

Coaching for Success: Be the Best Version of You!

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APDIM PA Plenary Session
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By the end of this talk,
you will be able to...

- Describe how coaching and distributed leadership can make you more successful in your role as a PA.
- Describe how you are an incomplete leader, and begin to see this in others.
- Generate 1-3 solutions to improve your experiences with leadership in your role as a PA.

Agenda

- Introduction to coaching and distributed leadership
- Examples from “Real Life” PAs
- Self assessment
- Paired Coaching Exercise
- Debrief/Q&A

The World of a PA

- Teamwork critical
- Need strong leadership to thrive & get things done
- Challenges:
 - Lack of control
 - Depend on others to get things done
 - Frequently left out or brought in too late
 - Voice not as strong as you wish it could be
 - Demands of role always changing

What exactly is coaching?

- Takes a valued person from where they are to where they want to be – *Old Webster Dictionary*
- Unlocks a person's potential to maximize performance
- NOT fixing people – helping them be their best selves



POSITIVITY

Coach's Exercise #1

The Positive Introduction



Jump right in!

If you scan over the past week, can you find a moment when you felt great?

Coaches:

- Ask when you felt great in the last week?
- Then LISTEN, do not speak.

SWITCH ROLES AFTER 2 MINUTES





Debrief:
What was
that like?

IN PRAISE OF THE INCOMPLETE

LEADER

by Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge

EVERY LEADER IS
INCOMPLETE.

Perfection doesn't exist. Once we realize we all have gaps, the easier it is to get busy filling them in.

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Distributed Leadership

- No leader is perfect, stop trying to be all things to all people
- Cultivate & coordinate, rather than control & command
- Know your strengths and those of others, rely on others to fill your gaps
- Know when to let go!
- Realize leadership exists wherever the best ideas, commitment & vision are

