

# Coaching for Physicians and Executives

“The Only Thing That Is Constant Is Change” —Heraclitus

## The Process

**Coaching is a supportive and action-oriented process driven by outcomes.**

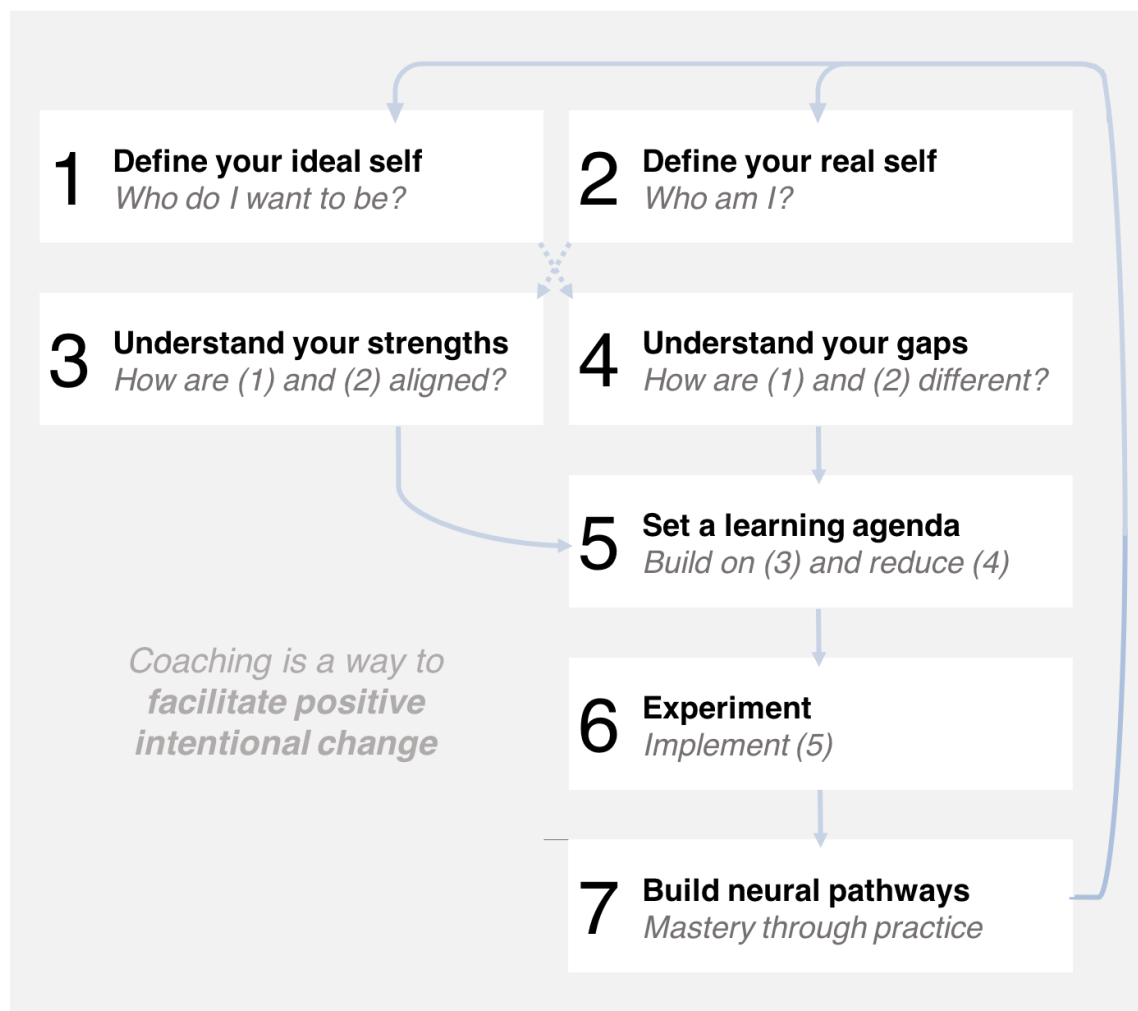
Coaching is the process of drawing on strengths, questioning assumptions, and aligning values with purpose, to maximize personal and professional potential. It helps people dream of a better possibility for their life, then supports them to achieve it through action.

