

DOCTORS, LAWYERS, & LEADERSHIP: TWO COACHING CASES AND
PERSPECTIVES ON THE FUTURE

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ABSTRACT

Both physicians and attorneys complete highly rigorous academic regimens in order to prepare to practice in their respective fields. Rarely does the training in law school or medical school prepare them to manage either staff or departments. Leadership coaching for physicians and attorneys is a newer field, which is slowly beginning to gain traction in medical and legal fields. Through coaching, professionals gain insights into how they are viewed by their supervisor, peers, and direct reports and use this knowledge to formulate coaching goals, which are facilitated by an Executive Coach. Coaching approaches are based on theoretical knowledge, which provides coaches with a framework for their client work. This framework when balanced with the coach's insights through observation, the use of assessments and instruments, and other data provides a comprehensive method for client intervention. This paper focuses on two case studies of coaching engagements, which were a part of the Organizational Consulting and Executive Coaching Concentration requirements: a Practicum with a retina surgeon, and an Executive Coaching Internship with a litigation department chair. The application of theory as well as a review of selected articles related to the training and coaching of physicians and attorneys is included to provide an understanding of the past, present, and future of coaching in these fields. This paper is written in first person to create a connection between the author and reader and offer an introspective viewpoint beyond the academic nature of the topics. The case studies, though not originally connected, offer a glimpse into two portraits of successful professionals striving to better understand both management and themselves.

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CHAPTER 1

INTRODUCTION

The application of theory in the coaching process is the veil that cascades around each engagement, laden with rational structure softly draping an unstructured, often irrational process. Only when this veil is lifted, yet still attached and flowing through the process does a fuller picture emerge of the individual face experiencing a transformative and evolving process. For many, the veil is actually at the core, not necessarily draping around each engagement. I view coaching perhaps differently, where the essence of the engagement is getting to know the person and their story. Only then does one weave the veil of theory sometimes short and direct, and sometimes long and seemingly eternally flowing each time you view it. Yes, theory plays a central role in the credibility of any coach and consultant, but it is an accent that alone will leave a client feeling naked once they have exposed who they are if a connection is not present. The fundamental connection a coach is tasked with creating and maintaining supersedes but complements the theory that guides the continued conversation, difficult for many, around change. A coach can meet a client on a theoretical and intellectual level, but they can only truly see a client when they gain their trust, understand their goals, and respect who and where they are. Creating meaningful and lasting connections is often difficult for some to achieve, but when experienced with a customized application of theory and practice, provide an intimate glimpse into the life and psyche of a client.

A Definitive Vocation: An Evolving Career

I was a parent's worst nightmare when it came to the quintessential advice regarding not speaking to strangers. Nothing fascinated me then more and continues to entice me now, than the opportunity to converse with a stranger and begin to form a connection. I spoke to anyone regardless of what they looked like, where they were from or if I was told to stay away from them. I was an innately curious child and recall often asking my father what words meant only to be told to look them up. I abhorred this response as I could never understand why someone who clearly knew what the words meant could not tell me the definition of them. As I grew older, I changed the idea that he could not tell me to an understanding that he would not tell me. To me, this embodies the difference between coaching and giving advice. Coaching theorizes that an individual has both the answers and the capacity to execute these answers themselves. A coach is a guide to help draw out what they know and uncover what they do not. Similarly, as a child I found a dictionary a chance to explore much of what I knew in root words, and context enhanced by new words I could add to my repertoire to heighten my vocabulary so I never had to ask again what anything meant.

As with many children growing up in a stereotypically Jewish home, I was encouraged to either marry a doctor or lawyer or become one. I carried around a flesh toned doctor's kit with my name Dr. Lia imprinted in multicolored stick on letters with various plastic instruments everywhere I went, determined to practice medicine one day. My fear of getting sick superseded my ambition when I learned many medical students do not make it through the smell of the formaldehyde they use when dissecting corpses as

part of their training. Pursuing law school then seemed like the obvious choice though my interest in medicine remained ever present. I later became a Hospice volunteer where I was successful at creating connections with those who were comatose. In high school, I was the lead defense attorney for our school's Mock Trial Club and took pleasure in cross-examining a male witness on the opposing team to the point of tears. My advisors, family, and friends selected law school for me. When I found out it was possible to get my parents' money back on the first day of LSAT prep, I turned away without regret from my other probable career. I had a revelation in that classroom: I never had in fact wanted to be a lawyer, but rather an actress who played one on television. There, being a lawyer was always glamorous, exciting, and dramatic.

I entered graduate school to pursue an M.S. in Leadership & Strategic Management. I remember the fascination and excitement as if it were yesterday when I found the title of the degree and knew I would succeed in getting it, but not yet how I would apply it. Though intellectually adept in the program, I did not yet have the practical work experience to apply what I was learning, and I yearned to make those connections. Ten years after I graduated, while working in the field of learning and leadership development, I began to google coaching. Even though it was not a formal responsibility, I was considered the people "fixer" at our company. Since the time of my first graduate degree, I acted as a college admissions consultant and worked with students and parents to guide them through the admissions process. At my first professional job after undergraduate school as a Community Educator for a rape and domestic violence crisis center, I became certified in on the spot crisis counseling and spent hours speaking one on one with victims. A common thread was emerging and I felt coaching was at the

core. When I found the Graduate School Alliance for Education in Coaching site, I was intrigued as I clicked on the institutional members and read more. The University of Pennsylvania listed a Master of Philosophy, which I had never heard of, in Executive Coaching and Organizational Consulting (OCEC) and I had an instinctual feeling drawing me towards what would evolve into my experience as a member of the OCEC Cohort IV.

In my inquiries regarding the program, I learned there were mandatory internships and it was possible to engage in these in organizations dissimilar to the organization in which the student worked. I knew at that moment, I intended to coach a doctor and a lawyer. Here was my chance to experience fields in which my interest had not waned. Now instead of directing my admiration of doctors and lawyers to my many friends who had selected these professions, I could become enmeshed in their worlds, not just in their stories. Coaching, while increasingly more accepted in the corporate sphere, is catching on more slowly in law firms and medical practices. I knew I wanted to challenge myself when given the chance to essentially work at another company, while still employed elsewhere, to meet and coach those outside of corporate America. Even before my time in the cohort program began, I was formulating the concept for my capstone: a study of coaching in the “two most perceived egotistical professions” as described by the manager of the attorney I coached for my Executive Coaching Internship, when he heard I had just completed my Practicum with a surgeon client.

Our cohort read, *Let Your Life Speak: Listening for the Voice of Vocation* by Parker J. Palmer in our third class, DYNM 723. The book frustrated me on many levels. Outside of an anecdotal section on bringing a global voice into the discussion on

leadership, I felt almost annoyed by the book. In class, as I listened to my peers rave about the impact of this book on them, I still could not connect. Unlike the author, and even several of my cohort peers, my vocation perhaps had always been abundantly clear to me, but I did not know how to name it. Coaching was not an active choice for me, but rather the embodiment of who I always was, translated into the career I had always desired. This degree program and its credibility, with an emphasis on both theory and practice, has provided an enhanced understanding of the fundamentals of coaching and the importance of reflection.

As I often do when writing something crucial, I participated in my own version of personal reflection by reading something I wrote in the past with the hopes of connecting it to my present. For the first time perhaps since writing it, I opened up the journal I kept when I went on the most transformational journey thus far in my life, following the death of my Grandmother, my best friend, in 2012. In my exploration of the effect she has had on my life I was drawn to this credo I wrote: “I should exercise a thirst for knowledge, an ability to forge connections with anyone, anywhere, and a sense of charity to all people.” I have seen charity defined as the voluntary giving of help. This embodies what coaching is, voluntarily exposing your own vulnerabilities to connect with another and help them draw both meaning and connections among their experiences. The thirst for knowledge is an ever present quality since my days of reading the dictionary where I yearned to learn as much as I can. Finally, creating the opportunities and the openness to forge connections with those who have taken many different paths will remain an elemental part of my vocation and one of the many gifts my Grandmother bestowed on me. I will explore each of these components as they relate to coaching those lifelong revered

professions in two paralleled, yet varied coaching case studies. I will describe the chosen theories and tools, their application and my process and experience in coaching interventions. I will conclude with recommendations for continued development in these fields to enhance the growth of coaching as a valued intervention for these two professions.

CHAPTER 2

THE VEIL OF INTERWOVEN COACHING PHISOSOPHIES

Foundational Theories

The word theory has three definitions according the Merriam Webster: an idea or set of ideas that is intended to explain facts or events, an idea that is suggested or presented as possibly true but that is not known or proven to be true, and the general principles or ideas that relate to a particular subject. For the purpose of this paper I will use the third definition, “general principles or ideas that relate to a particular subject.” These principals and ideas provide a guiding framework for new and experienced practitioners in a field to continuously elevate their understanding of why clients behave and/ or react in certain ways. Theory is both appealing and necessary to understand the evolution of models, systems, and methodologies. It is the application of theory that creates a bridge from the intellectual to the practical. Therefore, a coach who is a perpetual student in both theory and practice is a coach who serves their clients’ ever changing needs with a dynamic multi-faceted approach. The multitude of diverse theories presented in the OCEC program, provided a foray into the numerous philosophies, models and systems in both the fields of coaching and consulting. In studying these theories, coaches become privy to research which offers a greater breadth of theories, tools, instruments, assessments, and practices on which to base their own coaching practices. Exposure to a wide breadth of theories and practices ranging from the classic Freudian theory to the newer concept of Positive Psychology provides a framework to build one’s personal approach to client work. While it may appear simpler

to focus on only one approach, a compilation of several related approaches arms a coach with a greater arsenal of options to select from for a diverse client group.

Gestalt Theory

Frederick (Fritz) S. Perls the German born author of Ego, Hunger, and Aggression (1942) is one of the fathers of Gestalt therapy, from which Gestalt Coaching evolved.

After his book was published Perls began to separate himself from psychoanalytic views and adopt more of an interest in presence and awareness. He asserted that the personality was comprised of layers: some genuine and others more feigned. Perls connected the concepts associated with Gestalt psychology and put them into practice in Gestalt therapy. The word “gestalt” derives from a German word which is roughly translated to mean “a structure that is more than the sum of all of its parts”. In Gestalt therapy the “gestalt” is representative of the figure of awareness that is currently present for the client. There is a focus on how a person is existing in the current moment and how this feeling came to be. The Gestalt method is iterative and nonlinear as there is an openness to clients returning to topics they have already discussed with the hope each focus on them yields a heightened understanding and diminished resistance to them (McBride, 1998).

The Gestalt approach is an optimistic one where there is an ever present view that the client begins with a set of core assumptions that place high value in present-centered awareness, client-coach interaction and experimentation, as outlined in Table 1 below. Clients and coaches work collaboratively to conduct experiments, which are ultimately geared towards the client creating a change in themselves (Stevenson, 2005).

Table 1. Core Assumptions in the Gestalt Approach

Table 1 CORE ASSUMPTIONS IN THE GESTALT APPROACH
<i>(Modified from Nevis, 1997, p. 112)</i>
Learning occurs through examination of here-and-now experience.
Awareness is the precursor to effective action; awareness leads to choice.
People have an inherent drive to behave as effectively as possible. The coach's task is to help them learn this.
Growth is facilitated by the interaction of the client and coach. The presence of the coach is a critical element.
Growth occurs at the contact boundary between that which is known and that which is unknown or rejected.
Experimentation is a critical source of learning.
Change is the responsibility of the client, not the coach.
Individual autonomy is crucial to healthy adjustment.

Another aspect of the foundations of Gestalt coaching is that the coach is “providing a presence which is otherwise lacking in the system. The steps associated with this are: stand for certain values and skills, model a way of solving problems and of dealing with life in general, help to focus the client's energy on the problems not on the solutions you prefer, teach basic behavioral skills, and evoke experimentation.”, which are detailed in Table 2 (Stevenson, 2005, p. 37).

Table 2. Gestalt Coaching Stance

Table 2 GESTALT COACHING STANCE
<i>Adapted from Gestalt Consulting Stance, Gestalt Institute of Cleveland, Organization and Systems Development Center)</i>
A. Use yourself as an instrument
1. You must be an awareness expert.
2. There should be congruence between your behavior and what you want to teach others.
B. Provide a presence which is otherwise lacking in the system
1. Stand for certain values and skills.
2. Model a way of solving problems and dealing with life in general.
3. Help to focus the client's energy on the problems, not the solutions you prefer.
4. Teach basic behavioral skills.
5. Evoke experimentation.
C. Employ Gestalt-based techniques:
1. Observe and selectively share what you see, hear and feel.
2. Attend to your own experience (feelings, sensations, thoughts) and selectively share it, thereby establishing your presence.
3. Focus on the energy in the client system and the emergence or lack of themes or issues for which there is energy. This supports mobilization of energy so something happens.
4. Facilitate clear, meaningful, heightened contacts between members of the client system (and with you).
5. Help the client system to complete units of work and to achieve closure around unfinished business.

Experimentation is paramount to creativity. Coaching takes place in the moment and what works for the client from moment to moment is can change rapidly. Therefore coaches must embark on creative journeys with their clients where there is not a prescribed path but rather a comfort in experimentation. Both clients and coaches learn by and through doing.

In order to foster an environment where experimentation is comfortable, a Gestalt coach must create a safe atmosphere for clients. The Cape Cod Model, a commonly used approach to Gestalt psychology outlines an initial step of “building trust, safety, and creating connections” (Stuart, 2012, pp. 293). The Cape Cod Model originated in the 1960s and 70s from work done by William S. Warner and Sonia March Nevis in the area of family and couples therapy. Over the past thirty years, the model continues to be refined and used by a range of professionals from psychotherapists to organizational consultants. The Cape Cod Model emphasizes both relational processes as well as systemic patterns, which are created when people partner together (Nevis, 2008). Gestalt coaching put a strong emphasis on the coach as an integral part of the process. Without personal accountability even the most ardent professionals can waver in their commitment to a process. Gestalt Theory encompasses the idea that coaches intentionally use themselves to model behaviors, create environments of trust, and place a strong focus on competency building.

The concept of creating trust with the client and the coach being an integral part of the coaching process intrigued me greatly. I felt compelled to continue researching the evolution of theories connected to Gestalt, which led me to Relational Coaching which stems from the principals of Gestalt therapy and coaching (Critchley, 2010). Relational Coaching nicely tied together concepts such as the coach being an integral part of the process and people creating their own meaning from data from the three main theories discussed in this paper (Gestalt, Transformational, and Narrative Coaching). Relational Coaching stems not just from Gestalt theory but several others including John Bowlby’s attachment theory, which asserts that humans have both a physical and physiological

need for attachment (Critchley, 2010). This relates to coaching because of the dyadic nature of coaching and how clients may expect a coach to “be there for them” (Critchley, 2010). Further, relational coaching also is derivative of positivist research, which supports Bowlby’s assertions and focuses on the connection between coach and client as the effect on the overall emotional sense of wellness clients feel. Additionally this research asserts that it is necessary for coaches to create an environment for their clients, which centers on learning and openness to change. The work of George Mead is additionally explored to substantiate an idea of relational coaching which claims that it is a dynamic and nonlinear process. Mead was a sociologist who, “investigated in close detail how social meaning in particular emerges in the process of communicative interaction. If we are to be effective as coaches in consciously working with relationship, it behooves us to understand how “relating” works.” (Critchley, 2010 p. 859). This thought stems directly from the earlier discussed Gestalt theories detailing a more iterative process of coaching, which spirals around clients developing heightened understanding of the issues they return to repeatedly. Similarly, complexity theory suggests that in communication interactions the fundamental process activity is connecting or the relationship between the people involved (Critchley, 2010). Therefore, relational coaching asserts that the relationship between coach and client is of the utmost importance.

Relational Coaching first presented itself to me in, *The Contribution of Common Factors Such as Relationship, Personality Match, and Self-Efficacy*, a journal article (de Haan, 2013) This article provided a further layer of in-depth analysis and study into the correlation between coaching and client compatibility and success as defined by the

client. This article hypothesized “The strength of the coaching relationship will predict coaching outcomes, both (a) as measured by the client, and (b) as measured by their coach.” (de Haan et al, 2013, p. 46). This correlates well with earlier theories particularly in the Cape Cod model, commonly used in Gestalt based coaching where coaches are responsible for creating a safe environment. The foundational elements and connectivity of a coaching relationship were revealed in this article as a catalyst to either maintaining or impeding the trust between client and coach.

A further assertion which connects back to the relational element of Gestalt coaching is that, “...an executive coaching intervention will be tailored not only to the needs and interests of the individual client or “coachee,” but also to those of the individual coach, given his or her particular background, theoretical orientation, and interests.” (de Haan et al, 2013, p. 41). This means that the individuality of the coach and his or her experience and background is of importance, though not the sole factor in coaching relational compatibility. De Haan et al focus more on factors such as personality type (MTBI) and other similarities rather than a coach being the same profession as the person being coached. The authors of the study state, “We propose that the client’s perception of the relationship may be the key active ingredient in coaching effectiveness and a determining factor of the influence of the other active ingredients. In other words, if the relationship is bad, none of the other factors can make up for it.” (de Haan et al, 2013, p. 47). Although I read this after the coaching engagement with the physician and towards the end of the coaching relationship with the attorney, it serves as an affirmation that relational coaching reinforces the coequal nature of the partnership between the partnership between the coach and client. There is a necessity for self-reflection by the

coach as they navigate the iterative coaching relationship. The authors concluded, “Whether or not influenced by common methods, we have found convincing indicators of the importance of certain common factors in executive coaching—in particular, the coaching relationship as viewed by the client.” (de Haan, 2013, p. 53). Feedback is not only essential for the client to receive but the coach as well.

Transformational Coaching

Enhancements to theories often create entirely new theories which combine some of the best aspects of the existing theory, while furthering the application and relevance of the theory. “Transformational Coaching, which actually hails from Gestalt psychology.” (Polster, 1973; Clarkson & Mackewn, 1993) underlined the focus on shifting how the client is aware of themselves and their relationship with the coach.” (Hawkins & Smith, 2010 p. 233). Hawkins & Smith’s Transformational coaching model also draws principles from transformational learning theory, which is based on the insights of Jack Mezirow. Transformational learning theory centers on frames of reference and how adults can alter these frames of reference to redefine the way they view both themselves and the world. By adjusting these frames of reference, which can limit our openness to new ways of thinking, a learner can open themselves up to more personal reflection and a greater assimilation of experiences (Mezirow, 1997). These adjusted frames of reference create a transformational “shift in the room” (Hawkins & Smith, 2010 p. 232) which is examined through various stages.

Transformational Coaching works to create a paradigm shift in beliefs and behavior by examining perspective through use of the Contracting, Listening, Exploring, Action, Review (C.L.E.A.R) model displayed in Table 3 (Bourne, 2013), developed by

Peter Hawkins in the early 1980's (Bourne, 2013) in conjunction with the four levels of engagement (Fact, Behavior, Feelings, Assumption) show in in Table 4 (Bourne, 2013).

Table 3. Transformational Coaching – CLEAR Model

Transformational Coaching- CLEAR Model	
CLEAR	Description
C ontracting	Opening the discussion, setting the scope, establishing the desired outcomes and agreeing the ground rules.
L istening	Listens to the issues - not only contents but also feelings and way of framing the story; Coach let coachee know that they have heard story but have got what it feels like to be in that situation.
E xploring	Explore what is happening in the dynamics - both of the work relationships and the coaching relationship playing out in the room <ul style="list-style-type: none"> ▪ Helping the coachee to understand the personal impact the situation is having on themselves. ▪ Challenging the coachee to think through possibilities for future action in resolving the situation.
A ction	Facilitate coachee explore new actions - Supporting the coachee in choosing a way ahead and deciding the next step.
R evuew	Reviewing the actions that have been agreed. The coach also encourages feedback from the client on what was helpful about the coaching process, what was difficult and what they would like to be different in future coaching sessions

Table 4. Transformational Coaching – Four Levels of Engagement

Transformational Coaching- Four Levels of Engagement	
Engagement	Description
Data	Focus on details of events - what, how, why....to generate list of facts
Behaviour	Behaviours are simply patterns of interaction. Being clear what the repetitive behaviour looks like brings some awareness.
Feelings	By uncovering the underlying feelings that drive a reaction, coaches are not necessarily nearer to creating the change that the coachee wants. We cannot change the emotions we experience by focusing on these emotions. We can only change the emotions by asking 'why?'. Be aware of feeling that drive repetitive reaction and decision.
Assumptions	To change feelings, we need to look at assumptions. Assumption generate feelings that drive behaviour. Assumptions are possible to uncover and articulate the story being told by the coachee when faced with specific events. Level 4 is populated by assumptions about: <ul style="list-style-type: none"> ▪ Personal reality ▪ Strongly held values ▪ Guiding principles

The simplicity of the C.L.E.A.R model ensures its workability in practical coaching applications. “It is Transformative Learning Theory that explains this learning process of constructing and appropriating new and revised interpretations of the meaning of an experience in the world.” (Taylor, 2008 p. 5). These interpretations are the crux of transformational coaching which allows a coachee flexibility in their view of themselves and the opportunity to further evolve in their own understanding of their behavior.

“Transformational coaching comes into its own when coachees need to create a radical shift in the way they operate, and the weight of pressure on them demands that the change is speedy. Transformational coaching looks at supporting a step change in someone's approach to a situation.” (Hawkins & Smith, 2010, p. 243). Coaching models must allow for some type of flexibility in approach and openness to both the crescendo approach as well as swifter transitions to the ideal behavioral state. The focus on flexibility and empowerment aligns closely with the Gestalt and Relational theories.

Additionally there are three integral facets, which foster transformative learning: the promotion of inclusion (this gives a voice to the historically silenced), the promotion of empowerment (this does not entail self-actualization but rather a feeling of belonging and equality as a member of their culture), and learning to negotiate successfully amongst and within cultures (Taylor, 2008). Cultures can refer to not only sociological cultures but organizational cultures. Negotiating among the varied cultures in a workplace can be useful to potentially lessen incidences of intrapersonal and interpersonal conflict. The concept of self-actualization and how it may impact a person's relationship with their culture is explained in the Hierarchy of Needs, developed by Abraham Maslow.

Maslow in an effort to explain human behavior created a pyramid shaped model which was designed to identify intrinsic human needs. The model begins at the bottom of the pyramid with essential human needs such as food and shelter showcasing that it is not possible or of interest to attain greater needs. Once the elemental survival needs are met, Maslow suggests humans will seek out a feeling of safety and avoidance of stress. The third stage identified in this model is the relational stage where people yearn for social connections with others. After a person feels they are secure in the previous three levels they can seek self-esteem, which speaks to their level of comfort and confidence with who they are. Finally Maslow identified self-actualization as the pinnacle and final stage of development where a person feels they are living to the utmost of their potential, at the top of his Hierarchy of Needs (Benson, 2003). Both creativity and acceptance of facts are aspects of this top portion of the pyramid. Benson's article focuses on the motivation of healthcare employees and offers a new interpretation of Maslow's model applied in an organizational setting. "The whole person should be addressed in ways that go beyond pure job performance, but instead addresses life performance. This is evidenced by the steady increase in the availability of soft skills training, and a focus on the active learner; one who is empowered to choose the learning they themselves want and feel they need." (Benson, 2003) Transformative coaching then empowers people to select the type of learning they are most comfortable with to create new interpretations of their life and those around them. Encouraging learners to assimilate new interpretations of knowledge and test this knowledge allows them to consistently reevaluate their assumptions, which is a core facet of Transformative Learning (Mezirow 1997). Transformational Learning

Theory and Coaching allows a succinct approach to achieve new dimensions of flexibility in thought regardless of the nature of the coaching situation.

Narrative Coaching

Narrative coaching derives from three distinct fields: literary theory, psychology, and humanities. Literary theory focuses on analyzing texts to reveal the “act” or what happened, the “scene” or where, the “agent” or whom, the “agency” or how, and the “purpose” or rationale (Drake, 2010). Analyzing components of the narrative shed further light on the interpretation of a story. The elements of psychology which led to narrative coaching originated from William James, who introduced the difference between subject and object or “I versus me”. Here there is an inherent tension between the identity people present and the one they innately feel inside (Drake, 2010). This tension can manifest itself in behaviors, which are integral for coaches using this perspective to observe and understand. Finally, the humanities aspect tied together the work of Berger and Luckmann from 1966 and Geertz in 1978 around how individuals narrate their socially constructed encounters, which are relating individual experiences to society’s perception of them. These three perspectives linked with the work of Michael White and David Epston who founded narrative therapy. Narrative therapy centers on breaking down prominent or repetitive stories, bringing problems to the surface, and innovating solutions. The implication from narrative therapy for narrative coaching is to help clients explore alternate possibilities to their existing narratives (Drake, 2010).

Once a connection is established between a coach and a client it presumably creates a greater ease towards achieving coaching goals. Still, even after data is collected and revealed, the crux of coaching involves the discussions between coach and client.

Narrative Coaching involves the use of storytelling centered on the reframing of stories, their characters, and contexts in order to help clients create new connections between how they perceive their actions and how these actions are perceived by others. Narrative Coaching holds the concept that the stories we tell as individuals are directly correlated to our overall self-concept. Although Narrative Coaching is based on Narrative Psychology there is an aspect of philosophy involved in the Narrative Coaching process. “Protreptics is a form of ‘non-psychological’ but philosophical coaching which focuses exclusively on the reflection on values and not on current and future action patterns.” (Stelter, 2009, p. 211). “The prospect of coaching exclusively in the protreptic manner might be beyond the readiness of many coachees...a change of perspective may help broaden the coachee’s horizon and ‘world view’.” (Stelter, 2009, p. 211). Stelter further explained that multiple possibilities and interpretations to both behavior and events exist.

“Re-storying is the process of creating a new alignment between one’s identity, stories and behaviors in order to *be* and to behave in new ways” (Drake, 2010). Through coaching, clients are exposed to new lenses for viewing existing scenarios in which they can begin to negotiate an alternate viewpoint, hence allowing a greater maturation in both overall perception and worldview. Narrative coaching assumes that clients have a certain attachment to how they perceive their past, present, and future and that they have to truly work to create new stories about both themselves and others. Coaches must take a client focused approach when helping clients evolve these stories through activities that are often imaginative or experiential. The main role of a narrative coach is to actively listen for elements of stories, which may indicate openness to the possibility of change or a reorientation of viewpoint (Drake, 2010). Narrative coaches focus on thematic patterns,

the significance of characters, and identifying gaps in coachees' stories. They use metaphors to work clients through identifying new strategies, thus creating their own new stories.

Theory Selection Rationale and Implications for Coaching

While all of the theories learned and researched had some elements that resonated with me, Narrative Coaching, Gestalt Theory (as well as its cousin, relational coaching), and Transformational Coaching were the three that were not only most meaningful but also potentially the most applicable for me as a coach. I selected these three theories because in my perspective they offered more openness for me as the coach in application and they did not feel binding to me. For example, narrative coaching is open to alternate views because you can always change your story, Gestalt is open because it is about the connection between the client and coach and focused in the moment. Transformational coaching is about altering one's frame of reference, which has an element of openness in how often one can continue to alter their mind frame. Relational coaching allows for the coach as in Gestalt to be paramount to the relationship and focused on growing the trust between coach and client. All of these theories and style center on communication, relationship maintenance, and the coach helping guide (not push) clients towards positive change.

Another common theme within these theories is a focus on a greater broad-mindedness and openness to alternate views and global experiences. This creates a heightened sense of awareness of the multitude of contexts people operate within, which is one of the key elements on which Gestalt Theory is based. "Traveling the world to explore new cultures and keeping current on world events help create a fertile context and

enhance the opportunity to connect to people and issues.” (Tolbert, & Hanafin, 2006, p. 67). This quote raises the issue of connection and indicates that a variety of viewpoints and life experiences are beneficial in forging connections with people. Coaches are change agents who are tasked with not forcing changes but helping guide clients to data and answers within themselves that ultimately lead to changes they are comfortable making.

“Movement though life offers perpetual opportunities for growth and development. Sharing this perspective with the coaching client supports the notion that growth and development are ordinary.” (Stuart, 2012 p. 292). While this quote stems from an article on Gestalt theory it encompasses all of the above-mentioned theories. The use of models, the coach as a tool in the process, and creativity all are an integral part of the application of theory in the coaching relationship. The clients’ interest in exploring both their data and developmental opportunities charts the course of each session as this interest may heighten or wane dependent on many internal and external variables. It is the responsibility of the coach to therefore navigate the relationship and ensure it is one that allows clients the space and patience they need to focus on competency development and overall growth.

Before beginning the two coaching engagements discussed in this paper, I considered these theories as I thought about how I would approach my clients. My foremost interest was to create an environment of trust and comfort for the clients and a space in which they felt free to be creative in their exploration of their narratives. I also thought about my role in the maintenance of our relationship and with my propensity to want to assert my own opinion and tell stories, how to be mindfully focused on active

listening and not giving advice or personal anecdotes I felt were useful. Realizing that both physicians and attorneys tend to work in more of an autonomous way than the internal business professionals I have previously coached, I wanted to work on some basic behavioral skills if relevant, as well provide a presence to challenge my clients' existing assumptions. This worked for me in the coaching process because I still would feel like an active participant in the coaching process, but not as inclined to lead the process itself. I wanted to maintain a client-centric approach where I was a facilitator not a teacher. I was able to draw on business experience in facilitation where linking connections otherwise not known nicely complimented people's own understanding of their behavior and actions. Through the application of these theories, my goal for my clients was to work within a safe atmosphere where the clients themselves were their own catalysts for constructive change and growth.

CHAPTER 3

CASE STUDY: A RETINA SURGEON

Client and Sponsoring Organization Background

Dr. Louis Wiggins is a respected retinal surgeon with a patient-centric approach to care in his third year working for Chamomile Complete Eye Care, LLC (CCEC) a practice based in Fairfield County, Connecticut. Louis was referred for coaching by the

During the initial discussion with Mark, I found myself feeling empathy for Louis and as if he were a sympathetic character. I began to create a story around his previous experience in an abusive practice, and considered using a Narrative Coaching approach to get him to tell his own story about it.

President of the practice, Dr. Mark Turk who though for the most part unfamiliar with the facets of coaching, welcomed the opportunity to help one of the younger physicians gain and hone leadership skills. Mark who hired Louis three years ago felt he was an ideal client for coaching because Louis came from what he called an abusive prior practice and exhibited some behaviors consistent with a lack of trust of both his peers and the practice. Mark also mentioned feedback from staff that indicated Louis at times had trouble controlling his temper

and was hard to get to know. Mark mentioned that he wanted Louis to succeed and was open to suggestions on how he could help ensure his success in the practice and prime him to become more of a leader at CCEC.