Enables Change

- Map complexities of situation & organization

Sensemaking

- Building relationships across organization

Relating

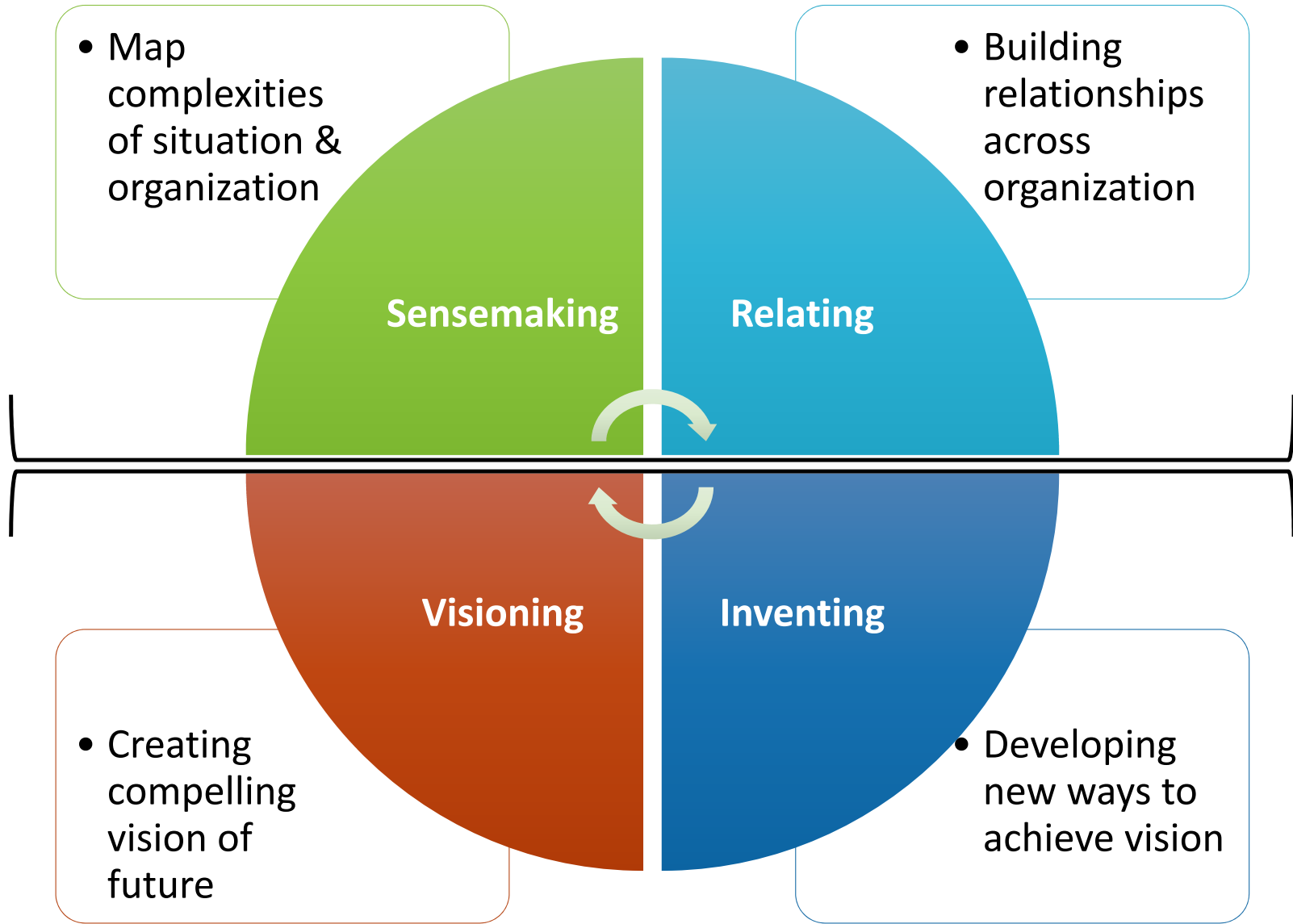
Stimulates Change

