

Effective Coaching Effective Mentoring Ask more, say less

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Disclosure of Financial Interest

- None

Who is a coach? What is coaching?



Coaching

- Partnering with client in a thought provoking and creative process that inspires them to maximize their personal and professional potential
 - International Coach Federation
- Unlocking a person's potential to maximize their own performance. It is helping them learn rather than teaching them.
 - Harvard Business Review
- Helping others unlock their potential
 - Michael Stanier, The Coaching Habit

What does a coach do?

- **Listens actively** so others can express themselves
- Asks **powerful questions** that initiate a change of thinking
- Generates **feedback** that avoids defensiveness
- Expands **awareness** that creates new learning
- Designs **action steps** that will actually be accomplished
- **Follows up** to increase learning and accountability

Coaching: a new paradigm in medicine

- 1980 Coaching begins in the corporate world
- 1995 International Coach Federation founded
- 2000 Business coaching essential to development of leaders
- 2009 Institute of Coaching, McLean Hospital, Harvard Affiliate



Coaching: a new paradigm in medicine

- 2011 Atul Gawande: *Top athletes and singers have coaches. Should you?* New Yorker Magazine
- 2018 SPA Women's Empowerment Leadership Initiative (WELI)
- 2019 JAMA Internal Medicine | [Original Investigation](#) | [PHYSICIAN WORK ENVIRONMENT AND WELL-BEING](#)
**Effect of a Professional Coaching Intervention
on the Well-being and Distress of Physicians**
A Pilot Randomized Clinical Trial

Liselotte N. Dyrbye, MD, MHPE; Tait D. Shanafelt, MD; Priscilla R. Gill, EdD; Daniel V. Satele, BA; Colin P. West, MD, PhD



Coaching: a new paradigm in medicine

- One of 6 essential leadership styles (Goleman, HBR)
- Enhance your effectiveness in your other roles as a leader
 - Mindset: **curiosity**, growth, emotional intelligence, empathy
 - Skill set: listening, **powerful questions**, observation, challenge
 - Tool set: evaluation, vision, goals, plans, outcomes

Coaching

Client + coach work together to

- Evaluate the present
 - Create a vision
 - Build + implement a plan to achieve an inspired future
 - Ensure ongoing growth
-
- Creating enduring, transformational change

Mentoring

- Nurturing process
- More skilled / experienced person, as a role model
- Teaches, sponsors, encourages, counsels, befriends
- A less skilled / experienced person
- To promote professional and personal development

Mentoring

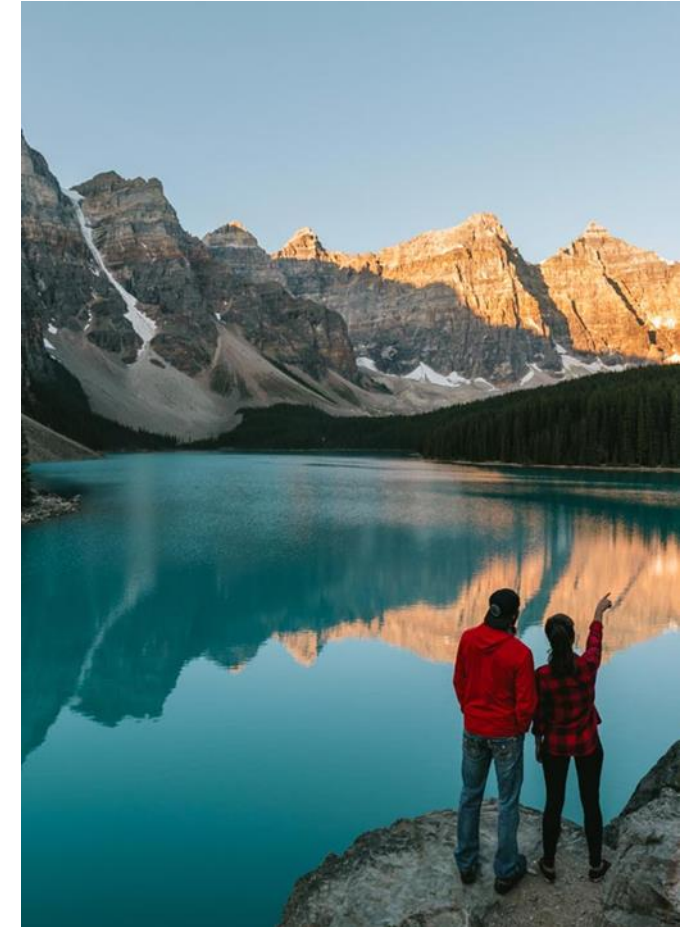
- **Mentor puts in**
- “Follow me”
- Teach + tell
- Give feedback
- Give advice
- Give direction
- Share experience
- Make recommendations
- **Solutions come from mentor**

