



Physician Leadership Guide

# Everyday Tools for Physician Leaders



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# Contents

## The Physician Leadership Challenge

Physician leadership challenges create ambiguity in our change management process. These challenges are managed more effectively when we invest in people. **These tools are designed to support you and the development of your interpersonal skills and emotional intelligence.**

## Inner Coach

## Acknowledgement

## Powerful Questions

## 3 Types to Listening:

## Feedback: 6-Step Method

## 4-7-8 Breathing

## Conflict: 4-Step Method to Diagnose Situations

## Conflict: Pre-Conversation Checklist

## How to Plan Effective Meetings

## Effective Meetings: A Checklist

## Mindfulness: A 7-Day Challenge

## Team Building: The 3-Pictures Activity

## Who We Are

# The physician leadership challenge

## There are many reasons physician leadership should be a priority

Technical and leadership challenges are affecting patient care, patient satisfaction and provider engagement and include:

- The need to align physician leadership competencies with the strategic goals of a system
- Physicians often *want* to lead but lack formal training
- The increasing complexity of health systems and the national healthcare landscape
- How to incentivize physician leaders with appropriate compensation
- The challenge of creating a collaborative and aligned leadership development process

“The leadership competency models in widespread use today were developed prior to the passage of the Affordable Care Act; **evolving into a new era ... will likely require new competencies of our leaders**’ (Garman & Lemak, 2011, p. 4)” <sup>[1]</sup>

## Physician leadership challenges create ambiguity in our change management process

These leadership challenges make it difficult for the organization to understand how to effectively implement change:

- Inability to influence others
- Lacking ownership of indirect reports
- Disagreement on physician compensation models
- Emotional and volatile reactions from leaders
- Avoiding new responsibilities to avoid risk of embarrassment

## These challenges are managed more effectively when we invest in people

Studies and analysis show leadership development strategies, like coaching, are effective and necessary for succeeding in the transformation of our healthcare systems. When we invest in physician leaders, we accelerate technical solutions.

- “Qualitative analyses further revealed indirect **improvement in patient care, reportedly as a function of increased physician energy and resilience**, and because the physicians modeled their coach’s presence and focus during patient visits (Schneider et al., 2014)” <sup>[1]</sup>
- **71% of physicians believe clinical leaders have an advantage** when it comes to “credibility with the workforce”, compared to administrative leaders (NEJM Catalyst survey, Base = 868)
- “A cohort of 25 physicians who received coaching demonstrated improved resilience and also better work boundaries and priorities, augmented mindfulness and self-awareness, as well as increased self-compassion and self-care (Schneider et al., 2014)” <sup>[1]</sup>
- “I have worked with Sandy in two different health systems. She has an incredible ability to connect with physicians and to break through their guarded skepticism to unlock their true passion for patient care, empathy, and leadership. **The result is a resilient physician leader that can help to move the culture of the organization.**”

- JP Valin, MD, Executive Vice President and Chief Clinical Officer, SCL Health

# The Inner Coach

## What is the Inner Coach?

The Inner Coach is the polar opposite of the [Inner Critic](#). The Inner Coach is able to see the gray, rather than turn every situation into a black-and-white scenario.

When physicians access their Inner Coach to address a situation or question, they can experience moments of confidence, clarity and empowerment. To become a more effective leader, it is important to notice who is running your life; your Inner Critic, your Inner Coach or some other voice. Each of us gets to decide which of these voices we want to listen to.

## 10 Qualities of the Inner Coach

1. **Curious** (*vs. the inner critic, which is black-and-white*)
2. **Quiet** (*vs. the Inner Critic that tends to loudly invade and interrupt*)
3. **Connects to head and heart** (*vs. the Inner Critic that is exclusively cerebral*)
4. **Generates a new thought** (*vs the Inner Critic that generates self-defeating thoughts*)
5. **Feels loving** (*vs the Inner Critic that is harsh*)
6. **Speaks to us through words, imagery, facial expressions, body language**
7. **Simple** (*the inner critic is complex and intricate*)
8. **Surprising** (*vs the repetitious Inner Critic*)
9. **Vision of our more authentic selves** (*vs the Inner Critic that says, “you’re not ready” or “you’re not good enough”*)
10. **Gentle source of wisdom** (*vs. the Inner Critic that is a rude perfectionist*).

