



OUTCOMES REPORT

Three Years of Strategic Coaching Programming For leaders within a High Growth Healthcare System

COACHING PROGRAM DELIVERY-CONTEXT AND DESIGN

2008 Program Design- The 2008 program was offered to all and delivered to most members of an intact Executive Team. 8 people participated. The healthcare organization this team was charged with leading had been acquired approximately three years prior and had been through several evolutions of progressive development and integration with the acquiring system. Having received new leadership at the top, this executive team had been reforming and refining its' makeup and structure over time and had achieved success in creating positive cultural shift and business outcomes in the process. During the spring of 08, the team engaged in a three-day leadership program as an intact work team and was exposed to a combination of self awareness, group development, and leadership development activities and experiences led by internals. Following that experience, a customized coaching program began in July/August based on organizational leadership competencies and group objectives. Individual coaching was provided by externals and was informed by the earlier work with internals. In addition to crafting customized individual goals built around the competency model, three new and specific areas were targeted for development and measurement in the group as a whole-[conflict skills](#), [resiliency building](#), and [integration leadership](#). These areas were chosen because they surfaced in the group work as being high-value and relevant to real-time executive agenda, relationship dynamics and business challenges.

2008 Program Process-

The program ran from July 08 to January 09. The first month included assessment, relationship building, and drafting of the CAP (Coaching Action Plan). Each client worked with their coach to craft customized SMART goals as part of a robust CAP (Coaching Action Plan). These goals were very targeted and designed to reflect a synthesis of thorough assessment which included: confidential 360 interview feedback solicited at the front end of the program, the development input of the CEO and internal leadership development team, self-assessments administered in Spring of 08 (MBTI, Firo-B, and the Harrison), and the client's own perspective. Coaching to the CAP occurred during the next 6 months. Outcomes assessment happened concurrently with coaching in the last month. All of the participants identified and included 4-6 feedback stakeholders and/or committed listeners in their program- soliciting their feedback and input on the front-end and back-end of their engagements. About half to 2/3 of the participants received some kind of input or feedback from the CEO or another matrixed reporting manager at some point mid-course as well. An equal amount conducted a three-way dialogue at 1 or more points in the process to ensure alignment and support.

PRIOR YEARS OF PROGRAMMATIC DELIVERY

The 06 Coaching Program was delivered to 20 participants at the Administrator level who were identified as having high potential for growing into more senior levels of leadership capability. The CEO Cabinet engaged in a formal pilot process to consider 5 year strategic organizational growth plans and assess the "growth edge" competencies that would be needed in senior leaders to take the organization into its' future. They then performed a gap analysis with baseline talent to assess organizational readiness, and piloted a 9 block tool to identify high talent to nominated for customized coaching programs targeted at growth edge competency development. The organization was poised for significant and imminent growth and was taking proactive steps to grow and ready its' executive bench. Within a year of program participation, half of the participants had been promoted into junior level vice president roles and at this time, two of those participants now sit on the CEO Cabinet.

The 07 Coaching Program was delivered to over 17 participants serving at the Director level of leadership in the acquiring organization at a time when these operational leaders were in stretch roles implementing integration and growth initiatives and experiencing scope and role expansion. Program eligibility was a bit more open than the first year of the program, requiring selection and participation in the foundational Leadership Legacy program at some point in the prior two years, and requiring informal identification by senior leaders as having a degree of high potential.

GOAL CLUSTERS:

The coaching goals of program participants were specific and customized to each individual. There were several sources of data considered to determine goal focus for each individual's CAP: 3 self assessments (FIRO-B., MBTI, Harrison); 360 interview data; participant desire; CEO perspective; performance/business goals, and in some cases, plans for role expansion or succession. Targeted CAPS (Coaching Action Plans), were completed by each individual and submitted for aggregate data analysis. Most participants shared their CAPS directly with the CEO as well. The following is a list of thematic goal clusters that the plans were centered around. Next to each is a number that indicates the number of CAPS that were directly connected to this goal cluster.

