

Supporting Your *Physicians 360* Participants

As the *Physicians 360* participant's leader, it is your responsibility to effectively support and coach the physician in their professional/personal growth and in developing an effective *Physician Professional Development CanMEDS Action Plan*.

The following may guide you in supporting the physician:

- ✓ Meet with the physician to discuss their *Physicians 360* results report within eight (8) weeks of the closing date of their *Physicians 360* phase. It is an expectation that the physician share their *Physicians 360* results with you (either highlights or, if they are comfortable doing so, the actual report).
- ✓ Support the physician's display of existing skills and behaviours.
- ✓ Coach the physician to reshape how they think about their competencies, and to help them understand how they can be deployed more effectively.
- ✓ Coach the physician to make a fundamental shift in their thinking, to enable the testing and application of new skills and behaviours.
- ✓ Encourage the physician to share their results with colleagues.
- ✓ Work collaboratively with the physician to develop their *Physician Professional Development CanMEDS Action Plan*, sharing perspectives and discussing how you can provide support.
- ✓ Commit to the physician your ongoing support of their developmental efforts and provide regular feedback on their progress.
- ✓ Encourage and support the physician to make use of the independent coaching services available.
- ✓ As further support, please refer to the *Coaching Services* web page at http://fhpulse/education_and_professional_development/personal_pro_dev/coaching_services/Pages/Default.aspx.

To guide you in coaching the physician, the following information may be useful:

A Coaching Concept

"Leaders energize others with optimism, encouraging them to see things as they could be."

Jim Clemmer

Coaching may be considered as a partnership, between a Head of Department (Local)/Division Lead (coach) and physician (coachee), towards achieving excellence and effectiveness in work. Coaching is about empowering people to accomplish more than they think possible and to take responsibility for their own actions. (Adapted from Paul Lefebvre)

Elements of Coaching

Some elements of coaching include:

- **Building trust** – Trust is imperative to coaching; the relationship must have some level of trust for coaching to work. Trust is highest when:
 - the physician is willing to disclose honest feelings and thoughts to the Head of Department (Local)/Division Lead /coach and is met with a supportive, non-judgmental reaction from the Head of Department (Local)/Division Lead coach;
 - the Head of Department (Local)/Division Lead /coach and organization are supportive of the positive physician development that could occur; and
 - the Head of Department (Local)/Division Lead /coach and physician are clear about expectations of confidentiality and outcomes.
- **Defining the issues** – The emphasis is on gathering information in a non-judgmental manner, not on proving who is right or wrong.
- **Motivating for success** – Finding or creating motivation means helping the physician get in touch with what matters to him/her – what are his/her internal motivators.
- **Creating a plan of action** – For the purpose of commitment, an action plan should be created jointly by the Head of Department (Local)/Division Lead and physician.
- **Working with challenges** – The key to working with challenges is to recognize them as existing and then refocus on the issue at hand and move forward.
- **Committing to action** – There must be joint commitment, by the Head of Department (Local)/Division Lead and physician, to achieve success.
- **Following through** – Coaching is an ongoing process; continue to follow through.

(Adapted from www.dhr.idaho.gov/Training/Performancemanagement/Coaching.htm.)

The process of building trust is a process of successively making and honouring commitments.