Coaching

- **Coach draws out**
- “Where shall we go?”
- Listen
- Powerful questions
- Prompt reflection
- Explore possibilities
- Focus on objectives
- Growth, learning
- **Solutions come from client’s reflection and creativity**

Lead from the front

Lead from the side/behind



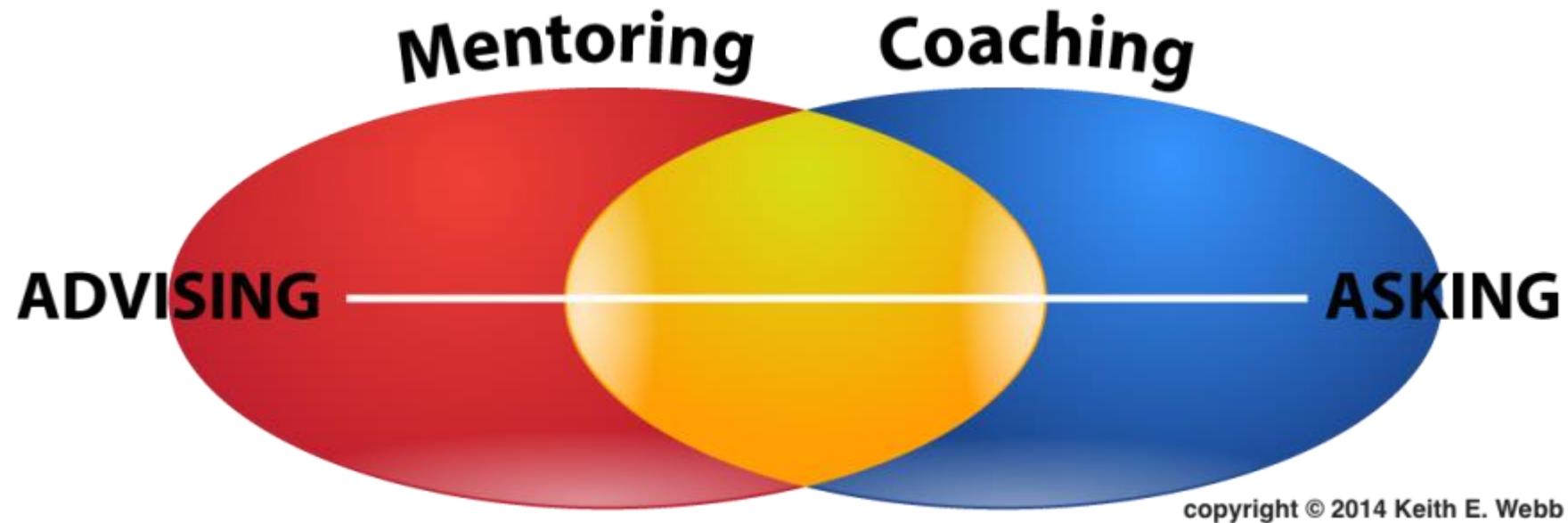
When to coach

- When you don't have good answers, and sometimes even when you do!
- Need to explore
- When the coachee needs to learn how to create their own solutions

When to mentor

- When your experience lines up well with the mentee's needs
- Need for advice
- When you hold keys to doors that the mentee needs unlocked

Can we do both?



Coaching Skills

- Be present, listen well
- Unconditional positive regard
- Discover the person's needs. **Be curious**
- Less problem solving, more people development
- **Powerful questions. Say less, ask more**
- Help others create *their* inspired future
 - Vision + the way forward



Why ask questions? Why not give advice?

- Adult learning theory
- Asking questions, discovery generates better learning for you and others
- Bring out people's creativity and skill so they can do their best work, solve problems, reach goals
- Advice might solve the present problem
- Powerful questions develop the person for the future



Answers are closed rooms;
and questions are open
doors that invite us in.

