

# Chair as Coach


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## Outline

1. My journey on becoming an executive coach
2. What exactly is executive coaching
3. Why physicians benefit from executive coaching
4. How to manage an executive coaching engagement
5. Chair as Coach tips




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### Chair – the job.



The Chair is expected to lead the development of clinical, educational, and research activities, in accordance with the vision of the Medical School and its teaching hospital partners.

The Chair is responsible for maintaining the quality of the faculty by protecting their interests as individuals, professional scholars and educators and **for supporting their professional development.**



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### Primal Leadership<sup>1</sup> – coaching




The Coaching leadership style connects people's personal goals with the organization's goals. A leader using this style is empathic and encouraging and focuses on developing others for future success. This style centers on having in-depth conversations with employees that focus on long-term life goals and how these connect with the organization's mission. This style has a positive impact on your people, because it's motivating, and it establishes rapport and trust.



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My Journey on Becoming an Executive Coach




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### PRE-Health Care Administrator

#### Physician Leadership Programs

- Graduate Schools – MBA, MMM, MHA, MHCM . . .
- Executive Education
- Mentorship
- ~~Executive Coaching~~



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### What exactly is executive coaching?

*Professional coaching plays an essential role in helping our leaders, both new and experienced, not only assimilate the shifting intellectual framework of governance but also grow in emotional capacity and resilience in order to thrive in an ever-changing team-based environment.*<sup>4</sup>

Jeffery R. Balsler MD PhD



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### Coaching

Mentorship	Coaching	Therapy
A person who has been in your shoes	Addresses short and long-term goals	Paid for by individual
Provides advice	Encourages self-improvement	Focuses on past
Non-supervised/unstructured	Provides a safe space for discussion	Often focused on trauma and seeking healing
Mentor and mentee are both volunteers	2-way communication	Focuses on behavior change
Mentor senior to mentee	Provides opportunities to expand knowledge	Inquiry based
		Long-term relationship
		Diagnoses and treats dysfunctionality
		Can often take years to achieve results



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### What exactly is executive coaching?

*The purpose of coaching is to help people change.*<sup>5</sup>

Terry Bacon



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Why physicians benefit from executive coaching



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### Why physicians benefit from executive coaching

*Physicians are provided intensive instruction on a wide variety of medical issues. What physicians are **not** provided much training on is how to deal with many of the exceptionally complex people issues they encounter.*<sup>6</sup>

Richard Horn, MD



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### Why physicians benefit from executive coaching

*The skills that make us excellent clinicians, such as . . . independent decision making, are essentially the **opposite** of those required for leading successful health care organizations.*

*Executives need to consider multiple perspectives, rely on collaboration and make decisions with a much longer-range view. These skills are **not** being taught in medical school.*<sup>7</sup>

Jane L. Thilo, MD, MS



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## Why physicians benefit from executive coaching

The desirable skills of high performing executives such as **self-awareness, self-management, social awareness, and relationship management** are not readily acquired in courses or reading.

These skills are best learned with coaching, over time through practice.<sup>7</sup>

Jane L. Thilo, MD, MS



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## Case Report

### Executive Coaching in an Academic Medical Center<sup>8</sup>

- The organizational strategy offered coaching *broadly* to institutional leaders
- 24 months of coaching for a physician leader was well chronicled by the physician client and the coach.
- Richard Kilburg, an outstanding coach, was used broadly by this health system to support many physician leaders.



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## Case Report

### Executive Coaching in an Academic Medical Center<sup>8</sup>

*Many individuals come to their leadership positions not only undereducated and underdeveloped in these areas but also in possession of a set of attitudes, values, beliefs, and biases that explicitly deny or denigrate the importance of them in human affairs. Such clients often experience precarious adjustments to their new positions and institutions until they actually learn that they cannot avoid politics, power, and influence.*

Richard R. Kilburg PhD



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## Case Report Commentary

### Executive Coaching in an Academic Medical Center<sup>9</sup>

Four coaching techniques are well demonstrated in this case report.