Executive Presence/Skills (8)
Strategic Relationships (7)
Leading Integration (6)
Resiliency/Self Management (5)

Emotional Intelligence (4)
 Community Networks (peer and outside) (4)
 Strategic Job Definition/Creation and Hiring (2)
 Physician Relationships (2)
 Strategic Change Management (down) (2)
 Assertiveness Skills/Confidence (2)
 Strategic Succession Planning (1)
 Strategic Growth Management (1)
 Team Performance (1)
 Performance Management/Managing Out (1)

What percentage of program participants developed and demonstrated increased capacity in which particular company competencies? These statistics are based on 1) the perceptions of feedback stakeholders which were measured at the end of the program, 2) quantitative measures. On average per participant, 80% of measures were perceptual data captured and 20% were quantitative data tracked.

100%	Collaboration, Communication, and Self-Development.
88%	Fostering Team
57%	Customer Focus, Developing Others, and Accountability.
43%	Integrity & Quality/Strategic Focus
29%	Financial/Operational Management

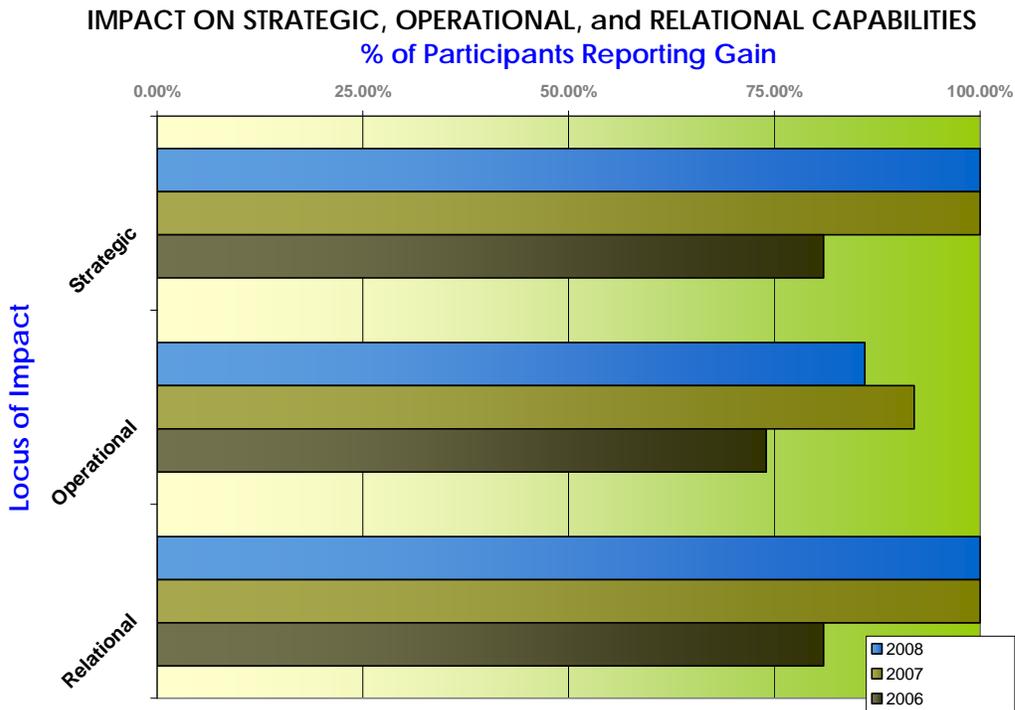
Trends, Comparison, and Distinctions

- We continued to see a heavy emphasis on building strategic relationship expertise, which has grown each year progressively (95% versus 75% last year).
- There was a significant decrease in focus on prioritization and stronger execution/operational management (from 65% last year to 25% this year). This was to be expected given the executive level of the participants, and the growth stage of the organization.
- In both 2008 and 2007, about 50% of the plans directly sought to build perspective and resiliency in participants. This was a new focus for the second and third years of the program, regardless of level of leadership. Energy management, building somatic presence, and challenging mental models were all focus areas that took the coaching deeper into inside-out change.
- There was a 40% increase in strategic visioning focus, which was more in line with the goals of the first year program and representative of the senior level of leaders in the program.
- There continued to be sophistication in the language and complexity of the goals around strategic partnerships and alliances (true progressively each year of the program).
- We are seeing a trend-there is more intentional focus being placed on successfully managing and building physician relationships and navigating a culture in which physician leaders are still largely seen as stakeholders/customers (often rather than co-leaders). Participants are working to create culture shift with thoughtful outreach and awareness to create bridges that are integrative.
- 100% of participants worked on Executive Presence this year. This presence work is more sophisticated, more practice-oriented, and more directly connected to how the person is perceived through body, speech and language.
- Coaches noticed a big difference in this group compared to the two previous groups- there was a much wider gap in the leadership sophistication and capability between this group and their directs, although this group is the most senior in leadership level. This has implications for productivity and succession at the acquired organization.
- This year's work extended out into the community and impacted the presence of executives representing the organization in that capacity.

