

44THBIENNIAL CONVENTION

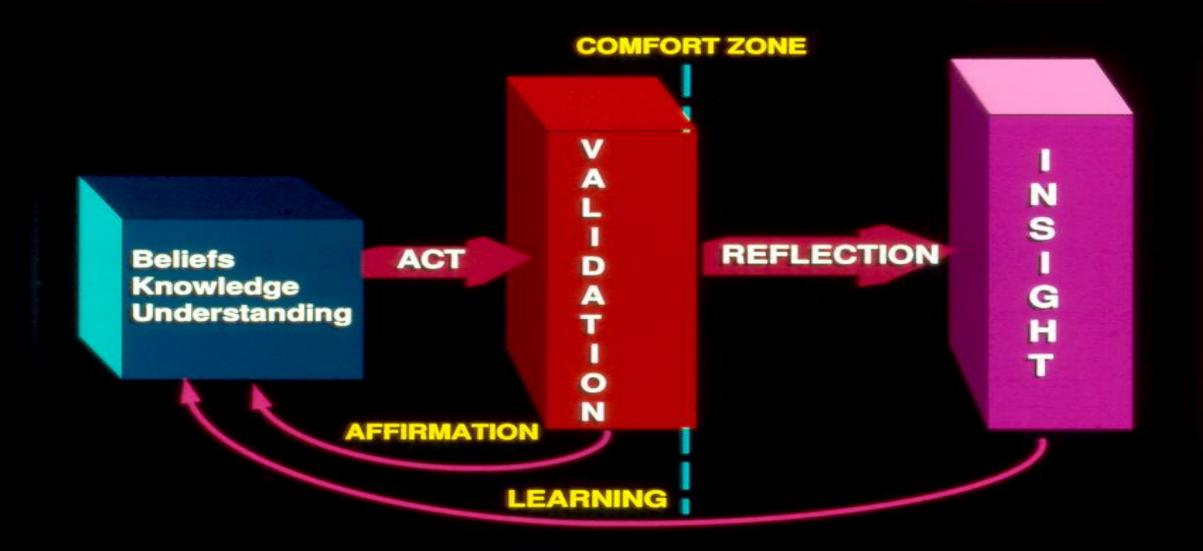
28 OCTOBER — 1 NOVEMBER | INDIANAPOLIS, INDIANA, USA

Coaching

Getting the Help You Need - Being the Help that is Needed



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The Ways You Can Engage With Coaching



- Hire a Coach to help you improve your leadership effectiveness or to help you plot your leadership career path
- Become a formally certified coach as a career option
- Hire a coach for a team or individual that you supervise/lead

Shifting the Triple Aim to the Quadruple Aim

The Quadruple Aim



Quality

Enhance how care is provided to help patients to achieve better outcomes



Cost

Increase Operational Efficiencies



Patient-Centered

experience by allowing caregivers to be Patient Centered



Experience

Improve the caregiver experience by improving workflow and empowering care teams



- 3

The Leader's Role as a Coach

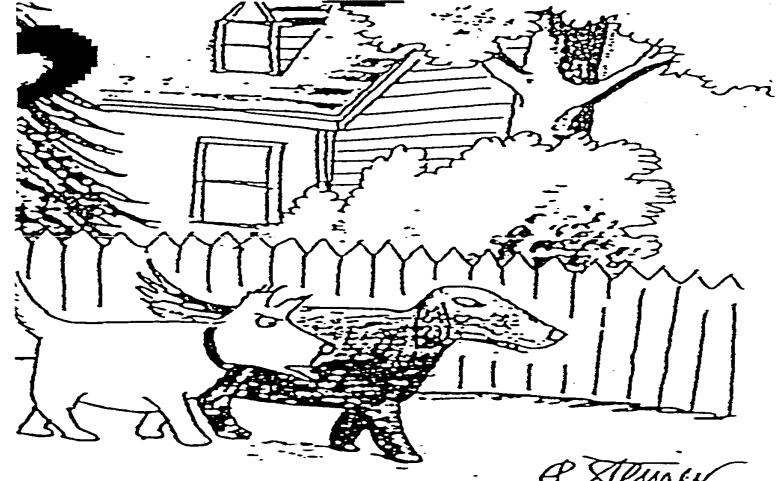
Learning what coaching is....



