change;
- use the Model for Improvement to implement change; and
- develop a quality improvement plan to improve processes for your organization.

Influence and advocacy

Learn to advocate and build alliances so you can meet your organization's objectives.

Workplace politics exist in every leader's world. How health care leaders navigate regular interactions with stakeholders — while maintaining autonomy, integrity and sanity — can either help or hinder their objectives.

The Physician Leadership Institute course will teach you how to become more influential at work, build alliances and achieve consensus to meet your objectives. It will also teach you to become a spokesperson using recognized communication, advocacy and media skills.

Expect to learn how to:

- better understand your workplace from political, social and economic perspectives;
- influence your stakeholders by better understanding how matrices and networks work;
- determine how health care decisions are made and how to influence them at the local, provincial and federal levels;
- navigate workplace politics;
- create a strategic advocacy approach;
- develop persuasive messages on key issues; and
- skilfully work with media.

CORE**Leading change**

Frustrated with the status quo? Learn the strategies you need to lead positive change.

Working as a physician in our complex health care system, you may encounter many frustrations — perhaps with the pace of change, with lack of time or appropriate support, with establishing effective communication with the administration or even with troublesome or disinterested colleagues. It's no wonder many physicians cite leading change as one of the topics they want to learn about the most.

In this Physician Leadership Institute course, you will learn the strategies you need to motivate, implement and sustain change in the complex system in which you practise. Although the course structure is guided by key readings and insight from your instructors, it is primarily conversation and experience based. Anticipate participating in discussions as you work through the challenges you are facing in real time.

Expect to learn how to:

- better understand your leadership style and build a shared vision;
- influence organizational culture, persuade stakeholders and minimize opposition;
- implement a systematic approach to tackling the challenges and opportunities related to change;
- identify organizational enablers and barriers to change;
- build and maintain the relationships in your network;
- accept, anticipate and learn from failure; and
- develop resilience.

This course is available in English and French. French course may differ slightly.

Social systems leadership: Thriving in complexity

Unlock the mysteries of social complexity.

Physicians (and many other health care workers) act as experts — not only because of their training, but also because the structure and culture of the health system force them into that expert role. As a result, experts can struggle to lead in the volatility, uncertainty and ambiguity of a complex system such as the Canadian health care system.

This course helps with the understanding and practice of systems thinking in an interactive way and makes large complex systems more understandable to live in and influence. Systems thinking will come alive through exercises, learning through a simulated organization and working on a case action plan.

Except to learn how to:

- examine and discuss the complexity of the Canadian system for health and disease care;
- develop and apply skills in sense-making to guide decisions in complicated, complex and chaotic systems;
- determine and discuss what leadership agility skills are needed in different systems;
- recognize and influence underlying archetypes and social systems patterns causing resistance to systematic changes;
- uncover and interpret patterns of interaction and learn to foster and manage relationships, in a simulated, experiential organization, by:
 - o exploring, discussing and experiencing the different worlds of Tops, Middles, Bottoms and Customers (Patients); and
 - o developing leadership strategies that address systemic issues.

Polarity Management: Adaptive leadership for competing priorities

Setting priorities in a fast-paced health care environment

As health care continues to evolve at an accelerating pace, health care practitioners continue to be confronted with numerous dilemmas, or polarities, that need to be managed. Balancing standardized practices while meeting the individual needs of the patient. Implementing new technologies while protecting the personal touch that is so important to patient care. Striving to maintain stability while embracing the change needed to move forward. Many of these dilemmas are an inherent part of the system's structure. Polarity Management™ is both a method and a framework that supports individuals and teams to effectively identify and manage these naturally occurring polarities.

Research shows that high-performing organizations perform well because, in part, they have created systems and processes that help them manage polarities well. Effective leaders are both clear and flexible, and high-performing organizations both centralize for coordination and decentralize for responsiveness. It's not about either or, it's about both!

This course is designed to help you as a physician leader learn how to effectively identify and manage naturally occurring polarities in your life, practice and/or organization, and how adaptive leadership can help make your strategies a reality.

Expect to learn how to:

- identify context factors driving transformation in our organizations;
- explore and apply the construct of Zooming In and Zooming Out in systems, from the tactical to strategic and on to the systemic domains;
- assess your personal leadership agility orientation;
- differentiate between problems to solve and polarities to manage;
- examine and apply polarity thinking at the micro, meso and macro levels in social systems;
- see polarities in different contexts;
- map polarities on a polarity map;
- implement a process for assessing polarities in a group setting;
- manage polarities by identifying early warning signs of over-focusing on one polarity to the neglect of the other;
- develop your own polarity maps at work at the micro, macro and meso levels;
- identify how to use polarity thinking when addressing conflict; and
- identify various resources for deepening your capacity in polarity mapping.

Crucial Conversations[®] – a Crucial Learning[®] product

Manage difficult conversations — and achieve desired outcomes.

Whether you're leading an organization or championing an issue, when the stakes are high, different opinions and strong emotions can derail your efforts to achieve the best outcome. Crucial Conversations[®] is a Crucial Learning[®] course that focuses on using candid and respectful communication to work successfully with others. Crucial conversations will help you develop the skills you need to manage conversations so that all perspectives are heard, relationships are enhanced and hidden issues come to the surface as you achieve the results you're looking for.

Expect to learn how to:

- acquire the skills to engage others in addressing challenging issues while retaining or enhancing the relationship;
- understand when a conversation or issue becomes crucial, and learn how to stay in conversation to move toward resolution and action; and
- identify the challenges facing physician leaders in the health care system and acquire practical tools to deal with them.

This course is available in English and French. French course may differ slightly.

Crucial Accountability[®] – a Crucial Learning[®] product

Identify performance gaps, and hold yourself — and others — accountable.

Crucial Accountability[®] is a follow-up to our *Crucial Conversations[®]* course, which teaches leaders how to manage conversations candidly and respectfully so all perspectives are heard and strong opinions and emotions don't derail efforts to achieve good outcomes. *Crucial Accountability* builds on those principles by teaching skills to help you and the people you work with hold each other accountable. You'll learn to identify performance gaps such as broken promises and bad behaviour for which people must be held accountable, and be shown ways to close those gaps, motivate improved performance and resolve issues.

Please note that our course *Crucial Conversations* is a prerequisite.

If it's been more than 24 months since you took it, you are strongly encouraged to review those materials before attending.

Expect to learn how to:

- learn how to hold one another accountable;
- identify the gap between expected and actual performance; and
- diagnose and close the gap between expected and actual performance.

This course is available in English and French. French course may differ slightly.

Introduction to practice management for physician managers

Physician managers play an extremely important strategic and tactical role in an institution's organization and delivery of health care services. They navigate a complex environment filled with both challenges and opportunities. This course will introduce physician managers to the elements of their network and to the issues (structural, financial, legal, etc.) that make up their work environment, all in order to help them fully take on the role and the responsibilities entrusted to them.

Expect to learn how to:

- exercise managerial authority more effectively;
- increase your independence as a manager through a better understanding of how your organization functions;
- clarify the roles and responsibilities of different management positions in your organization;
- identify winning conditions for an effective medical-administrative partnership; and
- improve your ability to easily identify the relevant laws and regulations in situations where management must step in.

This course is ONLY available in French.