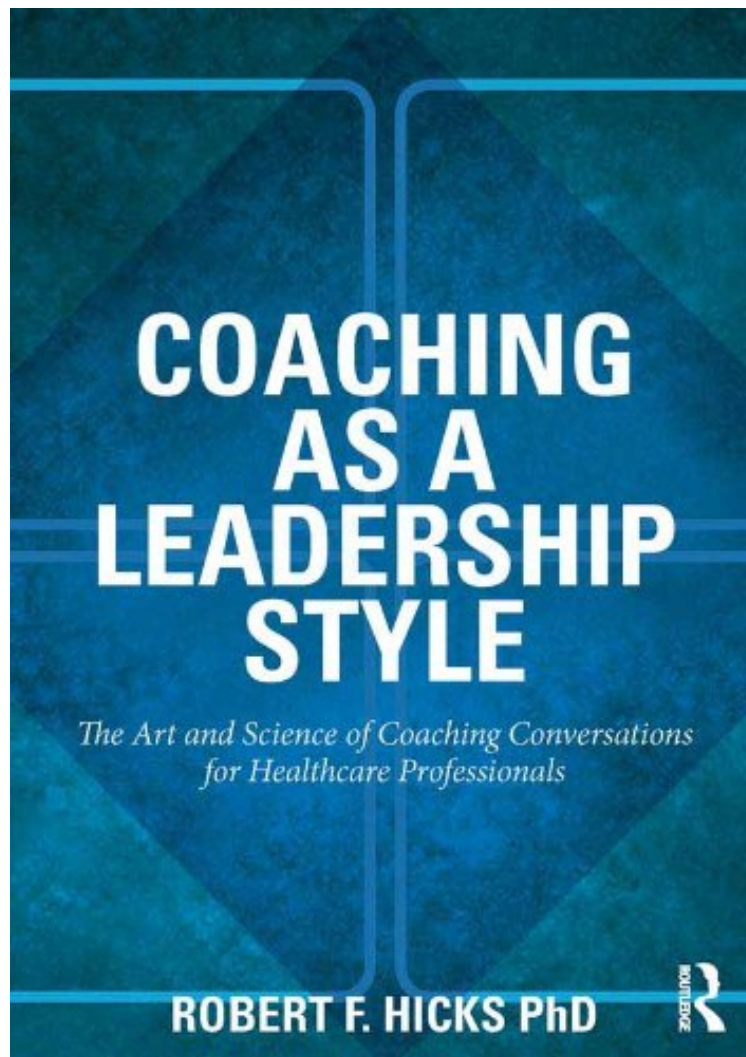


(Get free) Coaching as a Leadership Style: The Art and Science of Coaching Conversations for Healthcare Professionals

Coaching as a Leadership Style: The Art and Science of Coaching Conversations for Healthcare Professionals

Robert F. Hicks PhD.

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The healthcare environment is in flux. On the one hand, doctors are being driven into ever larger group practices by increasing regulatory and administrative burdens and the need for greater negotiating power. At the same time, growing infrastructure costs and the threat of payment reform is pushing them into closer alignment with hospital systems. This rapidly changing environment requires a more sophisticated set of leadership skills. This book introduces a unique and practical coaching style as a way of interacting with colleagues, managing direct-reports, helping others solve problems, responding to change, making effective choices and developing professionally. It draws from four evidence-based models for interacting with others and facilitating change - solution-focused therapy, cognitive-behavioral therapy, motivational interviewing, and transactional analysis - and reframes them so that they are congruent with managerial and leadership terminology and provide a practical set of methods and tools for today's healthcare leader.

"After several years as an executive coach specializing in working with healthcare providers, especially physicians in leadership roles, Dr. Hicks has developed a practical and meaningful approach to teaching these leaders how to have effective helping conversations with subordinates and co-workers. Like many professionals, physicians don't go to school and are not trained for the leadership roles they may suddenly find themselves in. They are taught to quickly diagnose problems and give direct answers and advice. As leaders, they must learn and demonstrate a very different set of skills, including listening, questioning, guiding, and helping others learn to solve their own problems. The "Four Square Coaching Model" developed by Dr. Hicks is a proven method for learning those skills. I highly recommend this book for any healthcare professional who wants to hone their ability to lead and develop others." - William M. Behrendt, PhD, UT Southwestern Medical Center

"This book provides real-world application on how to adapt your leadership style to be a more effective coach. The concepts presented on coaching styles provide a sophisticated set of tools to support leading an ever evolving and complex workforce. The chapters provide scenarios to demonstrate how to apply the concepts with the content being relevant beyond the healthcare industry. This book is a "must have" for those wanting to develop or hone their existing coaching skills." - Denise Grodeacuta, Vice President, Global Talent Management Corporate HR, Lennox International

"Leadership Coaching in Healthcare not only provides practical tools for the healthcare executive but elevates your understanding of the overall importance of coaching as a management imperative. It is particularly insightful for the leader looking to strategically align coaching with increased individual performance. Additionally, the concept of "Elite Professionals" is provocative and will become a part of the recommended readings for my graduate level course offerings." - Dr. Jim Dunn, Executive Learning Officer, Office of Learning and Performance Development, Cleveland Clinic

About the Author Robert F. Hicks, PhD, is Clinical Professor of Organizational Behavior at the University of Texas at Dallas and is founding director of the Organizational Behavior and Executive Coaching program in the Naveen Jindal School of Management. Accredited by the International Coach Federation, this program provides certification at the graduate level for individuals who wish to coach professionally as an external or internal coach. Dr. Hicks is a licensed Psychologist with a background in both clinical and organizational psychology and holds an appointment as Faculty Associate in the Department of Psychiatry at UT Southwestern Medical Center. He also directs a specialized master's program in healthcare organization leadership. He has over three decades of experience as a consulting psychologist and executive coach to many fortune 500 companies and major healthcare systems.