**Coaching drives transformation by providing a framework for positive intentional change.**

Coaching facilitates positive intentional change, shown as the Intentional Change Model, below.

Throughout the coaching experience, clients (or “partners”) develop relationships and neural pathways to support this trend in positive intentional change after the experience is complete.

### The INTENTIONAL CHANGE MODEL



(Adapted from Robert Boyatzis' Intentional Change Model)

# Coaching vs Counseling, Mentorship and Consulting

## COACHING “I’ll support you to take action and achieve meaningful results...”

“The coach’s primary attention is to strengthen the client’s wisdom, thought processes and directed action towards the future, based on the client’s self-identified agenda. A supportive and non-judgmental environment is created in which to inquire, challenge and stimulate critical thinking and new ways of being, thinking and activating – often resulting in new behaviors applicable to the client’s whole life.” [\[2\]](#)

- Create awareness that unlocks insights
- Facilitate learning from experiments and actions
- Support to clarify vision, goals, solutions and next steps
- Offer tools, processes and objective observations
- An accountability partner in a non-political environment

## COUNSELING “Let’s resolve something from the past...”

“The counselor’s focus is on addressing a personal issue with the client, often related to emotions, attitude or behavior. Counseling therapy may include asking thought-provoking questions similar to those used in coaching. The emphasis however is on applying principles of mental health, psychology and human development to address wellness, personal growth behavioral change or emotional well-being.” [\[Source\]](#)

- Directly address pain from the past
- Help clients with emotional dysfunction
- Focused on “fixing”

SIMILAR TO COACHING

**Healing and supportive experience**

## MENTORSHIP “I’ll show you how I did it...”

“The mentor’s primary attention is on imparting wisdom to a less experienced individual by taking an active interest in their development. A less experienced individual learns from someone who is literally and/or metaphorically older and wiser and has worn the same shoes and traveled a similar path.” [\[Source\]](#)

- Share past experiences
- Wise and trusted advisor
- Directly assist with networking

SIMILAR TO COACHING

**Provide trusted guidance**

## CONSULTING “I’ll tell you what I recommend...”













“A consultant’s primary attention is on helping an individual achieve personal or organizational results through the application of their specific expertise where they advise the client on the best course of action for achieving desired goals. Consultants may or may not also be charged with transferring knowledge or a skill set to their client.” [\[Source\]](#)

- Give expert advice
- Present defined solutions
- Perform tasks and work “for” client

SIMILAR TO COACHING

**Support action and implementation**

# Your Coaching Experience

<b>Scope</b> (5% of experience)	Agreement and Scope		Establish expectations and focus
<b>Discovery</b> (10%)	Discovery Assessment		Partner informs the coach of their hopes, dreams and fears of coaching
	Emotional Intelligence Assessment		A measurable set of competencies able to predict leadership success <a href="#">[Source]</a>
	Personality Inventory		Assess personality traits to understand work and leadership styles
	Development Survey		Assess disruptive qualities to help recognize and mitigate performance risks
	Motives, Values and Preferences Inventory		Assess desires to understand motivations and design productive environments
<b>Goals</b> (10%)	Triad Conversations		Opportunities for managers and executives to influence the experience through feedback
	Goal setting		Set meaningful, measurable and realistic goals, based upon assessments and triad conversations
<b>Results</b> (70%)	<b>Certified Coaching</b>		The process of guided action and reflection, based on internationally recognized standards and certifications
	<b>High Impact Toolbox™</b>		A curated set of frameworks, systems and tools, based upon partner's goals and progress
<b>Celebration</b> (5%)	Integration Report		Document insights, systems and tools for continued growth
	Celebration		Share Integration Report with manager and executive sponsor to strengthen the long-term impact of the experience

## Requirements

You take responsibility for becoming the kind of leader you want to be, which means you agree to answer tough questions, examine your habits and behaviors, listen to a variety of data points and feedback, try new ways of leading, create new goals, and trust the process. You take the lead in your own growth.