## The Practice of Listening to your Inner Coach

1. Allow yourself to become centered; exhale. Completely let go of your opinions about the situation or what you should do.
2. Find your curiosity, knowing that what you hear, or sense, will be valuable.
3. Focus on your intention and trust that you really are naturally creative, resourceful and whole.
4. Ask yourself one or more powerful questions. Be sure the questions have 5-7 words.
5. Be honest! Then, write or gently respond to the question.
6. It’s okay to be silent, be present and hold space to listen to your Inner Coach.
7. Remember your Inner Coach is a well you can draw from to help you chart your course.

## Sample of powerful questions to ask your Inner Coach

- What is important to me now?
- What do I want to focus on today?
- What am I feeling? What do I want to feel?
- What would give me energy today?
- How would I like to approach this situation?
- What is in my scope of influence?
- What resources are available to me in this moment?
- What action do I want to take?
- What is the first small step?

# Acknowledgement

## Why acknowledge others?

As a leader, it is important to support, champion, and develop others - especially in today's world of complexity where burnout is common. One way to champion others is to point out their strengths, their resourcefulness, and let them know you believe in them—it's almost like encouraging them to be more of themselves. **Leaders who acknowledge others connect people to a capacity they didn't realize they had.**

## What is acknowledgement?

**An acknowledgment recognizes who someone is.** It is not praise or compliments. It is not cheerleading others. In fact, if you are not sincere, you may erode your relationship or even destroy your credibility.

Acknowledgments often highlight a value or strength that is important to the person being acknowledged. Acknowledgment helps people see what they sometimes discount in themselves out of a sense of humility.

## What makes acknowledge powerful?

1. It's direct
2. It's specific
3. It reflects a unique contribution
4. It's honest and sincere (not cheerleading)

## What do people want to be acknowledged for?

- |                  |              |                 |                  |
|------------------|--------------|-----------------|------------------|
| → Accomplishment | → Accuracy   | → Ideas         | → Courage        |
| → Attitude       | → Energy     | → Collaboration | → Reconciliation |
| → Stability      | → Resilience | → Humor         | → Sensitivity    |

## Examples of acknowledgement phrases

Adapted from the Physician Coaches Institute, Francine Gaillour, MD and CEO.

I appreciate how you . . .	Your enthusiasm for . . . has provided . . .
Your ideas about . . . led to . . .	I appreciate the thoroughness with which you . . .
The agenda you created provided . . .	Your willingness to . . . has enabled us to . . .
The sensitive way you handled . . . was . . .	Your plan was well-detailed and easy to . . .
The approach you took to solve . . . was . . .	Your timeliness in . . . enabled us to . . .
Your energy around . . . has helped us to . . .	Your attention to . . . made it possible for us to . . .
The words you used to express . . . were . . .	Your recognition of . . . has engaged . . .

# Powerful Questions

## Why ask powerful questions?

As a leader, the ability to ask powerful questions and listen intently is the single most important tool used to help others & ourselves discover and grow. Asking powerful questions with colleagues and team members creates a great sense of confidence, a space for empowerment, and most importantly, it enhances trust in the relationship.

## What is a powerful question?

A powerful question is a succinct open-ended question (often seven words or less) that stimulates reflective thinking, challenges assumptions and is thought-provoking. These questions generate energy and an opportunity to explore, often touches a deeper meaning and tends to evoke empowerment and ownership. Powerful questions invite clarity, action and discovery at a whole new level.

## How can powerful questions be used?

Here are some scenarios and a sample of powerful questions:

### 1. 1:1 conversations with staff

*Strengthen relationships while focusing on outcomes*

- What do you most want to talk about?
- What are you most proud of since our last 1:1?
- What concerns you the most this week?
- What action are you committed to take?

### 2. Rounding

*Engage staff in an upcoming department change*

- What excites you about this change?
- What is the part that is not yet clear?
- What do you see your role to be in this change?
- What support do you need in this change?

### 3. A solution to a tough problem

*Deal with the ambiguity of tackling a challenge*

- ◆ What is the opportunity here?
- ◆ What is possible?
- ◆ How else could a person handle this?
- ◆ What is your desired outcome?

### 4. A struggling individual

*Address an employee who is struggling with low performance*

- ◆ How do you feel about it?
- ◆ What have you tried so far?
- ◆ What will you have to do to get the job done?
- ◆ What support do you need to accomplish this?

