

## Coaching Case Study:

### Team Coaching for Success

#### THE BACKGROUND

- Individual and team coaching for Chair of Academic Health System in the Northeast

#### THE CHALLENGE

- The Chair initiated a comprehensive program of coaching for himself and his team.
- Two coaches were engaged, one for his own leadership development and the other for selected team members and the team as a whole. The two coaches collaborated throughout and appropriately shared relevant insights.
- Challenges addressed: How could the coachee be a more effective leader of his department and also an active member of the wider system leadership team, when there were competing priorities between the two constituencies? How could he ensure that his team raised its game and viewed itself as a high functioning, high performing department? And, how could he elegantly resolve the enormous demands on him as both a clinician and a leader, and address the reputation he had acquired as sometimes being too aggressive?

#### THE OBJECTIVE

- The 360-feedback resulted in a development plan with three primary objectives:
  - Create balance in life and a healthier self since burnout risk was identified as a root cause of leadership and communication issues he was facing.
  - Demonstrate clear, consistent and empowering leadership. This included developing listening skills as well as the willingness to engage in courageous conversations.
  - Position Chair as a collaborative leader within his organization by skillfully balancing advocacy with inquiry.

#### THE SOLUTION

- Individual coaching of the Chair continued 9 months in parallel with the team development work.
- The engagement concluded with a meeting with the health system CEO who heard a summary of overall progress, ongoing challenges and offered “feed-forward” for ongoing future development.

#### THE OUTCOME

- As self-reported, the Chair felt the coaching engagement was highly beneficial to both himself and his team.
- His self-awareness increased and he acknowledged that he still had some way to go in terms of modulating his style and ensuring that people had the space to speak up, and not feel shut down.
- Chair is pleased with the team’s performance and the way he leads the team. He is proud of the gender diversity of his team.