CCEC was established 30 years ago in Dedham, CT and now maintains offices in both Dedham, and Maybury, CT. The office offers a broad spectrum of eye care specialties from exams to treatment of a range of eye conditions. The practice is focused

around excellence in patient care and depth of services. The company was founded with the values of taking care of patients and promoting work life balance. While the office is open six days a week and available for patient emergencies 24/7, all clinical and administrative staff work four day work weeks.

The practice recently acquired and is in the process of integrating another existing practice in Newport, CT after the unfortunate death of its' sole physician. This smaller practice is still retaining some of their administrative and support staff while welcoming some of the CCEC's doctors such as Louis. Louis currently works at this practice once a week sharing retina patients with CCEC's other retina surgeon.

Physicians in this practice may become partners, a decision which has financial implications. Partners meet weekly to discuss practice strategy, best practices, and issues. Physicians have a dual role additionally, in patient care and the supervision of others who work in the office. This includes but is not limited to; administrative staff, medical assistants, medical secretaries, schedulers, photographers, and technicians. While each of these roles are supervised by someone in administration, doctors provide supervisory input into their performance and often the majority of orders and guidance around their work.

Mark initially broached the idea of coaching at weekly partners meeting and then privately spoke with Louis about the opportunity, in which Louis expressed an interest. It was decided that both physicians and the coach would have an initial meeting with the coach in the conference room of their office with the objectives to discuss the coaching process, clarify roles and expectations, and have a neutral party (Mark who already knew the coach prior to this engagement) perform a comfortable introduction for both parties.

During this time a determination of whether both parties were comfortable embarking on the coaching relationship would be made. The meeting was scheduled for Friday August 1st in their office conference room. Mark began by complimenting Louis on his contributions to the practice and letting him know he believes that he could emerge into a strong leader one day. He calmly mentioned that he has had feedback on Louis that was indicative of a temper issue and Louis calmly acknowledged this with a slight nod of the head. Overall, Mark continued to emphasize the possible value he believed coaching

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My manager's manager calls a tendency I have to mention why I am qualified for things, "credentialing" I have received the feedback the last two years since joining the company and am trying to reduce the inherent need I feel to do this, partially because I often feel younger than many of the others I professionally interact with.

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would have for Mark's future at the practice, which he also assured him he hoped, would be a long, successful one.

During this initial meeting I thought it was most important to listen and observe but when given a chance to speak by Mark I gave a brief introduction being sure not to over credential myself based on feedback I have actually received at work. I mainly focused on my lifelong interest in medicine and my hopes of helping Louis in any way that I could through the coaching process. Although

approaching this engagement with the Gestalt premise of the coach as a tool, I still wanted to ensure I used active listening and focused on the client not my own needs. I presented the 9-Step Process of Coaching (Appendix I) and discussed the 360 process, pausing to ensure understanding and answer questions. One of the things I made sure to explain was what coaching was and what coaching was not as well as describe my availability not just for future meetings but to be contacted outside of these formal

meetings. Additionally, we discussed confidentiality and how that would be followed up by a working contract we both would sign and amend if either felt appropriate during the duration of our work together (Appendix II) Louis was engaged but seemed slightly

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I felt relieved at the conclusion of the meeting not because I had a client secured but because I now had a true client with expressed needs that I truly felt I could help. The realization that I was going to apply the many skills from OCEC to help this client in a way that was customized for him was both humbling and exciting.

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jittery and it was hard to tell if that was his natural state or it was correlated to the meeting. Towards the end he stated that he was still interested in the coaching engagement and already was beginning to think of a list of people he would work on with Mark who could provide feedback for his 360. We closed the meeting selecting a time to meet the following week for the initial interview and further discussion of the 360 process.

Initial Interview

Louis was in the conference room when I arrived for our initial interview on August 8th 2015 and was apologetic he had already finished half of his sandwich. He explained that during medical school and his residency, time was of the essence when it came to meals so he had learned that when given the opportunity, he had to indulge. We had agreed to meet during his lunchtime because it was the only time he felt would work for him with his demanding patient schedule, unexpected at times surgical emergencies and balancing his home life. If it appeared at any time that this would be distracting we agreed to revisit this initial plan. The plan for the interview was to get to know Louis, learn about his background and what led him to this practice and begin to discuss any initial coaching goals if they naturally emerged.

Born in Long Island, the child of immigrants from Italy, Louis grew up with four older brothers. His mother in particular instilled in him a sense of working hard and always encouraged him to become a doctor or a lawyer. He considered becoming a lawyer but felt it could become boring and was too isolated. Since he gravitated towards science and particularly biology in school he originally thought of becoming an M.D. / Ph.D. but later decided to pursue a career in medicine because of his desire to experience “the human element of care”. He loves to learn and teach and above all is a devoted husband and father to three children Anna, 5, Aristotle, 2, and Avesh, 4 months old. Louis feels he picked the right sub-specialty in medicine because every day he saves someone’s vision, which is humbling for him. He is concerned about his patients both in and out of the office and thinks about and prays for them often as he is a devout Catholic who is proud of and mentioned his faith often.

When he entered medical school he was open about his specialty and looked up to a role model physician who was a cardiothoracic surgeon. He observed him as someone who loved his job but hardly ever saw his wife and son. This made Louis feel disenchanted about pursuing the same field so he one day strolled over at Hopkins to see the ophthalmology department and asked to observe. Much to his surprise the surgeon offered him the opportunity to scrub in and assist during retinal surgery and sitting down. He recounted that the view sitting down was amazing and he had never seen vitrectomy surgery before. At that moment he knew he loved the technical feel of the surgery and decided to pursue a fellowship in LA. He saw

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I prepared for the interview by emailing my advisor a lengthy multiple list of questions I planned to ask and was luckily coached by her that the conversation would flow naturally and if I came in firing questions, it would intimidate the client which was not my goal. I asked one question from my list and then the interview flowed naturally without another thought from the list.

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differences in how geographical regions saw medicine and different manifestations of diseases. He found on the east coast doctors are more straight laced, very serious and

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Transformational Coaching seeks to empower the client to gain equity as a cultural member. It was evident Louis did not feel he was viewed as an equal member or partner because of the resistance he admitted exercising when it came to working outside of his standard schedule. This was something I took note of following up on as our coaching relationship progressed.

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hardworking, but on the west coast similar to some of the people they were more laid back, including the head of his fellowship program who windsurfed, which he admired because it showed evidence of work/ life balance.

Louis' ability to balance his work and life was one of the reasons he came to CCEC where both physicians and administrative staff work four day work weeks. Initially the only retina specialist job he could get was in Connecticut, which was close enough to where he and his wife, a nurse practitioner and stay-at-home mother are from. He considered their aging parents as well as the opportunity to

foster grandparent/ grandchild relationships in deciding to move back to Connecticut and took a job at a practice where he described the personal pathology of his colleagues as off the charts, and almost sociopathic. He felt the other physicians had huge egos much to detriment of their family life. They expected complete devotion to the company not to your family. This job and the abusive environment as he called it put a strain on his marriage and relationship with his kids and his wife said he had to leave that practice, which led him to CCEC.

Louis is committed to the health of his patients and doing all he can to prevent blindness which can occur with retina patients who are not diagnosed and treated immediately. He is pleased to be a newer partner at CCEC, and is eager to ensure his

relationships with others at the office become more cordial and less contentious, particularly the other retina surgeon with whom he believes he has value differences. He is committed to his personal and professional growth and has regularly sought feedback from senior doctors including Mark on how to be successful in this practice. Mark's primary responsibilities at CCEC consist of the following:

- Retina Surgeon; Diagnosis, treat, and perform procedures and surgeries on patients
- Partner: Contribute to discussions and decisions as related to the practice, and lead and participate in special projects to advance the practice
- Supervisor: Teaches and instructs others in the practice to perform tests, functions, and roles to aid in patient care

During the initial interview Louis mentioned several initial goals on which he wanted to focus:

- Forming and maintaining more cordial and less contentious relationships with others in the office
- Learning more about what people think of him
- Implementing any good suggestions he receives from his 360 feedback

One of the guiding principles of Gestalt Coaching is, "Change is the responsibility of the client, not the coach" (Stevenson, 2005). This was particularly essential for me to be mindful of during my interviews. Often people would remark that they hoped I could help "fix" Louis and I promptly explained my role as a coach was not to "fix" but to facilitate a process where the client willfully initiated actions based on their feedback that they were responsible for.

Louis was open to the 360-assessment process and provided names of those to be included almost immediately. He is committed to working through the data, once received, to better understand themes and further explore his goal of implementing

suggestions from others that would enhance his effectiveness as a physician, partner, and member of the CCEC Team.

The 360 Process: Interviews, Online Survey, and Observations

Louis's 360 assessment consisted of three parts; an online scaled data survey, interviews, and a direct observation of Louis with his patients and in interactions with his colleagues. Two different online scaled data surveys were used for the purpose of collecting 360 data. Both began with the same 27 questions and the supervisor survey had an additional ten questions pertaining to supervision, which were answered by scaled 1-10 responses. The supervisory survey given to those identified by Louis as direct reports (medical secretaries, photographers, technicians, and various others in the business office) and encompassed three open ended questions:

- Please identify your supervisor's three greatest strengths as a supervisor. Be as specific as possible
- Similarly, what three pieces of advice would you provide which would improve the quality of supervision for you and others?
- What three things do you need from your supervising physician in order to do your best?

There was an option in both surveys to rate a 0 or leave a response blank if a rater did not feel they had sufficient knowledge or observation of this category. Several people choose not to respond to certain questions, which are displayed in the summary graphs of all scaled data questions both supervisory and non-supervisory (Appendix III). The raters included supervisor, peers, direct reports, self, and family. All interviews were conducted

between September 25th and September 30th, 2015. All interviews but one were conducted in person. Louis's wife was interviewed via Skype.

The following interview questions were used:

- What three strengths does this person exhibit that should be maintained?
- What three specific behaviors would you have this individual change in order to improve his?
- If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?
- What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him or her??
- When you see him or her approaching, what are the first three feelings or thoughts that come to your mind?
- What is the highlight of working with Louis?
- Is there any additional information you feel would be helpful for me to know?

In addition to the interviews, the final component of the 360 data collection process involved observation of Louis interacting with both his patients and colleagues. Twelve patient visits in total were observed and during those visits two procedures were performed. During this time Louis saw new patients, and conducted follow up visits, as well as fielded calls about scheduling surgeries, and interacted with both his main technician as well as several others in the office. The observation was conducted over a several hour period all on the same day in the original practice office located in Dedham, CT.

360 Report Findings and Discussion

Louis and I met at his home for my delivery of the 360 findings on his day off so he would have ample time to read, initially digest, and discuss the findings in his report (Appendix III). We sat in his dining room midday in an impressively immaculate home, particularly in a home with three young children. I presented Louis with a folder containing his report and assured him that he should not worry about taking the time to read it thoroughly though I was sitting across from him. I told him I would read as well to try and lessen any feelings of awkwardness. I explained both verbally and in writing that the report contained a summary of the data collected through the online survey, our interviews and time together thus far, my observations of him, and the interviews conducted with those participants he selected. We also reviewed how the data was organized into truths, trends, and unique ideas.

Truths are statements, or ideas that were identified by around two thirds of the total respondents or half the respondents in a category.

Trends are statements or ideas that were identified by around half of the total respondents or half the respondents in a category.

Unique Ideas are statements, ideas, or quotes that though said by only one person seemed too significant to leave out of this report

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Stelter (2009) detailed the multiple possibilities and interpretations available to a client through narrative coaching of behavior and events. I wanted to remind Louis of this as he read and reacted to his feedback to ensure the at times challenging process of receiving such honest feedback was comfortable.

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The general “truths” in Louis report indicated that he is dedicated to his patients, has a great rapport with them and is committed to being a top retina surgeon. Others viewed him as dedicated to his patients and committed to helping them maintain or enhance their health. Another truth consistently mentioned was Louis’s inclination to be extremely organized in his approach to his work. This however, is also perceived as an overused strength. Respondents felt that often his propensity to maintain extreme organization in his approach to work led to a rigidity that is difficult to understand and may compromise others’ ability to work with him successfully.

The main “trends” in Louis report centered on his being mainly secluded in his personal office and not making the rounds to other areas of the office as often as other doctors. Many indicated that they would like him to emerge more frequently from his office and spend more time interacting with other staff members, particularly the medical secretaries. Most found him to be a decisive person who gives clear direction. Around half of the respondents indicated that he says thank you regularly to those he works with. Others however, felt he could be more grateful in showing his appreciation for those who work with him and his patients. Many interviewed mentioned Louis’s dedication to his family and highlighted what a devoted father and husband he is. However, others felt while this was certainly respectable, it at times inhibited his ability to be flexible when covering for others in the practice or scheduling surgeries during his regular days off. Finally, around half of the respondents mentioned several flare ups involving Louis’s temper and their discomfort with him exhibiting this temper while at work and towards others in the practice.

There were many notable quotes throughout the interview process as well as gathered from the online survey collection. A few that stand out from the report (see Appendix III for the full report) are:

- “Think before you speak and understand what the ramifications may be of what you say”
- “He cares about how the patients perceive the other people in the staff. For example, wants people to wear gloves because he thinks it adds to the patient comfort”
- “You can’t wear your heart on your sleeve in this place, you have to look at the whole picture.”
- “His criticism is not always constructive. Perhaps rather than a kneejerk reaction he should take a breath and think about how to phrase something.”
- “He is happy when he gets here, he is ready to start the day, retina is usually the busiest, he does a lot of hands on work and doesn’t feel others understand that”
- “Sadly doesn’t feel she has gotten to know him, at a holiday party his wife spoke of how grateful he was to be here and had tears in her eye... how much better it was for him, doesn’t feel like he exudes happiness”
- “He has wowed me a few times with new things”

During the reveal of the feedback Louis was relatively quiet and asked for little clarification. He appeared thoughtful and precise in his review of the data. After reading the data in its’ entirety he started his desire for an overall summary of it and I was prepared with a format I created for use at my company where coaches could organize a snapshot view of 360 results. In the summary results I shared with Louis below, I

emphasized that these were merely my interpretations of the data and not meant to influence his perception of it or the coaching goals he would identify for our work together.

Louis's greatest area for *opportunity* are:

- Developing closer relationships with peers and direct report and practicing regular gratitude with them
- Exhibiting greater flexibility in scheduling off-hours appointments/ surgeries
- Controlling emotions when upset by scheduling or interpersonal situations

The most striking *inconsistencies* between respondents were in relation to:

- Relationship with primary tech and whether this hindered or helped patient care
- Louis's ability and interest in building a team and treating people impartially (significant difference between peers and direct reports ratings on this)

The most *compelling* feedback from the report was:

- People truly like working with Louis and want to get to know him more but feel like they have not had the opportunity they would like to do so
- Most people want small things in the way of conversation with Louis such as brief small talk at the end of the night or an extra thank you for work done scheduling his patients around his preferences

The three areas that would be most helpful for Louis's development that Mark could focus on coaching him towards are:

- What being a partner means at this practice and how to demonstrate engagement with other partners
- How to better balance patient care with non-medically necessary relationship maintenance with the staff
- How and when to give both positive and developmental feedback to both peers and direct reports

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During his review of the report, Louis heard his youngest son fussing in the other room and though his wife apologized, insisted she bring him in. He gingerly took the child and held him on his lap where he lovingly soothed him almost as if to soothe himself through what he was reading. This was one of the most poignant moments for me in the coaching experience as I saw an intimate glimpse into him as a person, not as a surgeon.

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Louis reacted favorably to the summary report and seemed moderate in his reaction to the report. He stated that he felt bad people did not necessarily find he exhibited gratitude towards them, and mentioned that over the weekend he had gone into the office to get a new pair of glasses with his family and people received them so warmly. He made an instant connection that he should do that more often and share a bit more of himself with the staff. We ended our session with his assignment to relook at his initial coaching goals and determine whether he wanted to revise them. Our next meeting would be with Mark where we could update him on our progress so far and regroup on their expectations and understanding of the coaching process.

The meeting between the three of us was just shy of a week after the feedback session on October 21st 2014 in the conference room where we had all originally met at the beginning of the engagement. What seemed different was Louis' heightened level of confidence and his ease in asserting himself more during the discussion. He presented both of us with his new coaching goals, which we had exchanged a few emails prior to this meeting. They were:

- Get to know the staff more and allow them to get to know him, particularly as more humorous and fun
- Demonstrate more flexibility when it came to his schedule

As outlined in our initial discussion on confidentiality Mark did not receive a copy of the report and Louis shared whatever he was comfortable with, which did seem to be the majority of data. Mark stated that his goal for the coaching process was for Louis to form more synergistic

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I ascertained almost immediately upon meeting Louis that he was an introvert. I vowed to exercise extreme self-control in not allowing my innate extroversion to hinder our growing trust and relationship. Louis' introversion was a common topic amongst his peers, but with his patients he was friendly, often attributed more so to extroverts, but in a way resonant of his own personality – understated and genuine.

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relationships with the staff; continuously emphasizing they want him to continue at the practice and are so pleased he had joined, and more recently become a partner. Mark mentioned this synergy particularly related to Louis' relationship with the other retina surgeon who he admittedly had conflict with since he began at the practice. Mark went on to state he wanted them to, "have more communication on post-operative visits, and help each other out on their days off." He further stated that, "patients will often see both of them so it is important to have a synergy in communication and scheduling." He felt they were moving in the right direction and it was essential they not get stuck on their personality differences to the point where they cannot mesh.

Another interesting facet of the conversation was when Mark mentioned the nature of introverts and the importance of them citing articles he had read and differentiating between being shy and being perceived as open or warm. He referred to the abusive practice Louis had come from and reminded him that there were a lot of people at this practice on his side. Particularly in the newly acquired office in Newport, Mark stated that they love Louis and felt he looks out for the patients. Mark also noticed slightly more of a positive attitude from Louis since he had received his data and begun this process. He closed our meeting by urging Louis to, "let the staff know you have a sense of humor". I assured Mark that Louis and I were both committed to working together to begin to undertake his new coaching goals. We were in fact meeting at the end of that week for our first of four coaching sessions, which would conclude at the end of the year with another meeting among the three of us.

Coaching Sessions with Louis

Session I

Having the meeting with Mark appeared to provide Louis with a heightened sense of engagement in the coaching process. After scoffing down his sandwich in less than a

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*Although Gestalt Coaching operates with the premise that the coach is an instrument in the coaching process, I had to continuously remind myself after countless hours of instruction in the coaching process that my role was not to “fix” but to empower Louis to find the solutions to matters that caused him discontentment within himself. When I sensed his frustration I forced myself to be particularly mindful about not asserting **my** viewpoint or how **I** would “fix” the problem.*

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minute, Louis began to reflect on the meeting between the three of us saying he thought it had gone well and was insightful for him. He felt Mark exhibited sincerity towards him and there was a feeling of him “having Louis back”. Since then another key meeting had taken place between Mark, Louis and Dr. Ira Rufus, the other retina surgeon at the practice with whom Louis has been known to have a contentious relationship. Louis feels that Ira does not necessarily want to find out why when it comes to patients, he feels he is quicker to react where Louis was trained to be very defensively minded from a medical legal standpoint probably more than any other doctor, which he feels makes some people think he is too uptight. He is noticeably more impassioned when he begins to talk about how other physicians such as Ira do not

seem to care as much about getting home in a timely fashion and even choose to work on their day off. He describes his relationship with Dr. Ira Rufus as strained at times because he is known to be more vacillating in his mood. Louis is clearly bothered by the strained relationship and exhibits a change in expression when discussing this. Although during my time thus far with him he has presented as extremely even, when he discussed Ira and particularly his time away from his family due to his devotion to work, he physically seems pained. In efforts to remedy this often antagonistic relationship he has sought out feedback from more senior doctors such as Mark who offered to meet with them both and play the role

of a moderator. He continued to emphasize that he wanted things to be more cordial between

him and Ira, since it was necessary for them to collaborate towards ensuring their interchangeable patients received the highest level of care.

Louis almost seemed surprised that Ira showed up for the recent meeting with him and Mark, citing that in the past he had cancelled at the last minute, which appeared to actually pain Louis. He was further surprised though not seemingly optimistic that Ira seemed agreeable as the goal of the meeting was to touch base about the approach to treating retinal patients. Mark suggested the three meet regularly to revisit the overall practice strategy of retinal treatment, particularly since both physicians were now spending one day a week in the new Newport office. The doctors agreed to see one another's post-operative patients and overall Mark felt the discussion was quite cordial. Though they had the same ultimate goals in treating patients and mitigating blindness amongst these patients, their styles clashes were not just

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According to Stevenson (2005) an aspect of Gestalt coaching is to teach core behavioral skills and encourage experimentation. For Louis who gave the supervisor permission to double book his schedule, he was experimenting and unsure whether he would be comfortable with the outcome. However, the flexibility he exercised in doing this is a basic behavioral skill. I felt quite proud of him as we discussed this new trajectory of his.

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evident to Louis, but he believed to the staff as well. He spoke of how technicians and other administrative staff had remarked they preferred to work with him over Ira.


I asked Louis if he had read the 360 report again since we last met and if he had any new thoughts or insights around it. He admitted that he was keeping the report in his bedroom and referring to it frequently and had read it again at least once in full. He mentioned that he wanted to work on more flexibility with scheduling which was in line with his updated coaching goals. One of the supervisors angrily confronted him about her frustrations around scheduling patients with him based on the protectiveness Louis' main technician, Aurora, employed acting almost as a barrier when it came to his schedule. He realizes that Aurora takes her perceived role as his protector too seriously at times and people

associate her harsh exterior with him, though he claims he is not directing her to reject those who try to book him. Based on some feedback from the 360 he spoke to Aurora emphasizing his appreciation for her and attempting to get her to calm down when it came to his schedule. He also reached out to one of the supervisors and told her if necessary to double book him.


When I asked how the conversation with Aurora went, which could have been perceived as confrontational and diminishing some control over his schedule, he remarked he felt surprisingly less stressed. This was surprising for someone who admittedly had Obsessive Compulsive tendencies, but positive news. Louis felt in letting go of his fixation on micromanaging his schedule slightly, he gave Aurora less power, which became easier for him. He mentioned he would never have anticipated this six months ago. Louis did not realize it but he in fact was participating in restorying his original embedded norms around this relationship.

In relation to his other coaching goal of allowing people to get to know him more, thus getting to know them as well as employing fun and humor in the work place, Louis had made a simple effort by ensuring he said good morning and good night to the staff, particularly the medical secretaries who as evidenced by his 360 did not always feel

he paid attention to the work they did for him. One concern Louis raised at the end of the session was retaining existing staff in the new Newport office and we discussed how he might address that at the next partner meeting. He spoke positively about a potential opportunity to participate in a research study in the Spring and his passion for both research and teaching, which was evident in speaking to him When he used medical



When I exited the office after this session I had a strong sense of relief because my perception of the session was positive. Although I coached often at work, I was finally working with a medical professional and they seemed to respect me and feel comfortable sharing some truly personal details. I left energized, reflective, and feeling motivated for our next session.



terms during our discussion he explained them thoroughly but never in a way that would make a non-physician feel intimidated or unclear. Always timely, Louis apologized and excused himself to see his afternoon patients after we scheduled our next meeting.

Session II

Almost awkwardly wiping the remnants of his sandwich from his hand, Louis greeted me warmly with a soft handshake half seated back in the conference room a week later. Louis seemed excited to tell me that he and his family had recently visited the Pez candy factory and he had taken to handing out pez dispensers with candy to the staff and sharing photos of his kids at the factory with them. He had found out it was one of the tech's birthdays and gave her a dispenser and she seemed quite surprised but received it warmly. A few days later he mentioned that one of the technician's noses was bleeding and he shared an old wives' tale with her about how to get the bleeding to stop. As he shared these stories, it was like watching a revolutionary new pattern of thought. He remarked that he, "just had never thought to make the time". This was in line with my observations of him where he seemed much more comfortable secluding himself in his office than interacting with those around him. He stated that making time to do these simple things is redefining productivity to him.

He was also remaining consistent in his new approach to allow his schedule to be double booked with the parameter this was not acceptable only if there was a new patient on the schedule. He was reinforcing this with Aurora and felt he was giving up his natural tendency to micromanage, which he felt was derivative of the way doctors at his last practice handled their caseloads. He referred to them as "cherry pickers" who choose

merely the cases they wanted and gave the younger, less experienced doctors those they were less interested in. He appeared to be reticent about trusting that though he intrinsically knew this practice was not like the one he came from, that he could release some control. He was however doing just this and even further he was trying to aid Aurora in this.

Before the 360 he never considered himself in a supervisory role per se. He

admittedly gave orders and held a perceived more senior position than the administrative staff but mentioned he had not learned exactly how one should address and necessarily work with support staff when issues arose.

Looking back at these notes it seemed prudent to include the quote below taken from a recent article about the benefits of coaching from *Academic Medicine*.

“To the degree that academic institutions can implement early recognition of those who are capable of rising to executive management positions, executive coaching, mini-MBA courses, crisis management education, and the like can provide understanding and tools before physicians reach executive rank, enhancing their team skills and their readiness and effectiveness as executives. Also, it benefits an organization to provide management skills and training to physicians before—rather than after—placing them in executive positions. In my experience, most coached physicians who have become executives appreciate the early investment their departments or schools have made in them.” (Akwari, 2010, p. 1263.)

Louis had not heard of coaching in this capacity before our engagement and I recalled while I was interviewing Ira about Louis, Ira asked if he could be coached next. I was surprised by this question, and I am not sure if my facial reaction revealed this but Ira followed up by saying, “we just never learned any of this stuff and it seems important.”

At times this almost cluelessness when it came to what seemed like basic management skills surprised me and honestly not in a judgmental way. Here was a valedictorian of his class, published, and clearly a genius but with no foreseeable knowledge of the art of management. Research as indicated here demonstrates though I have only had this one experience coaching surgeons that the idea of executive coaching and supervisors' education for physicians is at the least, being discussed.

Indeed in any profession it is important to understand the essence of supervisory skills and behaviors and if I did not already know that, my conversation about managing and influencing Aurora with Louis was solidifying it in my mind.

In reference to the recent acquisition of the office in Newport, Louis mentioned his closeness with the support staff there and whether that should be a concern. CCEC took over this office after their beloved physician passed away and Louis spoke of enjoying the smaller, more intimate feel of the office. He seemed to be internalizing his fear that with the integration and impending changes to how that office is run, several people he had become close with were talking about leaving. Additionally, these people had confided in him that one of the other physicians practicing weekly there on a similar rotational schedule to him was not received well and making people rethink his position. Louis was struggling with trying to balance being a co-worker and a supervisor and “not being the bad guy”. We decided this would be a focus of our next session, exploring the fear behind that.

Session III

Session three marked a certain level of comfort where I did not have to elicit information from Louis but he comfortably shared with me. One bite into his sandwich, he mentioned he had recently attended a charity event and reached out to a

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Towards the end of this session Louis seemed fixated on discussing personality differences and baffled by some of the implications of them. I briefly explained Life Orientations of LIFO communication style profile, sharing the four communication styles (Supporting Giving, Adapting Dealing, Conserving Holding, and Controlling Taking). The reason I brought this up was to share that when one took this assessment their scores reflected impact, intent, and behavior, and possibilities existed for these categories to both be aligned and disconnected. He seemed to take comfort in this and was very thoughtful when listening to me describes it.

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doctor he knew who was not able to attend the same event to make a connection with him. He suggested after attending this event to Mark that their practice might consider hosting a similar event. I could not fathom he would have suggested this before we had begun our coaching sessions because he was having trouble seeing himself as anything other than a physician. This suggestion showed a marked improvement in his ability to both see himself like a partner and act like what he perceives Mark expects of partners.

The environment in the Newport office continues to be positive according to Louis and he has gotten positive reinforcement from the staff who claims they want him to work additional days there. They also frequently share frustrations with him and treat him as if he is a confidante. Many of these frustrations center on other doctors in the practice as well as the new electronic medical records (EMR) system they are converting to as the practices become fully integrated. He mentioned he was sharing some of this feedback with Mark, who was receptive but so far no changes had been made in terms of his hours/ days at the Newport practice or slowing down the process of the integration.

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The conversation around Mark's closeness with the staff in Newport made me think of the emphasis of the connection and bond in Relational Coaching. While this bodes well for the coaching relationship, if he does not in fact see himself as a coach to them or in a supervisory role, I could see how boundaries could easily blur and staff might feel betrayed if what they confided in him he was one day obligated to reveal because of his role as partner at the practice.

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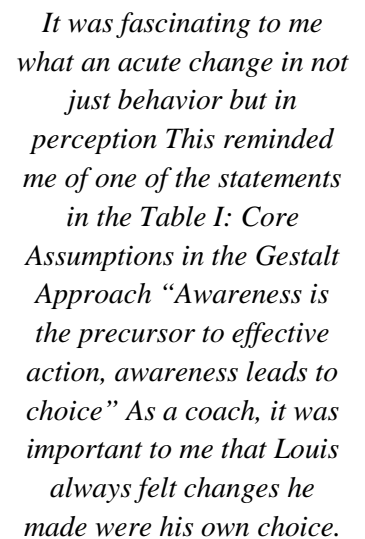
Louis continues to inject humor into situations at work and recently had a humorous conversation about accents with one of the supervisors with whom he has had a challenging relationship. He asked her questions when he saw her knitting and complimented her proficiency with the craft. These types of interactions he believes were

slowly softening her towards him. His different approach was tested during the past week when he had technical challenges and became quite upset. He approached the technicians first telling them he knows the issue is not their fault and that he wanted to discuss next steps and plan so this issue did not occur again in the future. He felt it was a tough but fair conversation. One of the ways he is coping when he feels himself getting upset is taking a breath and trying not to blame and assert his viewpoint. He is also working on controlling his urge to raise his voice. Consequently he mentioned that his wife believes he seems a little less stressed out about work and at home.

Ira and he had not seen each other much in the last week and he feels this is a positive thing. He mentioned everyone else at the practice he speaks with also finds Ira to be temperamental. Louis feels he is a lot more “whatever about things” in relation to Ira. In terms of the overall staff he is trying to be more collegial with them

so they do not feel that each time he comes to them he wants something but rather he may be simply saying hello. Each time he walks into the office he actively thinks about the changes he wants to make. He has determined mornings are better for him personally to attempt to be social, and he even made mention of hoping to inspire other doctors in the practice to be more social with staff.