# 3 Types of Listening

## Why listen?

Over 70% of the American workforce would take a pay cut to have their leader fired. There are multiple reasons. One reason is that people do not feel heard. People in today's workforce do not feel seen.

Listening is one way to show we care about others. Listening happens when we quiet our own thoughts and put our attention on the other person. Even for a moment.

## What is listening?

Listening happens in different ways. I'll describe three levels of listening. Take a look and notice which might be your "go-to" level of listening. Then choose another level of listening you want to improve. Try it and notice the impact on others.

## How can I practice listening?

### 1. Internal listening (self-focus)

- Listening to our own opinions and thoughts about what the other person is saying.
- Listening to our assessments and judgments of what we hear.
- Wondering what to say next.

### 2. Focused listening (focus on others)

- Shifting our attention to what the other person is saying from their perspective.
- Seeing the world from their view.
- Listening to understand what is important to them; their values and their desires.

### 3. Global listening (global focus)

- Paying attention beyond the words & listening with all our senses
- Imagining a picture, visual or metaphor that might represent what the other person is saying
- Encouraging, accepting, exploring & reinforcing the other persons' expression of feelings, perceptions, concerns etc.

## How can I improve my listening skills?

Listening grants speaking, so the more we can build the muscle of really listening, the more we can truly champion others. This can begin by quieting the constant chatter in our own mind. Suggestions:

- Ask for feedback. Ask for specific feedback about your listening skills
- Do yoga. Begin with one simple stretch you like.
- Pause. Pause after someone speaks.
- Be present. Practice being fully conscious and flexible during a conversation.
- Exercise daily.
- Meditate. Begin with 5 minutes.
- Breathe. Pay attention to your breathe. Extend the exhale.
- Explore moments of creativity.
- Develop your own practice to get re-centered.

# 6-Steps of Providing Feedback

## Why use the 6-Step Feedback model?

This model is designed to enhance the feedback process. This structure helps build the confidence of the person receiving the feedback.

## Directions

### 1. State Purpose

- State what you've observed; highlight one behavior
- State the reason why this improvement is beneficial (to team members/ patients/ others)
- "I'd like to talk with you about \_\_\_\_\_ (behavior) at \_\_\_\_\_ (location)"
- "What I have observed is \_\_\_\_\_"

### 2. Ask Opinion

- Ask open ended questions and listen
- Encourage person to reflect on their performance. Build trust
- "What is your view of situation?"

### 3. Seek Ideas

- Draw out their solutions to their challenge
- Encourage them to generate different ideas, specific ways to enhance their own performance
- "How else could you handle this situation?"
- "What is blocking you from being effective?"

### 4. Provide Feedback

- Provide feedback of their ideas. Ensure the ideas generated will improve performance
- Give "big picture" details, share organizational perspective
- Explain how their ideas could affect them, the team, or unit
- "What I like about your idea is \_\_\_\_\_"
- "Another thought I want to offer is \_\_\_\_\_"
- "What other resources would support you?"

### 5. Action Plan

- Ask person to summarize next steps. Reaffirm their commitment to be accountable for results
- Ask the team member what they are committed to doing differently
- "What would you be willing to do next?"
- "How would you like me to follow- up with you?"

### 6. Provide Support

- Express confidence and support. Describe why you believe the person will achieve these goals
- "I want you to be successful"

# 4-7-8 Breathing

## Why 4-7-8 Breathing?

The results of this 4-7-8 breathing practice are amazing. I promise, if you do this regularly, you will notice a significant difference in your body and your life. It's a wonderful tool you can apply in many situations.

It's one of the most powerful anti-anxiety methods available anywhere! I personally started using this years ago when I was having breathing problems. Waking up gasping for air and not being able to take a full breath was normal.

This exercise has been a game changer. It really is a very powerful technique.

Feel free to share with your family, colleagues, or others who want to experience (almost) instant relaxation!

## Directions

Do this breathing cycle twice a day, every day. It is important to do this regularly. I do it when I wake up and first put my feet on the ground, then again when I get into bed. This structure helps me to maintain an easy routine.

