

## Coaching the Disruptive Physician

### THE CHALLENGE

- Coachee's expertise had overridden accountability for harsh, devaluing behavior and temper outbursts.
- Coachee had highly developed analytical mind with underdeveloped emotional intelligence.
- Coachee was unconcerned about his impact on others; denying responsibility for problems his behavior caused, placing the blame on others.

### THE OBJECTIVE

- Improve cooperative relationships with staff at all levels of the institution
- Develop greater emotional intelligence, anger management, leadership awareness and competencies

### THE SOLUTION

- Individual interviews of supervisors, peers and direct reports.
- DISC inventory to learn about his unique personality and communications style, educate coachee about the communications needs of others, and how his style fit with theirs.
- A thorough debriefing of the feedback with the coachee. Feedback organized to focus on behavioral themes, details, and impact on others.
- A coaching plan to address each of the growth areas identified in the 360 process
- Ongoing communication with supervisor and organization leadership as well as repeat 360 interviews to follow progress and refine coaching focus

### THE OUTCOME

- New ability to observe his behavior, its impact on others, and use this to change behavior
- Mindset shift that decreased reactivity
- Communicating in a calmer tone and slower pace
- Increased collaboration and ability to take input
- Showing respect for differing opinions
- Resolved conflict and devaluing comments in staff meetings