

Piloting a Leadership Group Coaching Program for Pediatric Division Chiefs

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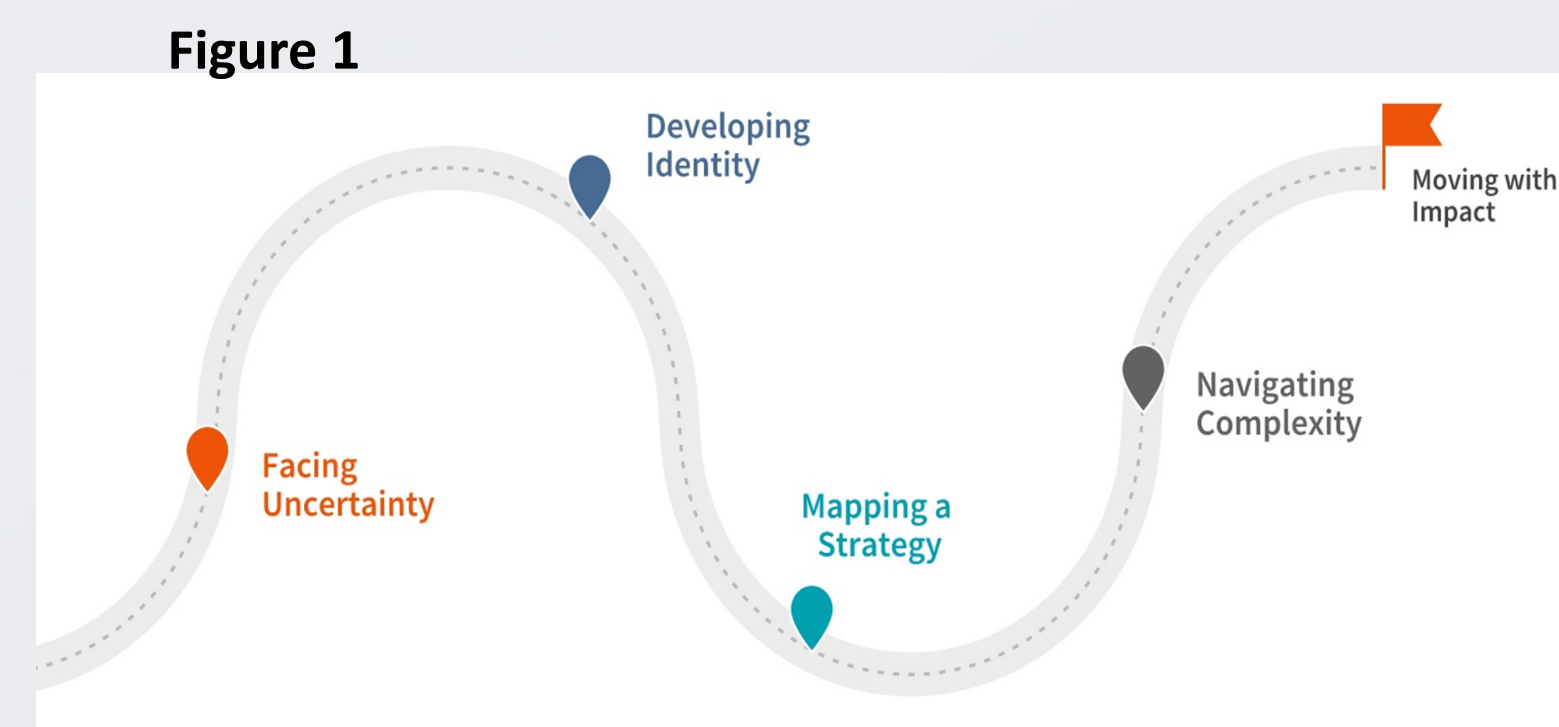
Background

- Leadership skills must be continuously developed, honed and cultivated at all levels, especially for newly appointed leaders.
- Executive coaching is an effective tool for enhancing leadership performance in organizational settings.¹
- Group coaching for leadership development acknowledges the social context of leadership and capitalizes on the shared experiences of peers facing similar challenges.^{2,3}
- Accountability partnerships improve outcomes for those participating in goal-based coaching programs.^{4,5,6}

We piloted a leadership development group coaching program among a cohort of newly appointed pediatric division chiefs and assessed the impact via a mixed methods assessment.