We asked each participant to identify 2-3 skills, insights or shifts that they had made or developed as a result of participating in the program this year. We have anonymously and directly extracted one quote from each participant's review form here:

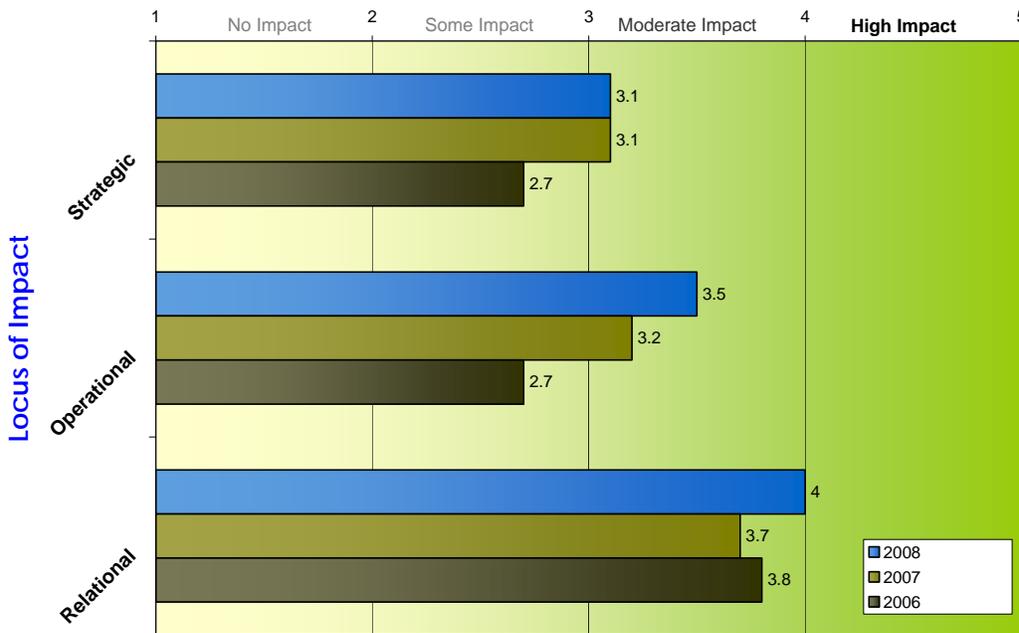
- "I have developed more strategic relationships with my "difficult people"; determined how to better understand them and improve how we work together by recognizing my triggers and choosing proactive approaches that will not set them off."
- "Development of "reflective capacity"-allowing me to become clear and lead application of fundamental mission/vision into the present workplace leadership decisions"
- "I have been able to sit at the executive table with greater credibility and impact because I have shifted to contributing as an enterprise-wide leader as much as a functional leader."
- "I have an increasing capacity in emotional intelligence and can more accurately assess my own and other's emotional state. I have more insight into my core needs and drivers. I have a greater sense of mindfulness, presence in the moment and a more satisfying balance in my life."
- "I've been successful in developing strategic new relationships with contractors in a way that has allowed them to be more successful in serving our organization."
- "I can better assess the mood of myself and others, which allows me to better promote and achieve targeted outcomes. There is a domino effect on my team. They are more motivated and willing to collaborate and partner. I am feeling more positive and optimistic about my role and potential."

- “I have developed awareness of how change is experienced by those I lead and how I can effectively shift my leadership approach and style to lead it more effectively.”



