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## Coaching Healthcare Leaders

Navigating the chaos to bring  
out the best in its people

Coaching the  
Care Givers

How Providers  
Become Leaders

Physician,  
Heal Thyself



# How Providers Become Leaders

Coaching healthcare providers and administrators to be great people leaders

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**T**he delivery of healthcare services in the 21st century requires a shift in both the mindset and skills of healthcare providers and administrators. Changes in the business and practice models of healthcare are rapidly occurring. Making healthcare affordable requires that new business models be created. Specifically, technology has become an important aspect of the new business model,

which signals downstream changes in the way care is accessed and administered.

The management of cost, the management of measuring effectiveness, and the management of the provider/patient relationship are evolving. Providers and delivery systems must adapt in mindset and practice in order to not only survive, but flourish

## **Developing People Leaders**

High-functioning teams create and execute successful strat-

egies in organizations. These teams are built by healthcare leaders who collaborate effectively, manage conflict productively, communicate well with others, and skillfully navigate organizational dynamics. Through our experience in science and healthcare, we understand that most healthcare leaders have a keen ability to observe, diagnose and connect. It is also true that many need to

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better understand the organizational “rules of engagement” and how to work with others to obtain better results.

Through our leadership development programs, we have identified a number of foundational people leadership skills and advanced skills for leading the new healthcare environment, detailed in Table 1, which activate healthcare leaders to manage their staff as well as they manage the care of their patients.

In order to develop healthcare providers into people leaders, we go through a five-step process, outlined in Figure 1, which includes assessment, planning, learning, reflecting and applying. Each of these steps includes a significant coaching component.

### How Coaching Plays into Each Step

Coaching is integrated into our program as a core strategy and methodology for leadership development of healthcare providers and administrators.

#### Assess

Each of the leaders receives valuable feedback and insight through personality assessments and 360 feedback from their colleagues and bosses. Each personality assessment is interpreted by certified coaches trained in the particular tools. Our most popular personality tools include the Birkman Method®, Hogan Assessments, and the Myers-Briggs Type Indicator®. We also use standardized online 360 tools and, in some cases, interview-based 360 feedback to help each leader understand dominant style, strengths, stress reactions, and potential areas for development. This data is invaluable in providing insight into specific objectives for leadership development.

#### Plan

The coach works with each leader to help them create a documented leadership development plan based on the assessments, input from their boss, and their personal goals for development. The plan serves as a roadmap to measure progress during the entire leadership development program. Periodically, the coach and healthcare leader will document progress against the goals in the plan itself. The plan serves as a guide to ensure accountability and focus for each leader’s growth.

#### Learn

In addition to one-on-one coaching, we also offer workshops where the facilitators incorporate group coaching experiences that enable a collaborative learning environment for all the par-

Figure 1: Leadership Development Model Incorporating Coaching



ticipants. At times, intact teams will also go through the program together, and team coaching focused on specific team development objectives can also provide rich experiences for the healthcare leaders.



Table 1:

## Skills Needed for Healthcare Leaders

Foundational Leadership Skills	Advanced Leadership Skills	Special Topics
Leadership Foundations	Measuring Leadership Effectiveness	Integrating Technology into Healthcare Leadership
Motivating Healthcare Employees	EI/SI Concepts and Theory	Hiring and Staffing
Delegation	Practicing Mindful Leadership and Managing Stress	Project Change Management
Political Savvy and Influence	Controlling Your Workload	Diversity and Inclusion
Building Effective Healthcare Teams	Developing Mature Leadership	Thinking Strategically
Managing Personality Differences	Addressing Emotional and Mental Health Issues in Teams	Fostering Creativity and Managing Innovation
Effective Communication	Influencing Healthcare Policies and Fostering External Relationships	
Conflict and Collaboration		
Developing Direct Reports and Others		
Managing People Through Transitions		

### Reflect

Reflection is critical for healthcare leaders to process their experiences both in the workshops and on the job. The coach provides a safe environment for leaders to debrief their experiences and plan next steps for learning and growth. We also incorporate journaling into the process to further explore experiences and opportunities for growth.

### Apply

Fundamentally, coaching is about action. We build into our leadership experiences practical tools and methods that enable healthcare leaders to improve their personal, team, and organizational effectiveness. The coaches support this process through action planning and application in the field along with reflection in the safety of the coaching sessions.

### Summary

Coaching can play a critical role in growing healthcare practitioners and administrators into great people leaders. Integrating coaching into a leadership development program can offer richer, more personalized learning and growth opportunities than classroom-based programs alone.

Assessments and individualized development plans support healthcare leaders in pinpointing areas for development, resulting in more engagement and specific learning experiences that maximize investment and leadership outcomes.

Given the increased focus on efficiency in the healthcare industry, coaching can optimize the resources and time investment in leadership development.

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