



Clear Engagement for Physicians

2022 Winter Online Program

(A Program for All Physicians based on the Techniques of Clear Leadership)

Course Syllabus

Module 1

Recommended course reading list and course manuals are provided on registration.

Engaging Self Clearly

This focuses on developing self awareness of the component of one's own experience and learning to accurately describe that experience in a way that maximizes understanding and reduces reactivity. Reading of at least the first 3 chapters of Clear Leadership (2nd edition) is required to get the most out of this program.

Learning Objectives

- *Recognize the elements of experience*
- *Employ the elements of experience in developing awareness and descriptions of individual experience of yourself and others*
- *Distinguish between the different meanings generated by different use of language about experience*
- *Contrast the impact of describing experience rather than stories*
- *Practice keeping awareness of experience anchored in the current moment*



Day 1

program (on-site) or sessions 1 and 2 virtual

	Item	Format
Part 1	East Jan 18, 2022 5.30 - 9.30 EST, West Jan 20, 2022 5.30 - 9.30 PST	
	Overview of the model	Presentation
	Concept Review This introduces the terminology of understanding the nature of experience, and the core concepts that will be applied with increasing sophistication as the course progresses through the 3 modules.	Interactive discussion; small group work
	The Aware Self and the Experience Cube This explores the internal components of experience and how to become aware of what is shaping your view of events and the people with whom you need to connect.	Presentation and walking the cube exercise with a partner
Part 2	East Jan 25, 2022 5.30 - 9.30 EST, West Jan 27, 2022 5.30 - 9.30 PST	
	Attention to Sensation	
	Aware Self – Clear Language This explores how language intrudes on clarity and introduces a simple approach to preserve clarity in your awareness and how you share it.	Presentation and exercises with a partner
	Aware Self – Talk Right Here, Right Now Meaningful conversation stays firmly anchored in the present moment. This section explores what this means and how to do it.	Presentation and exercises with a partner
	Skills group or additional cube exercise, depending upon group size and circumstances. Video playback of skills group if time and facilities permit.	Group exercise



Second day (on-site) or 3rd and 4th virtual sessions

	Item	Format
Part 3	East Feb 1, 2022 5.30 - 9.30 EST, West Feb 3, 2022 5.30 - 9.30 PST	
	Concept Review This reinforces learning of the terminology of understanding the nature of experience, and the core concepts that will be applied with increasing sophistication as the course progresses through the 3 modules.	Interactive discussion; small group work
	Overview of Descriptive Self Expanding on the aware self, this module focuses upon translating the awareness of experience into effective communication with others about your experience.	Presentation and discussion
	Transparent, Not Intimate This section focuses on the skill of providing just the right amount of relevant information to allow someone to understand your experience and needs in the moment.	Video; small group discussion
	Describe experience, not judgements. This section underscores the difference between describing experience and offering judgements. It also highlights how the cube can be used by one person in a conversation to reduce reactivity.	Video and discussion
Part 4	East Feb 8, 2022 5.30 - 9.30 EST, West Feb 10, 2022 5.30 - 9.30 PST	
	Attention to Sensation	
	Reframing Problem Patterns This section explores how to frame topics to minimize story telling and reactivity before an important conversation has even begun. Having reframed an issue that is important them, then practice expressing themselves on the issue through the descriptive self.	Presentation; small group exercise; learning partner exercise
	Impact Before Response – The Interpersonal Gap Based on the work John L. Wallen, this section describes the concept of the interpersonal gap between intention and result and techniques to minimize it.	Presentation; exercise with learning partner
	Skills group or additional cube exercise, depending upon group size and circumstances. Video playback of skills group if time and facilities permit.	Group exercise



Module 2

Engaging Others Clearly

(Requires completion of module 1) - This builds on the unit 1 skills and explores effective techniques for inquiring about and understanding the experience of others in a non-threatening way, while seeing past reaction and defensiveness. In addition to the clear leadership material, references on the neuroscience of engagement, fight and flight responses and how to manage them will be provided as pre-reading.