One of the most noticeable signs of progress during this coaching session was that Louis was future focused in some of his statements where previously he was not even necessarily focused on the present, but seemed to linger in the past. In fact he once again mentioned his interest in pursuing more of a research angle in his work. He additionally



It was fascinating to me what an acute change in not just behavior but in perception This reminded me of one of the statements in the Table I: Core Assumptions in the Gestalt Approach “Awareness is the precursor to effective action, awareness leads to choice” As a coach, it was important to me that Louis always felt changes he made were his own choice.

surmised that as his kids got older he would focus more on long term goals and he and his wife's schedules would become more predictable. He felt at this time he would be more able to take on additional administrative responsibilities at the practice. He had a recent

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During Louis's conversation with Aurora it seemed like he used the (C.L.E.A.R) model in collaboration with the four levels of engagement (Fact, Behavior, Feelings, Assumption), which is an aspect of Transformational Coaching. I doubt he knew he was coaching Aurora, but I was amazed at his ability to touch on most if not all elements of this method during their discussion.

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revelation that he needed to become more involved in administrative matters at the practice, particularly in his newer found status as a partner. He mentioned that he had looked at the report once since we had met late at night when his family was sleeping and he found rereading it helpful in reinforcing the newer changes he was still working on implementing.

The final topic covered in this session was a conversation he recently had with Aurora about a run in she had with Ira. He advised her to hold her tongue in the future and admitted to her that he had stuck his foot in his mouth before and that you will always be perceived as wrong even if you are in fact "right"


when you say something inappropriate as he had heard she did. He further advised her that if something like this happened again where she felt uncomfortable in an exchange with Ira, she should seek out her supervisor (Head of Technicians) first before going to him. He felt that she was appreciative since he showed empathy towards her and gave her constructive advice. Most importantly he said during this conversation he never felt like the "bad guy".

Session IV – Final formal coaching Session

Our last final coaching session saw the longest gap in meeting as Louis remarked his schedule had been extremely busy balancing his time between Dedham and Newport, which was short staffed. The staff in Dedham continued to speak to him about being worried about all of the recent changes since the integration had officially taken effect and he calmed them down without feeling pressured by them. The two supervisors who are based in Dedham but heavily interact with those in the Newport office he had less than stellar relationships with originally, were becoming easier for him to deal with. In fact one of them did him a favor recently when he was in the Newport office by sending him the call schedule earlier than others received it. He returned the favor by offering to carry some vitamins to the Newport office so the same supervisor would not have to incur a cost to the practice in shipping them. He felt the other supervisor had been much nicer to him lately but feels he has been trying more with her lately and attributes that to this coaching engagement and the receipt of his data.



I was surprisingly dismayed as I realized this formal coaching relationship would soon cease. It was not a feeling associated with a lack of progress, but rather selfishly mourning the end of process that as a coach had felt so favorable. I was pleased Louis was making progress and beyond awestricken with how committed he was to growing as an individual and a team member.



Louis mentioned he recently gave Ira a head's up by text on a new patient and they had time to discuss this more rationally. Subsequently Ira texted him about a how he approached a particular patient just that morning because it happened that Louis was seeing many of Ira's patients that day. Mark's overall approach to Ira and the staff was mindful of perception and to continue to let go of his predilection towards micromanagement. He is also continuing to interact with staff and make small talk

focused on joking around with them in order to strengthen these relationships. He felt he already knew some of what was in the 360 report and his wife had also told him some of it but it was surprisingly persuasive to read it. This process for him rounded out sharpening his team experience and the practice and as he put it, “buffed out some of his imperfections”.

Coaching Transition Meeting

Just a day before Christmas Eve, Mark, Louis and I rejoined one another in the conference room in Dedham to discuss the coaching engagement, perceived progress, and how to now transition the role of coach back to Mark. Louis felt his interactions with staff are slowly getting better particularly when he shares personal photographs or stories with them. Mark heard from the staff that they feel Louis is more accessible and that they want to continue to get to know him more. Additionally he felt that this coaching experience would be helpful for others members of the practice but I veered away from this topic as I felt the focus should be on the coaching engagement at hand.

The most surprising facet of this engagement for Louis was how thorough the data was and how it covered the full spectrum of interactions he had with people. He felt none of the data was superficial and found he enjoyed data mining and had since looked at his 360 report because he feels it is good to remind himself to keep moving towards his goals. Mark reiterated that he feels if one has had negative experiences in the past than they may be, “afraid to put themselves on the line”. Mark recounted a negative experience he had earlier in his career and related this to the feeling of needing to

micromanage one's schedule. He felt this was positive because it allows him to focus on other things and keep calm rather than personalize things.

Mark also felt the relationships between Louis and the medical secretaries were much more favorable. He has noticed more of an outward display of kindness from Louis, particularly at partner meetings. When asked about the sustainability of the changes Louis had made he referenced wanting to incorporate aspects of what he has learned during coaching in their annual retreat, to which Mark was open. Several times during the conversation the topic deviated to the newly acquired Newport office as there was still a preponderance of transition issues occurring there and Louis had a fondness not just for the staff their but practicing in that office. Ultimately the two agreed to work together seeking one another's viewpoints along with the other partners to ensure the success of this integration. Both physicians were gracious in thanking me for my time and dedication to the engagement and I echoed I thought the real work was in fact performed by Louis. We promised to keep in touch regarding other ways in which I may be able to engage with the practice and just as we had begun simply, ended this conversation just as simply.

CHAPTER FOUR

CASE STUDY: A LITIGATION DEPARTMENT CHAIR

Client and Sponsoring Organization Background

Harry Miller has over thirty years of experience as a trusted attorney and member of both the Connecticut and New York Bar Associations. In addition to his reputation as a successful litigator, he is also considered an expert in both professional liability and legal ethics issues. Harry was recommended for coaching by Geoffrey Gruff, Chairman of the firm Lambe & Salazar Attorneys, LLC after Kay Nobile, the Director of Business Development and Marketing at the firm in their office building broached the idea of coaching to him. Geoffrey's recommendation was based on several factors including the fact that Harry had just completed his first year as Litigation Department Chair at Lambe & Salazar Attorneys, LLC. Though Harry has extensive experience practicing law, he has never managed a department. When Geoffrey selected him for this role, Harry did not meet the opportunity warmly and admittedly has struggled with balancing his preference for practicing law with managing necessary administrative duties.

Lambe & Salazar, Attorneys LLC was established in 1919 in Connecticut and is based in Harborville, CT. Additionally the firm has offices in Sturbridge, Somerville, Houghton, and Elmbrook, NY. The firm has an extensive breadth of practice areas including but not limited to; Bankruptcy, Litigation, Educational Law, Trust & Estates, and Real Estate. The firms' motto is "Pulling together. Succeeding together" and they currently have 87 attorneys on staff throughout their five offices. Two of the key differentiators in this firm are their strong community involvement and partnerships, and

their interest and experience in diversity. The firm participates with other businesses on a diversity committee and runs annual events including a yearly day of service to commemorate Dr. Martin Luther King Jr. The firm was a founding member of the Lawyers Collaborative for Diversity (LCD) and one of their Executive Committee members is on the Board of Directors of the organization. One of their partners is joining this year, as well taking on a LGBT liaison role.

The firm is run by the Executive Committee, comprised of several attorneys who make strategic decisions and run the practice. There are also department chairs who are responsible for the oversight of their individual departments and maintain regular communication with the Executive Committee. Attorneys in the practice are associates, income partners, and members. The firm also employs paralegals, legal secretaries, and administrative personnel including Information Technology roles, as well as Marketing and Business Development. While there is a committee dedicated to providing Associate reviews and making firm compensation decisions, additional input is sought out by Department Heads.

My first meeting with Harry was rather unexpected and occurred before what I perceived to be our initial introduction. I had come up to the office to meet with Kay and discuss any questions she had outstanding about the coaching engagement as a follow up to the discussion she had recently had about it with Geoffrey. From what I surmised, she had spoken to him briefly about the proposal on a plane ride they shared and he did not seem opposed to it she stated, rather than particularly interested in it. I began to detail more about the 360 report process and immediately she stopped me when I got to the part about an online questionnaire. She cautioned me that was not possible in a law firm and

attorneys are cautious about recording their thoughts in anything formally documented. Additionally, she mentioned observations would be tough because of attorney/ client privilege but she felt this process would be beneficial to Harry and they would try to accommodate the process as best they could while balancing any ethical or legal concerns. Speaking of Harry, she mentioned he may be around so she picked up the phone without warning and dialed his paralegal. The phone conversation which was

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In Narrative Coaching both the coach and client are encouraged to look for nuances: what is said and not said. I surmised two things from the comment about the prescription of medication: the client was desperate for help, and he had no clue what coaching was but he was open to it.

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transferred to him seemed a bit tense. It was clear he was already busy, and I was unsure when she hung up the phone if he would be coming to meet us.

About ten minutes later a well suited but frazzled man rushed into the office, quickly glanced at me, then decided to extend his hand to shake mine warmly and sat down looking like he was half collapsing. Kay formally shared with him I was the coach who would work with him if he was interested in pursuing the coaching engagement to which without

hesitation he responded, “Great, help me! What medications can you prescribe?” Kay responded before I had a chance to compose an appropriate response to this question and said if he was amenable to the engagement I would spend time getting to know him and interview a variety of folks from the firm and then spend time one on one with him to discuss and work on actions resulting from the data gathered through my time with him and his associates. Harry continued to look rushed and simply said, “sign me up” as he exited the room. Kay shrugged her shoulders and welcomed me to life at a law firm. I was advised to work with Harry’s paralegal to set up future meetings including the initial

client/ manager meeting.

On December 10th Harry, Geoffrey and I were scheduled to meet in their office conference room at 9 AM. I arrived to the office early to ensure I was on time and was met by some confusion from the receptionist. She seemed dismayed as she explained Harry was not yet in the office. Almost immediately she took a call and told me it was Harry who wanted to speak with me. He explained he had forgotten about the appointment or slept through his alarm. It was unclear if it was either or both but he was just leaving the town we both lived in and did not anticipate being in the office for around 40 minutes, but encouraged me to “start without him” and meet with Geoffrey.

Geoffrey seemed indifferent to Harry’s absence and proceeded to describe some of the challenges he felt the firm was facing with the recent economic downturn. He believes all attorneys regardless of their time with the firm should contribute to business development and work to expand their presence in the community with an emphasis on bringing in new business to the firm. Though he admitted Harry did not accept the opportunity to become department chair immediately, he did not feel his decision was incorrect and trusted he would acquire the leadership skills needed to successfully run litigation, the largest department in the firm. He spoke matter of factly but with terseness to his voice and no hint of uncertainty emphasizing the personal importance of the firms’ success to him while we waited for Harry to arrive.

Once Harry arrived I presented the 9-Step Process of Coaching (Appendix I) to both gentlemen and discussed the 360 process, ensuring I emphasized it was

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It was easy not to judge Harry for forgetting our appointment and showing up late but I could not help but worry this was a strong strike in his relationship with Geoffrey who mentioned his fondness for early hours and promptness. As someone who is often late and set two alarms just to arrive at this meeting at 9 AM, It was powerful to experience what others felt about one’s timeliness. I reflected a great deal on this following this meeting.

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customizable and I already was made aware there was not an appetite for any online survey tool. Confidentiality was extremely important to the attorneys and covered in the Penn contract, though I let them know I would produce an additional working contract (Appendix IV) for Harry and I to specify the details of our engagement, as well as the confidential nature of it. Geoffrey nodded his head and tersely told us he believed this would be good for Harry and he should focus on business development and becoming a cheerleader for his department. It appeared as if it was not the first time Harry had heard

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I noticed Harry seemed to like having someone “assigned” to him and frequently midstream in the conversation with pick up the phone and call Pearl. He even did this for simple things such as water or a box of tissues for me. I became actively aware of ensuring we maintain boundaries in terms of his expectations of what exactly as a coach I could do for him and what I could not promise.

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this from his supervisor so he uncomfortably acknowledged this and said he was open to the engagement. I emphasized they should work on the names for the 360 together and noticed Harry had already begun to write a list. When Harry left for his next meeting, he continued to apologize profusely for his delayed arrival and said he strongly hoped I could work on his time management skills with him. We set up an appointment to meet the following week for the initial interview and he said he would email me the list for of people for his 360.

Initial Interview

A little over a week later we met again in the conference room where we had first met to discuss the 360 list more in depth. He presented me with a list he devised focused on ensuring people were not suspicious about not being included on it. Therefore, he felt he should include half of the people in each department. He mentioned that Geoffrey was busy and he had verbally shared who he planned to include but had not actually shown him the list yet. One person was noticeably absent from the

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As Harry described his disdain for his manager's approach to work I realized I still did not know if he himself was married or had children. He did not wear a wedding ring, but that was typical of many other married men in his generation I had observed. This was the first time I can recall manifesting a theory he was guarded.

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list: his paralegal Pearl. When I asked him about this he stated there was no way she could be objective. Once I informed him objectivity was not the goal of this process but gaining a heightened understanding of his strengths, overused strengths, and perceived areas of opportunity he was amenable to including Pearl in the report. In fact, he called her in the middle of the session to tell her she was going to be included. Once she came in the room he also asked her to begin to set up a schedule of interviews with the people he had written out and she was once again gone for now.

Rather than speak about himself, Harry launched straight into almost a rant about the many differences between him and Geoffrey. One of the main differences he seemed fixated on was the difference in the hours they worked mentioning that Geoffrey was usually in by around 4:30 a.m. and continued to work through dinner time, not stopping to even eat. While he deemed him highly successful, he frustratingly mentioned his approach presented such a stark difference in how he approached his work. He further spoke about how Geoffrey could not possibly ever spend time at home with his wife and kids, he rarely if ever took vacation and even if he was in court all day made an appearance in the office. If he had to be out for any reason he would have his legal secretary drive documents to his home with no regard to the hour he perceived he needed them. He further surmised that his wife must be a “geisha girl” to be put

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I surmised a meeting outside of the office might be helpful in learning more about Harry who I would unlikely be able to observe professionally, but would gather data observing his treatment of staff in a restaurant and from our conversation.

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up with this type of schedule. Each time I tried to steer the conversation back to him, he ranted on about Geoffrey, and it became clearer there was a potentially vexing dynamic between them. The meeting had quickly come to an end before any more information about Harry was revealed and he suggested we meet the following weekend at a restaurant in the town we mutually lived in.

We met at a popular local spot and right away Harry asked how I was feeling to follow up on my mention the previous week that I was recovering from bronchitis so hesitant to shake his hand. He seemed genuinely concerned about my health and shared with me that he tried to maintain a healthy lifestyle and eat well though he considered himself a foodie. He ordered a salad and asked for seared tuna to be added to it. When I asked for avocado to be added to my salad he decided he wanted avocado as well. This struck me as perhaps an openness to suggestions and not the rigidity he claimed Geoffrey emanated.

During the conversation again, Harry spoke generally about his experience and what he and I later found others referred to as the “Geoffrey Era”. He felt people were afraid of him, and often cowered when they saw him coming. He ran the firm with more of an iron fist. When I asked how he reacted when chosen for this position he said he was horrified. All he knew was client work and a focus on billable hours. This “management thing” as he referred to it was completely new to him. He approached it with trepidation particularly since his predecessor who was now his manager was still at the firm. He was fearful about letting both Geoffrey and his people down due to his lack of management. He still wonders why he was chosen for this position but though slightly

doubtful of his potential for success is devoted to getting feedback that might help him better succeed.

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Having reviewed relational coaching I was uneasy about risking the growing trust in our relationship by asking Harry a personal question such as whether he was married and had children. "In other words, if the relationship is bad, none of the other factors can make up for it." As quoted by de Haan (2013), I felt a took a risk but each time he answered one of my questions and revealed more I anticipated the strength of our relationship would grow.

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“Successful partners do not always make successful practice leaders. A lawyer heading a practice group can have a profound impact on the energy level and morale of the lawyers he or she leads. Without leadership skills, that can be negative and, ultimately, very costly to the firm. Coaching in this area focuses on effective decision making and leadership skills, and holds the invaluable potential for fashioning successful leaders out of apparently unlikely candidates.” (Toohey, 2005, p. 10)

I assured Harry we would work together on leadership skills and how to balance his time to make effective decisions for both him and his team. Attaining the abovementioned skills may help Harry who views himself as a particularly “unlikely candidate” for this role be successful.

During our lunch Harry selectively revealed several things of a more personal nature. His grandfather was a New York City lawyer though neither of his parents were

attorneys. In New Jersey, where he grew up they held more traditional roles with his father being the breadwinner and his mother handling the domestic responsibilities. He said, “If his father ever found the laundry room it was completely by accident.” The main reason he became an attorney was because of an interest in government and the Watergate scandal. When he was in high school there were a lot of lawyers on display during that time which drew him to the profession. He pursued his career by seeking higher education first through Columbia University where he graduated *summa cum*

laude, which gained him acceptance into Yale Law School where he graduated in 1981. Outside of law he is an avid fan of yoga and participates in yoga classes several times a week. He in fact has tried to impart his love of yoga to his colleagues by bringing in a yoga instructor once a week and hosting a morning class at the law firm. While he was recounting his recent yoga class experiences, I could not help but think I still did not know anything personal about him so though apprehensive I asked if he was married. He did not skip a beat responding and shared he was married to another attorney though she is not currently practicing for a firm and does more pro bono work. She in fact he said was “turned on” by this entire process and interested in reading his report. I had told him during our initial meeting that some folks choose to include their spouse as a respondent but he never mentioned any of this, nor did he offer the option during this meeting. He and his wife have lived in their town for over twenty years and own not just their home but the one next door which they rent out.

Once on the topic of his family, I felt comfortable further inquiring if Harry had kids which he does not. He mentioned a brother who is also an attorney working extremely intense hours as he put it. They both share care of his elderly father and annually take him down to Florida for baseball spring training. He and his brother were also planning an upcoming road trip he was particularly looking forward to around the New Orleans area. His brother’s son is finishing up medical school currently and we discussed the upcoming “match day” of March 20th. I told him about having a friend who is waiting to match that day. I suggested he record the date in his calendar so he could reach out to his nephew and he was extremely pleased with this suggestion. Through this example, I felt we could begin to explore his challenge with time management. I did not

attempt to coach him here but merely explained a bit of how I keep organized which he appeared interested in.

In speaking outside of the office with Harry it was clear he was brilliant and a multi-faceted person though he worked long hours. He and his wife sounded like they frequented fine dining establishments and went to concerts when they could. He also spoke of trying to attend live sports events as often as he could. There was one best friend who also stood out to him as an integral part of his life. She worked at the firm, which was a surprise to me because as he mentioned her name, I did not recognize it from the 360 interview list. Attorney Jill Sabrina had traveled with him throughout his career and in fact his employment at Lambe & Salazar was conditional in terms of his insistence they hire Jill. He mentioned the new challenge of managing someone he is so close to and how at times she made this particularly difficult for him. He appeared to be a loyal friend as well devoted to his clients' success in his niche practice representing attorneys accused of ethical violations. Harry's love of both ethics and practicing law are evident in any conversation.

His primary responsibilities at Lambe & Salazar consist of the following:

- Attorney; represents clients on matters regarding Professional Liability, Litigation, and Business Disputes
- Department Chair: Oversee all administrative matters in the litigation department, the largest in the firm
- Supervisor: Direct and assign departmental work, with oversight of billing including discounts, and accuracy in logging of billable hours

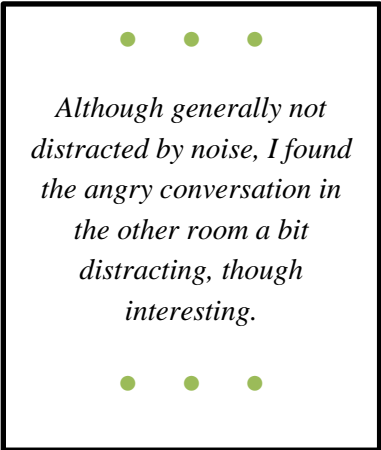
Harry feels both committed and pressured by the responsibility of contributing to the success of both the litigation department and Lambe & Salazar. He is humbled and at times intimidated by his role as Litigation Department Chair. One of the greatest challenges concerning his new role is that not only is his predecessor Geoffrey still at the firm, but he is now his supervisor. Their styles are noticeably different and due to Geoffrey's long record of success, it appears intimidating for Harry to replace this leadership role in a department that is used to working and being managed in a distinct way.

Before conducting the 360 Harry mentioned several initial goals he wanted to focus on:

- Bettering his time management skills
- “Surviving” his administrative responsibilities
- Understanding what his department needs from him.

After several hours of a comfortable conversation we finished by mutually deciding that he would invite Jill to participate in the 360. He seemed to harbor some trepidations about this maintaining she would not be able to be objective but I again reminded him that was ok and the purpose of the 360 and

corresponding interviews was to gather any data that might be helpful in providing insights around how he could be a more successful leader as well as explain what his department needs from him, which directly correlated with one of his initial goals. In order to better understand him, I asked for him to consider the questions I would be asking others so I could benchmark the respondent's answers against his. We planned to



Although generally not distracted by noise, I found the angry conversation in the other room a bit distracting, though interesting.

meet a week later so he could share the responses he promised to reflect on in preparation for our meeting.

This brief meeting was the first time I saw Harry in his office, which reflected organized chaos and was laden with personal photographs and showcased his personality. He kept the door open during our time together which seemed indicative of his demonstration of trust and openness towards those around him. One of the attorneys who I would later interview who was in the next office was involved in a passionate phone discussion which did not appear to faze him at all. After some brief small talk, Harry focused towards his computer where he had his responses documented and began to share them with me. As a note - his response to question 7 is his perception of what he feels those he supervises answered they needed from him, not what he needs from his own supervisor. His responses are listed below:

What three strengths does this person exhibit that should be maintained?

- *Approachable*
- *Trouble shooting abilities*
- *Humor*

2. What three specific behaviors would you have this individual change in order to improve his or her effectiveness?

- *Decisiveness*
- *Faster responses*
- *Lack of original ideas for business development*

3. If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?

See response to question two

4. What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him or her??

See response to question two

5. When you see him approaching, what are the first three feelings or thoughts that come to your mind?

No response provided

6. What is the highlight of working with Harry?

No response provided

7. What do you need from your manager that would help you be successful?

- *More attention and more guidance particularly on work assignments, younger people deserve more guidance in what is an emergency*

8. How do you act/ react under stress?

- *Sometimes I am occasionally rattled and curt with others, which I am learning is particularly harmful and counterproductive in my leadership role. I want to stay unflappable in moments of crisis and turmoil.*

I assured Harry I would be available to him if needed during the time it took to conduct the 360 interviews and write my report for him. We agreed to keep in touch regarding the process and I left him to his work. The 360 process was to begin the following week with several days of interviews.

The 360 Process: Interviews, and Informal Observations

Harry's 360 assessments consisted of interviews with 22 people. All are employees of Lambe & Salazar, and the 22 does not include Harry's. While initially there was a plan to observe Harry's directly at work, the plan had to be amended as the coach could not be present during confidential client meetings, and administrative tasks involving

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The response about how he reacts to stress struck me as something I should explore more both with him and as I listened to responses during the interviews. Although Harry appeared passionate and even excitable at times, I could not picture him rattled when it came to work. I was eager to obtain more information on this and perhaps address it during coaching.

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conversations with other staff are often impromptu and thus it could not be pinpointed when they would occur. Though there were no formal observations scheduled, I was able to spend several hours on multiple days speaking with Harry and learning about himself and his role in the organization. During these meetings which took place both in and outside of his office, I observed Harry with those he interacts with regularly as well as strangers. All of the conversations and interactions along with the interview data provided a window into Harry's habits, mannerisms, and relationships with those around him.

All interviews were conducted between December 29th 2014 and January 9th, 2015. All interviews in Harborville were conducted in person except for one who requested a last minute phone call due to her schedule. The Sturbridge interviews were conducted by phone, due to the participants' wish to maintain the original schedule in spite of a snowstorm. Though interviews were initially planned for 20 minutes, almost all of them were adjusted to accommodate a longer conversation, which showed the respondents interest in and willingness to offer Harry feedback. Respondents were assured their responses were anonymous and would be grouped with those in other similar positions in the firm.

The following interview questions were used:

- **Q1. What three strengths does this person exhibit that should be maintained?**
- **Q2. What three specific behaviors would you have this individual change in order to improve his?**

- **Q3. If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?**
- **Q4. What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him?**
- **Q5. When you see him approaching, what are the first three feelings or thoughts that come to your mind?**
- **Q6. What is the highlight of working with Harry?**
- **Q7. Have you been in a position to observe Harry under stress? If so what did you observe?**

360 Findings and Discussion

Harry and I met at another local restaurant where I arrived first and asked to be seated in a more private area so we could focus on the conversation. I prepared a folder with his report (Appendix V) as well as an extra copy in case his wife wanted to read it. Additionally I prepared a summary of my findings to aid him in internalizing the results from my perspective. He arrived just a few minutes late apologetic but a bit frazzled based on his pipes being frozen in his kitchen. I recounted the obvious interest his colleagues had in the interview process and how amenable they had all been to speaking with me. I also reiterated I was glad that he was amenable to including Jill and Pearl in the interview process. I also shared with him before handing him the report that it contained a summary of the data collected not just through the interviews but also our

time together thus far, which included my observations of him. We also reviewed how the data was organized into truths, trends, and unique ideas.

Truths are statements, or ideas that were identified by around two thirds of the total respondents or half the respondents in a category.

Trends are statements or ideas that were identified by around half of the total respondents or half the respondents in a category.

Unique Ideas are statements, ideas, or quotes that though said by only one person seemed too significant to leave out of this report

Some of the major “truths” in the report detail how Harry is a highly respected attorney and thought of as a person of high moral character. His supervisor, peers, and other colleagues respect his vast knowledge of law and also sincerely enjoy their personal and professional interactions with him. They feel he appears to be a more flexible leader than his predecessor and someone by whom they would like to be mentored. They also want him to share more of a vision of how he sees the litigation department attaining success in the future as well as spend more time getting to know them individually.

The report also revealed several “trends” some of which focused on Harry’s lack of proficiency with technology. A few people admired that he did not let this stop him from taking copious notes and others felt it slowed him down. Perhaps some of these same people were those who remarked he could stand to heighten his organizational skills. Many could not recall seeing him in a stressful situation and those who had felt he was generally unfazed during them. Some associates mentioned they would enjoy Harry mentoring them and several of those in the Sturbridge office wished he would visit more

often which they felt would result in them getting to know him and his style better.

Several associates also mentioned their disdain over a recent mandatory training, which though it was helpful, was held on a Saturday and took them away from their families and personal lives. Finally, the concept of celebrating successes more came up though others felt he did this well already.

There were quite a few quotes garnered throughout the interview process which provide insight into people's perceptions of Harry. Some that seem pertinent to include from the report (see Appendix V for the full report) are:

- “He is really enthusiastic about being a lawyer. This is a rare trait and getting rarer as the profession gets more stressful”
- “He has a unique style it's his character and it's him, his phrasing is part of his eloquence and it resonates well with people”
- “Harry is one of the smartest lawyers I have ever met and clearly one of the smartest lawyers in the firm. Has an intimidating reputation as a lawyer who specializes in the law of lawyers. He knows better than we know how we should be working. He is intimidating to work with, but this is not a bad thing.”
- “Needs to be accurate – make sure he knows who to give credit to when there is credit due, at least three times he named someone for doing something and they hadn't done it at all, shows lack of understanding of what's going on”
- “Got to learn how to be an asshole- if you're going to be the leader of the ship you may have to cast some people off”
- “He is probably reluctant to come out of Geoffrey's shadow, must be very difficult for him, Geoffrey was so scary especially to young attorneys and so terse may be hard for Harry to take initiative and make the department his own”
- “In managing professionals help the wayward ones and get out of the way of the productive ones, Harry seems concerned and helpful to the wayward ones”
- “There was a weird gift on chair the Monday after the Sat training, a Walmart or target Swiss army knife was a bizarre gift, was intended as a morale booster but was more insulting more needs to be done to reward hard work”

- “The lunches that he makes for himself are odiferous to a point of annoyance”
- “Being intellectual as a department chair is not always a positive, sometimes practical has to trump intellectual, he was thrust into management of lawyers, which is like herding cats”

Harry seemed almost surprised when I handed him the report at the “formality” of it. I assured him he should not feel awkward at all about reading in front of me and he began to appear so engrossed in it he ignored his food. His reaction to the report at times was severe not just based upon groans and facial reactions, but also outward comments such as, “this is wrong” in regards to the statement about him not appearing accurate when denoting credit to specific people regarding successes. He was also sensitive to the comment about the Saturday training feeling like it was unwarranted and the value of the training superseded the one weekend day they had to work. He laughed at the reference to him being highfalutin. His laughter soon turned to a scowl where he became so engaged at the comment asserting the Swiss Army knives he selected as a gift to associates after they attended the Saturday training were odd. He actually swore out loud and was visibly dismayed at this comment. After telling me he was raised to be grateful when in receipt of gifts rather than scoff at them, he seemed to calm down a bit.

“This is gripping! I cannot put it down!” he exclaimed as he continued. He was pleased by the comment that people felt he was catching on more to his administrative responsibilities but once again offended by the comment regarding his “odiferous” lunches. He actually seemed baffled by this as he claimed all he ate for lunch were salads which was consistent with what I had observed in the few times we had dined together. One of the other statements that agitated him was the one asserting he placed particular demands on Pearl and the support staff.

One of the most poignant statements he made during reading the report was, “I am so surprised people actually watch me at work.” His utter cluelessness about the visibility of managers was compounded by the statement, “There is nothing in my

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Towards the end of our discussion, it amazed me that though admittedly naïve when it came to management, he was beginning to think more like a leader within the constructs of this conversation. His mention of turnover rates reflected exactly the type of organizational dilemma which keeps leaders up at night.

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training that prepared me for management.” In an article on handling transitions at law firms it was stated that, “Lawyers are never trained in the basics of project planning, supervision, or client reporting at the level that corporations expect.” (Wesemann, 2010, p. 16). Harry’s report seemed to echo this statement particularly in regards to his lack of training or mere understanding of basic supervisory skills.

As he drew close to finishing the report Harry surmised that perhaps he should visit the Sturbridge office more and “walk the halls”. He also initially felt he would commit to coming into the office earlier and wanted to be

more “precise and responsive.”

Based on reading the report he identified a gap in the fact there is no true Human Resources function at the firm and though there are performance reviews, the overall performance management process is lacking. He felt this was particularly disquieting because he postulated that the firm had a higher than average turnover rate.

