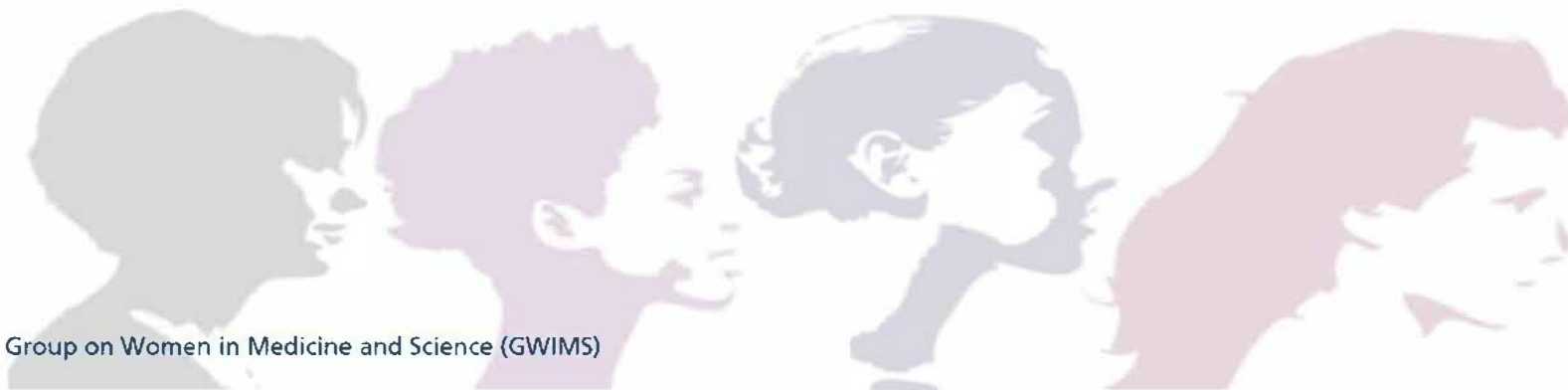


Coaching for Professional and Personal Growth

May 12, 2024



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**GWIMS
Toolkit**

What is coaching?

- Coaching is the process of partnering with a client in a thought-provoking and creative process that inspires the client to maximize their personal and professional potential. (*International Coaching Federation*)
- Coaching is a goal-oriented and structured process that facilitates the client's improvement.



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What is coaching?

- Coaching can help clients
 - Increase their productivity, innovation, and inspiration
 - Enhance their engagement and satisfaction at work
 - Build team cohesiveness
 - Improve their work-life integration



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What is coaching?

- Coaches honor the client's autonomy.
- The client chooses the area(s) in which they (the individual) want to improve.
- The client should be motivated to make positive changes in their life.



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What is coaching?

- Coaches believe that their clients have the knowledge and wisdom to choose and commit to the best solutions for themselves.
- Coaches support clients in staying accountable to their chosen plans *and* exploring alternative options when needed.



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Coaching supports people at ALL professional levels

- Trainees
- Early, mid-, and senior career
- Faculty
- Clinical associates
- Leaders
- Executive leaders
- Administrators
- Advanced Practice Providers
- Clinical and research team members
- Staff

Coaching also assists people who are

- Transitioning between career stages
- Pivoting between careers
- Exploring new professional avenues

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What is coaching (not)?

- Coaching is not mentoring.
 - The hierarchy of mentoring, where an experienced mentor provides knowledge and often instructions to a less experienced mentee, does not exist in coaching.
- Coaching is not therapy.
- Coaching is not sponsorship.



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Coaching can address a variety of goals and topics

- Alignment of personal and professional goals
- Professional trajectory and career transitions
- Navigating organizational systems and leading organizational growth
- Team, project, and program building



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Coaching can address a variety of goals and topics

- Time and energy management
- Communication skills
- Work-life integration
- Emotional intelligence and self-improvement



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Limitation: remedial (disciplinary) coaching often has little success

- The coaching process relies upon the client's motivation to create positive change in their life.
- If the client is not interested in changing their behavior, then coaching is unlikely to result in lasting or meaningful behavior change.



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What are group and team coaching?

- A professionally trained coach uses coaching principles and approaches to work with a group of individuals on their goals and outcomes through a collaborative, small group, and time limited process.
- In group coaching, clients come together due to a specific interest and may not previously know each other.
- In team coaching, the clients work together before and after the coaching experience



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Benefits of group and team coaching

- Networking and community building
- Fostering inclusiveness, belonging and connection
- Sharing knowledge and experience
- Validation in learning that others face similar challenges
- Often more cost effective than 1:1 coaching



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How can I find a qualified coach?

- Referrals are the most common way that clients and coaches meet.
- Coaches and clients do not need to be from the same discipline; creative solutions are often found when they are from different disciplines.
- However, many healthcare providers and scientists find benefit in working with coaches from the same professional field who have a shared experience.



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How do I determine that a coach is qualified?

- The coaching industry is not well regulated. Anyone can call themselves a “coach.”
- Most coaches will have certification from at least one coaching training program and a credentialing organization, such as the International Coaching Federation.
 - Ask about your prospective coach’s qualifications, training, and experience.