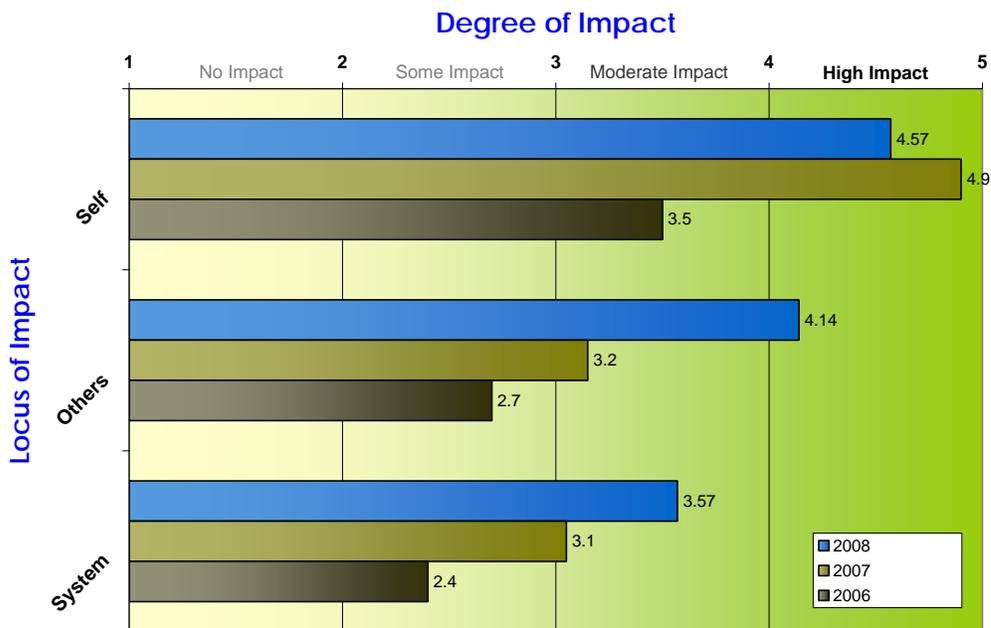
**The data visually represented above was captured for each of the three programmatic years. It is based on measures that are both qualitative and quantitative and when based on perceptual data, represents 360 degree stakeholder feedback.*

IMPACT ON STRATEGIC, OPERATIONAL, and RELATIONAL CAPABILITIES
Degree of Impact



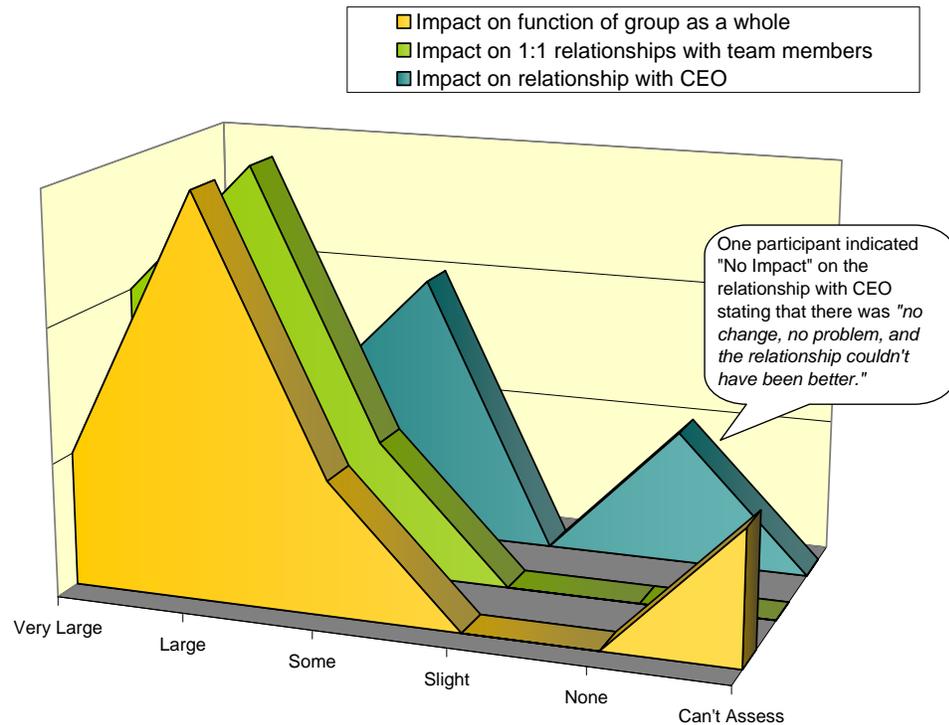
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IMPACT ON SELF, OTHERS, AND ORGANIZATION