After he had gone through the report at length I offered the one page summary which I again reminded him reflected merely my interpretations of the data at this time in the coaching process and should certainly not be seen as absolute. All of the content from this document is listed below:

Harry's greatest *strengths* are:

- Intelligence and passion for the practice of law
- Ability to put people at ease and though he is revered as so brilliant, he is also known as non-intimidating
- Ability to be seen as more than a lawyer/ professional; someone with interests, passions, and who models work/ life balance

Harry's greatest area for *opportunity* are:

- Communicating and executing a business development strategy for the litigation department
- Spending one on one time with members of the litigation department to better understand them, their work, and their goals
- Honing leadership skills and differentiating himself from the previous leadership regime

The most striking *inconsistencies* between respondents were in relation to:

- The amount of time people feel Harry does or does not spend talking to/ getting to know them
- The balance of people feeling Harry's approach to management is a welcome relief, and those who want him to lead in a more firm style
- Reactions to Harry's aversion to technology; some find it charming and others annoying

The most *compelling* feedback from the report was:

- People truly believe that Harry was the right choice for litigation chair. They want to partner with him so he can succeed
- Those interviewed find Harry's intelligence intimidating, but in a positive way. They want to learn from and be mentored by him

The three areas that would be most helpful for Harry's development that Geoff could focus on coaching him towards are:

- How to continue to define and refine his own leadership style
- How to understand people's specific workloads and roles to better allocate work and support his staff
- Striking a successful balance between his clients, administrative work, and managing the litigation department

Overall this report identified several critical areas for development including:

- Communicating and executing a business development strategy for the litigation department
- Spending one on one time with members of the litigation department to better understand them, their work, and their goals
- Honing leadership skills and differentiating himself from the previous leadership regime

We concluded another multiple hour session with what seemed like a motivated Harry. He said his wife was away this weekend and he would likely reread the report again but hoped to share some of the details of it with her by phone that evening. He mentioned she was likely going to agree with much of what was in the report and some of the comments echoed sentiments she had been sharing with him for some time. He graciously thanked me for preparing the report and for going through this process with him and we scheduled our first coaching session for the following week.

Coaching Sessions with Harry Miller

Session I

Our first coaching session took place in the conference room at Harry's office. He was on time and eager to show me that his wife had marked up his 360 report, in red ink no less. Not only was the report laden with red marking, there was almost a full length essay beginning in the space for notes and continuing to the back of the page. Harry said his wife was enthralled with the report and agreed particularly with Geoffrey's comments citing that she had been proclaiming similar notions to her husband for some time. Harry seemed pleased his wife had taken such an interest in his report and began to read me

some of her comments. He also made a point to tell me she too, was quite offended by the comment pertaining to the Swiss Army Knife gift.

His thoughts on an action plan to move forward with centered around setting up an online calendar where people in his department could sign up to meet with him similar to an office hours approach widely used at universities. He would devote several hours a week to this schedule and the thought was that having this open time would help him get to know his team more and also help him better balance his schedule. Additionally he liked the idea of hosting a monthly luncheon for all of the litigation paralegals and secretaries. Assuming he has the lunch he states his main responsibility at it will be to employ active listening skills. Again, this will help him gain insight into the inner working of his department.

One of the aspects of his newer role in management Harry requested help with was developing a vision for his department. He understands this is expected of him but he feels unsure where to begin or what exactly a departmental vision is comprised of. He feels a part of this vision which aligns with the business development strategy he knows he is responsible for is facilitating ideas for underperforming attorneys around subspecialties in which they may secure more work. We discussed how this might be accomplished as part of the firm's annual business development planning initiative and then moved on to speak about the differences between mission and vision statements. At this time he was unable to articulate a vision for the litigation department and unsure about the overall mission so we discussed how he might solicit information from his group to engage them in the overall process of visioning to achieve a greater buy in.

For Harry creating a separate vision from how Geoffrey ran the litigation seems to pose an intimidating challenge. He frequently mentions how Geoffrey feels things should be done and almost seems to believe it to an extent while disagreeing with it. He is fervently against the “heckling” he claims Geoffrey does with staff when it comes to business development and working themselves ragged by committing to the same type of hours Geoffrey keeps. As much as he seems emotionally distraught by this, he also feels he has yet to separate himself and establish his own leadership style.

“When you’re handed the keys to the kingdom from a successful predecessor who groomed you for the job, there’s a temptation to play the Great One’s “mini-me.” In some ways, you feel indebted to this firm leader who gave you the opportunity, and you feel obliged to try to carry on in the same style. But that defeats the purpose of the succession. When partners see a new leader who looks exactly like the old one, they may be lulled into thinking the old managing partner has simply been cloned, which, in turn, encourages a mindset that is less than receptive to innovation and independent initiatives.” (McKenna, 2014, p. 7)

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When discussing the idea of creating a departmental vision, I had ideas on how to approach this but wanted to ensure I was not telling him what to do by discussing options. I related the exercise we did during DYNM 720, the first class in OCEC involving creating a mission statement by collapsing consensus. He seemed to find just the concept of management practices interesting enough without the need to embed them right away. This was a great exercise for me in yielding to the client’s pace.

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This quote appears to embody much of the struggle Harry detailed in regards to being viewed as autonomous and distinctive after the “reign” of Geoffrey. While he does not agree with his dictatorship style of leading, he also feels pressure to assimilate to some of the lasting practices in litigation particularly as Geoffrey still works at the firm and maintains a close watch on the litigation department. It seems evident there is an internal struggle between what Harry seems pressured to do, what he wants to do, and

how exactly to execute it. His final thought which parallels this struggle was the idea of trying not to “wear his heart on his sleeve”. This was another aspect from the report he references his wife vehemently agreed with and had spoken with him about many times.

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The comment on crying placed me in a predicament as a coach. I wanted to of course, employ empathy, which I believe is a fundamental aspect of the coach/ client relationship. Inherently I agreed that women crying at work repulsed me but I could not let on to this as it would not be appropriate. I had to maintain self-control and neutrality, which I find difficult at times. The poker face itself is easy, but suppressing opinions is counterintuitive to me. I felt this fleeting portion of the conversation provided a key opportunity for me to modulate my desire to connect with similarities. As a coach, I have to always remind myself it is about the client's struggle foremost.

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He did not however, know how to make these changes but was open to them. This I told him was the first step into successful coaching: openness to building new skills and competencies. He seemed eager to set up our next appointment and we scheduled another weekend appointment to meet at a local restaurant.

Session II

The most significant development since our last session was that Harry asked me if I would be willing to meet his wife. As he had previously mentioned, she was enthralled by the idea of coaching and had apparently been speaking to him for quite some time about her ideas regarding his management style and strides he might take to improve his perceived success. I mentioned she could join us after our meeting and he was insistent that they meet separately. He arrived to the local restaurant at which we had our initial interview but this time we were seated upstairs midday in a living room like setup where we had ample privacy to converse.

Harry was eager to share that he had started his open hours in Sturbridge this week and hoped people would show up. It seemed visibly important to share he was

moving forward with initiatives we had spoken about and he was excited a few people had signed up. Once he shared this he was quickly onto another topic, one that was clearly causing him a great deal of angst. Jill's review was scheduled in the next few weeks and as her technical manager he was privy to the fact they were going to cut her salary by 10% due to her diminishing workload and billed client hours. Harry appealed to Geoffrey multiple times to have the salary reduction amended to no avail. He was wracked with guilt over this, though he knew merely based on the numbers it made sense from a business perspective. I asked if it was possible for her salary to go back up if she started billing more hours and he responded that it could. We talked about how he could position this with her should she come to him not just as her friend and confidante but as her manager. Harry shared that he had asked another department head to sit in on Jill's review because he actually could not handle it. He seemed traumatized over the entire issue and particularly fearful that she would come to him crying, which he felt he could not handle. "Woman's tears are more dangerous than battery acid" was how he described his feelings towards the topic. We talked about what that would feel like to him and what his approach (listening and empathizing) would be and decided we would continue to discuss this as he planned to appeal to Geoffrey again on her behalf though he felt his doing so the last two years and delaying the inevitable salary cut would not bode well for his appeals this year. He also recognized that he was too protective of Jill but did not know how to relinquish some of the control he felt he had to maintain over her perceived wellbeing".

Along the same topic of performance reviews, he had his earlier that week and they discussed how he himself could increase productivity as his billable hours as well as

his litigation departments hours were also down. He felt in order to solve this; he would have to identify the partners who were lagging in productivity and work to keep them focused. Additionally, he was told by Geoffrey each partner and associate needed written marketing plans. Based on this recommendation he planned to set up one on one meetings between each person on his team, himself and Kay Nobile, the head of Business Development who had facilitated our original meeting. One of Harry's main concerns about this process was the subjectivity he believed management employed in regards to correlating business development "activities" such as speaking engagements with actual earned income. He felt this was a daunting challenge and that Geoffrey challenges both people and their ideas too harshly and he is highly impatient in his expectations of immediate results. If he had to identify a theme from his review, Harry summarized it as, "get your people into shape in regards to business development and get them to stop doing things that will not work". We discussed how he would address this and one idea both he and apparently his wife had in mind was to delve into whether his employees were interested in other areas of law and could become proficient in a new niche market.

When discussing business development and marketing with Harry his body language was sullen. The change in demeanor was acute and when probed further about it Harry felt that working with his staff on these activities would cause a further decline in his productivity as an attorney in regards to his generation of billable hours. It was as if he could not fathom the benefit of performing traditional management duties such as the "cheerleading" that Geoffrey so vehemently prescribed as a key element of the department chair role. Since Harry had previously demonstrated an interest in theory and tools

associated with management practices I shared with him some information on Immunity to Change, a book authored by two Harvard professors, Robert Kegan and Lisa Lahey. The authors contend that mental development does not actually end when people finish adolescence, but in fact extends into adulthood but ebbs and flows and is not linear. Further, the full attainment of mental complexity is not achieved by all and in fact only a small percentage of people are successful in their pursuit of the higher levels of development. Kegan and Lahey identify three adult meaning systems referred to as, “the socialized mind, the self-authoring mind, and the self-transforming mind”, which are ordered by increasing level of complexity (2009, p. 16). The socialized mind has a team focus and is reliant, seeking direction. The self-authoring mind is indicative of more independence in thought coupled with being driven towards an agenda. Finally, the self-transforming mind is interdependent, is reflective and manages multiple thought systems simultaneously, rather than clinging to one (2009, p. 17). Their book focuses on how to undergo change, adaptively rather than with a technical mindset, thus increasing a person’s mental complexity. They introduce the concept of an X-ray or immunity map, which shows not just the current state, but the rationale behind it as well as what specifically needs to change to achieve noteworthy results. This immunity map and these concepts can be applied to both individuals and groups. They further identified the concept of a “worry box” which contains perhaps unrealized issues which manifest in a person inhibiting their own ability to change even if they state they desire a change (Kegan & Lahey, 2009). As homework, we talked about him exploring his potential “worry box” or immunity towards the change required to move from an autonomous

profit producing attorney to a visionary leader. He appeared to appreciate this assignment and mentioned he would call for his wife to come meet us.

Shortly thereafter, a woman with a warm aura joined us which prompted Harry to immediately excuse himself. He claimed it was important we have time alone. I let her lead the discussion as I was not sure what direction she wanted to take it in and wanted to be a purposeful listener during the experience. She began by thanking me for meeting with her and expressed her curiosity and interest in the coaching practice. Also an attorney, she had both firm and corporate experience and cited her feeling that management had always come easier to her. She felt that her husband lacked self-esteem in regards to the potential for his success as a manager and was fixated on the idea of how Geoffrey performed in this position previously and how unrealistic he felt his expectations of not just Harry were, but of the entire staff. She went on to say that Geoffrey's continued presence at the firm can be intimidating to her husband particularly since he does not have an innate sense of confidence when it comes to leading or supervising others.

Though Harry did not outwardly say he felt pressure to be like Geoffrey, his frequent, and almost obsessive comparisons between the two of them was symptomatic of the abovementioned temptation or more likely in his case, pressure. His wife recognized this powerful dichotomy between the two men and therefore when he initially told her he had the opportunity for a coach she felt it was a particularly timely opportunity. Research substantiates her viewpoint in terms of coaching as applied during leadership transitions.

“There are a number of clear instances where firms can benefit from executive and leadership coaching:

- A partner succeeds a founding partner in the managing partner role. Obviously, he or she must predicate their leadership on something other than the respect and deference accorded an *eminence gris*. How does he or she acquire the necessary skills to lead? And on what does he or she base their vision for leading the firm? This is precisely the kind of situation that leadership coaching is designed to address: Creating leadership skills where none exist at the moment.” (Toohey, 2005, p. 7)

Though I did not share this quote with Harry’s wife, our conversation naturally followed the flow of it moving next to a discussion on vision and how he can articulate a vision to his group if he is not in fact sure of one himself. She believed continuing to speak with him about this from both her perspective and mine would ultimately yield a heightened chance of success for him as he continued to navigate what he described as the murky paths of leadership. I found the discussion with her insightful though I mainly listened. She shared several cogent points about his inability to trust himself and his instincts as well as his propensity to wear his “heart on his sleeve” which was mentioned in the 360 data. She felt he had to demonstrate a heightened ability to regulate his emotions in order to be perceived as a respectable leader. We closed our conversation with her wishes for good luck in this process and her appreciation for the meeting.

Session III

Harry and I met back in the conference room for a weekday evening coaching session where he was fresh on the heels of the previous night’s annual partner dinner. During this event, each department chairperson was responsible for touting team success

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By not only allowing me to meet his wife, but in fact encouraging it, I felt as if Harry and I had reached a new level of trust. Originally I was unaware of her existence and now was being left to delve further into his background. To me, this signified a tremendous gesture of faith and comfort in the coaching relationship. During the conversation I was mindful of not breaching confidentiality while balancing the focus of the conversation being on Harry.

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stories and articulating their group's business development strategy for the upcoming year. We discussed how disseminating favorable information pertaining to the litigation department could in essence, be likened to "cheerleading" which Geoffrey is always "heckling" him about doing more of. This week was significant not merely because of the annual meeting but also because the points delineating compensation decisions were to be announced shortly, which was causing Harry some angst. He mentioned this had been a week of self-reflection for him and he was still grappling with his fears about Jill's upcoming review.

When I asked him to describe what that fear looked like to him he was forlorn as he shared that his latest attempts at lobbying on her behalf were again rejected and her salary cut stood at 10%. He felt that deep down she knew this was coming but she had not fully propagated her client base in spite of her awareness of the ramifications. His fear centered on her rejecting him and actually not speaking to him and holding a grudge. He described the behaviors as almost childish, however he perpetually feels as if he must continue to defend her and pity her. We spoke of whether this in fact may truly help her, rather than as her leader, and of course her friend trying to work with her to get back to her original income level through coaching on business development. He lamented that Jill was used to consistently being a top performer. She graduated first in her class and it will be too hard for her to hear negative things. However, he woefully agreed perhaps this was the necessary message she needed to hear, though he maintained he was still against her salary cut.

Joyfully, Harry proclaimed that he had an epiphany in regards to the Immunity to Change book I had recommended at his last session. He stated it as such, "my immunity

to change and the way I need to change to be a better manager stems from an acknowledgement as a non-manager lawyer that every time I do something non-billable it is a distraction because I am filling up my day with non-billable duties.” This revelation appeared to both fascinate and intimidate Harry. He was experiencing a mental block that performing work which could not be billed to clients was a distraction from his true purpose as an employee of the firm. It went against everything he had been told and believed about success as an attorney. This was not a hurdle to attack in one meeting, but the acknowledgement of it seemed to propel him towards remedying it.

One of the timely issues Harry wanted to discuss was an employee in his department who he and Geoffrey recently decided needed to be let go. Since it was review season, Geoffrey felt they should give him a review nevertheless and keep him employed for another 30 days. I asked him what his gut reaction to this was and he felt that it was not the best way to approach the situation and a dishonest waste of the person’s time. We discussed how he could broach this topic with Geoffrey and how to feel more confident in his gut feelings on matters like this. This transitioned into us identifying and discussing the three roles Harry plays at the firm: manager Harry, lawyer Harry, and Administrative Harry. It seemed to help him process the trifecta by writing it down and discussing it.

An element of manager Harry he had not thought of was better understanding his people's performance and potential. When it came to business development Harry did not seem as engaged as necessary to be the "cheerleader" Geoffrey expected him to be. I introduced him to the concept of a 9-box, a tool commonly used in talent management practices to assess employees' performance and potential detailed in Table 5("Succession

Planning: What is a 9-box grid?").

One change during this coaching session was that Harry mentioned Geoffrey less. I was extremely aware that from our first meeting and particularly during the interview sessions and initial coaching meetings Harry could not seem to talk more than a few minutes without tying it back to Geoffrey. During this meeting he was able to focus more on himself. I believe giving him tools such as the book and the 9 box helped him feel like he was beginning to become knowledgeable in the field of management. He exhibited the most enthusiasm during our meetings when we spoke of tools and resources.

Table 5. Example of 9-box

	Under Performance	Effective Performance	Outstanding performance
High	Box 5 Seasoned	Box 2 Does	Box 1 Consistently

Potential	professional capable of expanded role, but may be experiencing problems that require coaching and mentoring.	extremely well at current job with potential to do more; give stretch assignments to help prepare for next level.	performs well in a variety of assignments; superstar employee. Big picture thinker; problem solver; self-motivated
Medium Potential	Box 8 With coaching, could progress within level; focus on stretch goals for this employee	Box 6 May be considered for enlargement at the same level, but may need coaching in several areas, including people management	Box 3 Current role may still provide opportunities for growth/development; focus on tactical; focus should be on helping improve strategic thinking.
Low Potential	Box 9 Consider reassignment, reclassification to a lower level or exit from the organization.	Box 7 Effective Performer, but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking	Box 4 Experienced high performer but has reached limit of career potential. Still a valuable employee and can be encouraged to develop communications and delegation skills.

Harry was very engaged and asked to be sent an example. As I promised to do so he made a point to quickly share where he felt he was in relation to his identified goals since our time was wrapping up. He felt he had been less demonstrative and frenetic, which he

wanted to focus on based on the feedback of “wearing his heart on his sleeve”. He felt it was critical for him to show equanimity during times of stress. He felt he did a fairly fine job cheerleading for his team the previous evening, and he was even trying to walk the halls more in efforts to get to know his people. We discussed how that might help him fill out a 9-box on his people one day. Finally, he had reached out to Kay in regards to setting up 2015 business development meetings for all of his people and wanted me to know he was going to attend each one. We discussed how he would present himself at the meeting and I asked him to think about his approach to these meeting to discuss at our next session.

Session IV

“I forgot my homework” was the greeting I was extended by Harry at our final scheduled coaching session. Each time we spoke about follow up items I noticed he never wrote anything down though he routinely kept a notepad in front of him which he frequently doodled in while we were chatting. It appeared to be a nervous habit, as the circles and geometric shapes he drew increased with abstraction when he was emotionally charged on a topic. One area with diminished emotion he wanted to discuss first was Jill’s review. It turned out his anxiety was not warranted. He observed her after the review as emotionally resigned but without any hysteria, which is what he expected. He did feel she was “a little morose” about the review and correlated salary reduction, and was not exhibiting any warmth, but there were no tears, or battery acid, as he previously called their effect on him. Those present at Jill’s review told her he went to bat for her, which he appreciated. Still, he was wracked with guilt leading up to this time, and felt showing this could not be avoided though it was private between him and only a few

department heads. In relation to his goal of trying to “wear his heart on his sleeve” less, he felt the fact he showed this extreme anxiety to only a select few was in fact progress. In fact, he was using a Buddhist yoga concept which is referred to as trying to “quiet the self” to accomplish this goal. He felt it was hard to say how this was going, but he was feeling better about it. If he continued to work on this he felt “his demeanor of leadership would change the game.”

Once he was able to articulate how Jill’s review went, he began to detail his own. His points went down, which did not surprise him and directly affected his compensation. He mentioned that his paycheck was already affected and looked quite sullen at this. The most heavily weighted attribute in the determination of the points is billable hours. He mentioned that Geoffrey takes it upon himself to visit all equity partners to solicit comments after the review, but Harry does not think he cares and cites that Geoffrey is so bad at the interpersonal thing. The tradition is such that the chairman of the firm goes around and tells people what they gave you and asks for feedback, which does not impact or change your points. Harry mentioned no one in his department had shared feedback or even commented on the reviews, which was a relief to him.

We discussed the 9-box again and the idea of assessing performance and potential which led Harry to say he was making more of a systematic effort to figure out what people in his department were doing during their days. This would yield additional background information on his folks for his sit downs with Kay in the next two to three weeks regarding what he referred to as, “the tedious process of discussing business development.” He finds these meetings to be highly “anxiety producing” for him and the others because he felt everyone was under so much pressure in regards to increasing their

business development efforts. When I probed about what in particular gave him the most anxiety around these meetings and Geoffrey's expectations he identified what he felt was the inherently difficult process of correlating business developments efforts to tangible earned revenue. He feels even when people employ their best efforts Geoffrey berates them with messages of, "What have you done lately and why are you not doing it better?" The anxiety comes from this feeling of not being good enough. Phrases like "why aren't you doing it better?" are the most anxiety producing for him and he feels this anxiety physically in his body, which prevents him ultimately from achieving his best.

Another aspect of his anxiety is that Harry feels he is not the best role model for his department in regards to business development. Given his "crappy numbers" he does not feel he is innately a good role model. He feels one of the goals during these meetings with Kay is to vet ideas for whether they are quite simply good or bad and almost harass them on their implementation plan. He finds that this involves a certain degree of hectoring, which makes him extremely uncomfortable. He refers to hectoring as more Geoffrey's style than his own. He wanted to find something that was more his style so we discussed the idea of him asking his employees during these meetings, "How can I support you in this?" He liked the idea of using this phrase, but still did not write it down even when I asked if he was going to. One of the aspects of leadership he cited having

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I noticed Harry mentioned the word anxiety several times during this session and it brought me back to the class in OCEC where we observed Doug Silsbee, author of The Mindful Coach do a live coaching demonstration with one of my fellow cohort members. He made a point of sharing the strategy of digging deeper into the emotion of the client and asking them what anxiety or other emotions feel like. I attempted to employ this technique though my nature is to generally avoid emotion, especially in a business setting. I had to be mindful about focusing on what was comfortable for my client, not myself.

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most trouble with is the amorphous aspect of it, i.e., dealing with gray versus black and white, which is a whole skill set in which he does not feel well versed . The black and white process of working with clients he feels is geared towards solving client problems within a fixed structure. One favorable quality he feels he embodies is being more relatable. We talked about what being relatable meant and he said being able to admit weaknesses, which he actually said Geoffrey did as well.

One of the aspects about creating the Individual marketing plans that frustrated Harry was that he felt it was simply a formality and no one ever followed up on them. I asked if the form had an area on it that was indicative of follow through and he claimed it did not. We discussed the idea of adding a column to give a quarterly status check, which he liked and said he would speak to the Information Technology department about implementing this for both the individual and group marketing plans. He likes the idea of tracking the status of goals and using Pearl to help him with this. He actually went as far as to say he thinks this will “solve the perennial management dilemma of implementing people’s professed goals.” We discussed the importance of messaging around this though and how he could communicate the change to his team so they did not feel blindsided by the quarterly check-ins. He agreed to the importance of this and said he was going to think through how to best position this with his department.

Harry has been trying to be more assertive in his relationship as Jill as through coaching he realizes he has to balance their friendship with also being considered her manager. Most recently when management approached her about doing her review she said she had to leave early to take her daughter to ballet which Harry thought was ridiculous. Overall, he and Geoffrey have been speaking a lot about the changing work

ethic of attorneys and how many people's work ethic is dissimilar to how he felt he was "raised as a lawyer." This drives Geoffrey insane because he likes the "heroics" of the work ethic according to Harry. When Jill told the other department heads she had to leave early Harry gave her a look so compelling he said she clearly understood he did not deem her response appropriate and arranged for someone else to pick up her daughter, which he felt was the right decision.

Harry feels he is walking the hallways more both in Harborville and Sturbridge and is trying to engage people in informal discussions based on Geoffrey's preference for more of these types of discussions between senior and junior people. One of the attorneys in his department recently initiated a conversation with him and asked him several questions about his case and Harry gave him some tips. One of the opportunities Harry sees for coaching some of the younger members of the firm is on how to work with Geoffrey as Harry claims Geoffrey is not a collaborator. He has heard that people who work with him have the tendency to think there's something wrong with them when in fact Geoffrey needs to articulate better what he wants for them. Therefore, Harry has begun advising people to "get in Geoffrey's face and ask more questions". He feels one has to be methodical about dealing with him. He said he was comfortable having this discussion with his people and we discussed how this is a form of supervisory coaching.

Finally, Harry mentioned he will be involved in an upcoming termination effort of one of the employees in his department. He feels a tremendous amount of anxiety around this but is comforted slightly because he recruited another department head to sit in with him. He has not yet thought through his strategy for this but is concerned that the employee is so hapless he will be shocked though they have hinted at it. We did a short

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During the “firing” role play I tried to use the Narrative Coaching approach to differentiate between the available narratives such as this person’s life will be ruined and potential stories, such as maybe this will be a blessing in disguise. I shared a personal experience with Harry about my department being eliminated on my birthday and though I felt devastated at the time, it opened up a new opportunity merely months later that was such a better fit than the previous one. This technique and sharing appeared to comfort Harry.

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role play where I “fired” him and talked through the use of language and the importance of brevity in a situation such as this. I helped him think through details such as the company policy on giving recommendations and he said as homework he would delve into this policy as he seemed worried about what would happen to the employee after he lost his job. I told him this was a big step for him in regards to his leadership position after he mentioned that in the past even when he wanted secretaries fired he always outsourced it. I told him I was available to talk this through if needed prior to the event. We briefly discussed our upcoming meeting with Geoffrey and what he wanted to share with him about the coaching experience to ensure we were synched on our approach.

Coaching Transition Meeting

I began the meeting with Harry and Geoffrey with the pretext of discussing the coaching engagement, and perceived benefits and challenges and detailing next steps as the role of coaching will henceforth be transitioned back to Geoffrey. Geoffrey was quick to immediately interject with the idea that he recognized Harry was visiting Sturbridge weekly and has made it clear that he is going to be there on a weekly basis, which he felt was certainly helpful since half of his crew was there. He also felt Harry was “popping his head in more often than he used to” in efforts to get a pulse on his employees. Harry agreed that he is feeling more comfortable lately waking the hallways and that he needs a better sense of people’s workload in terms of what they are doing and

what their workload is. Both gentlemen agreed that Harry has to get a better handle on this. Harry shared with Geoffrey that part of his feedback was that the youngsters craved mentoring so he wants to do more of that and be proactive regarding this. He feels the “youngsters” are reticent to come forward and if he spends more time with them he can better attempt to assess the talent on his team. Harry eagerly shared the idea of approaching business development more systematically in terms of adding the column to the development plans which will track progress. Geoffrey felt a lot of this will be accomplished just by his impromptu visits.

When he was department chair, Geoffrey mentioned he knew at any given week what everyone had on their plate just by regularly walking around the office. He told Harry that he will quickly figure out who will make promises and not get them done and who is actually capable of delivering results.

Harry almost in the form of a confession, perhaps based off of Geoffrey’s comment regarding follow through, admitted he had just returned from a business development opportunity and did not ask for work. Before Geoffrey could speak, I asked if he planned to follow up, and if so what that might look like. He paused briefly and then appeared to show more confidence when he said he would give a call later in the week to thank them for the opportunity and then perform the “ask”. Geoffrey nodded at this and seemed unfazed. He shared that once he became the chairman of the firm, he tried to fall into the background because he did not want to be a lurking

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When Harry told Geoffrey he had not asked for work during the presentation he had just come from, his body language was noticeably defeated though Geoffrey did not indicate either physically or verbally he was upset with this. Since it was early in our meeting, which seemed positive so far I wanted to ensure Harry did not become discouraged so I asked if he planned to follow up with the company and “ask for work” and he immediately eased up as he articulated his plan, once relaxing again. It was extremely insightful as his coach to pay attention to the physiological signs of discomfort.

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shadow around Harry. He further revealed that this had actually happened to him when he first became a department chair and did not want to put Harry in the same position. He did assure Harry he should reach out sometimes to Geoffrey though if he needed guidance on what to do in any situation. This represented what appeared to be a heartfelt, but brief moment between the two gentlemen. Geoffrey further went on to say, perhaps perceiving the effect his words were having on Harry that he feels it takes time to acclimate to a position of leadership. He further noted an additional complication in that when Harry became the department chair, the previous department was actually split up. Geoffrey felt Harry and the other department chair, Attorney Jesse Harrington were working well together. He cited that although they both have “problem children” left in their respective departments, they are coordinating their efforts well.

It was not too long before Geoffrey mentioned what I had come to know as his favorite term, “cheerleading”, which he cautioned it was important to have the right attitude about. He mentioned that Jesse, the other department chair talks too much about himself and folks can negatively perceive leaders who do this. Geoffrey feels leaders “must make sure they are the last one in the trench with opportunities and first one out when guns are blazing.” He feels that this approach helps people respect you as a leader. He further stated that enthusiasm is infectious and sometimes it is “good to tell people when they screwed up and people will get the idea there is an opportunity in this.” He felt that everyone has examples to share where they have not done the best at something and humility was an important part of leadership. On the brink of this Harry asserted that he would ask Jesse not to always volunteer, but to give reports first and let his people

volunteer, which may humble him more. Geoffrey agreed with this approach and said, “Sometimes it’s the subtle things that make a difference.”

Perhaps as a follow up to Geoffrey’s earlier invitation for Harry to ask him if he has questions on how to handle something specific, Harry mentioned that he is struggling with juggling back and forth between client and administrative work, which in turn has made him feel as if he is having trouble doing either efficiently. He feels that so many of the administrative responsibilities just emerge and decisions have to be made quickly. Geoffrey’s approach is not to do administrative work that is not emergent at the office. He does this work at home and has set a precedent that this is his style. Harry responded by saying he feels this is unrealistic because he feels he get “bothered 20 times a day” with administrative issues. He went on to say, “It’s endless! I’m not overburdened but there is a steady stream of unanticipated demands for attention and decisions”. Geoffrey attempted to empower Harry by telling him that he “is the master of his own domain.” and that he can change his operating mode at any time and people will adjust to it. This topic of time management and the balance between servicing client needs and performing administrative duties was pervasive since the first time I met Harry, which is one of the reasons both Geoffrey and Kay recommended Harry for coaching.

“There are three areas of personal difficulty that executive/leadership coaching typically addresses with a business objective—meaning that the firm benefits as well, or, to put it more precisely, the coaching is intended to produce a cost-justified, strategic result: **1. Time and energy management.** Effective coaching holds the promise of getting one’s life back in balance.”(Toohey, 2005, p. 12) Although Harry never felt that time management was a strength, he never had received any information to the effect of

not having met his responsibilities. He knew his caseload could increase but that was not correlated to not managing time. For Harry it was more of a struggle between the various facets of work now that he had the added responsibilities of managing both people and processes. Geoffrey's permission to make his own decisions and assert them to others appeared to give Harry in effect, permission to "get his life back in balance."