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How do I determine that a coach is qualified?

- Coaches will use a variety of terms to describe their coaching (*example*: professional development, life, leadership, etc.).
- A skilled coach uses multiple techniques to support the integration of their client's personal and professional goals.
- Because some experienced coaches are not credentialed by the International Coaching Federation, ask for details about your prospective coach's experience and expertise.



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Examples of qualified coaches

The International Coaching Federation offers three levels of coaching credentialing.

1) **Associate Certified Coach (ACC)**

- 60+ hours of coaching education/training
- 100+ hours of coaching experience with clients excluding training hours
- 10 hours of mentored coaching
- Pass a coaching performance evaluation: coaching session with a client
- Pass a written coaching exam



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Examples of qualified coaches (continued)

2) Professional Certified Coach (PCC)

- 125+ hours of coaching education/training
- 500+ hours of coaching experience with clients
- 10 hours of mentored coaching
- Pass a coaching performance evaluation: coaching session with a client
- Pass a written coaching exam



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Examples of qualified coaches (continued)

3) Master Certified Coach (MCC)

- 200+ hours of coaching education/training
- 2,500+ hours of coaching experience with clients
- 10 hours of mentored coaching
- Pass a coaching performance evaluation: coaching session with a client
- Pass a written coaching exam



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How do I determine that a coach is qualified?

- Ask your prospective coach about their experience, whether personal or from coaching, in
 - Career development and advancement
 - Leadership and executive leadership
 - Work-life integration and well-being
 - Life and career transitions
 - Organizational savvy



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What is the difference between a leadership vs. an executive leadership coach?

- Leadership coach: should have professional leadership experience
- Executive leadership coach: should have high-level leadership experience, such as being appointed to the C-suite, dean's or provost's office, or department chair



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How do I determine that a coach is qualified?

- While a coach must maintain their clients' confidentiality, a coach should be able to describe their coaching experience.
- Many coaches will offer a complimentary 30-60 min session before you commit and sign a contract.
- Both you and your coach must believe that you are a good fit and will work well together.



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Internal vs. external coaching

- Institutions that offer internal coaching may provide coaching for free or at a discount.
- Apply the aforementioned criteria to determine if the internal coach is qualified and a good fit for you.
 - Having training in “coaching skills” is distinct from being a certified coach (with numerous training hours plus having passed a written exam and a coaching performance evaluation by an accredited coaching institution). Ensure that your internal coach has received formal training and is experienced.
- Confirm the confidentiality agreement.



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Internal vs. external coaching

- External coaches (who are not part of the institution) offer the benefit of an “outside perspective.”
- External coaches may help clients see additional options, approaches, and solutions that are not readily visible from an institutional lens.
- Many clients feel more comfortable discussing personal and sensitive information with external coaches.



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Competencies for coaching physicians

- Physician-specific coaching competencies were developed using the modified Delphi method. The results were published in 2024.
- These coaching competencies include understanding
 - The uniquely intense training and professional environment of physicians
 - Stress from the corporatization of health care
 - Threats to physicians' well-being, including high rates of burnout and mental health disorders
 - Expectations that physicians assume leadership roles without formal leadership training or support
 - Biases within health care that have limited diversity, equity, and inclusion
 - The scientific underpinnings of different coaching techniques and processes



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Competencies for coaching physicians

Certified and experienced coaches who are physicians themselves may be well-positioned to support physician clients.



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How much does coaching cost?

- Coaching rates vary depending on the coaching niche, the coach's expertise, and 1:1, group or team coaching.
- In academic medicine, rates typically range from \$300/hour to \$1500+/hour.
- Some coaches offer packages.
- If your institution sponsors your coaching, your institution may be able to negotiate a lower rate.



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How do I pay for coaching?

- Consider asking for a coach as part of your recruitment, acceptance of a leadership position, or professional development.
- Some institutions will pay for all or part of coaching.
- Some clients use professional funds.
- Some coaching programs offer CME credits, thereby allowing fees to be reimbursed through CME funds.



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How do I pay for coaching?

- If a sponsor pays for your coaching, clarify ahead of time:
 - Will all coaching discussions remain confidential? If they will not, clarify the extent of expected discussions with your sponsor.
 - Does your sponsor expect progress reports or other information?
 - If your sponsor wants updates, consider asking to be involved in the communications between your coach and sponsor.
 - How much time (and money) can you use?



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How do I pay for coaching?

Clients may choose to pay for coaching out of pocket.

Though this may sound unappealing, if you obtain a salary raise with the support of your coach, your raise might greatly exceed the coaching fees!



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Laura Berenstain, MD, PCC, FASA, TIPC is a life, career, and leadership coach who is additionally trained in group coaching, trauma sensitive coaching and mindfulness meditation. She participates in coaching initiatives for the American Medical Women's Association ELEVATE Leadership program and the Women's Empowerment and Leadership Initiative (WELI; weli.pedsanesthesia.org). Laura consults for Lodestar Consulting and Executive Coaching and owns Berenstain Coaching and Consulting, LLC (www.lauraberenstain.com). She is also a Volunteer Professor at the University of Cincinnati College of Medicine Department of Anesthesiology.



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