**Speed is not important; the ratio of 4-7-8 is important.**

**This can take less than a minute.**

1. Inhale to a count of 4.
  - a. Each inhale is quiet through the nose
2. Hold your breath to a count of 7.
3. Exhale to a count of 8. Each exhale is *noisy* through the *mouth*.
4. Pause, then notice how you feel. Be curious about any changes you might feel.
5. Repeat Steps 1-4 three (3) times to complete the exercise.
6. Repeat the entire exercise twice (2x) per day.

# How to Handle Conflict:

## A 4-Step Method to Analyze Conflict Situations

Amy Gallo, author of [HBR Guide to Dealing with Conflict](#), [Dealing with Difficult People](#), and [Conflict Management: A Primer](#), is an expert in developing tools to engage in healthy conflict. Below is a list of four (4) steps adapted from Gallo's strategies that you can do quickly in your head when a disagreement arises.

### Step 1: Understand Your Counterpart

- ❖ **What is their style?**
  - Are they a conflict avoider who shies away from conflict and cares most about harmony?
  - OR are they a conflict seeker who is eager to engage in disagreements and cares most about directness?
- ❖ **What matters to her?**
  - What does she want from the situation?
  - Why is she acting the way she is?

### Step 2: Determine the Type of Conflict You're Involved In

- ❖ **Relationship** conflict? (a clash of personalities)
- ❖ **Task** conflict? (a disagreement over the intended goal of a task or project)
- ❖ **Process** conflict? (a disagreement over how to carry out a project or task)
- ❖ **Status** conflict? (a disagreement over who's in charge or gets credit)

### Step 3: Articulate Your Goal

1. What is your ultimate objective?
2. What is your counterpart's ideal outcome?
3. Brainstorm five ways your goals overlap, then write down these five possibilities.
4. Choose one way to articulate your shared goal.

### Step 4: Pick Your Option for Handling the Conflict

- ❖ **Do nothing** (ignoring and swallowing the conflict)
- ❖ **Address indirectly** (skirting the issue instead of naming it)
- ❖ **Address directly** (actively trying to change the situation by talking to the other person)
- ❖ **Exit** (getting out of the situation entirely by being reassigned to another project or leaving)

*Adapted from Amy Gallo, HBR Guide + Tools for Dealing with Conflict (Boston: Harvard Business Review Press, 2017).*

# How to Handle Conflict

## A Pre-Conversation Checklist

Amy Gallo, author of [HBR Guide to Dealing with Conflict](#), [Dealing with Difficult People](#), and [Conflict Management: A Primer](#), is an expert in developing tools to engage in healthy conflict. Below is a list of three steps, based on her work, that you can do quickly in your head when a disagreement arises.

### Step 1: Mentally

- A. **Choose your mindset.** Be positive, yet honest with yourself about how difficult the conversation may be. Focus on what you stand to gain and assume you have something to learn.
- B. **Consider the situation from the other person's perspective.** What does she want? Role-play the scenario and ask someone to be in your role. You may even generate a list of questions you want to ask when you sit down together.
- C. **Vent.** Get your emotions out ahead of time so you can be calm during the conversation. Be deliberate to vent with a friend or colleague who can listen rather than send you to a negative mind-set.

### Step 2: Strategically

- A. **Plan your message.** Focus on a shared goal and test out phrases you might say. Think thru key phrases that you want or don't want to say. Write them down.
- B. **Prepare for multiple scenarios.** So often conversations go badly because people feel blindsided. By thinking thru a variety of scenarios—someone cries, you yell, the person you schedule to meet brings others along, etc.—you can stay focused on your plan. It's important to remember, the conversation may not go the way you want, but you can choose how you show up, how you lead, and how you respond.

### Step 3: Logistically

- A. **Pick the right time.** Choose a time when you and the person you are meeting with are not rushed. It may be important to talk in person or on the phone.
- B. **Select a good place.** Look for somewhere you can meet privately. In other words, do not choose a “turf” setting where you or the other person has a power advantage. Consider a neutral spot, perhaps even take a short walk.

*Adapted from Amy Gallo, HBR Guide + Tools for Dealing with Conflict (Boston: Harvard Business Review Press, 2017).*

# Plan Effective Meetings

## Define clear objectives

What do you want to accomplish? Standing meetings with vague purposes, such as “status updates,” are rarely a good use of time. **An effective meeting serves a useful purpose, which happens when you achieve a desired outcome.**

Ask yourself:

- ☐ Do I want a decision or to generate ideas?
- ☐ Am I seeking input on a problem facing the organization?
- ☐ Am I requesting status reports or informing others of something?
- ☐ Am I alerting people to a shift in management or strategy?