Research supports this struggle, "Indeed, the biggest issue I hear about from new leaders is always the amount of time it takes to do the job. Many of them are not full-time managing partners so they struggle with trying to maintain some balance between the time needed to manage the firm and the time required to maintain some modest personal practice." (McKenna, 2014, p. 9)

Harry is not alone in his struggle to balance firm management and a private practice. In fact, the looming pressure for him to maintain a certain level of billable hours amidst his management responsibilities weighs heavily on him as he describes to Geoffrey during this meeting.

Geoffrey did not criticize Harry even during his review on his diminishing caseload, recognizing that he is newer in management and there is a ramp up time to handle firm administrative matters as well as expand his business. He looked directly at Harry and told him that "people will want you on their files but it is still young. You have got the professional badge and your specialty is a curse and a blessing because people think of you as having just that skill set, but that is not true. We have to make sure folks outside the department recognize your abilities and then they are going to want you on the dog and pony show." One suggestion he had was to change Harry's bio not to deemphasize his known specialty in professional liability, but to have a few other verticals. They began to discuss what they could do to have Harry viewed as more than professional liability attorney and came up with the idea of a partner meeting. While

Geoffrey was not sure what the meeting would look like, he felt if there was some way where at least the partners could better understand the capabilities of both Harry and the litigation department, it would yield more cross departmental opportunities. He further stated that Harry could begin this educational process for the firm by making a presentation on litigation in 2015, covering what has changed and what people need to start thinking about in regards to the department. Harry could share what he saw was on the horizon for the department and this would give him a platform to detail his experiences which fell outside of the realm of professional responsibility law. Geoffrey felt it was not a good idea for him to speak during this meeting but rather, give Harry the floor though he assured him they would script his presentation together.

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There was an amazing synergy that followed during this impromptu brainstorming session that reminded me of the facet in Transformational Learning theory, which Transformational Coaching hails from, which seeks to give people the opportunity to test and explore new possibilities. Watching this happen was powerful and humbling to fade into the background as the momentum of the moment propelled these two men into a frenzy of creativity.

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In regards to leadership Geoffrey feels, “The more you get called, the more you know. You are a successful, bittersweet example of leadership if people call you about marketing and conflicts because it means people want your input because they value it as a leader. You can impart more success there than in anything else.” Harry feels he has been volunteering for this and hopes people will soon see they do not have to go to Geoffrey. Harry wants to be perceived as having the same skill sets. Geoffrey agreed with this but did caution him to watch out and not hoard all of the business in his department but also said, “by the same token they will want the guy at the top because the guy at top is perceived to be the best.” He further went on to say that

Harry is a phenomenal lawyer.

The two men began to brainstorm at this point as if I were not in the room. They spoke of how they are trying to raise their profile in areas such as probate and how they think they have the talent to do this. In a pontificating moment Geoffrey asserted that another thing to think about was what appetite existed for mediation in professional break ups such as law firms, which was already in Harry's wheelhouse and may be another twist for his current practices. Harry eagerly pitched in to say he could do an article in the Connecticut Bar Association magazine and the two began to speak about how they would position this. The energy flowed in the room and Harry actually began to jot down what looked like notes on his notepad he standardly had used for simply doodling. Knowing at times the two commute to work together I asked if they ever had conversations like this in the car and they said no.

Geoffrey looked introspective when he said that one lesson he has learned just by sitting in this meeting is that together he and Harry came up with two ideas he felt were exceedingly positive. Geoffrey feels a criticism of himself more than anyone, is not taking the time to sit with people and figure out all of the opportunities that could be missed otherwise. He went on to say, 'if we can create these moments, no one knows better than the other if you talk long enough it happens.' I mentioned the Immunity to Change book and explained that Harry was reading it and briefly described the concept of it to Geoffrey who listened intently. He went on to say that he feels conversations such as the one we are all having will in effect will help break down people's inherent immunity to change. For this to happen, he feels there needs to be a feeling of comfort where colleagues who are unwilling to be bold, which is apparently a common theme in partner

reviews, challenge themselves. Geoffrey wants people to ask themselves, “If this has not worked, than why have I not tried something new?”

Though coaching is new for Harry he feels it was extremely helpful and most particularly that the timing has worked out well, paralleling the firms review season. He stated that he knows what he needs to do next. Overall, Geoffrey avowed that he sincerely thinks Harry is doing better and a great job. He thinks he and Jesse are working well together and have similar challenges. He further acknowledged being a department chair is a tough job. Without a clock in the room or checking his watch, somehow Geoffrey intrinsically knew the hour had passed and with that he rose and firmly shook my hand. Before leaving, he asked me who at my company or at the school he could talk to about what a good job I did for the firm. I thanked him and said that was not necessary, but Harry later told me Geoffrey was a man of his word and he was selfless in that way of offering praise when he felt it was due. After he left the room, I asked Harry how he thought the meeting had gone and he stated he was quite pleased with it. I reiterated some of Geoffrey’s praise and that ultimately Geoffrey had affirmed a year into Harry’s new role as department chair that he still felt he had made the right decision in selecting Harry. I again assured him that we did not have to cease meeting and he asked to book a date for later in February based on his travel schedule and said he would call me in the interim if he needed any support.

CHAPTER FIVE

FINDINGS ON LEADERSHIP EDUCATION AND THE APPLICATION OF COACHING WITH PHYSICIANS AND ATTORNEYS

Law Practices

Higher education is associated with both physicians and attorneys as their careers necessitate intense schooling where they learn and practice the craft they endeavor to one day perform. Both post graduate programs are extremely competitive and require both excellent undergraduate transcripts and the completion of the Law School Admissions Test (LSAT) and Medical College Admissions Test (MCAT). Though I only have two coaching examples in these fields to draw from, below are the areas where it appears there is a lack of training and education for physicians and attorneys. The literature I have read on this perceived lack of leadership training for physicians and attorneys appears to match these two coaching experiences and the main themes I have identified which will be further elaborated in this chapter.

- Though often incredibly adept within the discipline of practicing their chosen vocation, attorneys and physicians are relatively incompetent with respect to leadership and the more interpersonal aspects of management. Their self-assuredness in their field is a striking contrast to their fear of the application of leadership skills, which brings out insecurities that are particularly uncomfortable for these otherwise successful professionals.
- Legal and medical students for the most part, have exposure to practical job specific training in their specialties, but a total lack of exposure to how to

manage and lead people. They generally do not perceive themselves as leaders, though others in their organizations perceive them to be and expect them to function as such.

- Lawyers and physicians do not generally have exposure to how to run and develop a business including the administration and management of an office, matters related to billing and pricing, marketing, and “customer” relationship management.

In law school students typically study contracts, procedures and torts. At New York University, a top ranked law school, students take a course called lawyering where they study the following:

The first semester involves a series of simulations designed to build essential legal problem-solving skills and analysis, including legal writing, interviewing, research, and counseling. In the second semester, students build upon these skills by completing simulations in two core legal settings: transactional negotiation and motion practice. (“Required First Year Courses”, 2015).

This course on being a lawyer yields no mention of leadership, interpersonal skills, or supervisory skills. In business, management development programs are commonplace in corporations and on-the-job mentoring or training is often associated with the concept of leadership development.

Neither Louis nor Harry when asked could identify a management development or leadership program in which they participated despite their years of practice. Louis who came out of what he referred to as an “abusive practice” could not find a mentor or senior physician with leadership skills to emulate even if he had wanted to. Harry unfortunately was so repulsed by Geoffrey’s leadership style he did not feel as he had

another person in the firm from whom he could seek counsel on management. Both however experienced and were expected to manage interpersonal conflicts, make decisions related to practice management, and solicit clients to bring the firm growth opportunities. They both exhibited trepidation around these topics particularly handling interpersonal and intrapersonal conflicts and soliciting business.

In July of this year, I posed a single question to about 100 managing partners. The question: “As someone responsible for helping chart your firm’s future, what are your ‘*Burning Issues*’—those critical business issues concerning strategy, growth, practice management, professional development, or whatever subject(s) it is, that is currently occupying your leadership agenda....As with any business, running a law firm is about people skills first and foremost. Which means getting the best out of a highly talented group of individuals, as always, a big challenge for managing partners. As one respondent commented, “Lawyers don’t want to be led or managed, and as firms grow, there are still those who think management is a waste of time.” A variation on this same training theme was the hiring, training, and nurturing of young associates out of law school. “Clients are not allowing firms to train associates on matters anymore, so how do we do it?” The priority is to give some real focus now to the early identification, positioning, and training of young partners with leadership traits (McKenna, 2005, pp. 8-10)

Harry though not privy to the above article echoed one of the above comments as he displayed clear dismay over a mandatory associate training he scheduled on a Saturday. His intention was to arm associates with a greater capacity to manage clients, and excel in trying their cases and months later is still receiving criticism for taking attorneys away from their families on the weekend. As a newer department leader, one of the aspects of management he claimed to feel comfortable with involved training his people, which he got praised for in his 360 (outside of the date of the Saturday training). In corroboration with the statement above about “clients not allowing firms to train associates on matters...” Harry conceived of an option he felt was amendable to offer training on a weekend and was met with resistance. Hence, he believes there is not in fact

as much of a collective desire for such types of training, though he observes individuals seem keen on discussing leadership topics one-on-one.

When I asked Harry his view on the leadership training he feels attorneys receive he stated, “In my era, it was certainly non-existent. There was a complete absence of it. In the current era, I have not seen evidence that law schools in a systematic way train students for skills necessary to manage either private practice or public sector organizations.” I found out after the formal coaching engagement with Harry had ended that he felt the opportunity to be coached was kismet. According to his wife, he was searching for some opportunity to heighten his knowledge and experience with leadership practices. He had actually asked the firm to provide him some help about a month before I contacted them looking for an attorney to coach. He and perhaps Geoffrey are now sold on the idea of coaching in the least that it can be beneficial if the client is open to it and if the timing is perceived as conducive to the engagement’s success.

“We have an abundance of terrific lawyers, but a real shortage of ‘leaders.’ I suspect that puts us in the same category as everyone else. The priority is to give some real focus now to the early identification, positioning, and training of young partners with leadership traits.” (McKenna, 2005, p. 10) If asked if Harry would have rather had exposure to leadership training earlier in his career his response would be a resounding yes based on conversations we have had. As the above author states proficiency in a skill set or practice is not necessarily indicative of the aptitude to manage that same category of professionals. Harry believes attaining these skills earlier in his career would have better prepared him to face leadership challenges with more confidence and ability and further, see himself more easily as a leader.

Medical Practices

Medical school requires a curriculum which averages around double the time it takes one to complete law school. Initially students in medical school are steeped in the sciences with coursework in anatomy, physiology, and biology. Medical students begin with an initial standardized core curriculum and then transition into internships, and finally onto residency where they are tasked with memorizing various pathologies, drug interactions and examination standards. Louis Wiggins, my Practicum client and the subject of my first coaching case study, reflected after our coaching relationship ended on his experience in medical school: “In general medical school prepares you medically but needs classes like how not to get your ass sued, how to make money, how to bill appropriately, how to be a leader, meaning how to be the supervisor for people who work under you and how to deal with drama that every work environment has. It ill prepares you for half of what you need to practice. Being a senior resident and supervising junior residents is not enough, it doesn’t teach you supervisory skills.”

Louis’s assertions are backed up further by research. In a 2008 study at Hull York Medical School, a three day leadership training program was delivered to fourth year medical students. Essentially they found that leadership was in fact necessary for the physicians of today and furthermore that it is possible to teach the concept of it to undergraduate medical students during a several day course (Dobson, 2008). However, in researching medical school curriculums even through an internet search outside of those cited in formal journal articles, it was hard to find more than a few, if any courses actually woven into the core curriculum. There is potential for this to change as research

continues on the correlation between leadership and supervisory preparedness and education for doctors.

Perhaps one of the reasons for the lack of education in leadership for physicians is the fear of highlighting the current ineffectiveness of physician leaders. This is not necessarily attributed to a lack of desire by these leaders but more than likely a lack of education, experience, and the ability to observe other leaders who are perceived as successful in handling interpersonal conflicts and asserting strong supervisory skills:

“...many physicians either have not taken on leadership roles or function ineffectively in those roles. Some have argued that the majority of administrative, organizational, teambuilding and self-assessment skills of quality leaders are not taught in medical training programs.” (Leslie, 2005, p. 765) Louis experienced such a profoundly negative experience in regards to the leadership in his first practice after graduating medical school that it marred his view of physician leaders. Instead of looking up to a mentor who he felt he could emulate he was saddened by the lack of empathy the leaders in his practice demonstrated when he approached them about his need to put his family first. He also cited that those in charge of the practice often chose the cases they were interested in, which negated any feeling of teambuilding and caused a further recognized delineation between senior and junior physicians.

Consequently there are efforts in some fields of medicine such as pediatricians to mitigate this issue by including leadership training in a curriculum for newer physicians.

“Our results confirm that leadership training fills a critical need for young pediatricians. Young pediatricians found themselves in positions of leadership as chief residents, junior faculty, public health administrators, armed services physicians, and practitioners. Participants were often seen as “natural leaders” but wanted formal training in leadership to address

better the leadership challenges that they faced. Many were making a transition into positions of leadership and clearly expressed their struggles as they found that strategies for leading used during medical school and residency, specifically facilitative leadership, continued to be useful in their new roles but that other mechanisms for leading teams were also required.” (Leslie, 2005, p. 771).

Shortly after my first meeting with Louis when we reviewed who he had selected to provide feedback for his 360 report, I asked him who his direct reports were. It seemed like a simple question but in fact he was perplexed. Originally, when I spoke with Mark before meeting Louis I detailed that he had to have direct reports to be eligible for the coaching assignment. He assured me that Louis led a team of technicians, photographers, and medical secretaries who he frequently worked with and in some ways was expected to manage. However, when discussing this with Louis he did not in fact perceive himself as a “leader.” The consequences of that perception were revealed in his 360 with an example being his relationship with his lead technician Aurora who many found to be an obstacle in their communications with Louis. When we discussed him speaking to her about this, he resolved that he did not have a strategy or know of one in which to discuss this and felt uncomfortable doing so. After roleplaying the conversation, a technique commonly used in leadership development classes, he cited that he felt better prepared to have a conversation with her where he assumed the position of her manager, rather than her peer.

Though leadership development programs and opportunities as evidenced above, are making some progress in both medicine and law, a final summation clearly offers a preponderance of evidence that there is still much room for growth “In addition, although leadership development programs have been implemented in many sectors of the economy and have been accompanied by a rapid proliferation of both a scholarly

evaluation and the popular inspirational literature, medicine has tended to act as though leadership were an innate characteristic and not a skill to be learned. Until recently, physicians who were interested in acquiring leadership skills training have had to search for programs in industries outside medicine.” (Leslie, 2005, p. 765). Although Louis himself admittedly had not thought to seek out some type of training in the area of leadership, perhaps because he did not perceive himself as a leader when we met, he was open to the opportunity when it was presented to him. Louis though open, did not meet it as warmly as Harry. Initially he spoke about the engagement as if he were doing Mark a favor and did not seem to have the level of self-awareness about some of the behavior Mark initially described as, “concerning” that many in all professions do not have without the data that professional coaching engagements provide.

“Physicians and executives have much in common: they strive for excellence in their respective fields, experience time constraints, bear heavy workloads, and perform under scrutiny (from patients or clients, colleagues, and authorities). Add to this the fact that family physicians feel undervalued and unsupported in the current health care climate and it is no wonder that they often feel tense, tired, indecisive, apathetic and even, at times, trapped. Most of these doctors do not suffer from formal psychiatric diagnoses and do not require psychiatric or psychological support. Nevertheless, it can be difficult for them to objectively reflect on their lives and summon adequate discipline and motivation to make and maintain critical changes.” (Askin, 2008, p. 1399)

It is difficult not just for physicians or attorneys, but for many people to reflect on their life and their behavior toward others. Most people never receive the raw and anonymous data available through professional coaching engagements. Without data, reflection is purely subjective and even with it, there is often not a preponderance of data at one time, which would yield themes. Although Louis was open to the coaching process which included the 360 data gathering, it did not appear he could predict the impact the

receipt of the data gathered would have on his ability to make critical changes regarding some of his behaviors. One of the aspects of the coaching engagement he later mentioned he was most surprised about was how thorough the client report was. Within a week between the data reveal session and the first coaching session, he had already begun to implement what seemed like the minor change of saying hello and making small talk more with the staff. However, as the coaching engagement proceeded it was clear this change was in fact critical in developing, repairing, and sustaining relationships with both those he worked with and those he formally or informally supervised. Louis's experiences with data and an enhanced understanding of leadership training through mid-career provided him with a new foray into a field that he now deemed noteworthy and worth pursuing.

The Presence and Future of Coaching in the Legal and Medical Professions Law

Coaching is not new to either the medical or legal fields, however it is a relatively new concept for many practicing physicians and attorneys who have not been educated in the field of leadership development. Though the idea of seeking out a coach for either profession may not be in the forefront of their thoughts, those who have experienced coaching find benefit in their heightened ability to expand their practices through an enhanced capacity to market themselves or better practice work/life balance. Additionally coaching provides an opportunity to expose these professionals to the fundamentals of management those at their level or often below in business have worked to hone from the onset of their careers. When appropriate and not violating confidentiality or compromising the ethics of clients or patients, the observational facet of coaching also provides clients a reflective mirror into how others may perceive them that many

physicians and attorneys have never contemplated seeking. Ultimately, executive coaching for these two professions can provide the confidence that innately many physicians and attorneys have and the wherewithal to both recognize and exercise their true leadership potential.

Legal Practices

In addition to the previously mentioned potential benefits, another noted advantage of coaching for attorneys is an increased adeptness to working efficiently (Seidenberg, 2005). “Most of my clients have increased their revenue by five or six figures,” says Ed Poll, a Venice, Calif., attorney and business school graduate who specializes in lawyer coaching. (Seidenberg, 2005). This article finds that due to the personal nature of coaching it is important to select a coach with whom you can develop and maintain a significant comfort level, which speaks to the essence of relational coaching. A key part of the coaching relationship is working with the client and his or her manager to ensure when the coach and client end their relationship, the manager can support the work that has been done. A key part of the coaching transition meeting between Harry and Geoffrey, was when Harry had the opportunity to identify his future coaching needs from Geoffrey, a conversation they were unlikely to have had before the coaching engagement. One of the requests Harry made was that they continue to have forthright conversations such as the one they were participating in. Impressively, the business development ideas which emerged between Geoffrey and Harry could easily translate into significant dollars for the firm. Since coaches work to unlock potential from their clients, the possibilities for increases in productivity and enhanced production, which ultimately would yield greater profit for the firm, are limitless.

Though coaching may be perceived as more of a luxury according to some, it is more recently thought of as being necessary for some. Debra Bruce, a Texas attorney turned executive coach, asserts coaching will see more permanence in the legal world and its effectiveness is evident, particularly in the areas of efficiency and inter and intrapersonal skills (Beassie, 2006). People are often drawn to what they consider new and interesting. Though coaching is newer with attorneys what is hopefully drawing more attorneys to seek out coaches is not the newness factor, but rather the potential to continue to seek the same excellence they embody as practitioners in leadership. Though it is unclear if Harry knew what coaching actually was designed to be, though we had discussed it, he latched on right away to the concept of receiving help. He made several comments throughout the coaching process alluding to the fact he felt at least half of the firm could benefit from a similar coaching experience.

As law firms continue to grow, their leadership teams worry they will not have the talent in senior leadership to sustain these demands. As the market continues to demand consummate leaders, firm leaders are beginning to surmise they can and should develop their in-house talent. Though this feat is not perceived as uncomplicated, honing and growing the pipeline of resident successors has proven to be quite successful, particularly regarding more high ranking roles (Gandossy 2009). In spite of Geoffrey's rougher exterior and his often talked about temperamental leadership style, he was unwavering in his belief that he had appropriately selected Harry as his successor. By selecting someone who was already a respected member of the firm, had existing rapport with clients, and an overarching understanding of the dynamics of the litigation department, he felt he made a wise decision. He also knew Harry was reticent to accept

the position and continued to struggle with his confidence in leadership and therefore was open to accept coaching for him. It takes a true strength in leadership to accede to external help, particularly in a business so focused on confidentiality. Even Kay, Director of Business Development, seemed hesitant to present the idea initially to Geoffrey though it was evident she saw merit in the opportunity. “Leadership transitions can be a complicated and messy ordeal, or they can be carefully planned to advance the best interests of the law firm.” (McKenna, 2014, p. 6). Reflecting on his own evolving transition, Harry is now better poised to understand how to diminish the “mess” from similar transitions. Now that he was exposed to the idea of succession planning, he is better primed to follow Geoffrey’s lead one day, and identify and begin to groom his own successor. If the firm continues to follow suit and groom and promote from within they will not only save money and time recruiting but be better poised to continue to serve their growing client demands.

Medical Practices

Homa *et al* asserted that having coaches as part of a clinical faculty was helpful to the overall developmental learning of residents at Dartmouth-Hitchcock Leadership Preventative Medicine Residency Program (DHLPMR). Beginning coaching during residency prior to practice is a newer approach on which there have only been a few studies. In the DHLPMR program, they concluded that these coaches were an elemental part of the residents’ overall experience during their training, and further that through this experience they would prepare future physicians to attain a higher quality of safety in their practices. They also concluded coaching during residency can be correlated with better-quality clinical care (Homa, 2008). Significant planning went into this trial coach

program at DHLPMR and coaches were recruited over a year before the program began. They participated in a coach training which covered topics ranging from theoretical background on coaching to examining the role of a coach. Interesting enough, perhaps because of the newness of coaching in the medical field, “The title of coach was not readily embraced initially due to concern that the term was not sufficiently academic.” (Homa, 2008, p 39). Though much academic theory around coaching exists, as evidenced by the mere mention of just four coaching theories in Chapter Two of this paper, professions such as medicine and law have perhaps not fully realized the complex theoretical underpinnings of coaching.

In an article called *Improving Performance Through Coaching, Incentives, Feedback, and Practice* by Richard Kravitz (2012), the author agrees with Homa’s research on the necessity of coaching for residents. He focuses more on the art of giving feedback and states, “If we are to help residents achieve their very best medical selves in a fixed number of hours, we must get much better at providing feedback. We know, however, that giving effective feedback isn’t easy.” (Kravitz, 2012, p. 394) He discusses the rarity of observation for physicians and how reflection on communication skills is paramount to success in all facets of medicine, not limited solely to the clinical practice. Physicians have responsibilities which extend beyond the commonly assumed tasks such as performing procedures and surgery. They often are the bearers of devastating news to both patient and their families, conduct meetings with family members pertaining to patient care plans, and take on the responsibility to coach patients towards heightened practices in maintaining or improving their health. Kravitz contends these types of accountabilities are often as complex and difficult for physicians as performing surgery

(2012). While Louis mentioned he was often observed by the families of his patients as they were in the room during office visits and at times, during procedures, he never received feedback from them. He seemed to find a high value in the observational feedback in his 360 report, particularly the feedback centered on giving patients the unfortunate news that surgery was a necessity for them. Though he has given this news countless times, it was particularly reassuring to him to hear, at least by one outside observer, that he employed both empathy and sensitivity in the delivery of this news.

Though Louis appeared quite comfortable giving news pertinent to the longevity of his patients' vision, he was admittedly uncomfortable dealing with other colleagues' challenging behavior. Coming from what he perceived as an "abusive" practice before joining CCEC, Louis still felt wounded from the volatile environment he worked in where more senior physicians treated those who were newer to the practice like himself in a way he described as unsympathetic. Coaching is one of the four strategies presented in an article about "Managing Unmanageable Physicians" which emphasizes the need to take action when practitioners exhibit disruptive behavior. Mediating these situations is one of the most stress provoking challenges leaders in medical practices or hospitals face, however it is perceived as a necessity not just to protect against litigation but also to sustain patient care. (Keogh, 2004). "In fact, coaching has increasingly been recognized as a core leadership competency in all industries, including health care." (Keogh, 2004, p. 20).

Mark originally selected Louis as a candidate for coaching based on recent feedback he received from others on the staff that Louis could at times have issues managing his emotions as related to his propensity to exercise his temper in front of

colleagues and patients. Additionally, though they expressed an interest in getting to know Louis better, many of the staff including administrative personnel, other physicians, and technicians, felt Louis was difficult to get to know and closed in his body language towards them. Dr. Francine Gaillour, the Director of the Physician Coaching Institute was asked the question which became the title of her article, *Would you rather Manage People or Ideas?* This question guided her through a career transition from a physician to a physician coach. She feels asking clients this question yields helpful information for both client and coach regarding clients' innate levels of comfort and preferred strengths.

“This concept of managing people or ideas stayed with me as I forged my own path as an executive coach for physician leaders. Periodically it is a useful lens to help a client get to the core of their natural strengths. One physician leader was asked to get coaching because, while he had a warm and engaging leadership style, he was failing to deliver on his responsibility of transforming his department. Another academic division chair came to me because he recognized in himself a tendency to “tinker my office” rather than reach out to his faculty and internal stakeholders.” (Gaillour, 2012, p. 68)

It was evident in working with Louis that his preference in medicine lay in managing ideas, rather than people. He was particularly keen on research and participating in studies dedicated to advancing clinical abilities to preserve patient's vision. CCEC has a research division, which was one of the factors that initially attracted him to the practice. At first in our discussions about his role in managing Aurora, he did not perceive himself to be responsible for the management of people or that others saw him in a leadership capacity. He exhibited significant trepidation about being seen as a “bad guy” which is the outcome he saw in managing people when their behavior was not in line with the practice's expectations. Through coaching, Louis began to see himself as a leader and understand the management role expected of him as both a partner and a physician at CCEC.

“With coaching, physicians permit themselves to move from a survival and fear-based mindset to one of self-awareness. The coaching process facilitates physicians’ self-awareness as they recreate meaning in their lives and careers that have been shattered by managed care and healthcare reform. They attain the emotional intelligence needed to reexamine and refocus on why they chose a career in healthcare: to connect with and help people.” (Cassatly, 2012, p. 5)

Cassatly *et al* offered coaching as a strategy for reestablishing relationships between physician and their patients, which the authors purport have been diminished due to newer managed care guidelines. They found coaching to be a financially practical solution to increase the efficacy of these relationships, ultimately resulting in reduced costs for patients and heightened outcomes in their care (Cassatly, 2012). While Louis’s focus in coaching was geared more towards increasing relationships with his colleagues, rather than patients, his overall sense of peace at work and letting go micromanaging patients’ schedules, actually heightened his relationships with them, he later concluded. He became more relaxed and confident as a leader, which for a physician gave him a strengthened understanding of his ability to treat the patients he had become a physician to heal.

Reflections on Leadership Within Medical and Law Practices

Though they were merely two experiences, short in duration, I feel privileged to experience a glimpse of life in both a law firm and a medical practice. After having such a fond appreciation for both professions as well as a significant interest in these two fields, I was able to discover a foretaste of what life might have been like practicing in either of these professions. I am amazed and in awe of how brilliant people are running highly successful businesses in both the legal and medical disciplines with little to no understanding of leadership practices as evidenced in the previous literature quotes in this section as well as my experiences with Louis and Harry. Having even a small practical

understanding of how decisions are made in these two professions, heightened by my research, both fascinates and alarms me. Those who are regularly charged with making profound decisions involving hiring, firing, compensation, and other managerial matters often do not have any experience or education pertaining to the successful execution of these decisions. This in no way is reflective of either their innate level of intelligence or their ability to successfully execute these decisions, but as previously noted in the literature an often unfortunate oversight in the education and training of both physicians and attorneys.

In their favor and to their defense both the research and my experiences indicate that many of those in these professions are hungry for this type of knowledge, research, and training. After lending Harry Immunity to Change, I regretfully asked to borrow it back for just a day to extract a few quotes from it for the purpose of writing this paper. After apologizing profusely and promising to return it a day later, he assured me he had already planned to buy his own copy. He stated excitedly that he and his wife were both reading and discussing the text. Further, he desired his own copy so he could take copious notes in the book detailing his reflections and insights. Upon telling him I had a Harvard Business Review article to send him regarding the lack of collaboration amongst senior managers in professional services firms, he was almost gleeful. Though I cannot generalize and assume all or most physicians or attorneys are well read in their field and seek out literature on topics regarding it, I can only assume through what I have read and my experiences that they do not in fact consider leadership “their field”. The concept of a 9-box, a tool used to categorize employees performance and potential, rating both categories as high, medium and low, and coaching one’s employees to understand the

impact their behavior has on others perceptions of them, being considered so revolutionary, is astonishing to me. In no way is this meant as a criticism of either profession but rather sympathy for both that perhaps is not often extended. I do not surmise either Harry or Louis want my sympathy but it is an honest reflection of how I feel as I continue to uncover the lack of emphasis their professions' places on a skillset that they demand when exposed to the concepts.

These are often brilliant people who frequently select their professions because they are hungry for knowledge. There seems to be a certain degree of irony in the multitude of training years both physicians and attorneys participate in, and yet miss out on when it comes to the field of leadership and management training. The irony for me falls in the category of their demonstrated hunger for training and the material associated with management and leadership practices.

“We designed and implemented a 3-hour workshop as part of a resident retreat to provide leadership training for new second year residents on the University of Hawaii Integrated Paediatric Residency Programme. Topics included managing teams, leading junior residents, working with different personalities and leading group discussions.”(Lee, 2005, p 545) Here only a mere three day program was attempted on these topics. These studies, it should be noted, were few and far between in my research with the preponderance of medical and law school programs I came across lacking training in the areas of leadership training. However, in a meager three days, participants in this workshop saw significant improvement and change. “Following our workshop, resident confidence increased significantly for managing teams ($P < 0.015$), leading junior residents ($P < 0.005$) and leading group discussions ($P < 0.017$). Self-assessment

of leadership skills also increased significantly ($P < 0.043$). Self-assessment of interpersonal communication skills and confidence in working with different personality types did not increase significantly ($P > 0.05$, for both).”(Lee, 2005, p 545)

My brief experience coaching in a law firm and a surgical practice revealed to me the imperfections of people I thought for so many years were as close to perfect as any. After all, surgeons save lives and lawyers in effect, do as well. They can argue a person away from the death penalty, and work to prevent them from spending their lives in prison. They still fascinate me, perhaps even more so. Like so many of us not working in these fields, there are elements of their job; paperwork, approving discounts, arguing with insurance companies, and soliciting new business that are less than ideal. Learning about and beginning to scratch the surface in observing and potentially understanding their lack of leadership training has made them perhaps more real to me. No longer do they reign at the top of the pedestal with no room for error, but they are imperfect in their quest for perfection as are many of us, including me. They are brilliant, inquisitive, and accomplished, but many know there is more to learn and several of them are eager to obtain this knowledge. I feel honored in the miniscule role I played in imparting a smidgen of leadership coaching to a physician and an attorney knowing that if it changes even one interaction with a patient, client, peer, or direct report they will have applied new skills. If these experiences are the closest I get in my career to working with these two venerated professions, I am satisfied to have spent even a day partaking in their lives. It is my hope that educational institutions and future leaders in medicine and law will take an interest in and begin to rectify my perceived lack of exposure to and education in leadership and management skills.