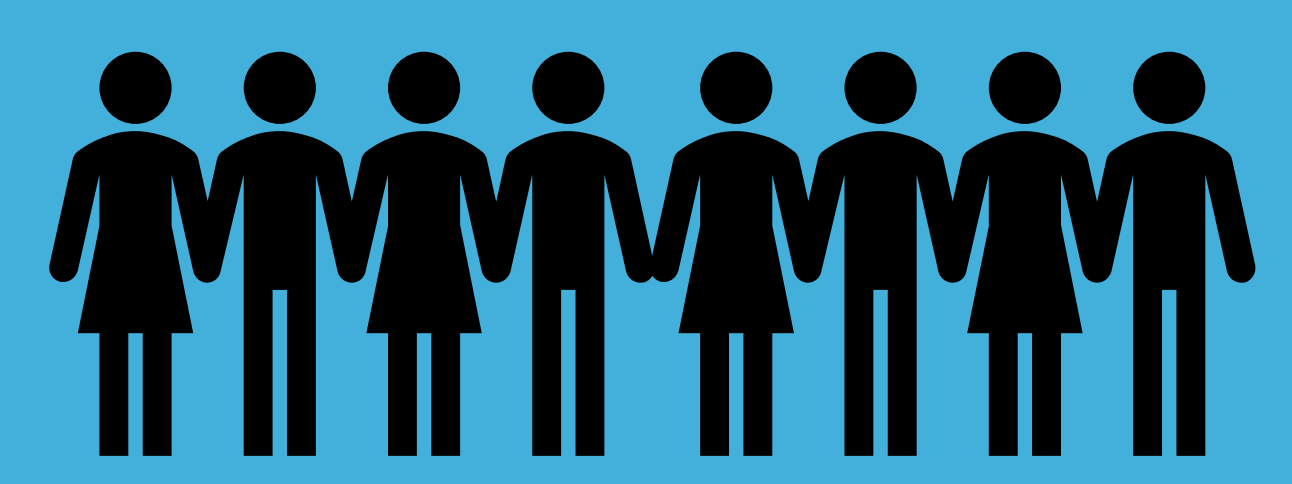
Methods

- **Participants:** 8 new division chiefs (new defined as < 3 years in the role)
- **Administration:** Six 2-hour virtual sessions over 3 months facilitated by a professional organizational development coach (Mira Brancu)
- **Components:**
 - Each session included didactic content and discussion of real-time challenges based on the strategic leadership pathway (Figure 1)
 - DiSC® leadership style assessment completed prior to first session followed by 1:1 debrief with coach
 - Peer accountability partners matched based on complementary leadership styles.
 - Each participant was asked to complete a leadership development plan
- **Evaluation:**
 - Pre- and post-program surveys
 - 60-minute focus group 2 months after program completion.
 - Quantitative and qualitative data were analyzed using descriptive statistics and rapid thematic analysis, respectively.



Topics of each session	
1.	Facing Uncertainty
2.	Developing Identity
3.	Strategic Thinking
4.	Navigating Complexity
5.	Moving with Impact
6.	Wrap-Up and Graduation

