



A Personal View of the Coaching Experience:

Was It Worthwhile?

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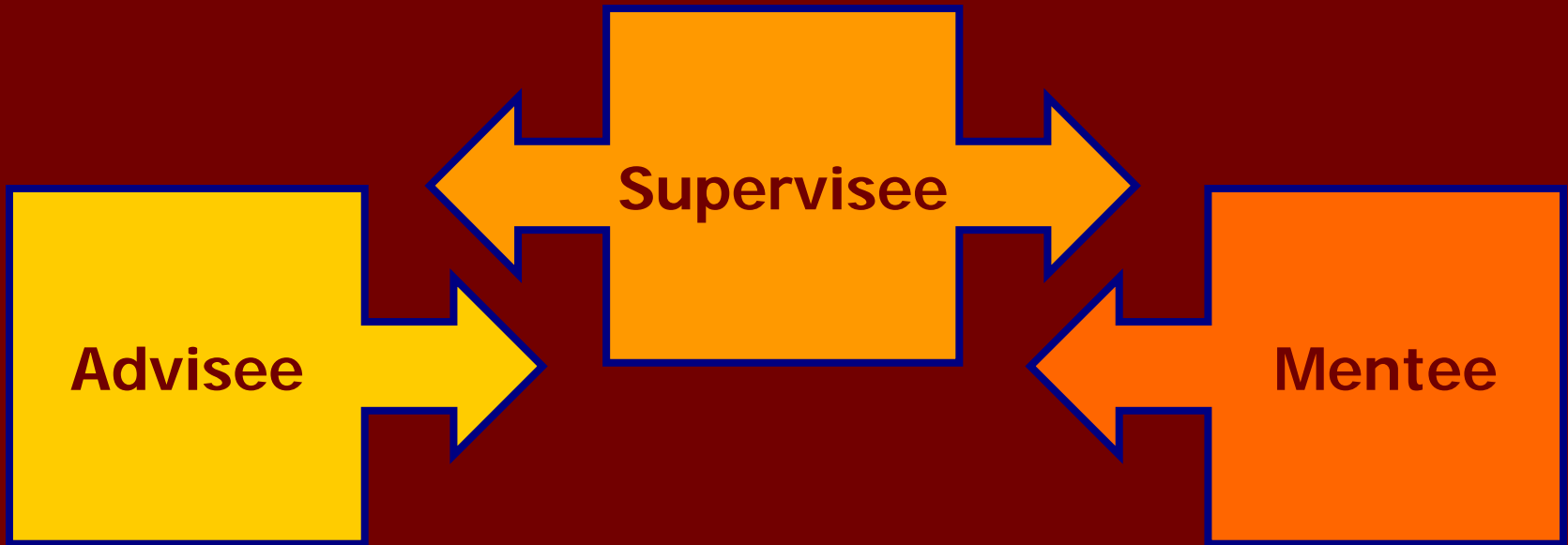
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Objective of Presentation:

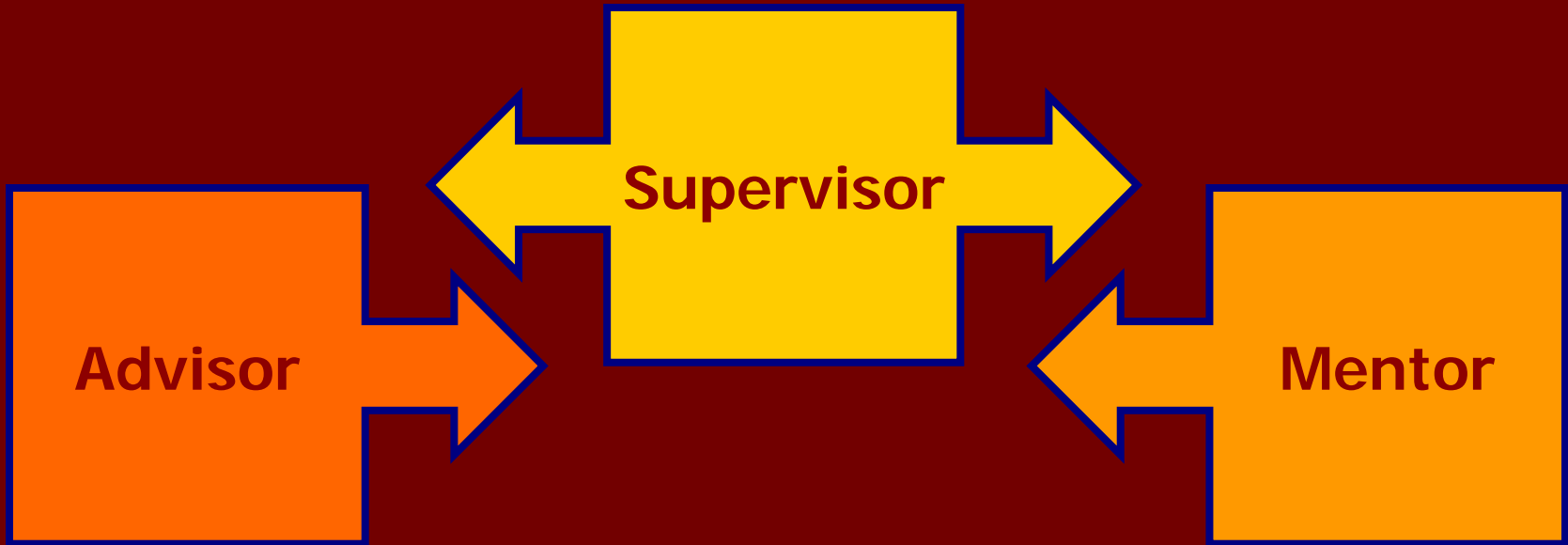
To provide participants with two personal experiences that illustrate the value of the coaching experience.

Like all of us in academic medicine, I have been:



But I had no experience as a "coachee"

Like you, I have been:



**But most academic physicians
Are not trained to be professional coaches**

Circumstances for coaching experiences:

- To address specific tasks required of me in an administrative position;
- Tasks were either new to me or difficult for me to implement (by my own recognition or by another's observation);
- There was a limited time frame for the tasks to be completed.

Scenario #1

Interim CEO

October 2001 to September 2002

Scenario #1:

Tasks for which I needed help:

- How should I relate to the BOT, my "boss", to whom I reported?
- How do I create a well-functioning team of Interim Organization Leaders thrown together in a crisis and empower them to lead us through a successful JCAHO visit?

How did I get a coach?

- Sought counsel from another CEO in Massachusetts, who suggested a coach.
- Asked for a 6-month contract
- Assigned VP for outside contracts to negotiate price

What did he do?

- Met with me weekly.
- Interviewed Senior CEO Team members individually.
- Held two mini-retreats with CEO team.

Scenario #1

- Outcome:
 - Passed JCAHO
 - Settled all union contracts (without a strike)
 - BOT recruited a marvelous new CEO
 - Filled all open senior administrative positions
 - And we made \$18 million in surplus

Scenario #2

Restructuring the Children's Medical Center

2007 - 2009

Scenario #2:

Tasks for which I needed help:

- What jobs do I keep and what do I let go?
- How can I involve more members of the department (both senior and junior) in department administration and strategic planning in a meaningful way?
- As senior leaders are aging, how do we do transition planning in a respectful and thoughtful manner?

Scenario #2:

- I needed a more personal coach
- Interviewed a woman coach
- Had one year contract
- Group Practice, HR, and Department shared in cost.

Scenario #2:

What did the coach do?

- Met in person or by phone twice/month
- 360° on me
- Interviewed Vice Chairs and institutional leaders
- Gave me feedback: positive and negative on my style
- Met with Vice Chairs as a group 2-3 times to help implement plan.
- Suggested that I find HR expertise to help me when her contract was over.

Scenario #2

■ Outcome:

- Department now has a Faculty Cabinet composed of junior faculty in addition to five Vice Chairs
- Vice Chairs' roles were enhanced with more responsibility
- We have begun transition planning for several positions in an open and accepted manner.

Were the Coaching Experiences Helpful?

- Yes ...made me a better leader
- Yes...gave me insights I would never have learned otherwise
- Yes...enabled me to engage members of a team to solve problems

Summary

- Know what you need the coach for
- Have an end point in time
- The fit may be important, but not like mentor-mentee
- This is a business relationship

If it's right for you...

Go for it!