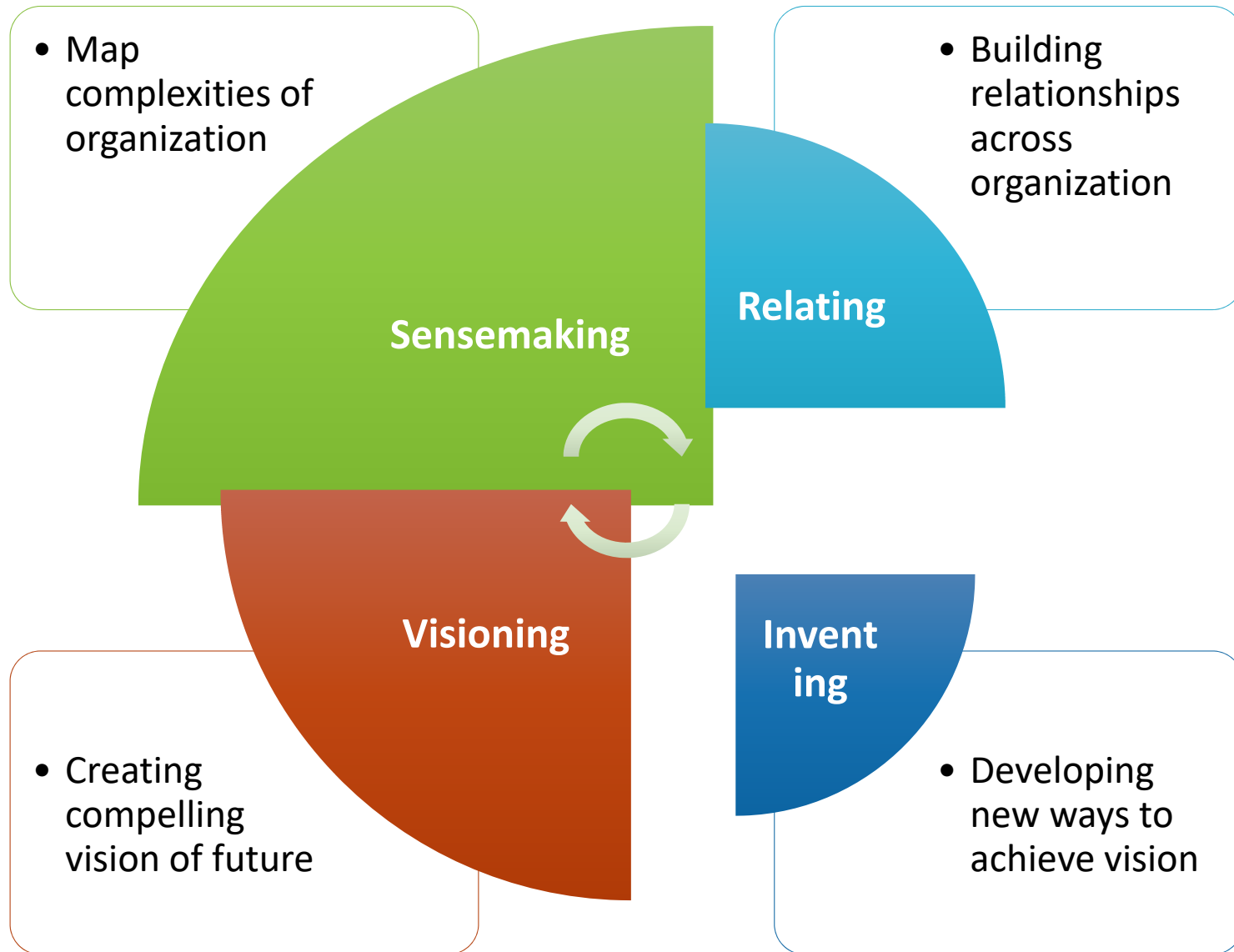
- Creating compelling vision of future

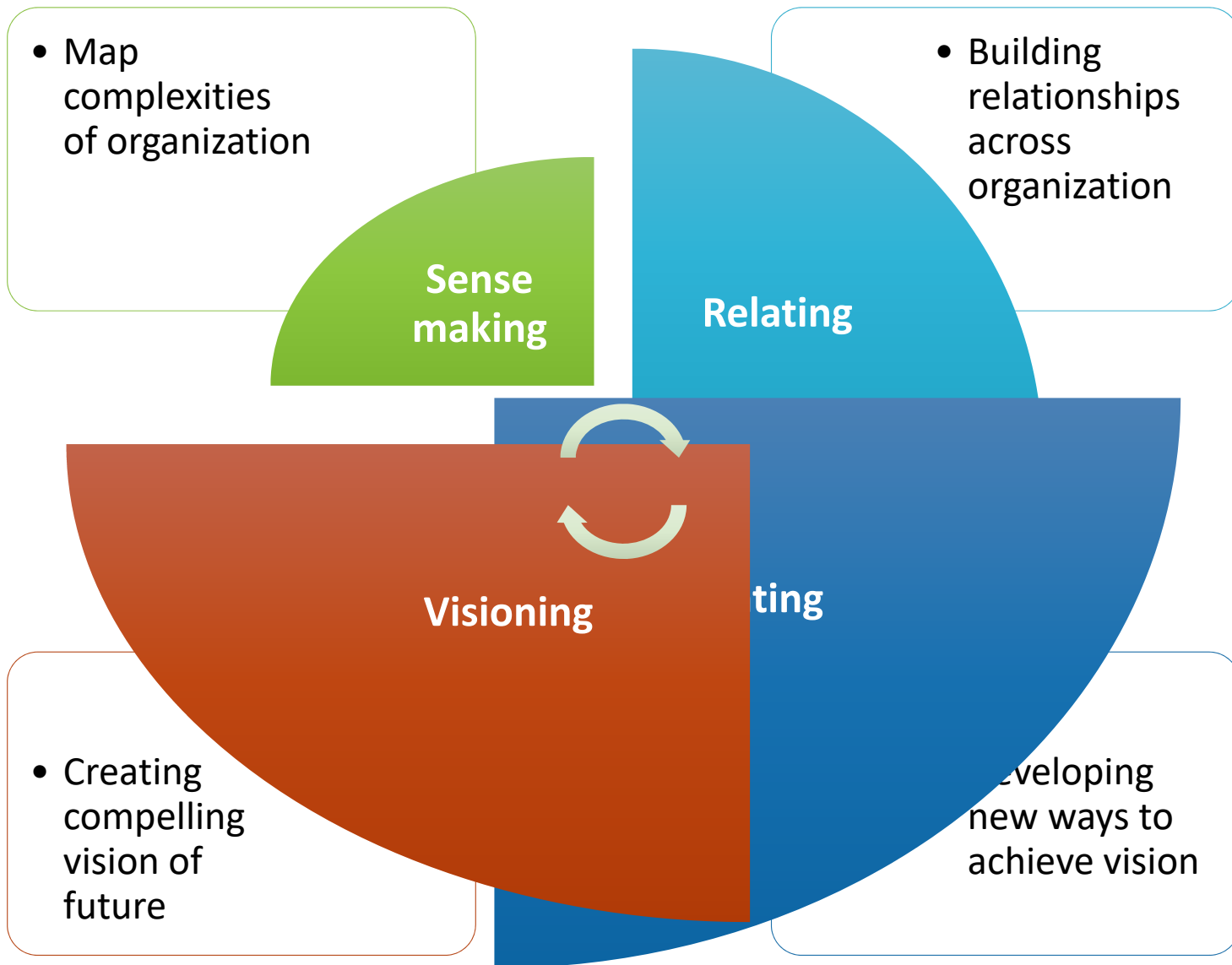
Visioning

- Developing new ways to achieve vision

Inventing

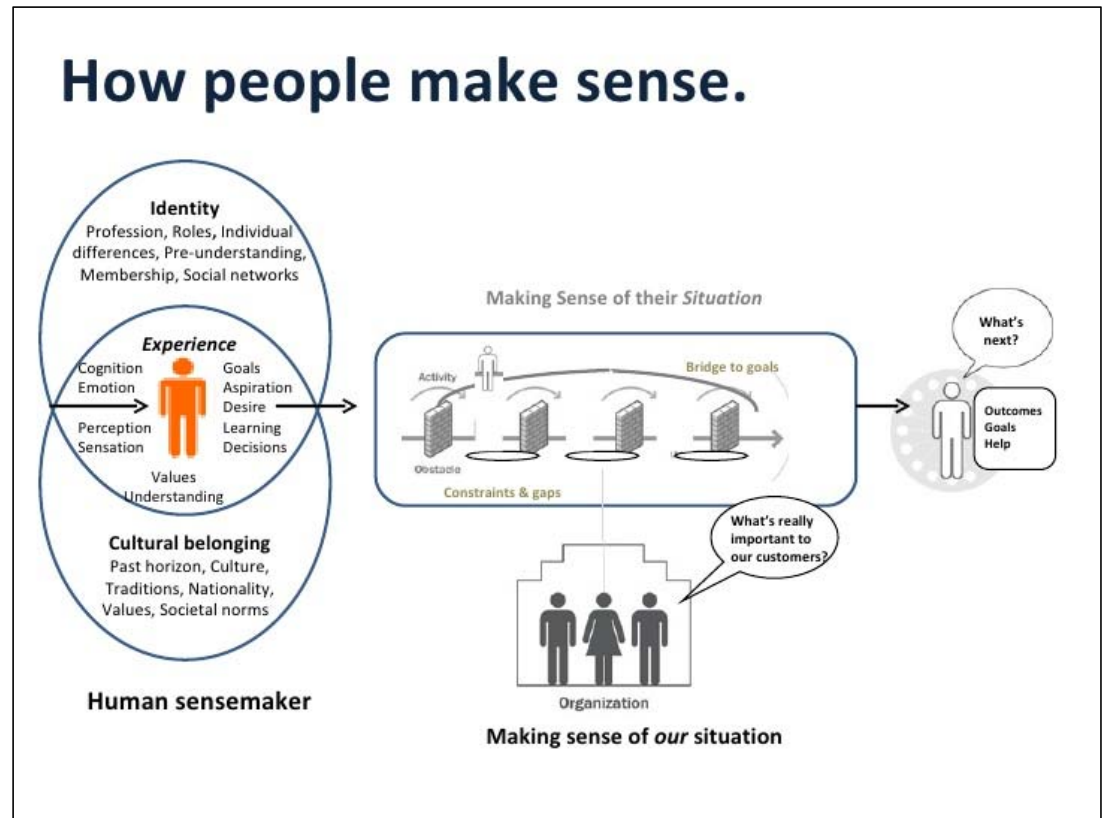






Sensemaking

- Map the problem, link with goals
- Capture complexities, highlight critical features, explain them to others in simple terms
- Get everyone on the same page to move forward



