

Demonstrating Resilience & Leadership Through Times of Change: Tools for Physician Leaders

AFHTO CONFERENCE

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Presenter Disclosure

- ▶ **Presenters:** Colleen Grady
- ▶ **Relationships with commercial interests:**
 - ▶ **Grants/Research Support:** None
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Disclosure of Commercial Support

- ▶ This program has not received financial or in-kind support from commercial organizations.

Workshop outline

- ▶ Coaching and leading teams
- ▶ 1/3.....2/3.....the next 90 minutes
- ▶ Setting the stage
- ▶ Self-assessments & supplementary reading

Coaching – what it is

- ▶ Part of performance management
- ▶ Aptitude + Attitude + Available resources = Level of success
- ▶ Developmental bias – underpinning of a successful coach
- ▶ A 'pull' action not a 'push' action

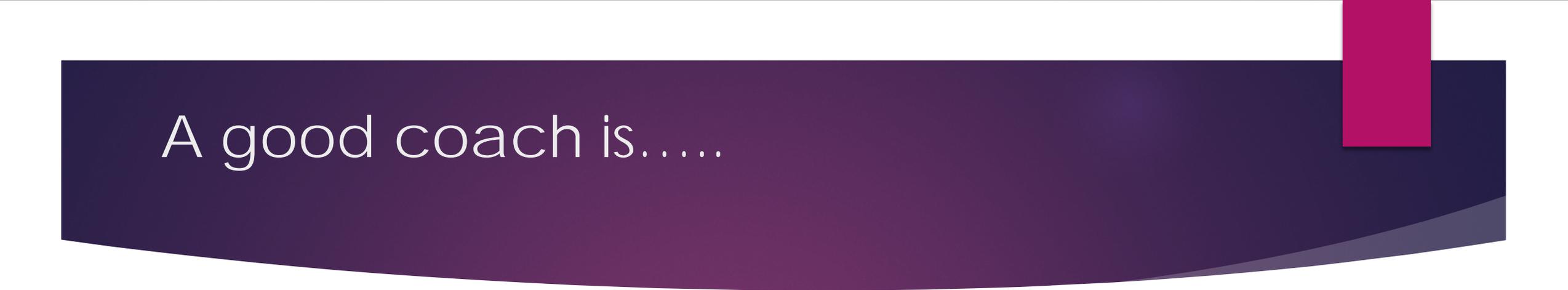
'Coaching is the art and practice of inspiring, energizing and facilitating the performance, learning and development of the player'

Myles/Downey

Coaching – what it is not

☒ Fixing people

☒ Therapy



A good coach is.....

.....self-aware

.....able to build trust

.....able to use imagery

.....able to identify blocks

.....recognizes the importance of adversity

Coaching – the 'how-to'

Determine
coachability



Build
awareness



Move to
action

ROOT CAUSE/WHAT IS THE GOAL

What is the challenge?
Most important priority?

UNDERSTAND THEIR WANTS

What's important to you as you resolve this?
What does ending look like?

SOLUTION FINDING

What are your options to resolve?
What is the opportunity?

DESIGN A PLAN

What can you commit to doing?
What the best time and way to implement your plan?

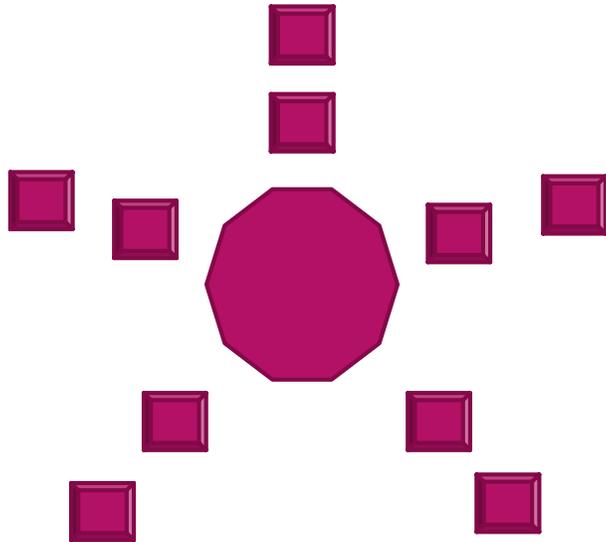
ENABLE ACTION

What will keep you motivated when going gets tough?
What support do you need from me?

