Coaching as Art
(The HeART and Science of Coaching)

9th International Clinical Microsystem Festival
Marjorie M. Godfrey, MS, RN
Doctoral Student Jönköping University
Anette Nilsson
Qulturum
1500-1615
February 29-March 1, 2012

Welcome!

• How many coaches here?
  – Who do you coach?
  – How long have you coached?
• What are your roles?
• Where are you from?
Overview

1500 Welcome & Coaching background
1510 The Evidence Based 3 phase team coaching model
1535 Pre-Phase (MG & AN)
1545 Action Phase (AN)
1555 Transition Phase (MG)
1605 Coaching development/Inside vs Outside coaching, Novice vs Expert, Networks
1610 The Dartmouth Institute Microsystem Academy Coaching Network

Best Coaching Ever

• What did your coach do?
• What did you do?
Coaching Teams in Health Care Improvement

• Coaching history
• Need to be sure coaching mattered
• What about coaching makes a difference...or does it?
• How should we coach?
• How do people coach?
• Developing Evidence Based Coaching

The Discipline of Coaching

”...Building *relationships* among people who are *continuously learning* about the changing environments in which they live and work, intervening in and *moving to set aside ineffective* and counter-productive habits, and *building new skills, practices, habits*, and platforms for collaborating in this ever changing world.”

... is *not telling people what to do*; it is *giving them a chance* to examine what they are doing in the light of their intentions.
Qualitative Analysis

Study 3 Conclusions

- Coaching matters
  - Context
  - Helping
  - Relationship
  - Technical Skills
- Novice to Expert
- Inside vs Outside Coaching
- Coaching Development and Support
- Team coaching may bridge the improvement learning session to the workplace.
## Team Coaching Model

### Pre-Phase
*Getting Ready*

- **Context**
  - Review of past improvement efforts and lessons learned
  - Tools used
- Preliminary system review:
  - Micro/Meso/Macro
- **Site Visit**
- **Resources**
- **Logistics**
- **Expectations**
  - Clarity of aim
  - Leadership & Team discussions about roles and logistics

### Action Phase
*Art & Science of Coaching*

- **Relationships**
  - Helping
  - Keep on track
- **Communication**
  - Virtual
  - Face-to-Face
  - Available & accessible
  - Timely
- **Encouragement**
- **Clarifying**
  - Improvement Knowledge
  - Expectations
- **Feedback**
- **Reframing**
  - Different perspectives
  - Possibility
  - Group dynamics-new skills
- **Improvement Technical Skills**
  - Teaching

### Transition Phase
*Reflection, Celebration & Renew*

- **Reflection** on improvement journey
  - What to keep doing or not do again
  - Review measured results and gains
- Assess team capability and coaching needs & create coaching transition plan
- **Celebration**!
- **Renew and re-energize** for next improvement focus
  - Evaluate coaching

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### Pre-Phase
*Getting Ready*

- Set expectations
  - Leader of coach
  - Coach of Leader
  - Coach + Leader of Team
- Leadership discussions
- Clarity of aim
- Prior improvement experience
- Preliminary system review: Micro/Meso/Macro systems
- Logistics
- Resources
- Site Visit?

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*Godfrey, MM (2012) In Press*
1) Ask your self about your **drive forces**? What is most important for you to feel you are **successful**?
2) When you know what you **dream** about to **accomplish** ask your self what is the **key factors**?
3) Ask your self what **model, methods & tools** can be helpful?
4) Then ask your self how to **bring all this together** with your **personal skills**?

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**Action Phase**

Art and Science of Coaching

- **Relationships**
  - Helping, Keeping focus and staying on track
  - Interpersonal Skills
- **Communication**
  - Virtual, Face-to-Face, Available & accessible
  - Timely
- **Encouragement**
- **Clarifying & Technical**
  - Teaching Improvement Knowledge & Providing To Dos and Checklists
- **Reframing**
  - Different perspectives
  - Possibilities

- “**Knowing When**”
- Focus on process and tasks initially to help group process
- Calibration of hierarchical roles and positions
- Not assuming “one up” position

*Godfrey, MM (2012) In Press*
It is in the meeting between the people the real conditions are created

Everybody wants to feel “I know, I can, I will”
Nobody wants to feel “I don’t know, I can’t and I have no will”

How to help each other to be “when I am the person when I am the best”

Who helps you in your daily work to be the person when you are at your best?

