Executive Coaching For DEOs

Lois J Geist, M.D.
Associate Dean
Faculty Affairs and Development
Carver College of Medicine
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