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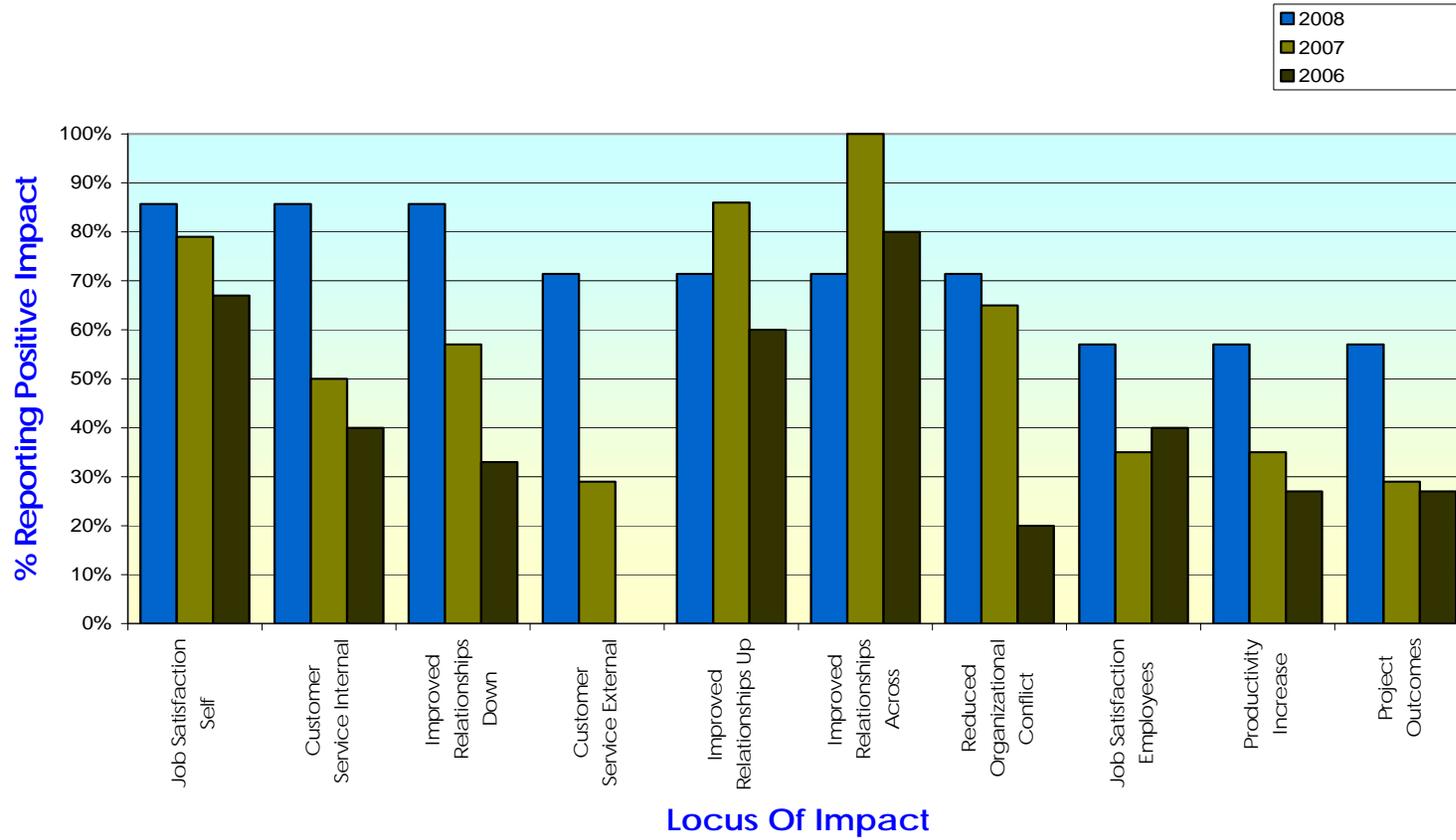
Positive Outcomes For Executive Team Functions



