

# My Coaching Approach

## High Level Goals:

I like the way James Flaherty, author of *Coaching: Evoking Excellence in Others* frames the goal of a coaching engagement:

- Long-term, excellent performance
- Develop the ability to self-correct
- Self-generative, continuous learning

## My Philosophy

Leading is hard work. For me, this is a fundamental truth that needs to be acknowledged. The healthcare landscape is also changing all the time, and the challenges/problems executive leaders are being asked to address, are complex and messy to which no one person can possibly have all of the answers.

My goal is to help executive leaders further enhance their capacity to lead in this incredibly complex environment. This is not to say that I have all of the answers – I don't. I view this work as a partnership, and as a partner in this work I will both support and challenge.

## My Approach

In my mind, the key element of any coaching engagement is about fit. It is imperative that you feel you can trust me and that you have confidence in my background and approach to doing the work. In other words, relationship is key.

## Specific Methods

- Establish coaching contract (minimum of 6 months) with specific goals
- Administer various self-assessments as appropriate (e.g. EQi, MBTI)
- Interview direct reports to collect feedback about strengths and areas for improvement
- Attend executive level meetings to observe behaviors and provide feedback
- Meet at least once per month (either in person or by phone) for minimum of 1-hour; some sessions will, by necessity, be longer, but not longer than 3-hours
- Experiment with new behaviors – after each coaching session, identify at least one specific behavior to practice
- Establish a regular reflective practice (i.e. journaling); at a minimum, reflect on the new behavior being practiced