CHAPTER 6

REFLECTIONS ON AN EVOLVING JOURNEY THROUGH THE OCEC COHORT

Significant Learnings

On Coaching

What initially brought me to the OCEC program was a sought after definition of work I realized I was doing for over ten years, first as an academic admissions advisor and then in the corporate sphere focused mainly around communications. Coaching, which was primarily associated with athletes in my mind, evolved into a true career and a mindset once I discovered this program. Through my membership in the OCEC cohort and my work with Louis and Harry, I began to learn and experience some of the key differences between coaching internal organizational and external clients. I had never previously considered the prospect of focusing on external coaching as a career, but found I enjoyed the diminished breach of confidentiality that is often murky in internal coaching relationships. Though coaching internally at multiple companies, the organization nor myself were never quite clear on how confidential information shared between coach and client or if one was obliged to share with human resources, their managers, or the client's manager. In external coaching, I learned working with those who are initially strangers that a greater opportunity exists to form a significant bond, which I believe is paramount to the success of the coaching relationship. There are no preconceived notions or previous affiliations, which provides perhaps a greater clarity in the relationship. Without the experiences gained through my practicum and internships, I

would never be in a place to consider a future that may include external coaching one day, perhaps aligned with the professions of physicians and attorneys.

Though some of the theories we covered in class were familiar from undergraduate psychology class, the application and tools associated with them in coaching were not. Underscoring practical coaching experiences with a foundation of theoretical concepts provided me with a feeling of a practitioner of coaching, rather than simply being a coach. Admittedly, I knew little about a 360 assessment prior to joining the program and now have participated both in and outside of the classroom in similar assessments as both a subject and a rater. Heightening my knowledge of interviewing skills both in conjunction with a 360 assessment and as a standalone tool used with clients during coaching sessions has helped me not just with client work, but also when conducting employment interviews. I have also learned attempting to further a bond with clients by sharing personal anecdotes *can* be beneficial to them, but this should be used sparingly *if* in fact it is not deemed as so by the client, based on their nature and personality. This was the toughest learning for me, because I am addicted to bridging connections and as someone who selected Narrative Coaching as one of her guiding theories, am similarly entranced with storytelling. Some of the greatest learning for me in this program was the affirmation of coaching being client centric in that it is not about how great I feel when I believe success has been achieved, but rather how the client feels throughout the duration of the process which may run the gamut from successful to futile.

At work

A primary point of appeal regarding the OCEC program was my perceived application of the concepts in my role as Director, Learning & Leadership Development at a midsized regional New England Bank. Working in this field knowledge of instructional design is paramount. One tends to get stale after a certain amount of time even when creatively approaching new designs and for this I am eternally thankful to the OCEC program. The considerable focus on creative and purposeful design whether in coaching, consulting, or other applications such as workshops, and interventions has proved to be inordinately useful at work. I have embedded Rod's interview design and the Six Hats exercise into a custom program geared towards heightening expertise and comfort in internal customer service, used LIFO for my entire division and will be introducing it to a new Woman in Leadership Mentoring Program at work this month. The exposure to various authors, programs, and concepts greatly assisted me with comprising and selling the first executive development program in years to be offered at my company, which I designed and deliver. After reading Immunity to Change in class, I became certified to facilitate sessions based on the concepts in the book and will offer the first one as a required part of the curriculum of this executive development program. Additionally, after being exposed to DiSC during the OCEC program, I embedded that content in this same executive development program, and will be offering it to intact groups who meet predetermined criteria this year.

Some of the greatest and most applicable learning emerged from my 360 results, which during the course of an infinite number of conversations I shared with my manager over the last two years resonated with the coaching she provides me. Having written

feedback, particularly as a newer leader increased the resonance of it for me and provided me with areas of development I could work with my manager to achieve. Some of these areas focused on promoting and allowing my staff to lead more, lessening instances of credentialing myself (a habit I attribute to feeling younger than most people at my level at work, which I assume will begin to diminish), and not saying yes to every opportunity presented to me (which I struggle with personally and professionally). My coaching with Joo where we mainly spoke about issues related to my role at work was exponentially helpful in managing a newer team, particularly one that I struggled with in some ways. Joo's contrasting style to mine and my respect for her both as a person and my coach inspired me to reflect on the impact of my behaviors and gain a greater awareness into how others may perceive me. My learnings in this program have informed me with a variety of tools, experiences, and techniques to make progress in my development plan geared towards my current and future roles.

About myself

As a child I was known to embody the characteristics of a leader, rather than a follower, choosing always to wear dresses even when jeans were more popular. As a teenager during times of the most extreme peer pressure I vowed never to touch a cigarette or drugs to set a good example for my younger sister, though my peers torturously attempted to provoke me. I vowed through life that I did not care what others thought, and that I would not change unless I believed in the validity and meaning of their feedback. Upon receiving my first 360 I was innately curious to see what others had said and felt a combination of flattered, annoyed, perplexed, and energized by my

feedback. I valued the opinions presented, and admittedly received no feedback which shocked me, but did I change?

Both at work and in my personal life I have focused most on learning how to pace myself with where my thoughts go and how to dole out information over time when in a group or with other people who do not think at the same warp speed I do. This program has not encouraged me to do so; it has forced me to. I am most thankful for the experience of working with Joo and conducting countless interviews over Skype with people for whom English was not their primary language. This experience was the pinnacle of practice in slowing down, adjusting my language and style to meet the needs of others, and giving people more information to catch them up in the conversation. I learned and am seriously practicing continuing to control my impulses to race ahead, particularly when in a group. I believe this will have significantly positive implications as a people manager.

Still just as strong, if not more so in my conviction to change only when I believe the change is warranted, I struggled through the OCEC program to forge a stronger relationship with my sister. During class exercises where we had to select a problem to solve, I focused on this seemingly impenetrable and always complex relationship. I am pleased to say through pain, patience, and exercising flexibility our relationship is at a more stable and fulfilling place, I believe for us both. The movement in this relationship often forced me out of my comfort zone particularly around needing to plan in advance, and know details of a plan ahead of time. I have applied this same learning, similar to Louis letting go of his obsession with scheduling at work, to my own job. I am working on letting go of my desire to do everything myself because I feel I will accomplish it

according to my standards and rather, delegate work to give others developmental opportunities. Another example within the OCEC cohort that applied to my competitive side (also noted in my 360) was the perceived underlying pressure to cry at some point during class. This is an example of where the peer and professor pressure did not faze me and in fact greater motivated me to hold back even during times where I felt dismayed and quite frustrated. It parallels the belief I have that as a female in a male dominated, conservative financial services environment that subduing emotion is necessary to achieve respect. Though I got contradictory messages in the OCEC cohort, I am proud that I did not falter in my belief that crying was not necessary, yet I also realize this is a reflection of my innate fear of vulnerability. While I do want to please others, I have the self-confidence not to undermine my core beliefs and values. This program gave me a multitude of opportunities to test, challenge, and ultimately confirm this aspect of myself of which I am most proud.

A Unique Journey During a Crucial Time

On July 5th 2012, my Grandmother's 99th birthday I submitted my application to the OCEC program hoping the date would bring me good luck. I was initially set to begin the program later that fall, but for several reasons cohort IV was destined to begin in 2013. Originally I was disappointed with the delay but in the year that followed I experienced numerous significant life changes including a job elimination and most devastating, the loss of my Grandmother a mere four months after my application to the program. In retrospect, I know with the severity of my grief, I would not have been able to function in the intensive cohort program and so I am thankful my entry was postponed. Though my grief was still crippling when I began OCEC in September of 2013, I had

vowed to throw myself into this program knowing I needed something new to devote myself to. A person was not an option as I could not fathom someone as worthy of my Grandmother of my undying attention. However, a rigorous program rich with education and learning about myself and others, which my Grandmother was thrilled I was accepted into, appeared to be a fruitful option.

Once I made the definitive decision to dedicate myself to this program realizing grief is perpetual in nature I became indebted and often frustrated with Penn for filling the deep hole my Grandmother's death created. Penn gave me a new focus point and challenged me in profound ways extending far beyond my expectations. As I write this, I am by no means beyond my grief as it is cyclical in nature, but the tone of it has changed from an impossible feat to a bearable reality. Aside from my Grandmother's and Billy's deaths, committing to and enduring the endless fluctuating amalgam of drama at Penn is the most painstakingly difficult thing I have ever done. It required a gargantuan amount of discipline, which when I began the program I was not even sure I had. When I joined the cohort, I had finally achieved a comfortable level of financial security and social flexibility. This program eliminated financial security as I labored to save \$2000/monthly to pay off my degree prior to graduation without incurring any loans. Further, I struggled to say no to a constant barrage of social functions, which pained me in ways I cannot describe, particularly as I watched the alluring merriment of my friends on social media sites. Saying no to invitations, material goods, and the experiences from which I had previously reaped such pleasure was a developmental process which taught me to focus on this one goal while having to ignore the other more attractive aspects of life I was missing.

OCEC indeed distracted me from my recent losses but it also heightened me to new levels of knowledge, introduced me to new mentors and friends, and exposed new avenues to pursue greater proficiency in topics I enjoyed. More than once I wanted to quit the program out of mere frustration, exhaustion and my perceived inability to manage a demanding job with even more taxing programmatic requirements. At times I felt rejected by the cohort and other times I felt surrounded in support by it. I struggled with my perception of how to please multiple professors with varying preferences in writing, classroom behavior, and personality. Through the challenges I was unwavering in my most core knowledge, that I would somehow persevere and emerge a stronger, more self-aware and compassionate human being. Through this I learned it does not always matter if I perceive I am right if no one else cares and if being right is not the goal. I continued to learn perception is reality and overusing strengths can mar a perception to the point it is hard to regain one's original credibility. I experienced the feeling of letting go of control, the most difficult feat I can conceive of, quite literally when I entrusted Joo with driving my car down a steep hill during an ice storm because of my fearful paralysis and refusal to go further.

This program has taught me it sometimes takes letting go both physically and emotionally to in effect "go further". During the three day facilitation workshop on Immunity to Change my change map revealed the biggest fear in my "worry box" was a fear of being perceived as or just simply "being" mediocre. Perhaps I already knew this, but again seeing it on paper and having written it myself provided an epiphany of sorts. What was most shocking about that moment was that the random partner by placement of seating with whom I was assigned to share, an incredibly accomplished older Indian man

who had traveled from Singapore for the program, had the exact same fear. Together in a mere couple of days we rediscovered the age old adage: less is more. Less is more when it comes to over asserting strengths or credentials and often when it comes to sharing opinions which may be perceived as forceful. I must remember, sometimes less is more.

How has my membership in OCEC Cohort IV changed me? I believe it has made me a stronger and well-versed coach, a more self-aware friend, manager, and family member, and more empathic and restrained individual. Through this program I have struggled with the idea of compromising my authenticity as a person in what I have perceived at times to be a militaristic program. This began with the initial 7 in 7 reveal exercise and continued through to the composition of this paper. Though I have been able to successfully influence people at work, and personally to create an optimal experience, Penn simply was not impressed. Here no form of strategy, convincing, and charm yielded me anything. Here, I had to exist and succeed based on willingness and ability to work diligently to achieve my goal both in this program and in life of not being perceived as mediocre. Here not getting my way, though frustrating, was humbling. It prepared me for the many challenges I will continue to face, and not be able to control. I believe I am better adept to manage people, lead organizational change, and create and maintain meaningfully balanced interpersonal relationships. I dedicated myself to achieving success in this program and it afforded me a well-timed evolution of self while allowing me to preserve who I truly am. For this, I am eternally thankful.

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Appendix I- 9-Step Process of Coaching

9-Step Process of Coaching	
<i>Getting Started</i>	1. Call/Engage
	2. Get to know
	3. Ask client to set preliminary goals. Important to narrow focus to: <ul style="list-style-type: none"> • Behavioral goal • Intellectual pursuit
<i>Data Management</i>	4. Establish the Data Plan
	5. Gather data. Analyze data
	6. Feedback <ul style="list-style-type: none"> • Plan • Deliver • Reactions
<i>Results</i>	7. Action Plan
	8. Implement / Support Role
	9. Begin to Disengage

Appendix II – Coaching Contact, Dr. Louis Wiggins

September 14th 2014

This working agreement is collaboration between Lia Levitt (“Coach”), and Dr. Louis Wiggins (“Client”). Both parties agree to the following:

COMMITMENT:

Coaching is an ongoing relationship between a coach and a client. The opportunity for success for the client increases dramatically when changing habits and creating possibilities is an iterative process.

Coaching is a structure that facilitates the process of personal and professional development. The Client and Coach agree that the coaching relationship will be designed in tandem and subject to changes by either party with the consent of both.

Coaching is for individuals who are emotionally and psychologically healthy and who want to make changes in efforts to progress in their lives. Coaching is not advice, therapy or counseling.

By mutually entering into this relationship, the Coach and Client acknowledge that the Client desires to make significant progress and change (s) in his life. Because progress and change happen at rates that are unique to each individual, the Coach and client commit to working with each other over a period of 6-8 meetings.

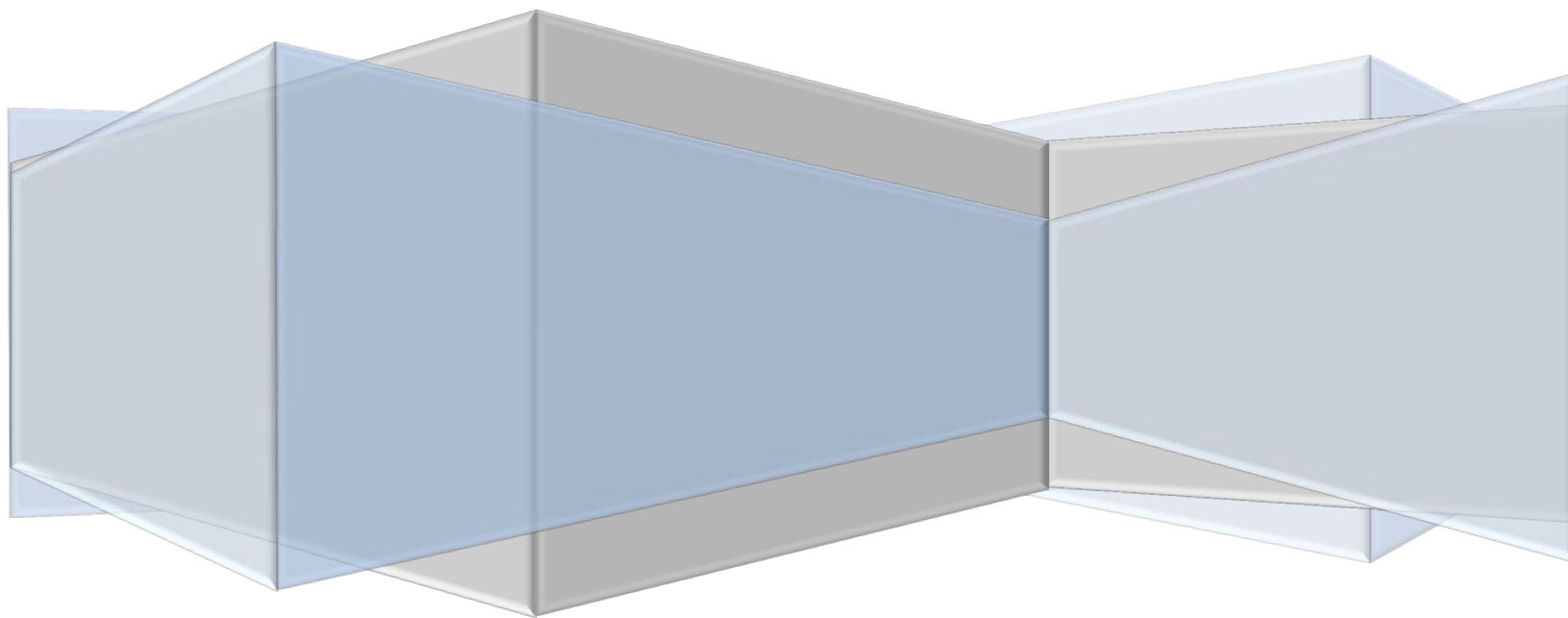
COACHING SESSION PROCEDURES: All coaching sessions are conducted in person unless otherwise arranged with the Coach. The Coach and client commit to start and finish each session on time. We will do our best to accommodate one another’s schedules and are open to meeting via Skype if necessary. The coach will observe the client at his place of work for several hours at a mutually agreed upon time. The client will provide the names of those he interacts with regularly with in a variety of capacities within the organization and their reporting relationship to him. He will specify and has final say regarding who is selected to take the online survey as well as participate in a one on one interview. The client also will have the opportunity to preview all questions asked in both prior to the survey launch or the interviews. Rescheduling a coaching session is easily done with appropriate notice. Both parties should give one another preferably at least 24 hours’ notice to appointment changes with the understanding that at times unexpected emergencies take precedence over coaching meetings. In between coaching sessions, the client should feel free to call or e-mail the Coach.

CONFIDENTIALITY

The coaching relationship is built on trust. The Coach commits to keeping all conversations and information with the Client private and confidential. No personal ideas, information or thoughts expressed will be shared with anyone except with the permission of the Client. At the conclusion of the coaching engagement the coach, manager, and client will meet together to determine a plan to transition development planning to manager.

Summary of 360 Feedback for Harry Miller, J.D.

Prepared by Lia J. Levitt, University of
Pennsylvania



Introduction

Lia Levitt a student in the University of Pennsylvania's Organizational Dynamics program, Organizational Consulting and Executive Coaching cohort approached Dr. Mark Turk, a longtime family friend about the possibility of coaching one of the physicians in his practice. Louis volunteered to be coached at the recommendation of his supervisor, Mark who suggested it might be beneficial to work with one of the newer partners in the practice.

Mark's recommendation was based several factors including the fact that Louis had come from a practice where he had an extremely negative experience and Mark believed that some of that experience had contributed to Louis's at times appearing as if he was hesitant to trust others at CCEC, LLC. where he recently became a partner. In the initial manager and client interview both physicians mentioned that some interpersonal dynamics had occurred since Louis had joined the practice around three years ago, which might need to be explored more in depth. Both physicians also acknowledged that are some fundamental differences in both the approaches and core philosophies of Louis and the sole other retina specialist at the practice. These differences and the relationship between these two physicians, which has fluctuated in terms of success during Louis's tenure at the practice, were areas both wanted to continue to explore through coaching.

This report is intended to provide Louis with feedback from a variety of sources he selected on his leadership, communication, and supervisory skills. The hope is that through this report and subsequent discussions Louis will gain a heightened awareness of those areas he is successful in as well as opportunities to improve his relationships and position in this practice. Additionally, this report also includes observations and recommendations from Lia Levitt, student executive coach concerning next steps in the coaching process.

Company Background

CCEC was established 30 years ago in Dedham, CT and now maintains offices in both Dedham, and Maybury, CT. The office offers a broad spectrum of eye care specialties from exams to treatment of a range of eye conditions. The practice is focused around excellence in patient care and depth of services.

The company was founded with the values of taking care of patients and promoting work life balance. While the office is open six days a week and available for patient emergencies 24/7, all clinical and administrative staff work four day work weeks.

The practice is in the process of acquiring another existing practice in Newport, CT after the unfortunate death of its' sole physician. This smaller practice is still retaining their administrative and support staff while welcoming some of the CCEC's doctors such as Louis.

Physicians in this practice may become partners, a decision which has financial

implications. Partners meet weekly to discuss practice strategy, best practices, and issues. Physicians have a dual role additionally, in patient care and the supervision of others in who work in the office. This includes but is not limited to; administrative staff, medical assistants, medical secretaries, schedulers, photographers, and technicians. While each of these roles are supervised by someone in administration, doctors provide supervisory input into their performance and often the majority of orders and guidance around their work.

Background

Louis is a highly educated and respected surgeon with a patient-centric approach to care. He loves to learn and teach and above all is a devoted Husband and Father to three children Anna, 5, Aristotle, 2, and Avesh, 4 months old. Louis feels he picked the right sub-specialty in medicine because every day he saves someone's vision, which is humbling for him. He is concerned about his patients both in and out of the office and thinks about and prays for them often.

Louis's primary responsibilities at CCEC consist of the following:

- Retina Surgeon; Diagnosis, treat, and perform procedures and surgeries on patients
- Partner: Contribute to discussions and decisions as related to the practice, and lead and participate in special projects to advance the practice
- Supervisor: Teaches and instructs others in the practice to perform tests, functions, and roles to aid in patient care

Louis is committed to the health of his patients and doing all he can to prevent blindness which can occur with retina patients are not diagnosed and treated immediately. He is pleased to be a partner at CCEC and is eager to ensure his relationships with others at the office become more cordial and less contentious. He is committed to his personal and professional growth and has regularly sought feedback from senior doctors including Mark on how to be successful in this practice.

In our initial interview Louis mentioned several initial goals he wanted to focus on:

- Forming and maintaining more cordial and less contentious relationships with others in the office
- Learning more about what people think of him
- Implementing any good suggestions he receives from his 360 feedback

Louis was extremely open to the 360-assessment process and provided names of those to be included almost immediately. Both he and his coach are committed to working through the data to better understand themes and further explore his goal of implementing suggestions from others that would enhance his effectiveness as a physician, partner, and member of the CCEC Team.

Methodology: 360 Data Collection Process

Louis's 360 assessment consists of three parts; an online scaled data survey, interviews, and a direct observation of Louis with his patients and in interactions with his colleagues. Two different online scaled data surveys were used for the purpose of collecting 360 data. Both began with the same 27 questions and the supervisor survey had an additional ten questions pertaining to supervision, which were answered by scaled 1-10 responses. The supervisory survey given to those identified by Louis as direct reports (medical secretaries, photographers, technicians, and various others in the business office) contained three open ended questions (see **Appendix II**):

- Please identify your supervisors' three greatest strengths as a supervisor. Be as specific as possible
- Similarly, what three pieces of advice would you provide which would improve the quality of supervision for you and others
- What three things do you need from your supervising physician in order to do your best?

There was an option in both surveys to rate a 0 or leave a response blank if a rater did not feel they had sufficient knowledge or observation of this category. Several people choose not to respond to certain questions, which are displayed in the summary graphs of all scaled data questions both supervisory and non-supervisory (see **Appendix I**). The raters included supervisor, peers, direct reports, self, and family.

***Note:** Three people identified themselves as "supervisor" in the online survey tool. Two of these people misidentified themselves as they are supervisors at the company, but not of Louis. Since both provided their names, their responses were realigned to the peer group. Although three doctors in addition to the supervisor were invited to take the online survey, only two completed it. Therefore, those doctors, and the aforementioned supervisors, along with non-clinical management were included in the peer category to protect the anonymity of those who took this survey.*

All interviews were conducted between September 25th and September 30th, 2015. All interviews but one were conducted in person. Louis's wife was interviewed via Skype.

The following interview questions were used:

- **What three strengths does this person exhibit that should be maintained?**
- **What three specific behaviors would you have this individual change in order to improve his?**
- **If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?**
- **What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him or her??**
- **When you see him or her approaching, what are the first three feelings or thoughts that come to your mind?**
- **What is the highlight of working with Louis?**
- **Is there any additional information you feel would be helpful for me to know?**

Note to the client

Thank you for your participation in this process. Your openness to both feedback and the process since the beginning of this engagement are appreciated. Your accessibility both in arranging meetings, and conversations, and providing information and feedback is excellent. I appreciate your willingness to delve further into our potential as a leader and team member.

You initially showed an interest in understanding more around the perception of others as related to your communication and work style. You demonstrate openness to becoming more effective as a leader and partner in your practice. You provided a cross section of participants to gather feedback from which included people from both your personal and professional life. I hope the variety and generous amount of respondents will provide you a candid image of how you are viewed by those you selected to participate. I believe in reading the following data you will gain numerous insights into how others perceive your interactions with them, and view you as a team member, supervisor, peer, and physician.

I ask that you maintain openness to the data as you read through it, begin to organize it, and likely discover something new each time you review it. There may be some surprises within the data, as well as facets of the data they evoke particular emotions; both positive and negative. You have control over the value you assign to the data and what you choose to do with it next.

It is likely that the anonymity participants had when both completing the online surveys as well as in the interview contributed to more candid responses that others often never have access to during their careers. As with all 360 reports, your manager's data will be shown separately from others. Since your wife was the only non-work related respondent, her data will be incorporated into overall themes but identified separately under the "family" category in the graphs detailing the responses to each individual scaled question from the online survey.

The report that follows is a summary of the data collected through the online survey, our interviews and time together thus far, my observations of you, and the interviews conducted with those participants you selected. I have organized the data into truths, trends, and unique ideas.

Truths are statements, or ideas that were identified by around two thirds of the total respondents or half the respondents in a category.

Trends are statements or ideas that were identified by around half of the total respondents or half the respondents in a category.

Unique Ideas are statements, ideas, or quotes that though said by only one person seemed too significant to leave out of this report

It is my hope that the report and associated additional information located in the appendices provide a rich insight into where you are today in your role at CCEC. It is up to you to garner which if any areas of development identified offer an opportunity to

change a current habit, or behavior, and which you will simply note as someone (s) experience with you, which does not warrant a change at this time.

The Coach's Findings

Based on the 360 data collected through several means identified above, the following themes and patterns emerged. These truths trends and unique ideas are the perception of the respondents in regards to Louis's behavior in several facets of his professional interactions with them. The data highlight his strengths as well overused strengths and opportunities for enhances communication and relationships with others. Data that may be initially surprising represents blind spots in relation to others' perception of them. This data is intended to be constructive, and helpful and respondents were eager to provide it and appreciative to be included in this experience.

General Findings

Truths

All responses indicate that Louis is dedicated to his patients, has a great rapport with them and committed to being a top retina surgeon. Others view him as dedicated to his patients and committed to helping them maintain or enhance their health. Another truth mentioned often is Louis's inclination to be extremely organized in his approach to his work. This however, is also perceived as an overused strength. Respondents felt that often his propensity to maintain extreme organization in his approach to work leads to a rigidity that is difficult to understand and may compromise others ability to work successfully with him.

Trends

Louis is mainly secluded in his office and does not make the rounds to other areas of the office as often as other doctors. Many indicated that they would like him to emerge more frequently from his office and spend a little more time interacting with other staff members, particularly the medical secretaries. Most find him to be a decisive person who gives clear direction. Around half of the respondents feel he says thank you regularly to those he works with. Others feel he could be more gratuitous in showing his appreciation for those who work in collaboration with him and his patients. Many interviewed mentioned Louis's dedication to his family and what a devoted Father and Husband he is. However, others felt while this was certainly respectable it at times inhibited his ability to be flexible when covering from others in the practice or scheduling surgeries during his regular days off. Finally, around half of the respondents mentioned several flare ups involving Louis's temper and their discomfort with him exhibiting a temper while at work and towards others in the practice.

Unique Ideas

- "Think before you speak and understand what the ramifications may be of what you say"

- “He cares about how the patients perceive the other people in the staff. For example, wants people to wear gloves because he thinks it adds to the patient comfort”
- “You can’t wear your heart on your sleeve in this place; you have to look at the whole picture.”
- “His criticism is not always constructive. Perhaps rather than a kneejerk reaction he should take a breath and think about how to phrase something.”
- “He is happy when he gets here, he is ready to start the day, retina is usually the busiest, he does a lot of hands on work and doesn’t feel others understand that”
- “Sadly doesn’t feel she has gotten to know him, at a holiday party his wife spoke of how grateful he was to be here and had tears in her eye... how much better it was for him, doesn’t feel like exudes happiness”
- “He has wowed me a few times with new things”

Leadership/ Supervision

Truths

Respondents have an overall respect for Louis’s high level of knowledge in the field of retina care. They believe his incredibly intelligent and perceived as so by his patients. They view him like others, as detail oriented to a fault. It can become burdensome to many that he often asks a great deal of questions and appears rigid in his approach to working with others on the team. One of the elements those who have some type of reporting capacity to Louis value most is his amazing ability to teach and his interest in teaching others his craft, not because he simply wants them to understand, but because he believes doing so will benefit his patients. Overall his staff would like him to exercise more patience with them whether in forgiving mistakes, or having to explain something more than once. Almost all respondents did cite that they found Louis to be both approachable and accessible.

Trends

Some respondents felt that rewards and recognition were not distributed evenly amongst the team. Most felt they received regular input on how to improve their performance, and Louis understood and supported their role within the organization. They would, however appreciate more feedback both positive and developmental feedback on their daily contributions to the office. His staff would like him to communicate more with different people, and not play favorites. While not all felt that he did this, several mentioned his preference towards working with his main tech. However others felt the synchronous relationship they have contributed favorably to overall patient care and appreciate how their different styles complement one another.

Unique Ideas

- “Always available on days off”
- “Encourage more teamwork and demonstrate leadership by mediating when conflict between others arises”

- “Never a problem to focus on emergencies or patient centric issues during the day.”
- “One day I had something wrong with my eyes and he was concerned and checked me and gave me advice”

Organizational Ability

Truths

Louis is regarded by all as highly organized, forward thinking, and meticulous with detail at times to a fault. He always reviews patient notes and files prior to appointments and is fully aware of their status in terms of administrative aspects such as billing, scheduling, and if and when patients miss appointments

Trends

One area under organization that some feel he could improve if the quality of and frequency of meetings he holds with his team. While his direct reports almost exclusively feel he communicates information in a clear and understandable fashion, his peers are mixed in this area.

Unique Ideas

- “There has to be a little more openness and a little less control of situations to have faith that everyone is here to help him succeed.”
- “He has an OCD trait, if any minor detail deviates from his set plan he freaks out and it disturbs his organized life, makes it into the end of the world if there is an emergency and he had another plan, cancel your life plans, see the patient treat the patient do what’s best for them.”
- “He looks at patients accounts and gets very involved in collecting the money and not sure that’s appropriate.”
- “I feel it’s positive that he is a very conservative doctor while some doctors do surgeries multiple times he only has to do it once. He goes beyond what he as to do. Most other doctors instead of taking the time to call insurance and get pre certification on a more expensive injection they give something non FDA approved. Louis takes the time to be on the phone with the insurance companies and works to get the approvals.”