**The data visually represented above was captured specifically for the 2008 group, as it was an intact work team. While the coaching interventions did not include any formal group activities, there were several design factors that likely led to positive impact on the variables assessed-1) the majority of executive team members participated in tandem 2) each participant included executive team peers in their coaching programs, 3) the CEO was involved in supporting and sponsoring the coaching work collectively and individually, and 4) a model of coaching service called "duo" which pairs two participants together was piloted with half of the participants and was assessed as having positive impacts on team and relationship development.*

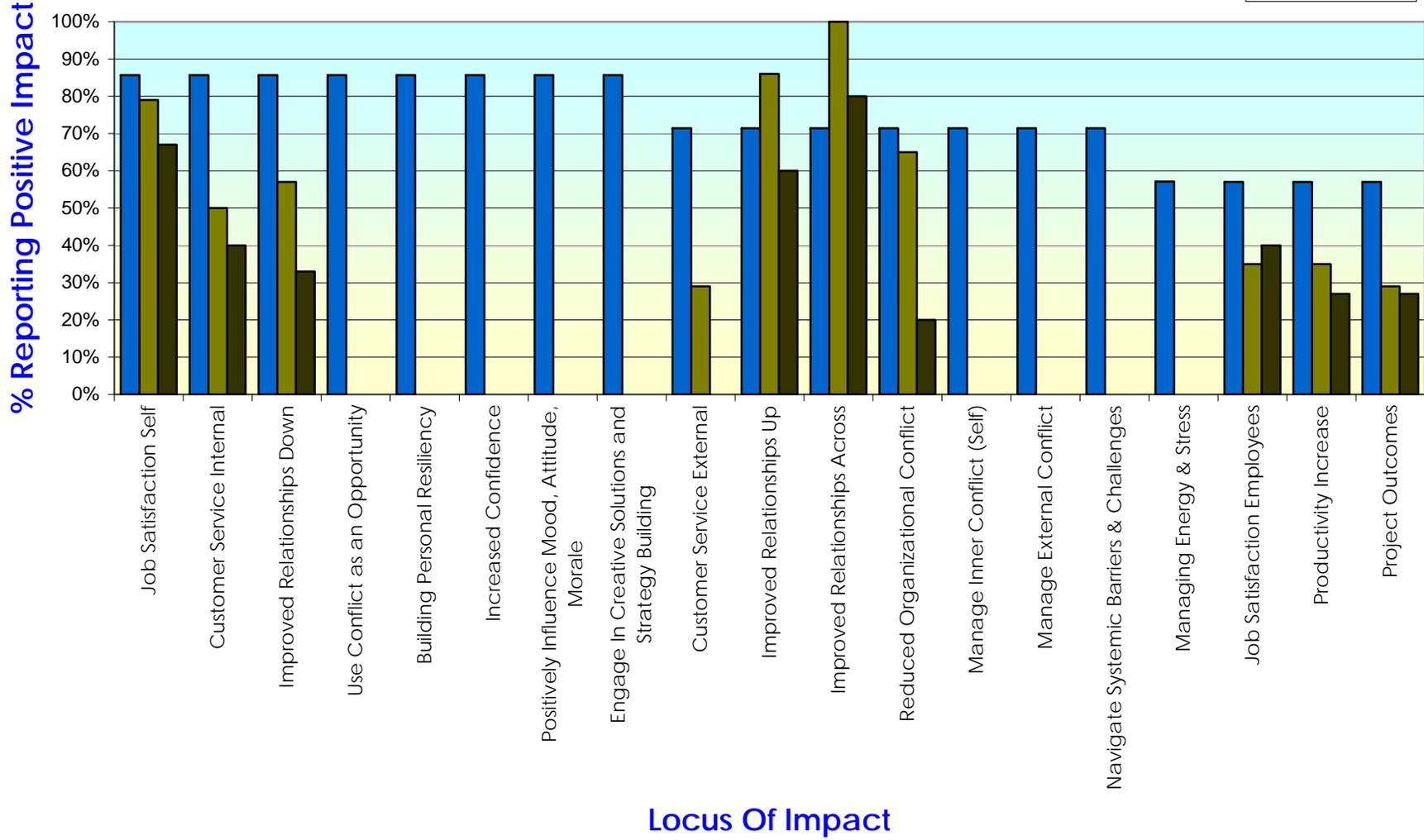


REPORTED AREAS OF IMPACT





REPORTED AREAS OF IMPACT



TARGETED AREAS OF IMPACT