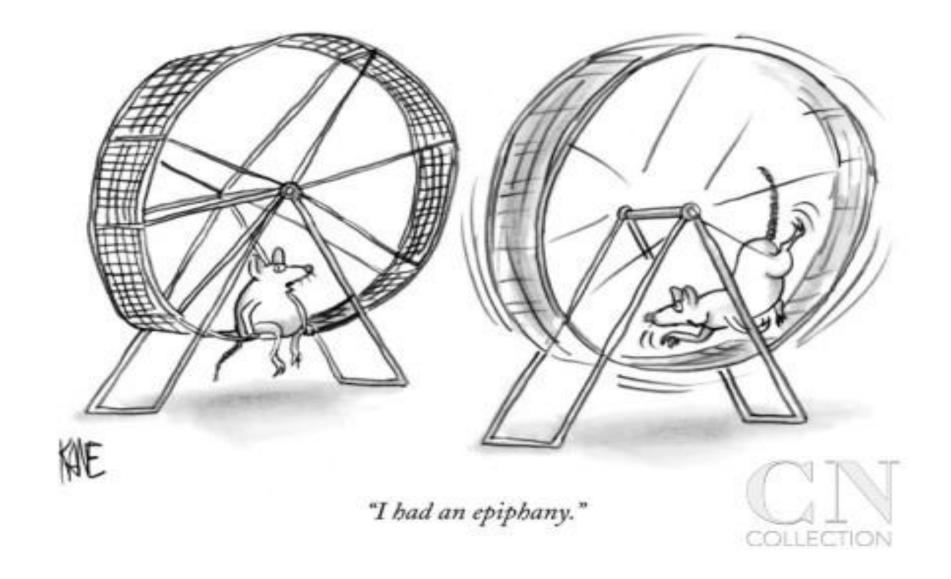
• Job #1 for a unit leader is to create the type of environment where employees or team members can make their optimal contribution



"Must you precede everything you say with 'This is your captain speaking'?" ON



"It's always 'Sit', 'Stay', 'Heel' --- never 'Think', 'Innovate', 'Be Yourself.' "







But What is Coaching?

- Coaching is NOT therapy
- It is different than counseling, advising, consulting, and teaching but in a hybrid model may contain elements of all of these helping modalities
- Coaching is about the client defining and meeting goals.... But what if you have a client or team member / subordinate who has the "I don't know what I want, but I know I ain't gettin' it blues"???



Goal Driven.... Or not??

Goal Focused

Lose and keep off 50 lbs

Quit smoking and maintain

"get in shape"

Pass a certification exam

Get admitted to grad school

Confused & Not Goal Focused

Help develop new insights & capabilities

See new horizons or opportunities

Understand career options

View next steps as a jungle jim vs. a ladder



Our Tsunami of Chronicity

- WHO: 4 of biggest worldwide killers
 - 1. Insufficient Exercise
 - 2. Unhealthy Food
 - 3. Alcohol Abuse
 - 4. Tobacco.

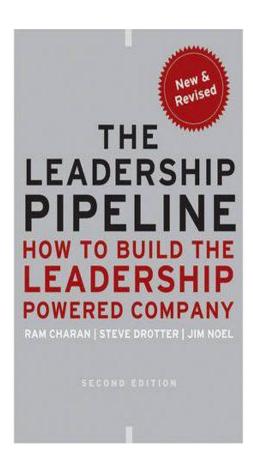
- In US: 7/10 deaths annually
- Heart disease, cancer, stroke = 50% of all deaths
- Almost 50% have at least 1 chronic Illness (133 million)
- 1/3 adults, 1/5 youth obese
- 43 million smoke
- 26 million with known diabetes
- 21% of health spending goes toward the 5% who have 5 or more chronic conditions

Centers for Disease Control: http://www.cdc.gov/chronicdisease/overview/index.htm World Health Organization: http://www.who.int/gho/ncd/en/index.html

New Year's Resolutions for 2009 2012 1. Lose weight again 2. Get fit mext year 3. Give up alto sol jess 4. Standupto boss 5. Be nicer to my wife 6. Sort out junk in shed



How Do We Increase Our Success Rate in Goal Achievement?