Results

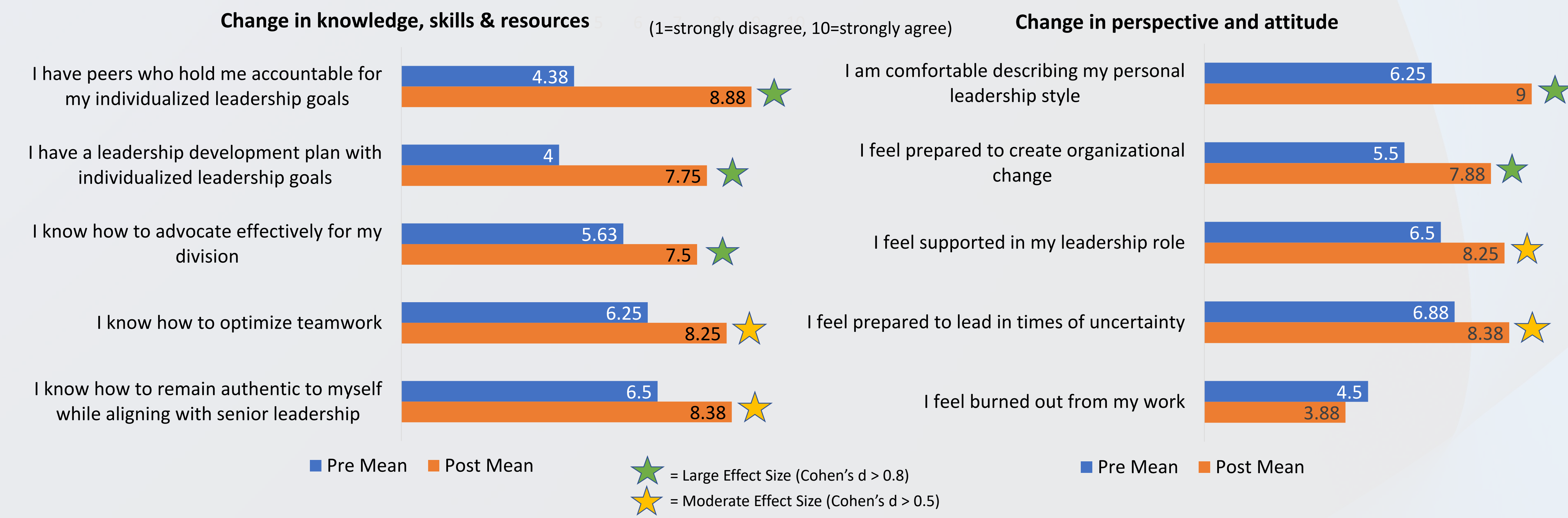


8 Participants

ENGAGEMENT
 Attended at least 5 sessions
 Completed the DiSC® and debriefed with coach
 Created a leadership development plan
 Met with an accountability partner at least 3 times

PROGRAM VALUE
 Agreed that group coaching was an effective model
 Agreed that it was worth the time and effort
 Would recommend the program to others

OUTCOMES: Comparison of Pre-Program and Post-Program survey results



- Themes from focus group**
- Benefits of real-time group problem solving
 - Value in assignments & accountability partners
 - Increased willingness to ask others for help
 - Decreased feelings of imposter syndrome

Participant Quotes

- "It's hard to get feedback in our role, so I feel like this is an ideal opportunity to identify our leadership style, and what our strengths are, but also what are our opportunities for improvement."
- "It was a very freeing thing...in terms of 'you don't have to be good at all these things,' but in a very practical way of 'this is how you partner with people.'"
- "Knowing the people in my group had shared goals/interests/problems and sharing our understanding of these issues [was helpful]."
- "Accountability partner was the best! I feel fortunate to have been matched with someone with a very different style where we could really learn from each other!"
- "It was just the right number of people to make it personal, but also to get a wide difference in opinions and leadership ideas."

- 1 year follow-up**
- All 8 division chiefs remain in their roles
 - Participants have continued to meet monthly as an informal peer coaching group
 - Participants invited 3 new division chiefs to join their monthly peer coaching meetings

Conclusions

- A pilot leadership development group coaching program proved beneficial to participants in developing both leadership skills and a community of peers to help navigate shared challenges.
- The impact of this intervention has been longstanding, as participants continue to rely on their community of peers for ongoing peer leadership support, and new division chiefs have been invited to join the community of peers (now > 12 months after completion of program).
- Results of the program have been presented across the School of Medicine to other department leaders, who have expressed interest in this method of leadership development.
- Next steps include scaling facilitated group leadership coaching for new leaders across Clinical Departments within the School of Medicine.

Learn more

References:

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