Nancy Willard

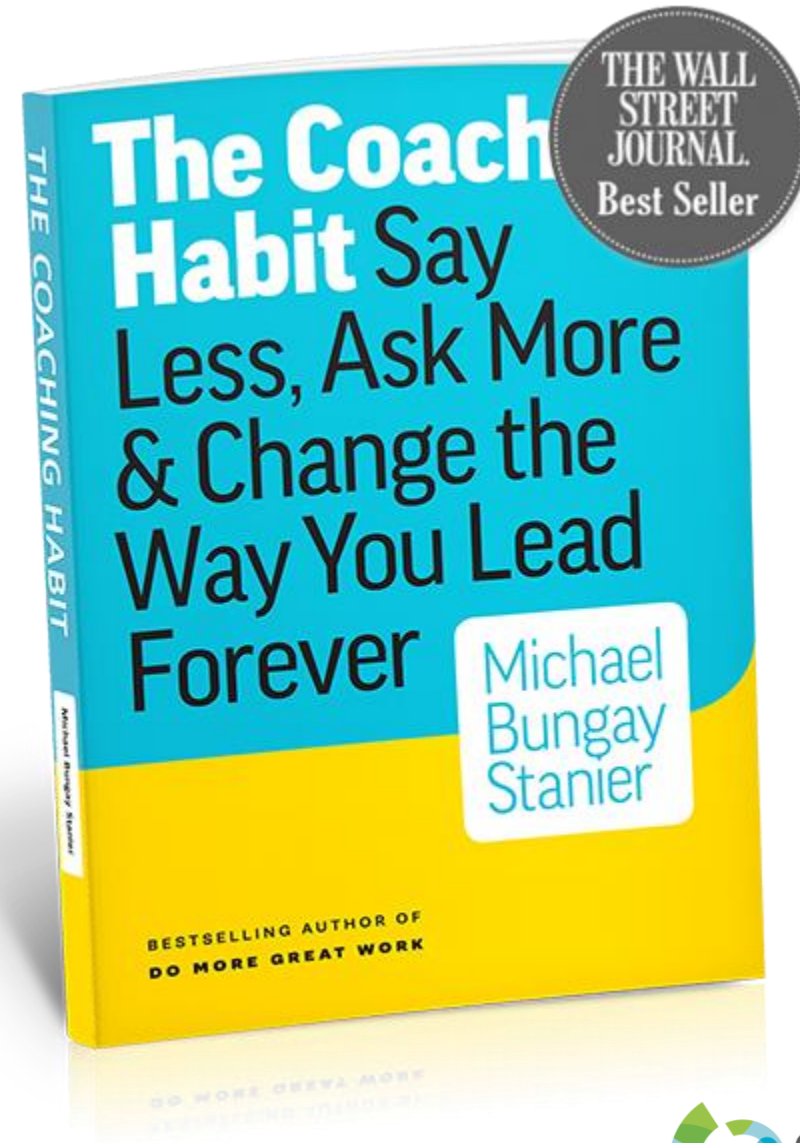
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Why is so hard to stop giving advice and ask questions?

- We are trained to be advice givers, experts, problem solvers
- We are rewarded for having the answers
- Efficiency in the short term
- VUCA
- Our brains are wired to prefer clarity and certainty
- We want to add value, so we give answers
- When we ask a question, we feel we have lost control of the conversation. → empowering the other

The Coaching Habit

- Coaching is simple
- 10 minutes or less
- Daily, informal act
- Build a coaching habit
- 7 questions



7 Questions

- What is on your mind?
- And what else?
- What is the real challenge here for you?
- What do you want?
- How can I help?
- If you're saying "Yes" to this, what are you saying "No" to?
- What was most useful for you?

Kickstart
AWE
Focus
Foundation
Lazy
Strategic

Learning



Change the way you lead, mentor, teach

- Build a habit of curiosity
- A little less advice, a little more curiosity
- Say less, ask more
- Find your own questions + your own voice
- Build you own coaching habit

Coaching

An innovative way forward to energize

- Personal and professional growth
- Leadership development
- Effective communication and team dynamics

Powerful tool to create

- A successful and personally satisfying career
- A healthy life