To leverage the value of coaching, partners must:

- Be ready to step out of their comfort zone
- Be willing to try new approaches
- Be open to feedback

## Logistics

### Roles

<b>Partner</b>	<ul style="list-style-type: none"> <li>• Actively participate in the process of assessment, goal-setting, taking new actions and developing new skills to achieve breakthrough results</li> </ul>
<b>Manager</b>	<ul style="list-style-type: none"> <li>• Give feedback to coachee at beginning of experience</li> <li>• Continue to give coachee feedback throughout experience</li> <li>• Acknowledge changes seen as it relates to original feedback</li> </ul>
<b>Executive Sponsor</b>	<ul style="list-style-type: none"> <li>• Champion partner and drive clear beginning and ending of experience</li> <li>• Attend logistical check-ins with coach</li> <li>• Address organizational obstacles and maintain visibility</li> </ul>





### Confidentiality

As a partner, we value confidentiality in all of our relationships. Our highest priority is creating a safe environment for you to be honest, straightforward, and authentic. You, however, are welcome to share any thoughts, insights or opinions with anyone you choose.

### Timing

<b>6</b>	month experience	<b>50</b>	minute coach sessions
<b>2 - 4</b>	coaching sessions per month	<b>1 - 2</b>	hours of assessments

### A Guided Experience

	Weekly emails with content and next steps		Worksheets to track progress and insights
	Digital assessments, completed on your time		1-click scheduling and rescheduling

# The Science of Coaching

Explore the following articles and studies to support the impact of coaching on health systems.

## Coaching improves the bottom-line of health systems

- [Leadership coaching in health care](#)
- [The High Cost of Apathy: Why Leadership Coaching is Needed in Health Care](#)
- [Leadership Development Programs for Physicians: A Systematic Review](#)
- [The Art and Science of Coaching Conversations for Healthcare Professionals](#)
- [Fostering Transformational Leadership in Business and Health Administration Education through Appreciative Inquiry Coaching.](#)
- [Leadership Development: An External-Internal Coaching Partnership](#)
- [Medical leadership: why it's important, what is required, and how we develop it](#)
- [The impact of leadership coaching in an Australian healthcare setting](#)
- [Improvement Capability at the Front Lines of Healthcare: Helping through Leading and Coaching](#)
- [Using an Executive Coach to Increase Leadership Effectiveness](#)
- [The Hidden Challenges in Role Transitions and How Leadership Coaching Can Help New Leaders Find Solid Ground](#)

## Coaching improves well-being

- [Physician Burnout: Coaching a Way Out](#)
- [Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout](#)
- [Physician coaching to enhance well-being: a qualitative analysis of a pilot intervention.](#)
- [Effectiveness of a preventive coaching intervention for employees at risk for sickness absence due to psychosocial health complaints](#)
- [Does coaching work? A meta-analysis on the effects of coaching on individual level outcomes in an organizational context.](#)
- [A Culture of Coaching: Achieving Peak Performance of Individuals and Teams in Academic Health Centers.](#)

# Sandy Scott Consulting Group is built with a vision of transforming the lives of clinicians into meaningful and high-performing journeys.

A Top 1% Certified Coach puts you ahead of the curve



**500+ PHYSICIANS  
COACHED**

**1000+ PROFESSIONALS  
COACHED**

## Clients describe their coaching experience as transformative

"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 shift the culture of the organization.**"

- 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.**"

- Chief Medical Officer; North Colorado Medical Center

"I learned to practice **delegation by setting goals and time lines to monitor progress.** This helps me not get so focused on the details that I forget the big picture."

- Chief Medical Officer

"As a surgeon and leader, I was losing effectiveness, getting overwhelmed and couldn't figure out what to do differently. Through coaching, I began to better understand my team and developed the ability to **delegate and hold others accountable.** That gave me energy to start communicating our vision and work more strategically."

- Surgeon

"During my coaching... I set clearer expectations and guided my team to come up with a solution which they implemented. **Staffing, morale, and patient care have all improved.** I learned I don't need to fix things by myself."