1. The timely echo – repeat what she needed to hear
2. The strong anchor – reminder of previous lessons learned
3. The vigilant mirror – feedback
4. The wise spark – encourage other pathways

Karol M Wasylyshyn



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## Case Report Commentary

### Executive Coaching in an Academic Medical Center<sup>10</sup>

*Going into my new role, I knew I needed to make important changes in the culture, and (my coach) helped me choose which changes and, more important, the pace of change. He also helped me craft and hone my voice and how I would lead.*

Julie Ann Frieschlag, MD



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## Case Report Commentary

### Executive Coaching in an Academic Medical Center<sup>11</sup>

*How would I have fared or how much easier would it have been if I had received feedback and direct input into my performance in real time? The answer is clear: Having an experienced and knowledgeable individual who truly understands what leadership entails to provide insight and feedback would have been an incredible boost to my performance.*

Beverly S. Mitchell, MD



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### Why physicians benefit from executive coaching

Common coaching topics from physician clients

- Leadership
- Change management on personal and team level
- Career development and planning
- Communication between peers, administration and staff

Deborah Munhoz, MS, PCC



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### Why physicians benefit from executive coaching

My experience - coaching topics from physician clients after 1-year

- Leadership
- Creating effective teams
- Dealing with administration, medical school & hospital
- Presence – how do people see me?
- Communication
- Self-awareness



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### 100 Executives from *Fortune 1000* companies Improved after executive coaching<sup>6</sup>

- |   |                        |
|---|------------------------|
| Working relationships with direct reports – 77% | Teamwork – 67%         |
| Working relationship with supervisors – 71%     | Job Satisfaction – 61% |
| Working relationships with peers – 63%          | Productivity – 61%     |



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### Physician Burnout<sup>8</sup>

*Coaching presumes that the client already possesses strengths and skills to handle life's challenges but is not accessing them maximally.*

*A core coaching construct is amplifying a client's internal locus of control. Several studies note an inverse correlation between internal locus of control and burnout.*

Helen Riess, MD



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### Why physicians benefit from executive coaching

Mayo Clinic Coaching Pilot<sup>13</sup>

- 88 clinically active physicians in the departments of Medicine, Family Medicine, and Pediatrics.
- 44 physicians in the control group
- 44 physicians in the intervention group received 6 months of coaching



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### Why physicians benefit from executive coaching

Mayo Clinic Coaching Pilot<sup>13</sup>

Coaching details

- Initial 1 hour session
- Followed by 5, 30-minute professional coaching sessions over 5 months.
- All coaching sessions conducted by phone
- Cost \$1400 per physician



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## Why physicians benefit from executive coaching

Mayo Clinic Coaching Pilot<sup>3</sup>

### Outcome

*The prevalence of symptoms of burnout at 5 months decreased by 17.1% in the intervention group and increased by 4.9% in the control group (P Value <.0001).*



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## Why physicians benefit from executive coaching

Mayo Clinic Coaching Pilot<sup>3</sup>

### Outcome

*Participants randomized to the intervention group also had a significant improvement in overall quality of life compared with those in the control group (P Value <.005) and an increase in resilience.*

No change in job satisfaction or measures of engagement and meaning at work.



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How to manage an executive coaching engagement



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## Cost

It depends!

- Internal resources from your HR Department may be available. In fact, you may already be paying for this with your Dean's tax.
- Coaching, without assessments (E.g., 360 evaluation)
  - ~\$350 / hour is common from single practitioners
  - ~\$12,000 for 1-year
- Coaching company \$8,000 for 6 months, typically includes other assessments.



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## Coaching frequency

It depends!

- Monthly sessions are common and work well.
- Coach availability for ad hoc issues that arise is desirable.



