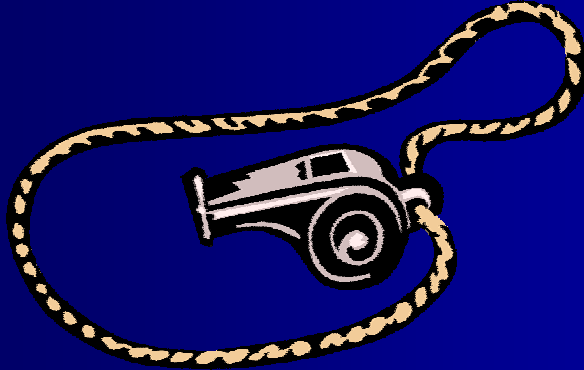


# THE DOCTOR COACH



- BOLD
- SELF-CONFIDENT
- DEMANDING

*DOCTORS GET THINGS DONE*

HOWEVER, THE TRAITS THAT MAKE  
DOCTORS SO PRODUCTIVE CAN  
ALSO.....

DRIVE US CRAZY!!!!

- *HIGHLY INTELLIGENT*
  - *CONFIDENT*
  - *SUCCESSFUL*

***DOCTORS ARE NOT HAPPY  
UNLESS THEY ARE...***

- **TOP DOGS**
- **CALLS THE SHOTS**
- **NATURAL LEADERS**
- **COMFORTABLE WITH  
RESPONSIBILITY**

***WHAT CAUSES DOCTORS  
STRESS?***

**WHEN THEY DO NOT MAKE  
THE TOUGH DECISIONS**

## ***DOCTORS***

**WILLINGLY TAKE ON LEVELS  
OF RESPONSIBILITY THAT  
MOST RATIONAL PEOPLE  
WOULD FIND  
OVERWHELMING**

## ***WHY DO DOCTORS NEED COACHES?***

**THEIR STRENGTHS ARE  
ALSO  
THEIR WEAKNESSES**

- INDEPENDENT
- ACTION ORIENTED
- HIGH LEVEL OF PERFORMANCE
- FAST THINKERS

*PREVENTS DOCTORS FROM  
LISTENING TO OTHERS*

***IMPATIENCE***

**CAUSES THEM TO MISS  
IMPORTANT SUBTLE  
DETAILS**

## *DOCTORS*

- **OPINIONS ABOUT EVERYTHING**
- **RARELY ADMITS OPINIONS MIGHT BE WRONG OR INCOMPLETE**

*PUTS FAITH IN THEIR INSTINCTS*

## *DOCTORS WHO THINK THEY ARE RIGHT*

FOCUSES ON THE  
FLAWS OF OTHER PEOPLES ARGUMENTS  
OR IDEAS

- **INTIMIDATION**
- **LEARNING DIFFICULTIES**
- **ABUSE**

## ***RESULTS***

**PAY THE DOCTOR LIP  
SERVICE AND  
WORKS AROUND  
HIM**

## ***DOCTORS DO CARE ABOUT PATIENTS***

HOWEVER, AT TIMES ARE OBTUSE TO  
THE FEELINGS OF PEOPLE AROUND  
THEM

- JUDGEMENTAL
- UNABLE TO CONTROL EMOTIONS
- VENT THEIR OWN ANGER
- DISMISS THEIR OWN BEHAVIOR
- RULES DO NOT APPLY TO "TOP DOG"

*THE MORE PRESSURE*

*THE MORE PRONOUNCED  
ARE THEIR FAULTS*

*MAKING THE TRANSITION*

*TO GOOD MANAGERS CAN BE THE  
GREATEST CHALLENGE OF THEIR  
CAREERS*

## ***REQUIRE SKILL COACHES FOR PERFORMANCE IMPROVEMENT***

(CAN'T ASK FOR HELP)

- STUBBORN
- RESISTANT TO FEEDBACK
- SUCCESSFUL BY NOT BEING SELF-REFLECTIVE

## ***ROADBLOCKS***

- DOCTORS' COMMUNICATION STYLE
- NOT SOMEONE ELSE'S SHORT COMINGS

## ***COACHES***

- CAN MAKE THEM FEEL OUT OF CONTROL
- CAN MAKE THEM FEEL LIKE A POWDER PUFF

## ***COACHES***

- PRESERVE STRENGTHS
- CORRECT WEAKNESSES

## *PARAMOUNT IMPORTANCE*

- CANNOT UNDERMINE FOCUS OF RESULTS
- MUST IMPROVE PROCESS FOR ACHIEVING THEM

*DOCTORS MUST*

*SEE THEMSELVES  
AS WE DO*

## ***DOCTOR COACHES***

- MUST STAND UP TO BULLIES
- ANALYTICAL ORIENTATIONS
- DIRECT COMMUNICATION STYLE

***WATCH OUT FOR***

***THE THREE TRAPS***

## ***FIRST TRAP***

- **DO NOT PLAY LOOSE AND LIGHT**

## ***SECOND TRAP***

- **EXCESSIVE SECRECY**

## ***THIRD TRAP***

- **KOWTOWING**  
"AVOIDANCE AT ALL COSTS"