Ask others:

- “If this meeting is wildly successful, what will people feel, know, and do as a result?”

**TIP:** Include the objectives in your agenda, so participants know why they’re attending and can give you feedback about whether or not they believe the time was productive.

## Select participants

The decision about who is to attend depends on what you want to accomplish in the meeting. This may seem too obvious to state, but it's surprising how many meetings occur without the right people there.

Effective committees, sub-committees, **project teams who meet regularly are most effective when they have 4-7 participants**. 10 people are manageable, and 12 people are the maximum. Conferences host 100+ people and councils may have up to 50 people.

**TIP:** The more people who come to your meeting, the longer it is likely to be. Consider meetings with fewer participants, but make sure you have a communication network that supports ongoing, prompt sharing of information among all parties.

## Draft a clear agenda

To ensure you cover only what needs to be covered and you stick to relevant activities, you need to create an agenda. The agenda is what you will refer to in order to keep the meeting running on target and on time.

- ❑ **Seek input from team members.** Ask participants to suggest topics and their importance.
- ❑ **Select topics that affect entire team.** Team time is expensive; so choose topics relevant to most and approach people outside the meeting the address individual topics.

**TIP:** Consider 1<sup>st</sup> agenda item to be “Review and update agenda for today’s meeting”

**TIP:** Some people prefer detailed agenda items, so they can gather data or insights and actively contribute. For example, rather than agenda item “Development strategy”, consider “Discuss strategies to develop physician leaders for new clinics opening in June 2019.”

**TIP:** List agenda topics as a question. Rather than “Onboarding residents”, consider “How effective is current onboarding process for new residents”?

- ❑ **Estimate realistic time** for each topic. Be sure to allocate time to introduce a topic, ask questions, resolve conflicts, generate solutions, agree on action.
- ❑ **Include the type of action needed and the type of output expected** for each topic (e.g. decision, vote, action assigned to someone)
- ❑ **Indicate who will lead** the discussion or presentation of each item. Assigning a particular topic to people is a great way to increase involvement and interest.

## The 3 Non-Negotiable Phases of a Meeting That Works:

### 1. Focus and Become Present

**TIP:** Use film, images, poetry, or music to create an opportunity for personal sharing and connection. While this might sound frivolous, it is extremely important. In addition to getting things done, meetings are opportunities to foster a positive team culture.

### 2. Do the Work

**TIP:** Design the agenda so that participants get involved early by having something for them to do right away and so they come on time.

### 3. Wrap It Up

**TIP:** To improve performance, relationships and satisfaction in the long-term, it is important to reserve 5+minutes at the end of each meeting to ask each person to answer these questions:

- “What did we do well”?
- “What do we want to do differently”?

## Select format

- ☐ **In Person:** This should be your first choice, as participants are more likely to engage and offer input. This setting also reduces the chances of losing your audience by beginning the meeting with 5-10 minutes of technical difficulties.
- ☐ **Conference Line:** Only choose this option if participants absolutely cannot meet in person. If using a conference line, encourage participants to get together and dial-in with others.

## Schedule date and time

It's important to match the purpose of your meeting with the proper frequency.

- ☐ **Huddles** are effective for short daily check-ins (e.g. 15 minutes)
- ☐ **Project or operational meetings** can be weekly or bi-weekly (e.g. 30-45 minutes)
- ☐ **Strategic meetings** can be 2-5 times a year

**TIP:** Consider the effectiveness of an ad hoc meetings if a complete group can be convened quickly.

## Distribute materials

With an idea of what needs to be covered and for how long, you can then look at the information that should be prepared beforehand. What do the participants need to know in order to make the most of the meeting time? What role are they expected to perform in the meeting, so that they can prepare correctly?

Consider distributing:

- ☐ Objectives and agenda
- ☐ Roles (e.g. notes, presenting)
- ☐ Materials of figured to be presented
- ☐ Reading or pre-work
- ☐ Location

Make sure everyone knows why their presence is necessary for the meeting's business. This conveys the need for personal responsibility and honors their efforts to attend.