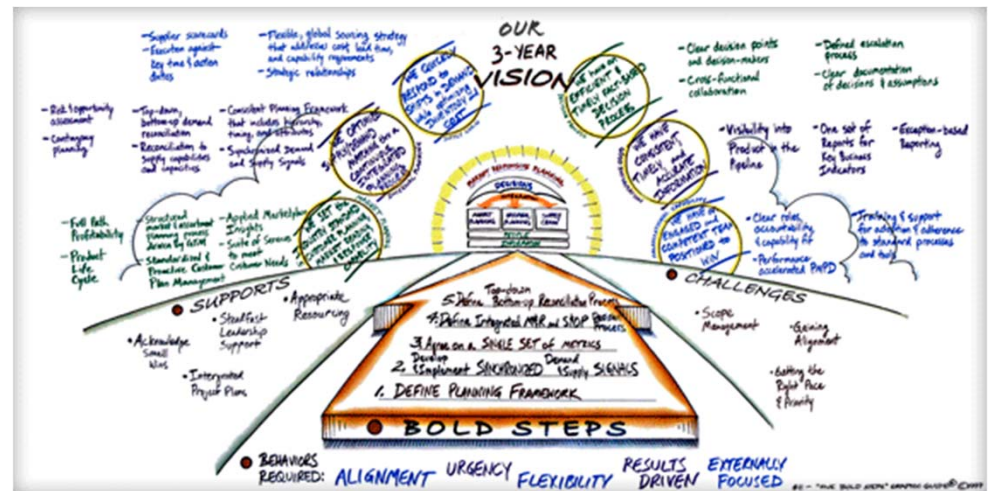
Relating

- Inquire – listen to understand
- Advocate – explain your point of view without emotion
- Connect – cultivate network of confidants to help you get things done
- Show respect, ask tough questions, challenge opinions (including your own)



Visioning

- Create map of what could be, and what you want it to be
- Articulate what you want to create, get people excited about it
- Modify your vision if people aren't on board – let them co-construct
- Walk the walk – embody the values and ideals in your vision



Inventing

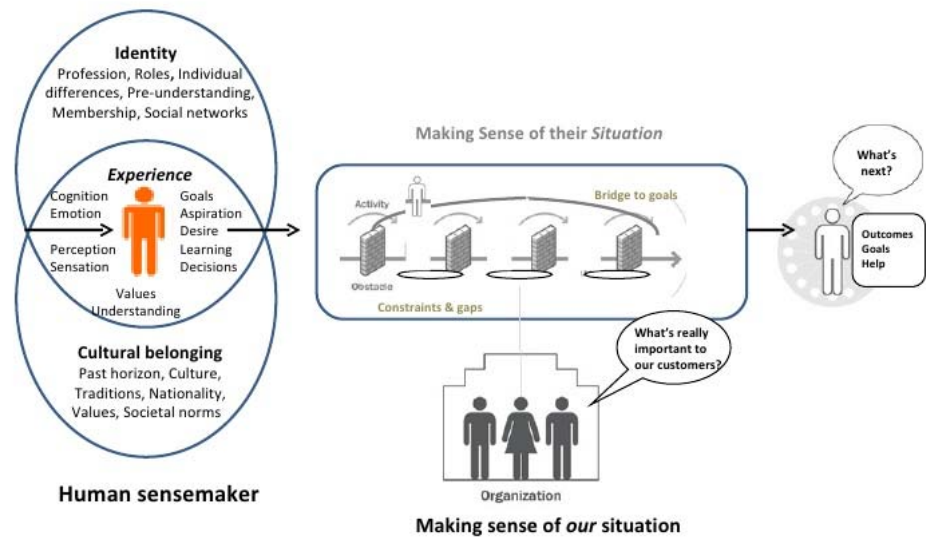
- Abstract → concrete; requires creativity
attention to detail
- Can't keep doing the same things you've been doing
- Transforms vision to reality