Coaching – the right questions

- ▶ Open-ended instead of close-ended ('who', 'how', 'what' vs 'did', 'have', 'will')
- ▶ Awareness before action
- ▶ Facilitate creativity/problem solving
- ▶ Build on person's potential (their strengths)
- ▶ Re-frame/ challenge mental models
- ▶ Ask, listen, validate, stay curious, feedback.....celebrate success
- ▶ Be unattached/ trust your gut
- ▶ Don't fix it!

Coaching exercise



4 different types of 'issues'

10 envelopes - Coachable situation + sample questions for all issues

5 people facing 5 other people

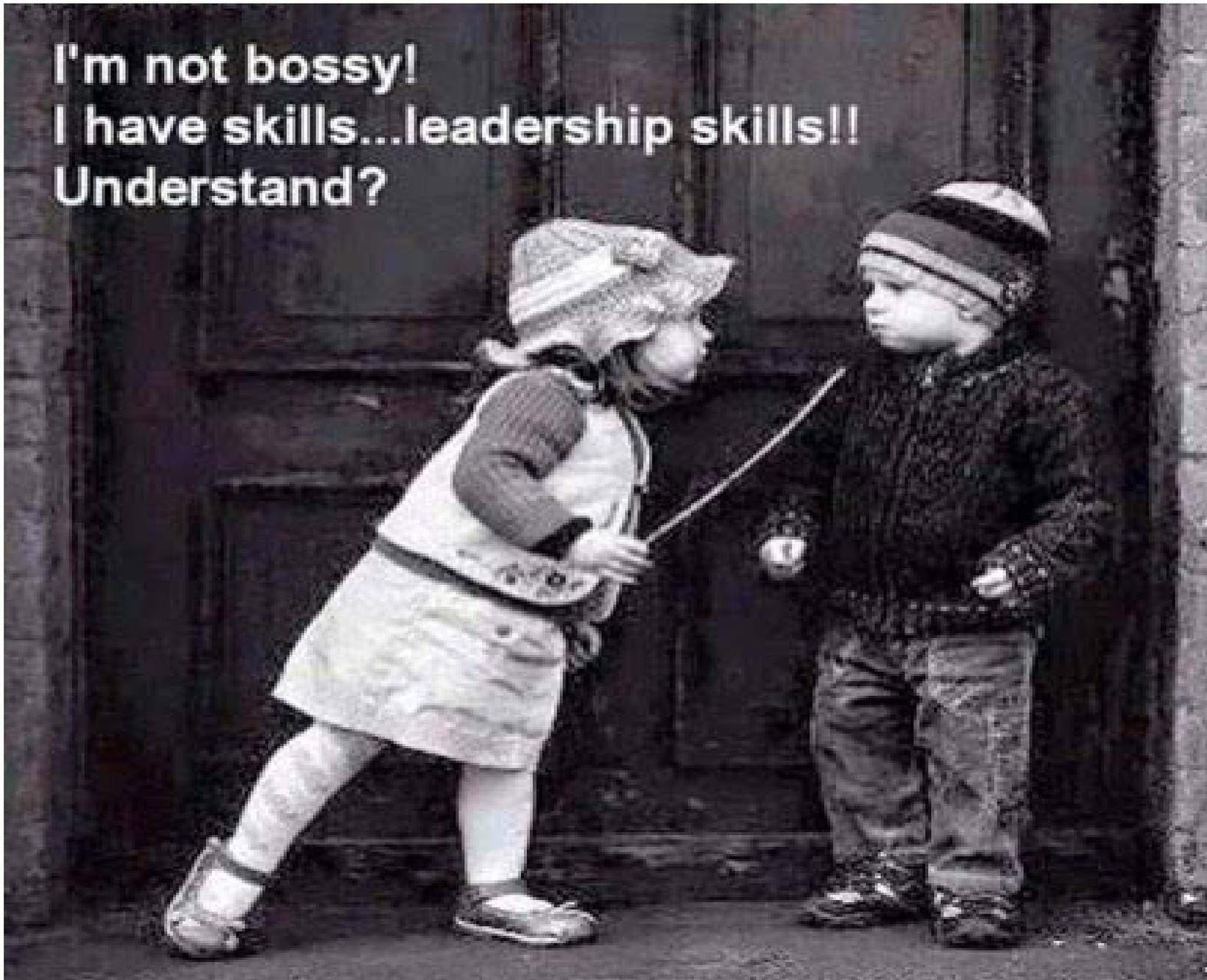
Coaches and coachees

Coachee plays role provided. Add context only as needed

Coach uses 1 of 2 questions per step to 'pull' action from coachee

10 minutes

**I'm not bossy!
I have skills...leadership skills!!
Understand?**



Score these statements

1. Team members openly admit their weaknesses/faults (AT)
2. Members are passionate and unguarded in their discussion of issues (FC)
3. Members leave meetings confident that their peers are completely committed to the decisions that were agreed upon even if there was initial disagreement (LC)
4. Members challenge one another about their plans and approaches (AA)