# Checklist: Plan Effective Meetings

## ❑ Set objective(s)

An effective meeting serves a useful purpose, which happens when you achieve a desired outcome.

- ☐ A decision about:
- ☐ Generate ideas about:
- ☐ Seeking input on:
- ☐ A status report on:
- ☐ To present information about:
- ☐ To alert others about a shift in:

## ❑ Select participants

Effective committees, sub-committees, and **project teams who meet regularly are most effective when they have 4-7 participants**. 10 people are manageable, and 12 people are the maximum.

## ❑ Draft a clear agenda

- ☐ **Seek input from team members.** Ask participants to suggest topics and their importance.
- ☐ **Select topics that affect entire team.** Team time is expensive; so choose topics relevant to most and approach people outside the meeting the address individual topics.

**TIP:** Consider 1<sup>st</sup> agenda item to be "Review and update agenda for today's meeting"

- ☐ **Estimate realistic time** for each topic. Be sure to allocate time to introduce a topic, ask questions, resolve conflicts, generate solutions, agree on action.
- ☐ **Include the type of action needed and the type of output expected** for each topic (e.g. decision, vote, action assigned to someone)
- ☐ **Indicate who will lead** the discussion or presentation of each item. Assigning a particular topic to people is a great way to increase involvement and interest.

## ❑ Select format

- ☐ In Person
- ☐ Conference Line

## ❑ Schedule date and time

- ☐ **Huddle:** effective for short daily check-ins (e.g. 15 minutes)
- ☐ **Project or operational meeting:** weekly or bi-weekly (e.g. 30-45 minutes)
- ☐ **Strategic meeting:** 2-5 times a year (e.g. 45-120 minutes)
- ☐ **Ad hoc meeting:** if a complete group can be convened quickly

## ❑ Distribute materials

Make sure everyone knows why their presence is necessary for the meeting's business. This conveys the need for personal responsibility and honors their efforts to attend. Consider distributing:

- ☐ Objectives and agenda
- ☐ Roles (e.g. notes, presenting)
- ☐ Materials of figured to be presented
- ☐ Reading or pre-work

# The 7-Day Mindfulness Challenge

By practicing the mindfulness exercise you choose each day, reflecting, and then writing about your experience, you will generate new insights. It is important to write your response to the journal prompts. Stay curious as you write. Really, curiosity (without judgment) will be your biggest friend. Your new insights might even inform you about new possibilities.

1. Choose one practice from the mindfulness exercises, listed below, that appeals to you.
2. Let go of any judgments about which ones are better than others. The one you choose is the right one for you.
3. Do the mindfulness practice for seven days in a row.
4. Print the next page and put it by your bedside and respond to the following journal prompts each day.

## Mindfulness Practices

I've put together a short list of mindfulness exercises you can practice. Stay curious as you journal. Curiosity (without judgment) will be your biggest friend.

Less than 5 minutes:

1. Practice [4-7-8 Breathing](#)
2. Practice [mindful eating](#)
3. Ask yourself, "What is important today?" or "What do I want to put my attention on today?"

5 – 15 minutes:

1. [Three Good Things](#) exercise (Try [the App](#))
2. Meditate using the [Headspace app](#). (Watch this [AWESOME VIDEO](#) about how a cardiologist uses Headspace before rushing into surgery)
3. Go for a walk and ask yourself, "What are three good things that happened today?"

15 – 30 minutes:

1. Notice how many times you look at your phone; choose to turn it off for three hours each evening
2. Watch [Jill Bolte Taylor's TED Talk](#) and ponder the impact of connection
3. Create a simple ritual of reflecting on your daily priorities at work and notice what is going right

## My mindfulness practice is \_\_\_\_\_

Date	Journal Prompts
Day 1: _____	<ol style="list-style-type: none"> <li>1. What did I do today?</li> <li>2. What did I notice?</li> </ol>
Day 2: _____	<ol style="list-style-type: none"> <li>1. What did I do today?</li> <li>2. What was the impact?</li> </ol>
Day 3: _____	<ol style="list-style-type: none"> <li>1. What did I do today?</li> <li>2. What did I feel, sense, or see differently today?</li> </ol>
Day 4: _____	<ol style="list-style-type: none"> <li>1. What did I do today?</li> <li>2. What is working for me?</li> </ol>
Day 5: _____	<ol style="list-style-type: none"> <li>1. What am I discovering about myself?</li> <li>2. What new insight am I having about this mindfulness practice?</li> </ol>
Day 6: _____	<ol style="list-style-type: none"> <li>1. What are the benefits of my mindfulness practice?</li> <li>2. What new possibilities am I becoming aware of?</li> </ol>
Day 7: _____	<ol style="list-style-type: none"> <li>1. What am I learning about myself?</li> <li>2. What do I want to commit to in the next 30 days?</li> <li>3. What supports will help me be successful/accountable to this practice?</li> </ol>