- Medical Director

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

- Medical Director



**We're delighted to play a role in your future.**

Send us a message to review our case studies.



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## Separate document to use as a “What is EQ and Why We Care About It” for sales / new clients

### Emotional Intelligence (EQ) is a higher predictor of leadership success than IQ

Partners are coached to maximize their personal and professional potential by developing their Emotional Intelligence. Emotional Intelligence is the ability to:

- Recognize, understand and manage our own emotions
- Recognize, understand and influence the emotions of others

Practical applications of Emotional Intelligence include:

- Giving and receiving feedback
- Meeting tight deadlines
- Dealing with challenging relationships
- Not having enough resources
- Dealing with change
- Dealing with setbacks and failure

EQ is made up of 12 competencies, or learnable capabilities, that are nested within four (4) domains:

EMOTIONAL INTELLIGENCE DOMAINS AND COMPETENCIES			
SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlooks		Teamwork
			Inspirational leadership

Studies about EQ have concluded:

- **“Emotional intelligence accounts for nearly 90% of what moves people up the ladder** when IQ and technical skills are roughly similar.” (Laura Wilcox, Harvard Extension School)
- Emotional intelligence is a foundational leadership skill and **a higher predictor of leadership success than IQ.** (Source: R. E. Riggio, S. E. Murphy, & F. J. Pirozzolo (Eds.), LEA’s organization and management series. Multiple intelligences and leadership (pp. 55-74). Mahwah, NJ, US)
- Emotional intelligence competency training has been shown to **positively impact physician-patient relationships** and support high-quality **teamwork**, effective communication, stress management, organizational engagement, **physician career satisfaction**, and more effective leadership. (Source: Amendolair, 2003; Cadman & Brewer, 2001; Elam, 2000; Epstein, 2002; Birks, 2007.)

## Create a similar document for Hogan Assessments?



## Separate document to highlight mini-case-studies for sales and social media marketing

### Physician Coaching in Action

These solutions can be found in many places, including online blogs and articles. *But coaching helps them stick.* Coaching gives physician leaders a chance to practice and fine-tune (vs a course) their newly acquired skills and knowledge. This is what helps physicians feel confident and adequate as a leader - which leads to making a difference as a leader - similar to the way they made a difference as a top-performing physician.

Examples of how coaching can serve physicians and their goals include:

#### BRING IN STUFF FROM "COPY" sheet and Gail Gazelle's paper

Challenge	Impact
Feeling overwhelmed by organizational noise. They are tasked with transforming care models and moving their organization towards value-based, patient-driven systems. They feel the pressure to deliver revenue. Meanwhile, their clinical responsibilities don't let us. So they have trouble deciding where to focus their efforts (E = Q*A, do they spend time on Q or A? Coaching helps them find the balance that's right for them and their situation).	Start with simple changes that make a big difference. (E.g. Atomic Habits quote about falling to level of systems). E.g. get control of their schedule by working more effectively with their executive assistant and prioritizing to-do lists so you're free to think strategically and have blocked time for exercise and family. Something like this can renew your sense of self-efficacy and instill a new passion for your leadership role.
feeling like an outsider. After being promoted, fellow clinicians think of you as a "suit" and regard you with suspicion, while other executives see you as, mostly, a doctor.	Ask more than tell. Instead of projecting a voice of authority (vs collegial intent) - ask open-ended questions to better understand others' clinical and administrative perspectives. The response will be more collaborative instead of combative.
They feel stuck in transition. The transition from 100% physician to leader is not easy. The traits that make a high performing doctor don't always motivate others to do their best work.	Build complementary teams. No leader can do it all alone. Use coaching to identify your strengths as a leader and build a complementary team to shore up your weaknesses. Give examples of Hogan here.
Difference in timelines. "Clinical time" to prescribe a treatment or perform a procedure is a relatively quick and linear process. "Business times" can take months or years to solve a problem.	Break large goals into smaller ones. Each incremental goal achieved will feel like a small win to you (and your team) - setting the stage for the larger goal to be achieved in a more measurable way.