6 Stages in the Change Process

- 1. Pre-contemplation -- resisting change
- 2. Contemplation -- studying change... seeing it on the horizon
- 3. Preparation -- specifically getting ready, imagining the change, making it a real possibility in your mind, crafting a plan for change and a start date
- 4. Action -- Beginning to work the plan and continuing to refine the plan plan, do, check, act. Take action but are open to revising the plan as obstacles are encountered and as new learning takes place
- 5. Maintenance -- holding the gain while continuing to self monitor
- 6. Recycling -- learning from relapse and getting back on the plan (most important)

Back to What Coaching is....

- Pure coaching is all about helping a client:
 - Define their own goals
 - Use their internal and external resources & strengths to achieve their goals
- The coach helps the client to:
 - Access their strengths
 - Clearly see their goals
 - Define a realistic plan for goal achievement
 - Be a source of strong encouragement cheer them on
 - Assist the client to understand the difference between learning and anxiety
- The nurse coach needs to:
 - Maintain boundaries not be a fixer
 - Create the environment where the client can optimize their strengths
 - · Ask if they can use a hybrid model and offer consultation, advise or counsel



How the Notion of Client "Self-Healing" Aligns with Nursing

- Nurses define health differently than other care providers
 - Human response patterns healthy choices
 - What the client would do for themselves if they were able
- Nurses tend to have a deep understanding of humanity the human condition
- Through self-knowledge the client, patient, novice nurse or novice leader will form their own foundation for successful self-leadership



Creating an Environment Conducive to Coaching

- How do we contribute to the development of another's competence in a respective, dignified, and effective way?
 - Save and trusting environment that fosters mutual trust, respect, openness, and honesty
 - A leader/coach who is able to be fully present and attentive to the coaching conversation
 - A commitment to confidentiality as that is appropriate
 - A place where conversations can be private and uninterrupted
 - A coach/leader who demonstrates leadership presence



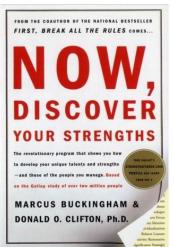
Leadership Presence

- What is Leadership Presence?
 - Showing up confidently
 - Having self-awareness
 - Speaking with clarity
 - Maintaining composure in the heat of the moment
 - Able to align intention with attention
 - Most importantly Leadership Presence is how others feel when they are around you
 - How safe they feel
 - What your bring out in them
 - How you listen
 - How you share yourself
 - Your ability to engage & connect with others and influence them

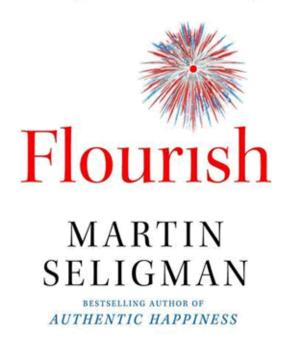


Focusing on the Strengths of Those You are Coaching

- "How can we maximize your strengths and minimize your weaknesses?"
- Use of positive psychology
- Developed as a foundational model for coaching by Seligman
- The power of happiness
- Finding "flow"



A Visionary New Understanding of Happiness and Well-being



Components of Positive Psychology

PERMA

- P -- Positive emotion -- peace, gratitude, pleasure, inspiration
- E -- Engagement -- flow, curiosity, love, hope, satisfaction
- R -- Relationships -- good relationships are core to wellbeing
- M -- Meaning -- serving a cause that is bigger than ourselves
- A -- Accomplishment & Achievement -- learning something new, mastering a skill, achieving a goal

All Professionals Want the Same Things

- To be happy in their work
- To make a difference
- To be part of a worthwhile enterprise
- To make a meaningful contribution
 Warren Bennis

To make our optimal contribution and have the energy & happiness described in Positive Psychology we need to know what Our strengths are.