# The 3-Pictures Activity

Immediately increase group energy with an opening exercise

## Purpose

In meetings, people have a tendency to sit next to people they know best.

Leading an opening exercise is an effective way to “break the ice” so meeting participants get to know each other in new ways and experience genuine connections with others quickly. This experiential learning activity generates awareness of what is important to participants and their peers. The debrief of this activity helps people to explore their understanding of why relationships are a critical component of strong leadership.

After completing this activity, people have reported:

- *“People get really excited and open up when they talk about their pictures.”*
- *“I realized we all have lives outside of work.”*
- *“I learned about the ‘why’ of my coworkers for the first time.”*

## When to Use

- The first meeting of a new group
- To increase the energy of a group who has worked together before
- “Setting the stage” to teach the value of building relationships to being an effective leader

## Step 1

In 60 seconds, choose 3 photos on your phone that represents what’s personally meaningful to you (e.g. a person, event)

## Step 2

In 60 seconds, find someone you don’t know well and ask them to share their 3 photos and why they are meaningful. Take 60 more seconds to share your 3 photos and why they matter to you.

## Step 3

Repeat Step 2 twice more. In total, you have 6 minutes to meet 3 people and share photos.

## Step 4

Sit down and prepare to introduce yourself to the group by answering one of the following questions:

1. *“Something I noticed during the exercise was....”*
2. *“Something I learned about myself during the exercise was....”*
3. *“Something I discovered about others was....”*
4. *“A new insight I’m having about our team is....”*
5. *“A new thought I’m having about leadership is....”*

# Sandy Scott Consulting Group

## Our Vision

Sandy Scott Consulting Group is a talent and leadership development firm who increases physician engagement, influence and accountability at health systems through research-based education, transformational coaching and tangible tools.

**We exist to transform the lives of all physician leaders into meaningful and high-performing journeys.**

## Solutions

**Physician Leadership Accelerator™ Programs:** Transformational experiences for groups of physician leaders or to develop critical leadership skills and effectiveness. Together, we leverage standardized assessments, goal setting, in-person education, individual coaching and digital content to deliver lasting results at scale.

**Team Development Experiences:** A development opportunity for groups of physicians or executives to evolve and maintain organizational leadership competencies. An experiential learning approach, designed to fit the busy lives of today's healthcare professionals, combines deep-dive in-person sessions and a proven cadence of individual coaching and group accountability sessions.

**Coaching for Executives and Physicians:** Highly personalized engagements for leaders in a new role or with an overwhelming challenge. Together, we leverage research-based assessments, goal-setting, individual coaching and action plans to accelerate the development of leadership effectiveness and interpersonal skills.

## Proven Results

"I have worked with Sandy in two different health systems. She has an incredible ability to connect with physicians and to break through their guarded skepticism to unlock their true passion for patient care, empathy, and leadership. **The result is a resilient physician leader that can help to move the culture of the organization.**"

- JP Valin, MD, Chief Clinical Officer, SCL Health

"Sandy is an expert at coaching physicians. **She influences the professional, personal, and emotional lives we have as doctors.** As a physician who has been coached by Sandy--she changed my life and the lives of my colleagues."

- Angela M. Mills, MD Chief Medical Officer, North Colorado Medical Center

"With [Sandy], **I developed new understanding of how to be more deliberate and proactive in situations with conflict.** Through iterations of practicing specific skills, my approach has improved, and results are better."

- Medical Director

## Credentials

- ❖ Coached 500+ physicians and healthcare executives since 2008
- ❖ Fellow of American College of Healthcare Executives (FACHE)
- ❖ Board Certified Coaches (BCC)
- ❖ Professional Certified Coaches (PCC)
- ❖ Certified Physician Development Coaches
- ❖ Member of Physician Coaching Institute Advisory Council