I believe words are very important...

What words we choose to use... how do we set the table for a good dialogue where trust and joy can grow?

You now the problem is...
I know you have no time -- you need to talk with your manager..
I agree it is terrible and so hard...
Or
You know the challenge is...and isn’t it fantastic you as a nurse can make a difference in your everyday work...
Yes time is hard but you know time is coming new all the time and I believe it is our way of “thinking” about time that determines if we will find time or not...
Tell me what are you proud of in your everyday work...tell me a good story from this week....
Empowerment

For me coaching is a lot about **helping** each other to see with new lenses

Here comes one example...

ESTELLE a newborn little princess...

9 hours...

23 years ago one week
A huge cultural change
A total different way of work!
From - the professionals are the experts to…
the parents are the experts!

- Continue to meet with the leaders and teams
- Be available! In person, telephone, email
- Be Timely! Busy people want support now..not in a week
- Encourage them and praise them
- Remind them of their goals
- Help them find help to make reports for the next learning session
The Art of Coaching
“Knowing When”

• Push vs Pull
• Ask vs Tell
• On stage vs Back Stage
• Observe vs Show
• Listen vs Talk
• Use metaphors (reframe)
**Swedish SOH**  
“Sit on Hands”

**What Does This Mean?**

**Transition Phase**  
Reflection, Celebration & Renewal

- **Reflection** on improvement journey
  - what to keep doing
  - what to be sure and not do again

- **Review** measured results and gains

- **Assess** team improvement skills capability and group dynamics to match coaching needs to create coaching transition plan

- **Celebration!**
- **Renew and re-energize** for next improvement focus
- **Evaluate Coaching**

- **Transition Assessment Tools** (Individual & Team)
  - Improvement skills
  - meeting skills & tools of improvement
  - Group Dynamics

- Create transition coaching plan
- Assess Coaching Experience

*Godfrey, MM (2012) In Press*
Coaching Intensity Over Time

Team Coaching Framework Over Time
Pre-Phase, Action Phase, Transition Phase
The Art and Science of Coaching  
Interdisciplinary Health Care Professionals in Improvement  
Ref, Marjorie M. Godfrey Ph.D(c) Bridging the gap Jönköping

A Coaching Model (Pre-Phase, Action Phase, Transition Phase)

Pace of improvement: Time line and road map

Metoder & Verktyg

Webbaserad Coach
Checklista (Coaching journal)

Reflektioner

Effektiva möten

Coach-The-Coach Program
Fall 2012 and Spring 2013 Dates

2012 Fall e-Coach-the-Coach
Registration for the Fall 2012 eCTC Series (Now Open)
All Adobe Connect sessions are N. Amer. ET
(please plan travel arrangements accordingly to enable full participation)
Certificate of Completion awarded to participants after attendance to all 11 sessions.
Session 1: Thursday, September 13, 2012 Adde Connect
Session 2: October 11, 18, 25, 11:30-12:30 PM, Toronto
Session 3: November 15, 22, 29, 11:30-12:30 PM, Toronto
Session 4: December 13, 20, 27, 11:30-12:30 PM, Toronto

2013 Spring e-Coach-the-Coach
Registration for the Spring 2013 eCTC Series
All Adobe Connect sessions are N. Amer. ET
(please plan travel arrangements accordingly to enable full participation)
Certificate of Completion awarded to participants after attendance to all 11 sessions.
Session 1: Friday, January 11, 2013 Adde Connect
Session 2: February 15, 22, 11:30-12:30 PM, Toronto
Session 3: March 22, 29, 11:30-12:30 PM, Toronto
Session 4: April 19, 26, 11:30-12:30 PM, Toronto
Session 5: May 17, 24, 11:30-12:30 PM, Toronto
Session 6: June 14, 21, 11:30-12:30 PM, Toronto

Opportunities & Team Coaching Health Care Improvement Networks

- Coaching Network in Sweden
- UK-Sheffield Coaching Network
- French Coaching Network
- Kosovo Coaching Network
- Canada Coaching Network
- Australia/New Zealand Coaching Network
- Coaching Institute at Harvard Grants
It’s all about people, context, value and results

Passion for life  Big scale national management program
Non-profit  Management program
Local in Jönköping  Teams from different clinics

Armenien, Alaska, Singapore, Scotland... Health care or private company

Do your own preparation, and then move together... be a student in your own program...