



Executive Coaching For DEOs

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What triggered this decision?

- In corporate America, million dollar corporations are handed to people with executive experience
- Leadership courses, seminars and coaching are used extensively in the nonacademic world
- This is considered part and parcel – not a perk

Are there comparisons in academics?

- Leaders in academic medicine are generally chosen primarily based on past research experience
- Some leaders are coming with MBA experience but not leadership experience
- Resources (in some cases tens of millions of dollars) as well as personnel (many hundreds in a large department) are entrusted to individuals who can run a lab and generate funding

How to start?

- Exposure to the concept of coaching – my ELAM experience
- Review of the literature – corporate America; nursing; hospital administration; clinical care leadership (COO, CEO)
- Buy in from current leadership
- Learn how leadership skills are currently developed

Leadership

- Literature suggests the following are critical leadership competencies:
 - interpersonal and communication skills
 - professional ethics
 - social responsibility
 - ability to influence peers to adopt change
 - administrative responsibility in healthcare

How coaching/mentoring helps

- Facilitate the development of
 - Humility
 - Self awareness
 - Balance
 - Focus
 - Collaboration
 - Accountability
- Sounds like Emotional Intelligence

Internal data

- Most leaders learn from those who have gone before
 - Specialty societies
 - Books
 - Seminars
 - Trial and error
 - Trusted friends and colleagues

Reaction to the concept

- Skeptical but willing to try
- Anything to help the transition
- Because I was told I had to
- Thanks but no thanks

Expectations of the coach

- Improve
 - facilitation skills
 - administrative skills
 - managerial skills
- Sounding board
- Receive external advice
- Career guidance
- Time management

Results

- Every experience was different
 - Found his/her voice
 - Helped with the transition
 - Good for role play
 - Good for sounding board
 - Safe environment
- Would encourage others to use the services

Impact?

- Hard to judge
 - How long does it take to develop a leader?
- Trickle down
 - Using it for other individuals
 - Transitions/change
 - Consensus building
 - New mid level leaders
 - Current long sitting heads with issues

Conclusions

- Resources are tight – leaders need to succeed
- Need to enhance the environment for success
- Participants found value in the experience
 - Several have continued their relationship
- Expensive, depending on approach
- Access to multiple resources, good fit and flexibility are important