

The Role of Coaches within Academic Medical Departments: Is There Value to Integrating This into Academic Mentorship Programs?

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Appendix 1: Oncology Leadership Development Office, Calgary, AB

Information for Those Seeking Executive Coaching

Introduction

Thank you for expressing interest in being coached through the Oncology Leadership Development Office (OLDO). Before we move ahead with setting up a schedule of meetings, it is important to introduce the principles that I tend to use to provide coaching.

The approach used can take one of three different directions, or a merge of any three. These directions could include:

1. *Focus on awareness.* Be aware of your strengths, develop confidence and know your goals for the future. This tends to be work that you do rather than me and involves looking at past trends. My work tends to involve pushing and advising you as you struggle getting to know what you want to do. This usually takes three one-hour sessions to get you to have a plan that includes an understanding of your goals in life and your plan for the future.
2. *Scenario-based coaching.* In this coaching, we make some assumptions about your leadership style and your vision for the future. The emphasis of this kind of coaching is to help you mature in your leadership, so that you are fluent at dealing with the challenges of building teams, communicating, etc.
3. *Situational coaching.* Coaching focuses on specific areas needing attention. In some leaders' lives, there are specific challenges that seem to happen regularly. For example, some leaders struggle with keeping their teams accountable or addressing conflict. The coaching in these situations becomes situational rather than general.

Principles would include the following:

1. *Confidentiality is key.* Your data, and your confidences, will not be divulged elsewhere.
2. *Homework is important.* There are specific actions that you will be asked to complete. If it becomes obvious to both parties that you have neither the time nor the interest to finish these activities, this will amount to closure of the coaching agreement.
3. *Honesty is expected.* Unless it is assumed that confidence will be kept, and that you will be respected for your opinions, it is likely you won't want to be honest with the consultant. Unless we reach a position of trust, it is unlikely you will benefit from this arrangement.
4. *Find help when you need it.* Find a person you can trust who can help you through self-analysis and keep you accountable when you don't follow through.

I'd like to know you better, so I can help you choose which of the approaches is most suitable for your growth. This is a confidential process; therefore, once you have filled out the form on the next page, please mail it to pscraighead@gmail.com or peter.craighead@ahs.ca.

Name: _____ Age: _____

- Are you currently in a leadership role? If you aren't in a leadership role, indicate why you are requesting coaching.

- How many years have you been a leader, or how long have you been in your current position?

Self-awareness

1. Have you ever experienced a personal crisis that forced you to delve more deeply into what makes you tick?

If yes, please describe succinctly what happened.

2. Have you ever done a session that allowed you to work out how you think about yourself? This could include a colours exercise, Briggs Myers or another program.

3. Did the personal crisis or exercise help you understand yourself better? What did you do as a result of this?

Life goals or sense of purpose

1. Do you have a sense of purpose in your life that drives how you live and what you hope to achieve in the future?

2. If yes, how would you describe your goals for the next 5 years?

3. Do you have an understanding of what might prevent you from achieving this? Are there things already happening that make it difficult to achieve your goals?

Balance in life

1. Do you have balance between your personal, professional and family life?

2. What suffers most in your attempts to drive this balance? How do you intend to address this balance?

- What are your objectives for doing coaching?

- How much time do you have available monthly to do this?

- What would success look like if you could reach your goals?

- What do people say about you, and what would you like them to say about you?