5. Members are slow to seek credit for their own contributions but quick to point out those of others (IR)

Case discussions

▶ 5 cases, discuss with person next to you

1. What is the biggest challenge for this team?

2. What might you suggest to overcome it?

5 dysfunctions

- ▶ Case by case
- ▶ Your assessment
- ▶ Five dysfunctions
 - ▶ Absence of trust (AT)
 - ▶ Fear of conflict (FC)
 - ▶ Lack of commitment (LC)
 - ▶ Avoidance of accountability (AA)
 - ▶ Inattention to results (AT)



Overcoming barriers

trust takes
time

conflict is
productive

achieve
buy-in with
clarity

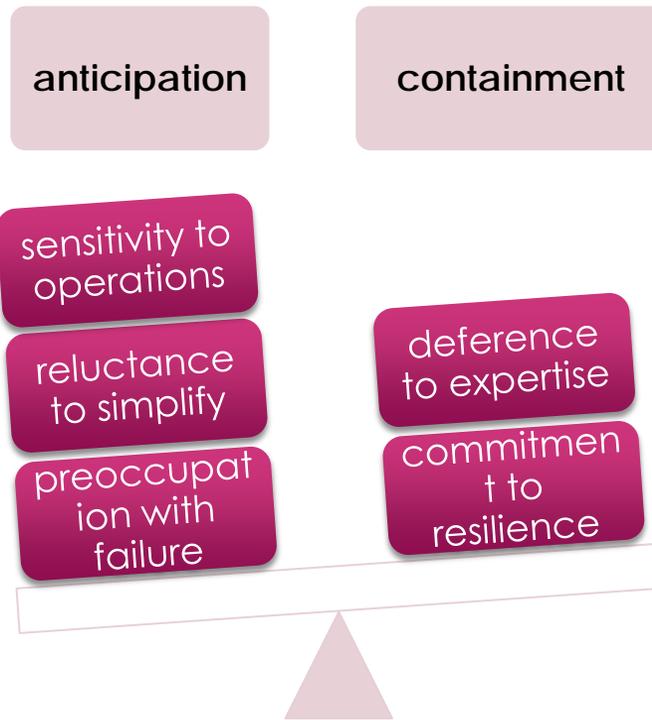
publish
goals and
deliverables

reward
results

Resilient teams

- ▶ What do aircraft carriers and operating rooms have in common?
- ▶ Definition of resiliency – capacity to stretch and then recover
- ▶ Mindfulness
- ▶ Expecting and reflecting

High Reliability Organizations (HROs)



Resources

- ▶ Coaching cards
- ▶ References
 - ▶ Five Dysfunctions of a Team (Lencioni, P) 2002
 - ▶ Managing the Unexpected (Weick & Sutcliffe) 2007
 - ▶ Igniting the Third Factor (Jensen) 2008
- ▶ Articles



Thanks for participating!

Colleen

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