VIA Character Strengths www.viacharacter.org

Wisdom (Head Strengths)

- Creativity
- Curiosity
- Love of learning
- Judgement
- Perspective

Courage (Heart Strengths)

- Bravery
- Perseverance
- Honesty
- Zest

Humanity (Strength of Others)

- Love
- Kindness
- Social intelligence

Temperance (Strengths of Self)

- Forgiveness
- Humility
- Prudence
- Self-regulation

Justice (Community Strengths)

- Fairness
- Leadership
- Teamwork

Transcendence (Strengths of Spirit)

- Appreciation of beauty & excellence
- Gratitude
- Humor
- Spirituality
- Hope



How do the VIA Strengths Align with Positive Psychology?

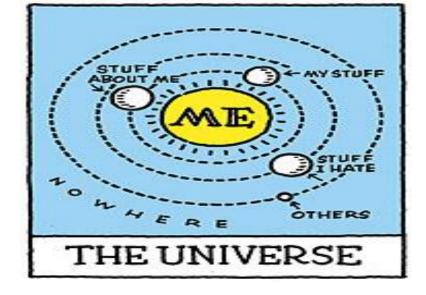
- The qualities most aligned with Positive Psychology
 - Love (which is not specifically called out in the VIA tool)
 - Curiosity
 - Zest
 - Hope, and
 - Gratitude

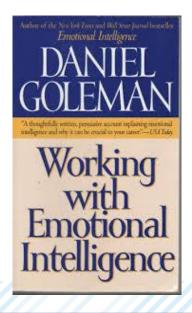


<u>Gratitude</u> - is viewed as the most malleable strength – meaning it is a strength that has been proven to be the easiest to develop

Coaching to Advance Strengths

- Leadership begins with self-leadership
- First develop your own strengths
- Self- leadership is all about:
 - Self-monitoring, self-regulation, self-awareness, self-confidence
 - The ability to communicate well with others & influence others
 - The ability to initiate & effect change
 - The ability to get work done through others
- Self Leadership is about Emotional Intelligence & Mindfulness





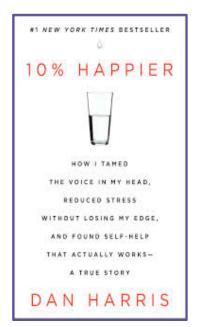


"We're looking for managers that demonstrate high levels of emotional intelligence. Here, please try on this mood ring."

Self-Leadership and Self-Care

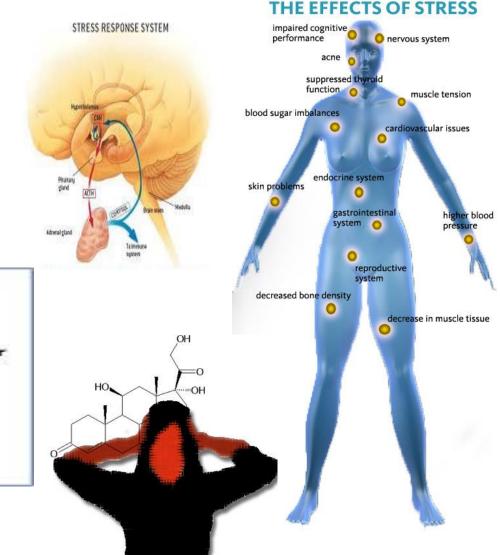
- Emphasis on the need for "resilience" in leadership
 - Lack of resilience leads to:
 - Exhaustion
 - Poor thinking & judgment
 - Poor behavior
 - Damaged relationships
 - Unrealistic perfectionism
 - Leader failure
 - Often the goal of resilience is to get more done and be more productive without changing anything else!
- Resilience requires mindfulness & mindfulness practices & an awareness of the inner narrative