Examples From Real PA's

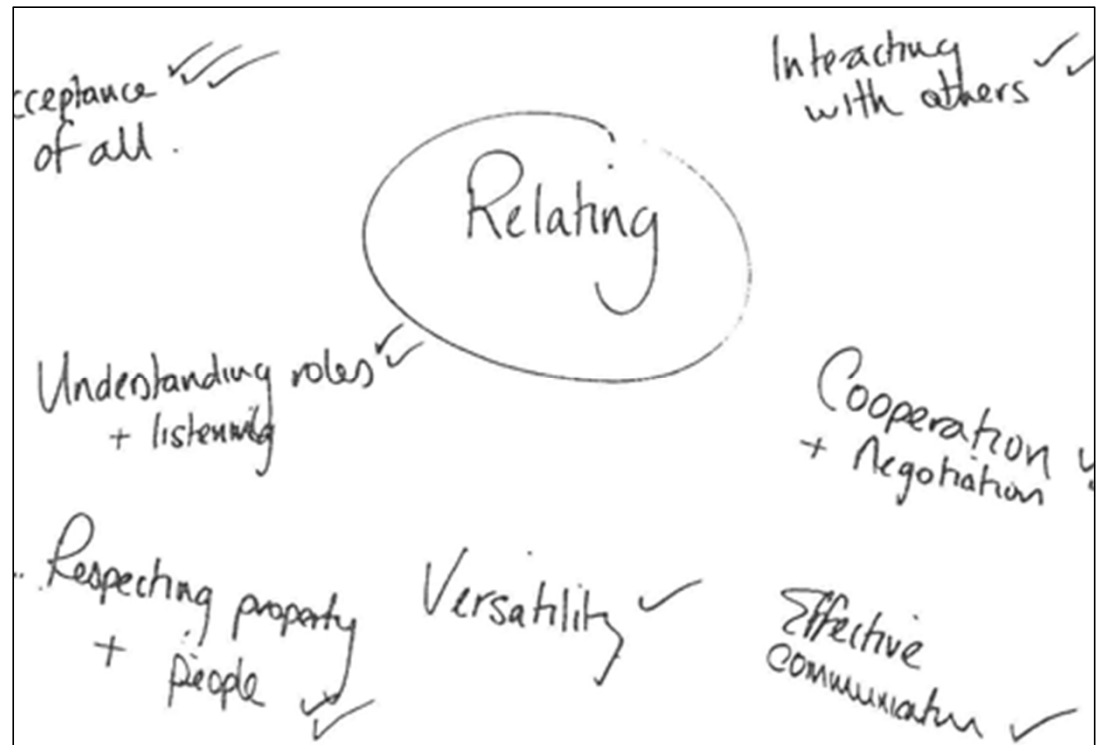
- Recognizing when I have a seat at the table, and when I don't
- Knowing when our program is a jewel, and when we are a problem child
- You can only make sense when you are involved, otherwise you are behind the ball.
- Helpful tip – search PDs calendar for important meetings, and ask to be invited

How people make sense.



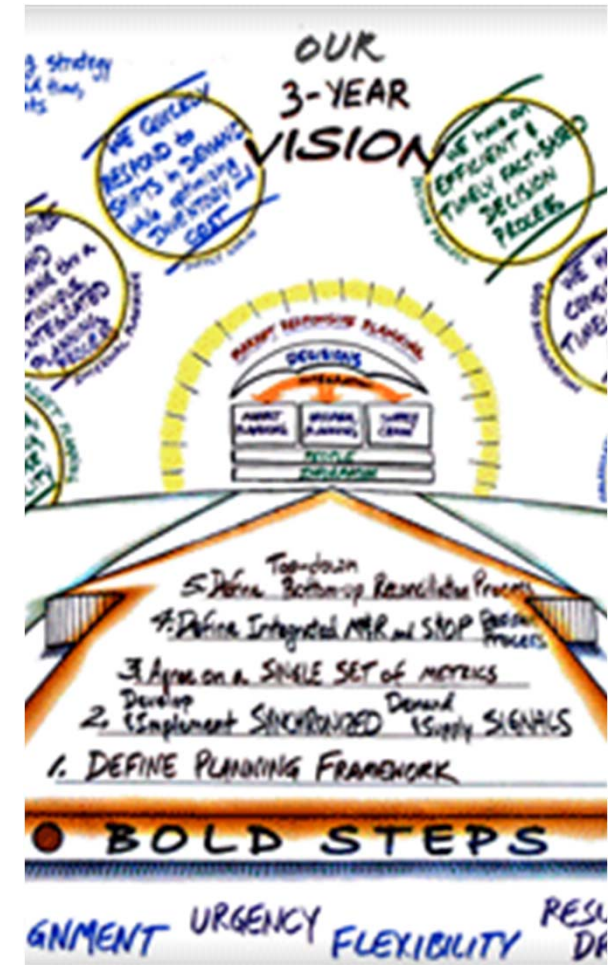
Examples from Real PA's

- Can you pick up the phone and get others to “help” you or do you have to struggle to get people to do things for you?
- Practice your pitches, control emotions to strengthen your advocacy
- Helpful tip – get on a hospital committee to get a sense of the world beyond just GME (ie – regulatory affairs)



Examples from Real PA's

- When there is a fracture in the beliefs or message from leadership as a whole, there becomes loss of respect, disbelief, lack of engagement, etc. from employees.
- Are you walking the walk of your vision?
Is your PD?



Inventing

- “In most cases in my position, decisions are made, and we ‘need to make it work’ and that’s what we get used to doing...instead of having us involved at the conception and working on a plan and how it could work (or not)
- Helpful tip – use RELATING skills to improve your ability to be the inventors you are, get that seat at the table
- This is a huge part of your job satisfaction, so make sure you keep things fresh, even if it is the 100th time you’ve done it!