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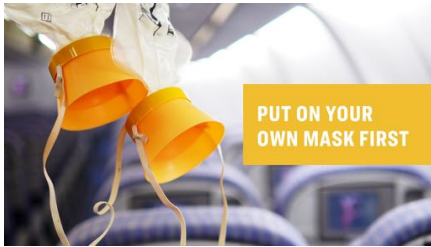
## Choosing a coach<sup>7</sup>

1. **Chemistry** – The ethereal quality that is hard to describe, but you usually know it when it is present. A sense of safety and trustworthiness are essential.
2. **Background and Experience** – A coach does not have to have equivalent or more experience than the client. A coach is not a consultant. Experience in health care is preferable.
3. **Formal Training** – Where did they train and are they certified by the International Coaching Federation.



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### Who is a candidate for executive coaching?



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### Who is a candidate for executive coaching?<sup>14</sup>

- Individuals transitioning to more complex and highly ranked jobs
- Emergent leaders with great potential
- Able leaders with performance anxiety or who are prone to conflict
- Highly capable underperformers
- Newly appointed leaders or managers



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### Who is a NOT a candidate for coaching?<sup>14</sup>



Dysfunctional individuals on the way out.



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### Who is a candidate for executive coaching?

- ① **NOT COACHABLE** at Present  
Client exhibits identifiable psychological issues or narcissistic personality
- ② **VERY LOW** Coachability  
Client resists or defies feedback and is not committed or invested
- ③ **FAIR** Coachability  
Client is complacent or unmotivated to change
- ④ **GOOD** Coachability  
Client experiences a wake-up call as a result of an assessment and is open to the process
- ⑤ **VERY GOOD** Coachability  
Client exhibits an earnest desire to improve and is committed to the process
- ⑥ **EXCELLENT** Coachability  
Client has an intrinsic need to grow and engages in self-reflective practices  
(\*Very Rare, Adaptive Coaching)



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### Hudson Institute Coaching Methodology



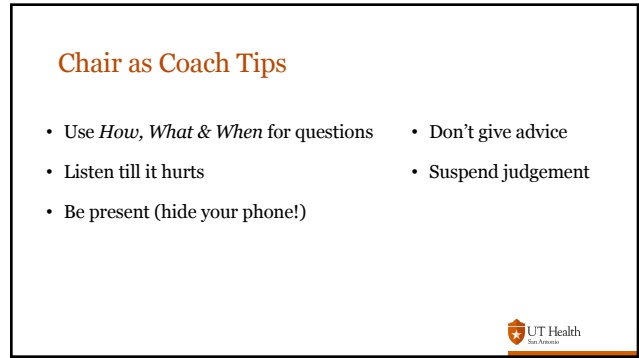
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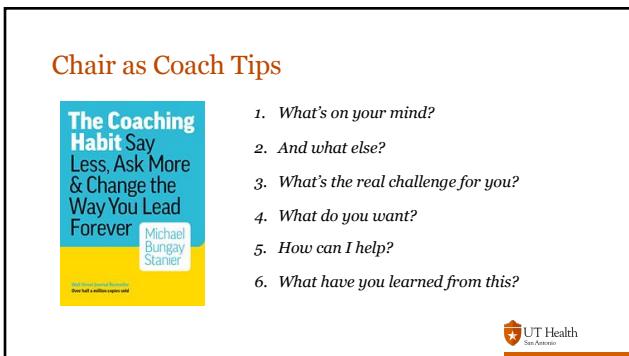
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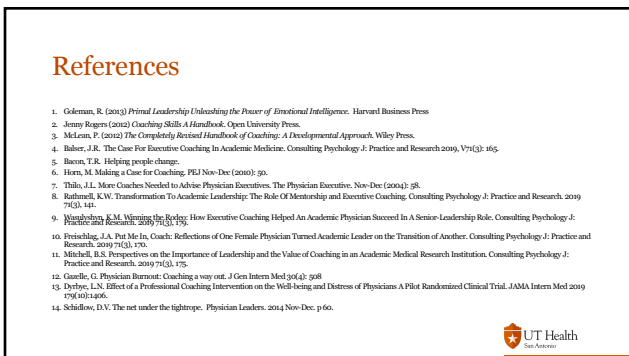
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