## ***THE RIGHT WAY TO COACH***

***GET THE PHYSICIAN'S ATTENTION***

- ***360 WAKE UP CALL***

## ***“DEMAND COMMITMENT”***

- WAKE UP CALLS GIVES LEVERAGE
- PRACTICAL AND DRIVEN; WILL ACCEPT AN EASIER WAY TO PRODUCE IMMEDIATE RESULTS

## ***NOW, AT THIS POINT, ASK.....***

- DO YOU WANT TO CHANGE?
- WILL YOU DO WHATEVER IT TAKES, INCLUDING ACCEPTING HELP?

*"SPEAK HIS LANGUAGE"*

- METRICS

*"HIT HARD ENOUGH TO  
HURT"*

- COME OUT OF THE ROOM  
WITH BLOOD ON THEM

***"ENCOURAGE HIS  
CURIOSITY AND  
COMPETITIVE INSTINCTS"***

- **BLUNT FEEDBACK  
TRIGGERS  
DEFENSIVENESS**

***WHEN DO WE KNOW WE ARE  
SUCCEEDING AS A  
DOCTOR COACH?***

- ADMITS VULNERABILITY
- ACCEPTS ACCOUNTIBILITY
- CONNECTS WITH UNDERLYING EMOTIONS
- BALANCE POSITIVE WITH CRITICAL FEEDBACK
- BECOME AWARE OF PATTERNS

***CHANGES IN BEHAVIOR  
3 – 6 MONTHS***

***HARVEST  
LOW HANGING FRUIT***

***“MAY RESIST AT FIRST”***

THE DOCTOR COACH CAN CHANGE AN

***ADVISORY  
INTO AN  
ALLY***

## “When Strengths Become Weaknesses” Coaching the Alpha Male

Reference: Harvard Business Review [www.hbr.org](http://www.hbr.org)

Alpha Attribute	Value to Organization	Risk to Organization
Self-confident; opinionated	Acts decisively; good intuition	Closed minded; domineering; Intimidating
Highly Intelligent	Sees beyond obvious; takes creative leaps	Dismisses or demeans colleagues who disagrees with him
Action Oriented	Produces Results	Impatient; resists process changes that might improve results
High performance expectations For himself and others	Sets and achieves high goals	Constantly dissatisfied; fails to appreciate and motivate others
Direct communication style	Moves people to action	Generates fear and gossip-filled; CYA culture of compliance
Highly disciplined	Extraordinarily productive; finds time and energy for high level of work and fitness	Has unreasonable expectations of self and others, misses signs of burnout
Unemotional	Is laser focused and objective	Is difficult to connect with; doesn't inspire teams

## ***HOW DEFENSIVE ARE YOU?***

Many alphas think that looking interested when someone speaks to them demonstrates a high degree of openness when, in fact, that's just the bare minimum one must do not to be labeled defensive. Alphas can use this tool to chart their progress toward a more constructive states of mind and to see how their behavior appears to others.

## HOW DEFENSIVE ARE YOU?

Reference: Harvard Business Review [www.hbr.org](http://www.hbr.org)

### HIGHLY OPEN

- +10 – Plan the change, engage others, set milestones & implement
- +9 – Communicate genuine enthusiasm about making a change
- +8 – Think out loud, making new associations about the problem
- +7 – Take full responsibility for the problem and its ramifications
- +6 – Request information and examples about the problem
- +5 – Openly wonder about your role in creating the problem
- +4 – Express genuine curiosity about the issue and how to resolve it
- +3 – Express appreciation for the messenger; regardless of delivery
- +2 – Summarize key points without interjecting your own thoughts
- +1 – Look interested, breathe, demonstrate an open posture

## HOW DEFENSIVE ARE YOU?

Reference: Harvard Business Review [www.hbr.org](http://www.hbr.org)

### Breakthrough: choosing curiosity over being right

- 1 – Show polite interest while inwardly preparing your rebuttal
- 2 – Provide a detailed explanation of your point of view
- 3 – Justify actions with compelling logic & interpretation of event
- 4 – Interrupt to give your perspective
- 5 – Interpret comments as attacks and feel misunderstood
- 6 – Convince them that you're right they are wrong
- 7 – Make snippy replies and show your irritation nonverbally
- 8 – Blame or complain about someone who's not present
- 9 – Intimidate or attack the messenger
- 10 – Appear to comply with no intention of doing what you say you will do