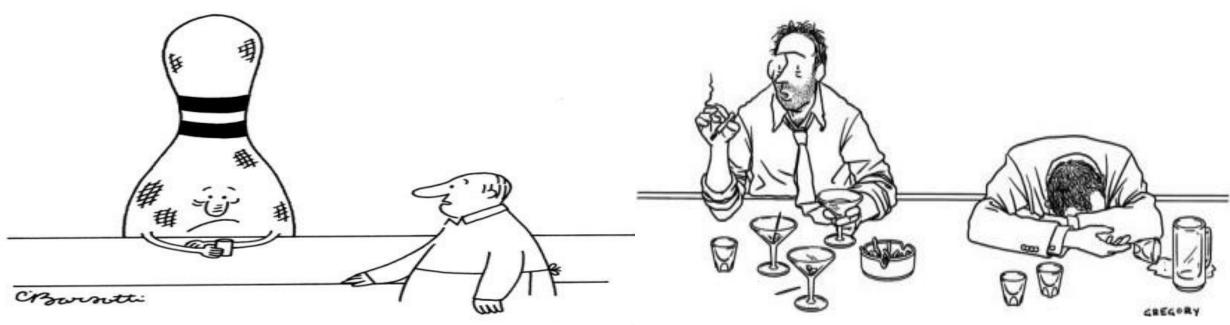
Why We Need to be Resilient and Control Our Stress Responses and Apply Trauma Informed Care to Ourselves!







And What About the Cumulative Impact of Stress & Trauma on Ourselves?



Have you ever considered another line of work?

Boy I'm going to pay for this tomorrow in yoga class!







Listen pal, they're all emergencies

What Tools Help Us Engage in Mindful Self-Care

- Meditation
 - Breathing Meditation
 - Walking Meditation
 - Body Scan Meditation
 - Loving Kindness Meditation
- Breathing
- Reflective Journaling
- Gratitude Journaling
- Sleep!
- Exercise
- Managing the voice in your head
- Practicing maturity

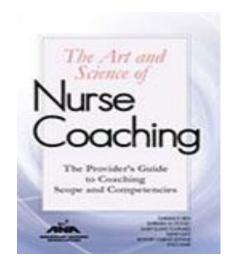






So How Does All of This Related to Coaching

- Just as nurses we must first "heal" ourselves, you can't be a good coach if you have not coached yourself, a good leader if you have not learned self-leadership
- Coaching is a body of knowledge not just common sense or work experience
- Coaches should be credentialed
 - ICF certified
 - Integrative Nurse Coaching certified ((NC-BC)
- www.inursecoach.com







Beginning the Coaching Relationship

- Two major areas for coaching two types of coaching engagements
 - The individual self-paying client
 - The organization who sponsors (pays) for the coach who coaches an individual within the organization
- Business for a first coaching session
 - Welcome packet
 - Education around what coaching is
 - Logistics when, where, & how long of sessions
 - Payment processes
 - Addressing confidentiality
 - Goals
 - "Tests" VIA Strengths, EQ assessment, Meyers Briggs, Personalysis, Wheel of Life balance assessment, Johari Window, Trust and Agreement Exercise



The Johari Window

What I know about myself & others know it too

What I know about myself & others don't know

What I don't know about myself but others do know

What I don't know about myself & other don't know either

Assessing Trust & Agreement

| Person | Trust | Agreement |
|--------|-------|-----------|
| MK | Yes | No |
| AC | No | No |
| JR | No | Yes |
| MS | Yes | Yes |

Assessing Trust & Agreement



Those you Trust & Generally Agree With



Those You Trust but Usually Do Not Agree With



3000

Those You Do Not Trust & Do not Usually Agree With



"Let me see your swing."

- The power of observation vs. just "chatting"
- Collecting 360 stakeholder information from interviews
- Formal assessment documentation

- Atul Gawande's article "Personal Best" The New Yorker October 3, 2011
- Michael Lewis' book The Undoing Project



Questions to Help Dive Below the Superficial

- What is your deepest hope for yourself, your career?
- What are the greatest challenges or barriers you see in accomplishing your goals?
- What is your self-assessment... do you feel able to achieve your goals?
- Do you have fears about goal achievement? If you achieve your goals what will happen then?
- What is the best way for me to help you... for me to be of service to you?



What could getting the help you need, or being the help that is needed accomplish?

- Complete your self-leadership journey or the self-leadership of another
- Catalyze your or another's leadership development journey
- Assist with specific goal achievement
- Help you or others see the broader perspective, the wider horizon of possibilities
- Maximize your ability to inspire others to make their optimal contribution



What All Professionals Want

- To be happy
- To make a difference
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Questions?