Learning Objectives

- *Use the elements of experience as a framework for exploring and comprehending the experience of others, both in inquiry and listening*
- *Identify neurocognitive drivers of engagement and apply that knowledge to individual and group engagement strategies*
- *Identify common types and sources of reactivity*
- *Recognize the presence and impact of shame and shame related behaviours in engagement and experience*



Module 2	Item	Additional info
Part 1	East Feb 22, 2022 5.30 - 9.30 EST, West Feb 24, 2022 5.30 - 9.30 PST	
	Concept Review - This reinforces learning of the terminology of understanding the nature of experience, and the core concepts that will be applied with increasing sophistication as the course progresses through the 3 modules.	Interactive discussion; small group work
	Overview of Curious and Appreciative Selves This section explores using the elements of experience as a framework to understand and show appreciation for the experience of others	Presentation with discussion
	Make it Engaging! -Based the work of David Rock and Linda Page, this explores the powerful unconscious sympathetic drivers of engagement/disengagement and offers exercises in a practical approach to harness them for benefit.	Presentation with small group exercise
	Parking your Reactions -This section will explore the internal origin of common reactions and support the ability to recognize and process such feelings.	Optional Video; discussion
	Shame - This section explores the ubiquitous nature of shame and common behaviours that may arise and challenge interpersonal clarity	Optional Video; discussion
Part 2	East Mar 1, 2022 5.30 - 9.30 EST, West Mar 3, 2022 5.30 - 9.30 PST	
	Confront for Insight -Building on reframing problem patterns, this explores how to raise sensitive or challenging issues while minimizing the risk of invoking shame or other negative reactions	Discussion
	Listening through the Cube - This section explores using the cube at levels to not only help you achieve clarity on someone else's experience but to help them gain insights as they relate it.	Presentation: exercise with learning partner
	Managing Triggers: Yours and Theirs - This section briefly outlines strategies de-escalate your own and other's triggered states	Presentation or discussion
	Skills group or additional cube exercise, depending upon group size and circumstances. Video playback of skills group if time and facilities permit.	Group activity



Module 3

Engaging Systems Clearly

(Requires completion of module 1 and 2) - This takes the techniques of the previous sections and explores their application in workplace conflict, quality improvement and system change. Additional readings on power and influence in systems will be provided.

Learning Objectives

- *Employ the learnings in previous modules to the learning conversation where all parties practice the techniques to achieve clarity*
- *Recognize how lack of clarity fuels system conflict and apply the cube to preventing conflict escalation*
- *Explore the application of this technique in quality improvement scenarios*
- *Recognize common healthcare system organizational structures and cycles*
- *Associate clear engagement behaviour with the application of personal (referent, information, expert) power in driving system change*



One day

	Item	Additional info
Part 1	East Mar 29, 2022 5.30 - 9.30 EST, West Mar 31, 2022 5.30 - 9.30 PST	
	Concept Review This reinforces learning of the terminology of understanding the nature of experience, and the core concepts that will be applied with increasing sophistication as the course progresses through the 3 modules.	Interactive discussion; small group work
	Organizational Learning Conversation This section applies the cube in bilateral fashion with both side of a conversation using the cube to express and listen their experience of an issue and their experience in the moment of the conversation	Video, exercise with learning partner
	Conflict, Pinch Theory, Quality Improvement and Organizational Learning This section combines the concept of the learning conversation with a practical approach to early conflict. In addition to being useful in interpersonal tensions, it is an ideal approach to use when you choose not to “walk by” a quality issue	Presentation and discussion
Part 2	East Apr 5, 2022 5.30 - 9.30 EST, West Apr 7, 2022 5.30 - 9.30 PST	
	Pinch Mill - practice using the cube to frame a personal pinch or a quality issue. This section allows you to practice learning conversation techniques to address “pinches” with your course members before the course ends.	Group activity
	Having a learning conversation with an untrained person (s)	presentation
	Knowing with whom, when and where when you need to be clear – Exploring your organization This section explores how level in the organization and timing in organizational cycles may influence the experience of system leaders with who you may wish to engage.	Presentation and discussion
	Skills group or additional cube exercise, depending upon group size and circumstances. Video playback of skills group if time and facilities permit.	Group Activity