Flexibility & Availability

Truths

One of the aspects of working for CCEC that appeals most to Louis is the flexibility in schedule and the four day work week. Though he recognizes by nature of his chosen profession he has to at times work nights and weekends, he prefers to be home with his family. This has not gone unnoticed by those he works with who feel he is one of the more difficult physicians in terms of scheduling availability. The majority of the medical secretaries and schedulers feel hesitant at times to give him new patients because they do

not want to deal with a lot of questions from him around why they should be seeing him. The responses in this category were overwhelmingly consistent.

Unique Ideas

“Give up some control to the staff, let them determine his schedule and stop trying to micromanage every event”

“Maybe understand with retina sometimes things happen on a Friday night, and sometimes you just have to stay. Everyone wishes they called earlier. Sometimes it’s just the nature of the beast. Flexibility is key. Everyone should have Mark’s mentality when it comes to emergencies, that’s what we’re here for, have them come in. We should all be on the same page. It makes patients happy and they are our bread and butter.”

“I would like him to be more flexible in terms of scheduling, in terms of seeing patients after hours or weekends. We’re doctors and this is what we signed up for, it’s not an 8-5 job we might face emergencies and focus on doing what’s best from the patient. He means well is good hearted person”

Communication with Staff

Truths

Dr. Scar

Unique Ideas

“Always answers her when she asks him a question or tells him to have a nice weekend.”

“Sometimes because they are so busy the doctors don’t realize perhaps what’s entailed in the technician role, they need to remember who they are and that they are not doctors and they may not be comfortable doing something. They need to take the time no matter how busy they are to check what they need checked. Control reaction when frustrated”

“He has to warm up with the way he treats the staff, less forceful in his approach, if he is going to be a leader here he needs to show more interaction with the employees. Make it known that this is your place. More interactive then when he first started observed a noticeable change.”

Summary

Louis is an incredibly well respected man both as a physician and as a man devoted to his family. His patients adore him and value his expertise in his field and devotion to their care. He is viewed as extraordinarily knowledgeable and talented as a surgeon.

This report identified several critical areas for development including:

- Frequency and style of communication with all staff
- Perceived flexibility with scheduling appointments, and surgeries
- Acting as a full partner by trusting others and participating in projects outside of his patient load

Louis now has the option to evaluate his perception of this feedback and determine what possibilities exist to validate and/ or improve in these areas. His willingness to address these areas will only improve his quality of relationships within the practice. It is the recommendation of his coach that we continue to explore these developmental areas together, should Louis find some merit in them and define some goals which may help him enhance his role within the company.

Next Steps

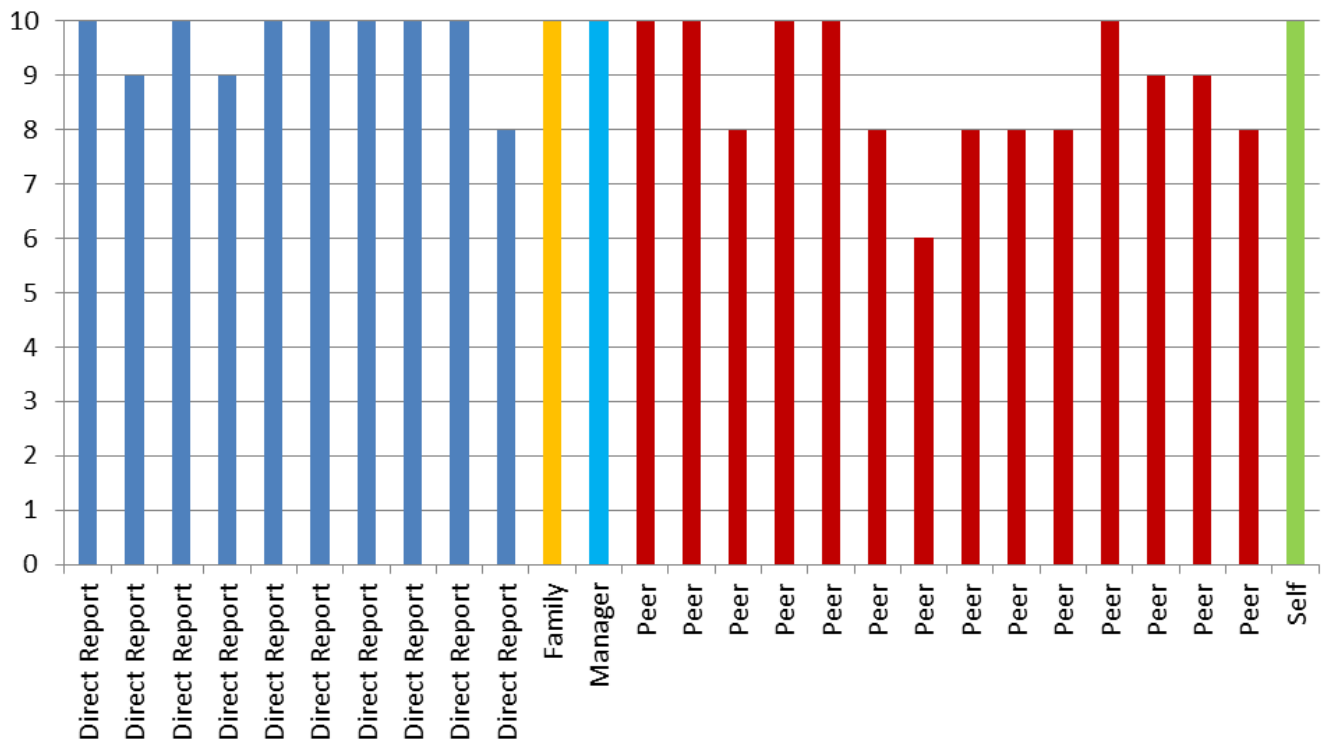
We will review this data together and I will offer you the opportunity to analyze it with a tool I believe will help you internalize the data. Once you have reviewed and have greater clarity around the data, you have the opportunity to amend your original goals and perhaps add new ones. We will meet again with your manager to discuss your thoughts on the feedback and his thoughts on your revised coaching objectives. It is important to loop him back into the process because he will be responsible for the sustainability of supporting you in these goals once this formal coaching relationship ends.

During the coaching process we will formulate an action plan and focus on 1-2 goals you are eager to progress on. We will meet one final time at the conclusion of our coaching sessions to solidify the next phases of the action plan with your manager.

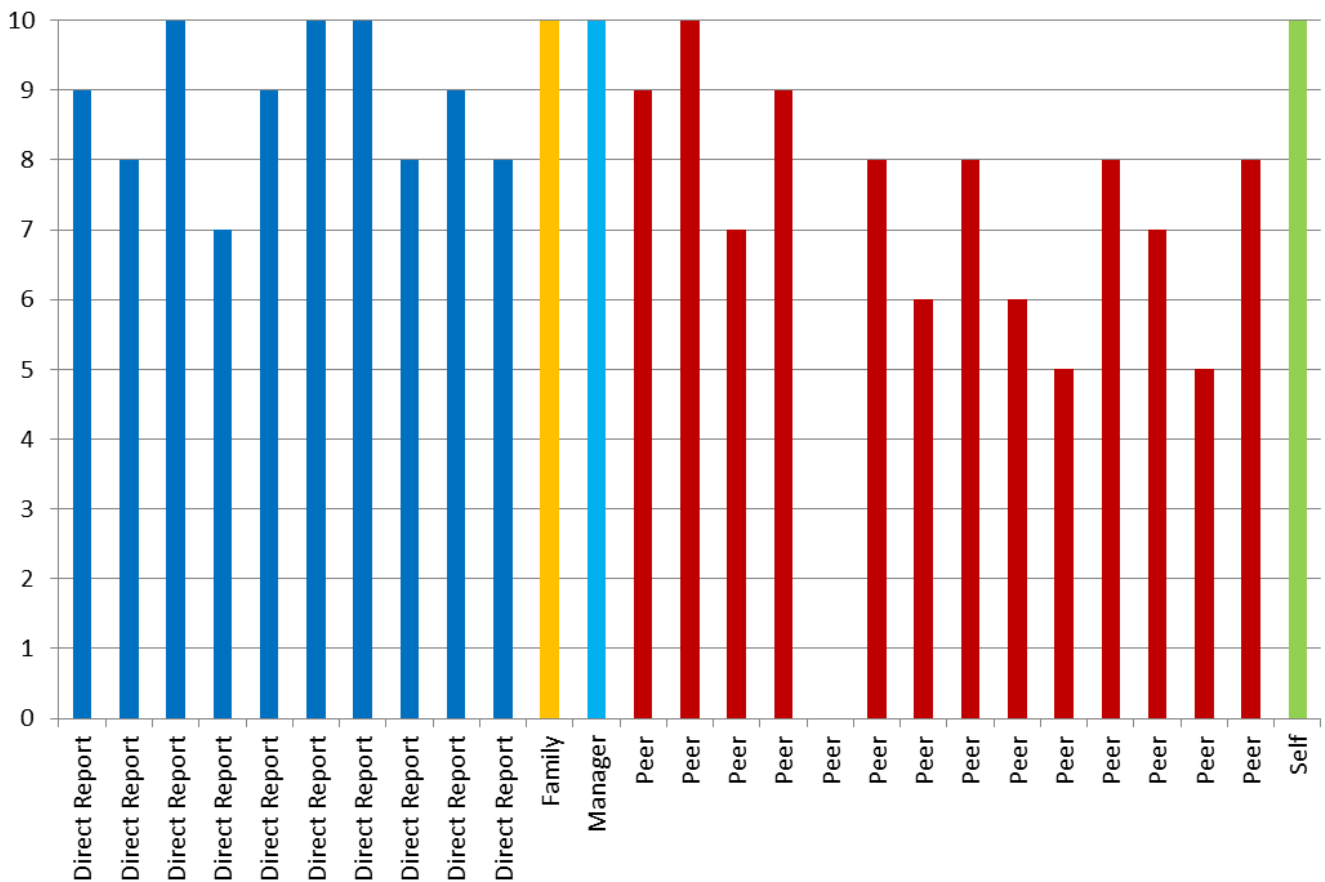
Client Notes

What initial thoughts come to mind when reviewing our feedback? Are there any new goals that emerge based on what you have read? What areas might you like to focus on during our discussion of this data?

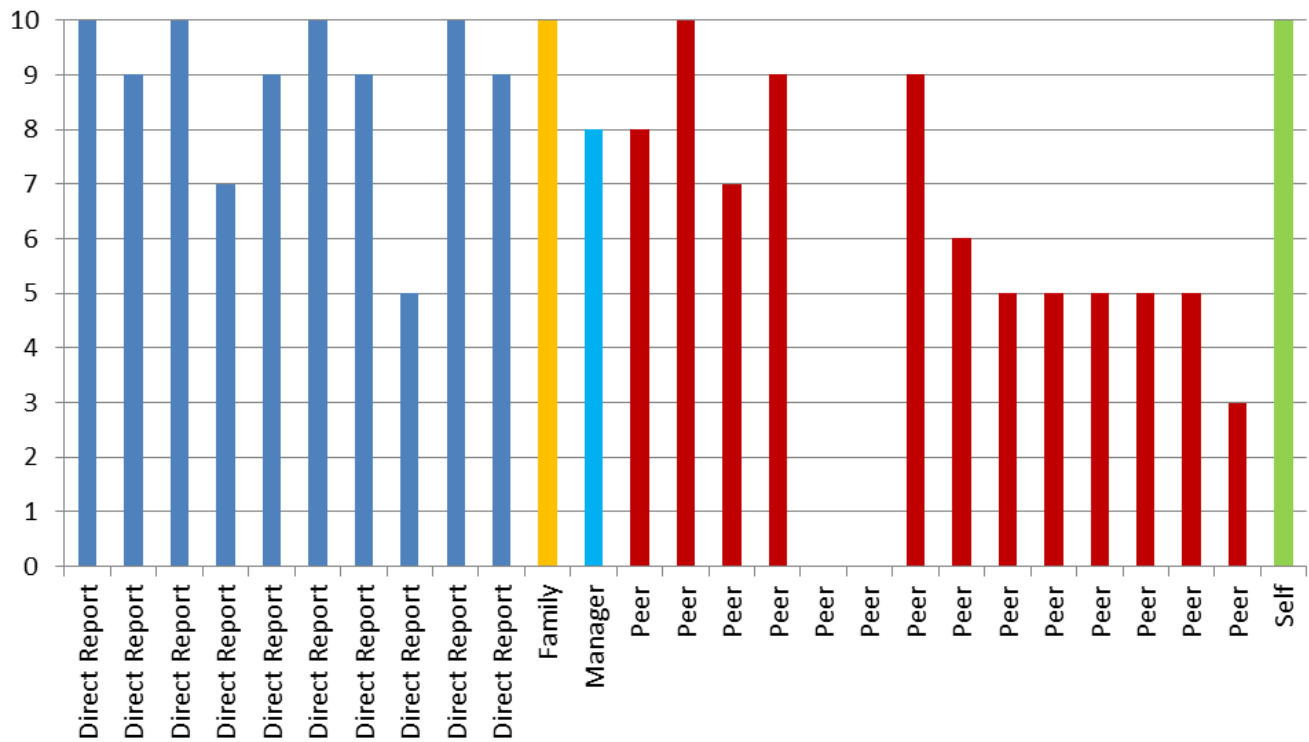
Is well organized.



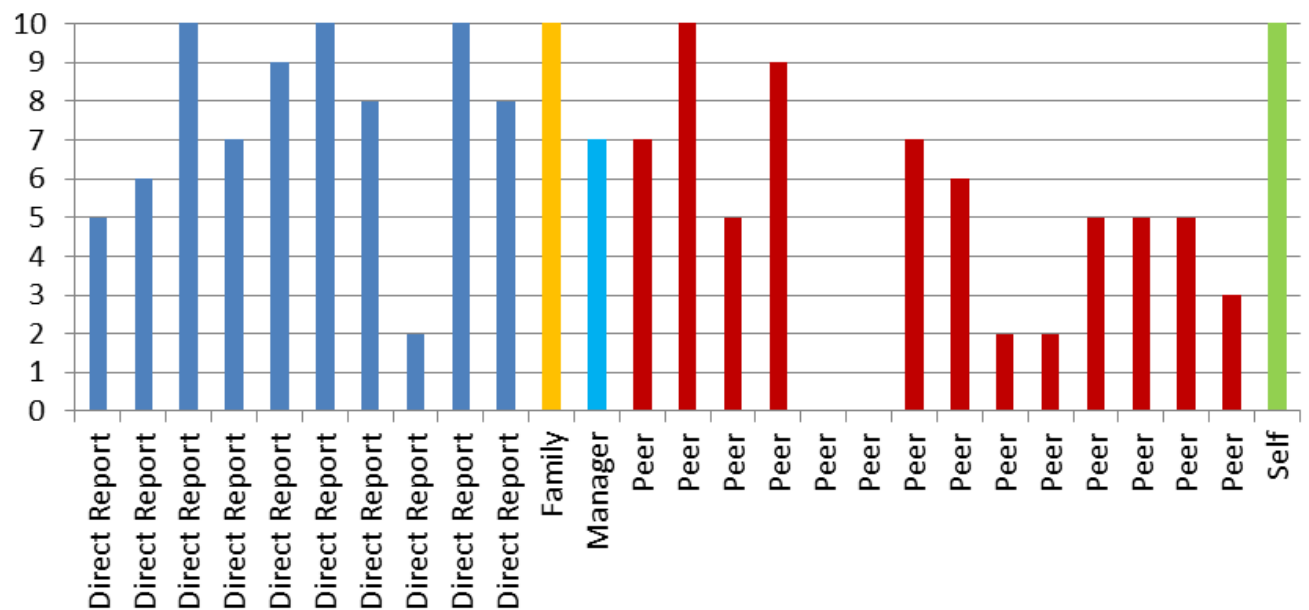
Utilizes own time and that of others effectively.



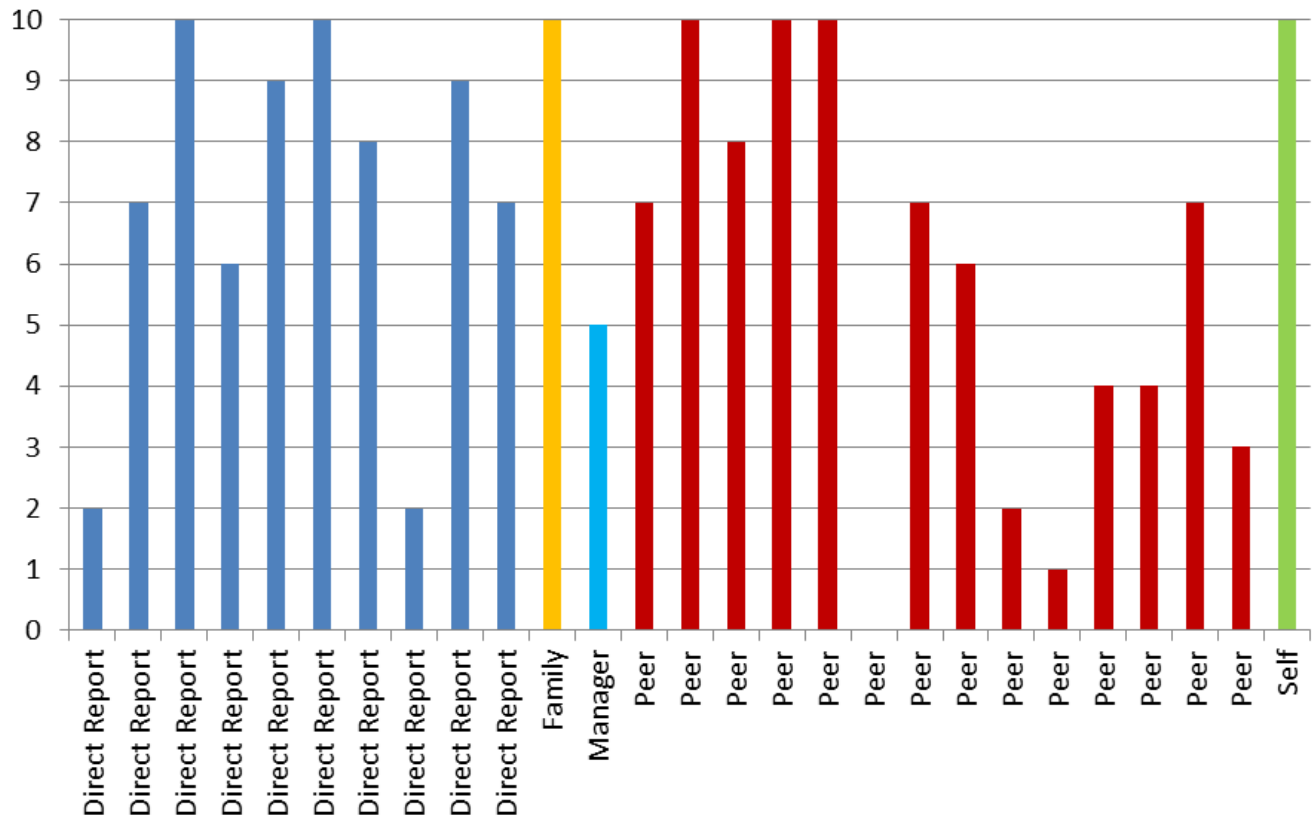
Leads from a set of clear goals



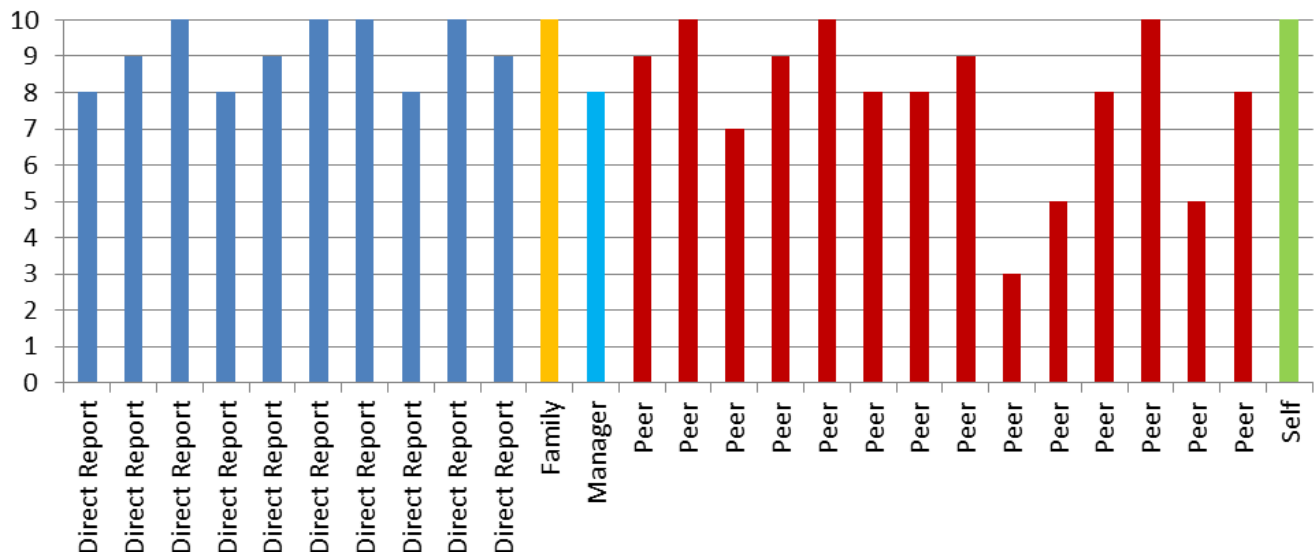
Is perceived as a visionary -- takes a long view.



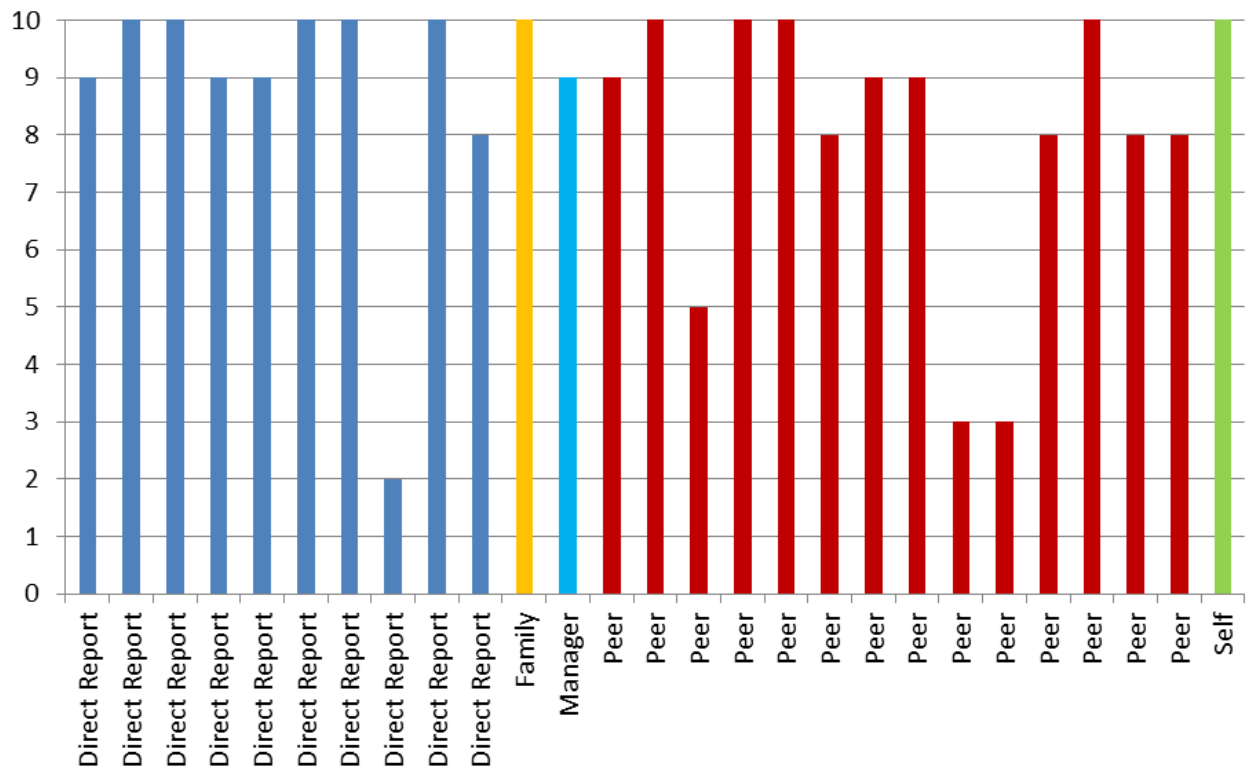
Works to involve others -- a true collaborator.



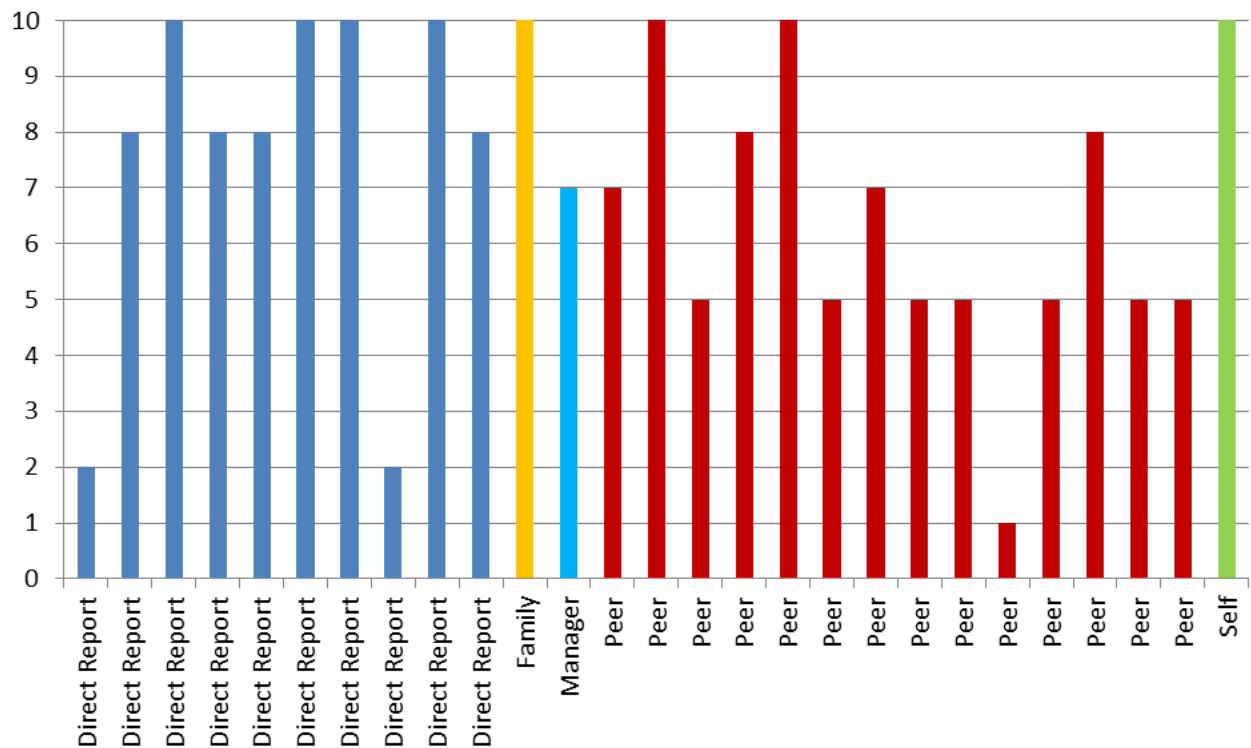
Assesses problems effectively -- a good diagnostician.



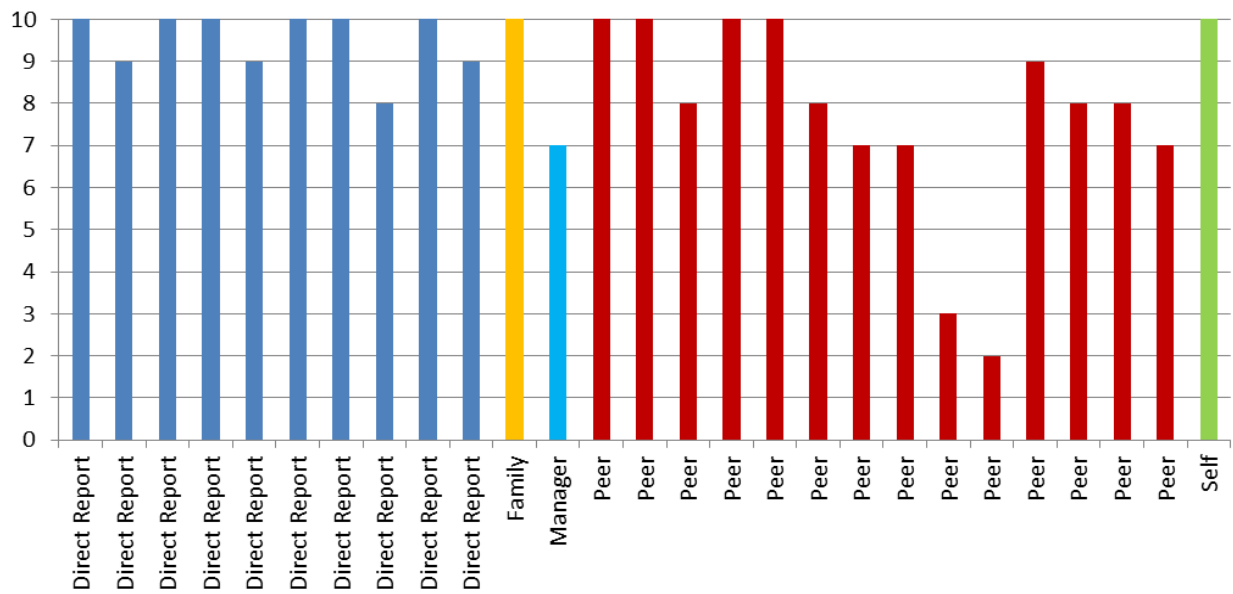
Is decisive -- willing to make decisions in a timely fashion.