4 CAPS Self-Assessment!

- Complete the self assessment at your tables
- 1 – not really like me
- 5 – that's like me all the time
- As you are doing this – what is capturing your attention? What's intriguing to you to focus on?
- Perhaps it is something you are good at that you want to cultivate?
- Perhaps it is something you are weak in that you want to brainstorm about.
- Highlight these sections as you go

Take a Few Minutes to Yourself

Areas to Focus On	Commitment to Change	First Steps

Time to Coach – A Few Tips!

- Avoid “why” questions; start your questions with HOW or WHAT
- Practice your inquiry – listen to understand!
- Reflect back what you are hearing
- Let THEM do most of the talking!
- Try to get to solutions



Time to Coach!

Ask your partner for their chosen “Areas to Focus on”

What is pulling at you the most?

What would it look like if this was going really well?

What commitments to change are they ready to make?

Choose specific goal(s) related to focus area.

If this was APDIM 2019 and we ran into each other, what would you be proud to say you did?

What are your first steps toward change?

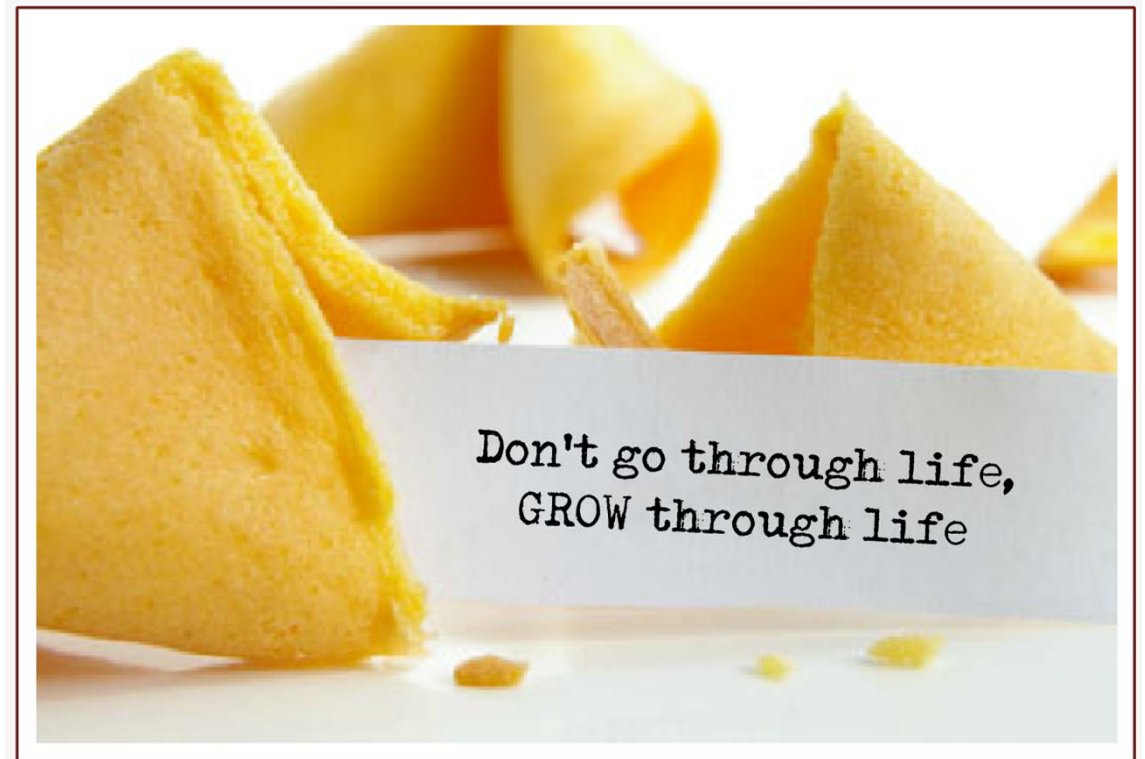
What resources do you need? Relationships?

Where can you start? How will you do it?

A silhouette of a person jumping with arms raised in a celebratory gesture, set against a bright sunset sky. The sun is low on the horizon, creating a warm, golden glow. The person is in the center-right of the frame, with their arms spread wide. The background shows the silhouettes of trees and bushes along the horizon.

Debrief:
What Did We Learn?

Questions?



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