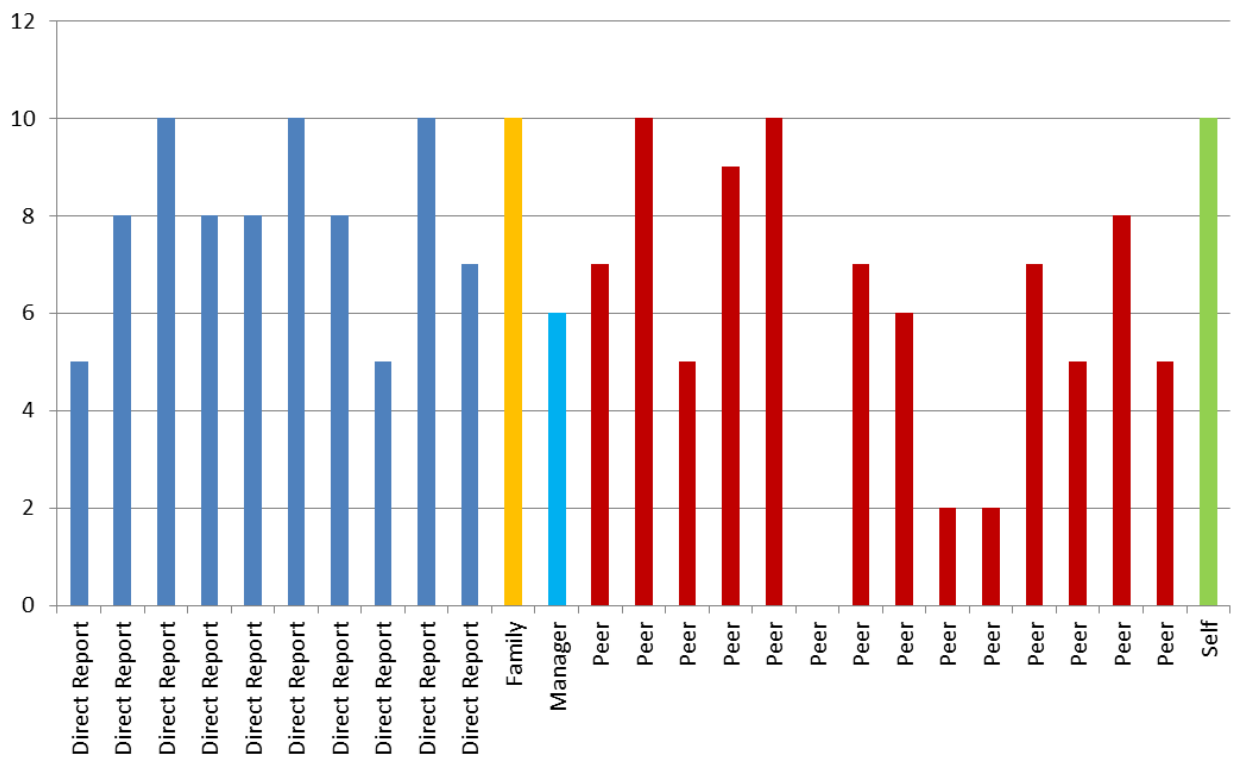
Designs meetings effectively -- creative, value added, engaging, productive.



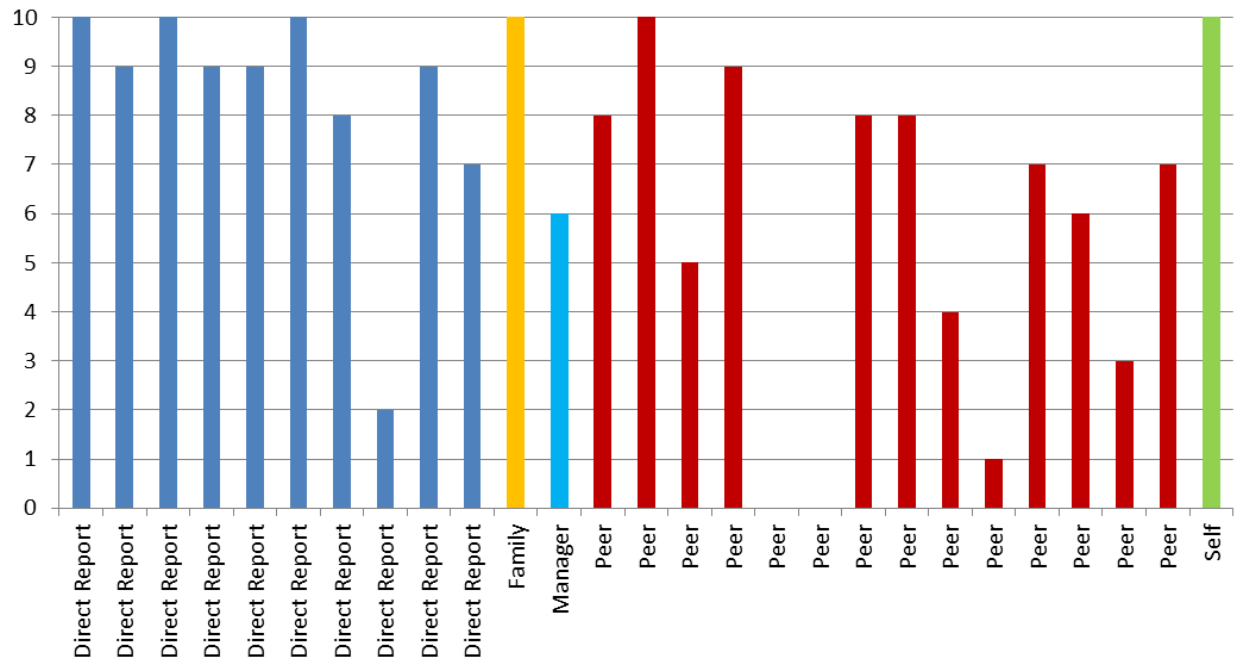
Communicates ideas and information in a clear and understandable fashion.



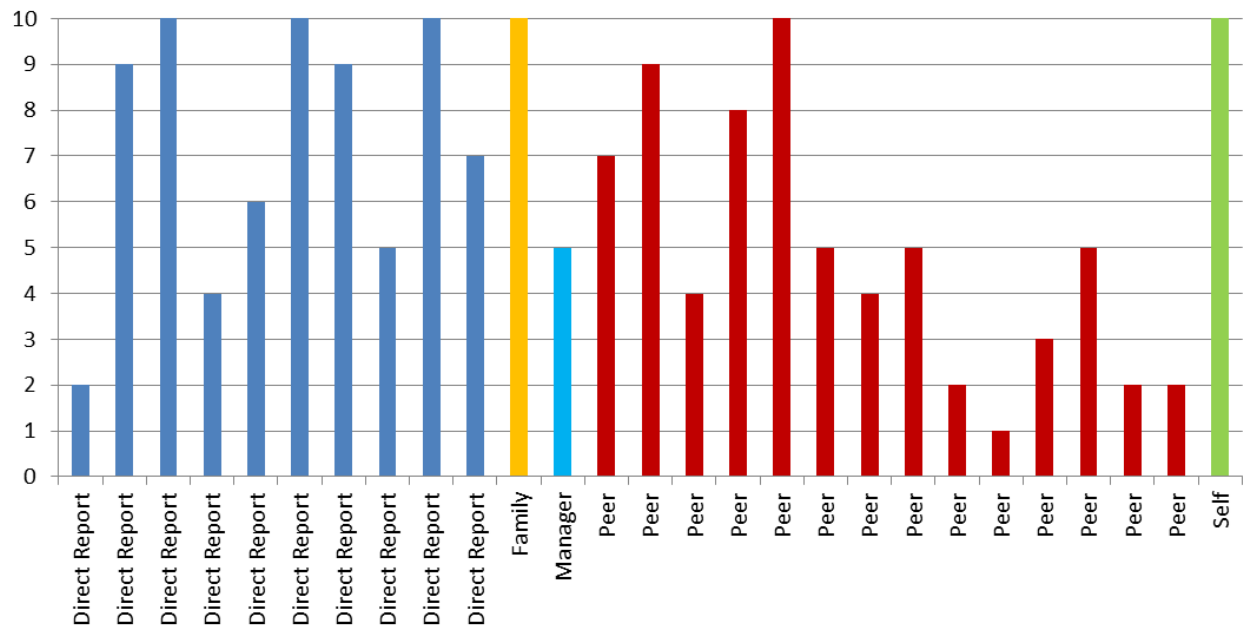
Is recognized as a problem solver -- will take charge of a situation and act.



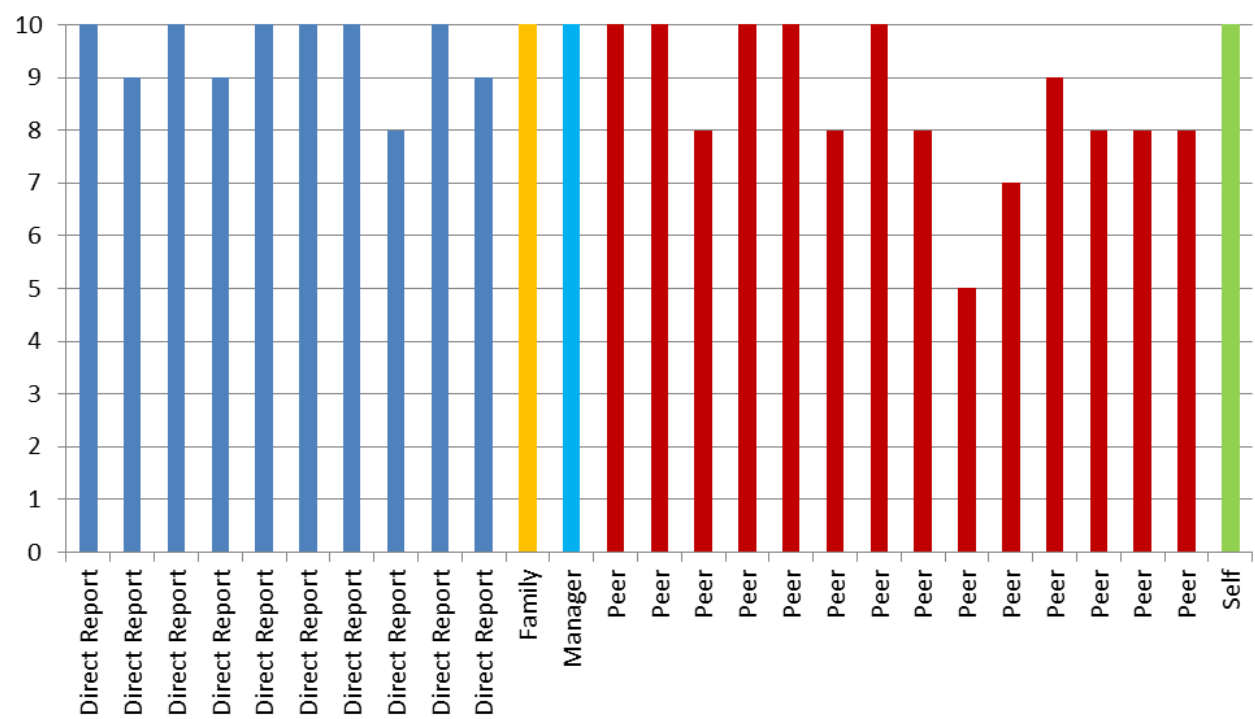
Continually seeks to improve self (seeks out best practices, new training opportunities).



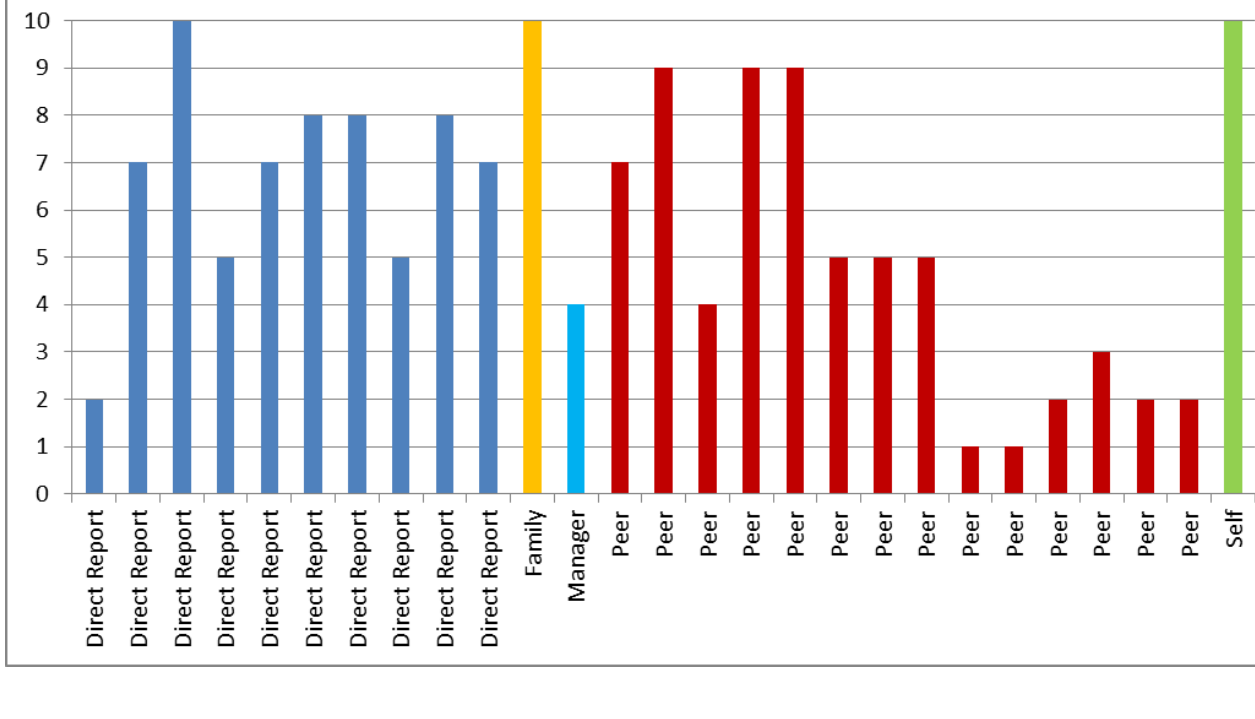
Supports fun and humor as an essential part of the workplace.



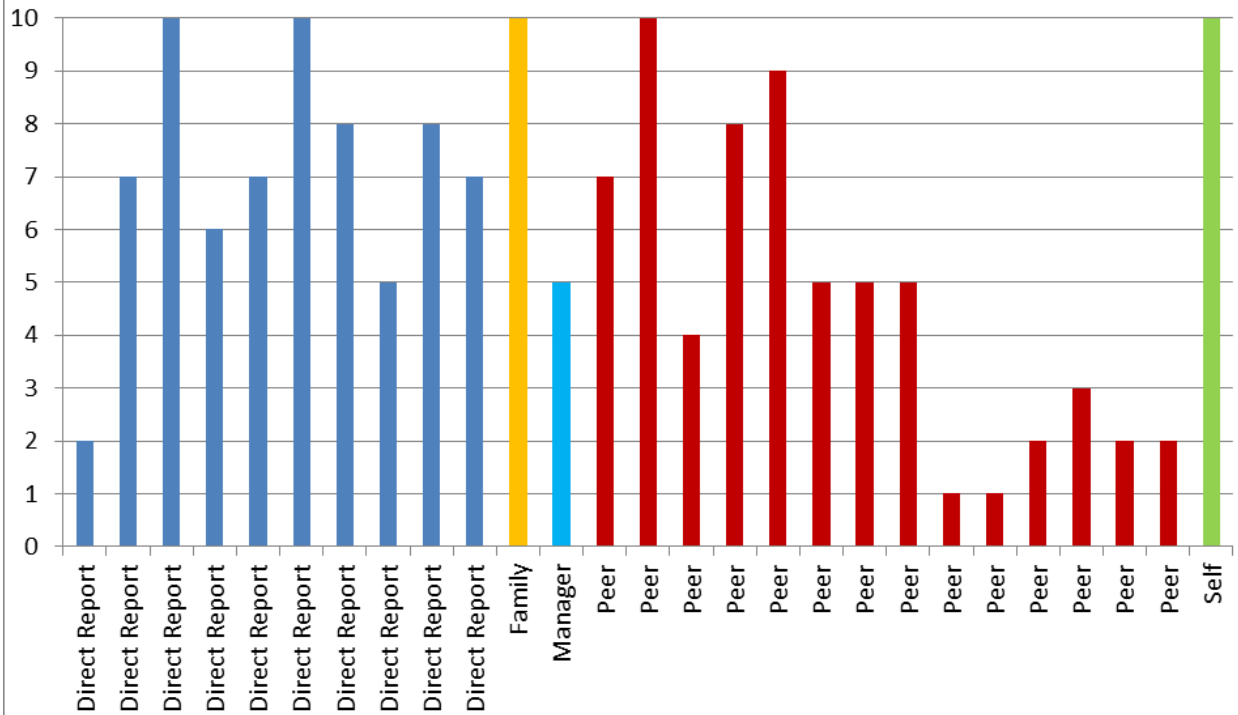
Shows a strong understanding of the intellectual and technical aspects of the job.



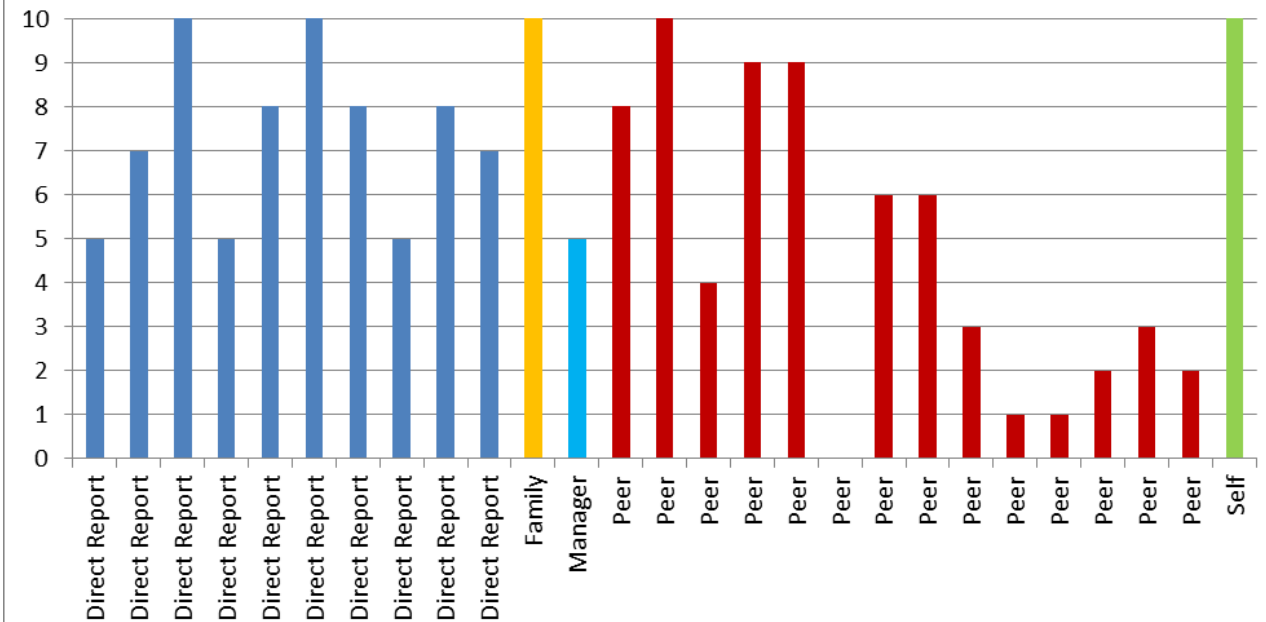
Builds strong relationships among employees.



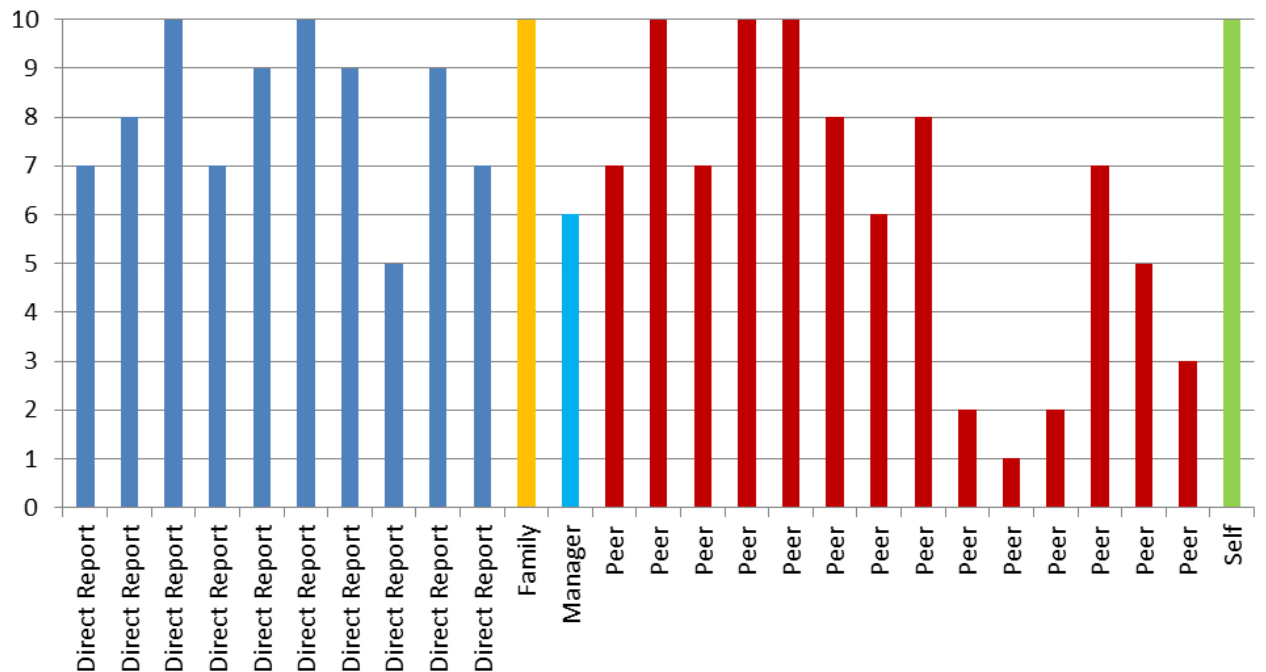
Attempts to build a real sense of team.



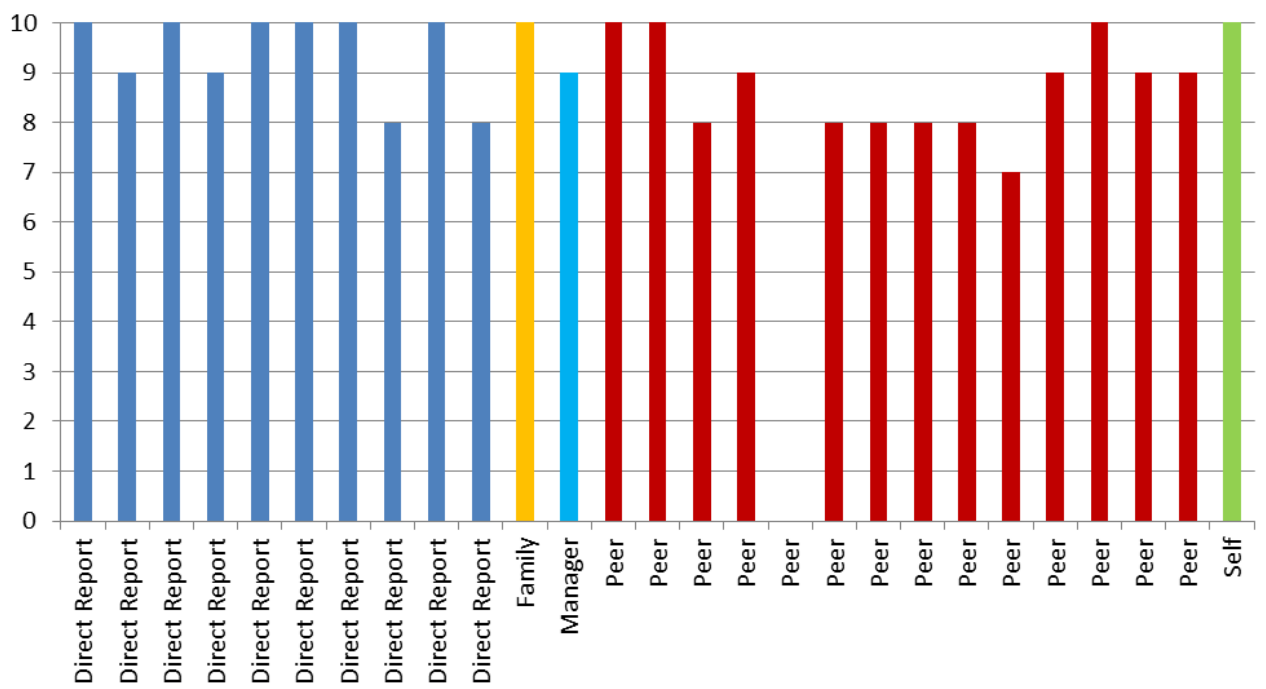
Handles conflict effectively and in a timely fashion.



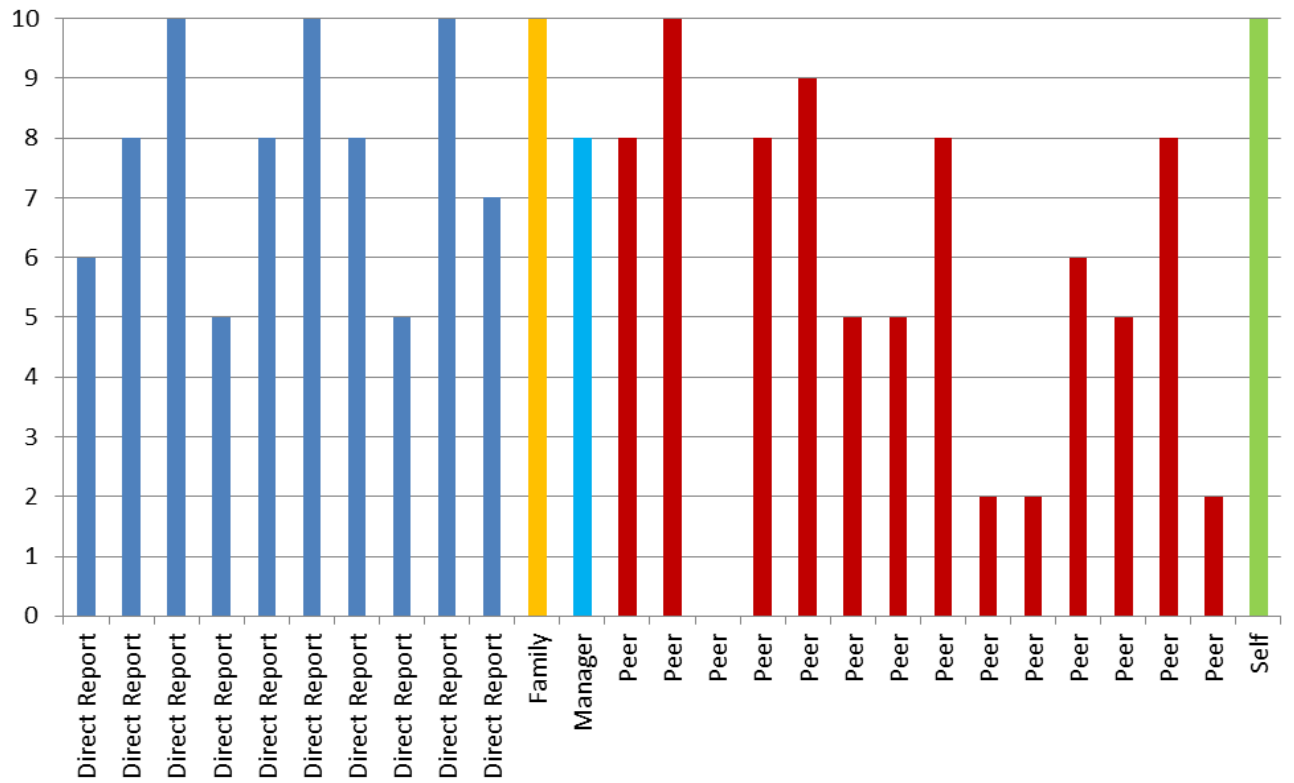
Is an effective listener -- people feel heard.



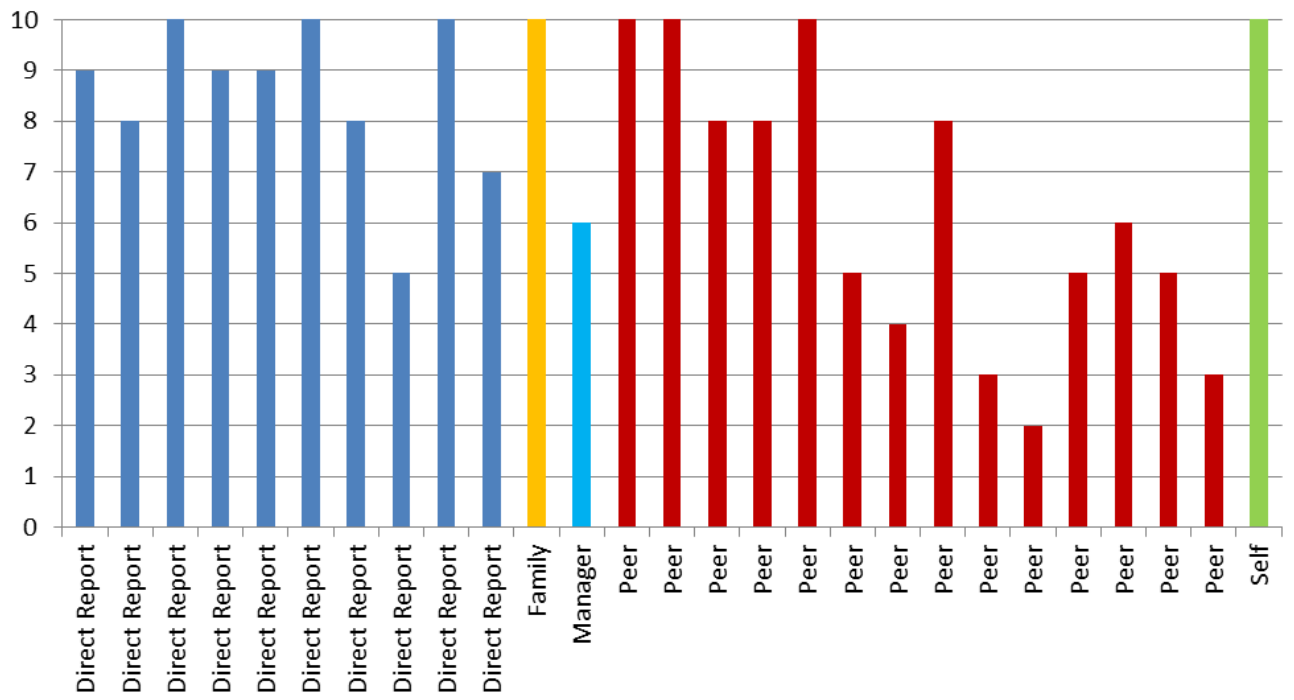
Produces work at a consistently high level of quality.

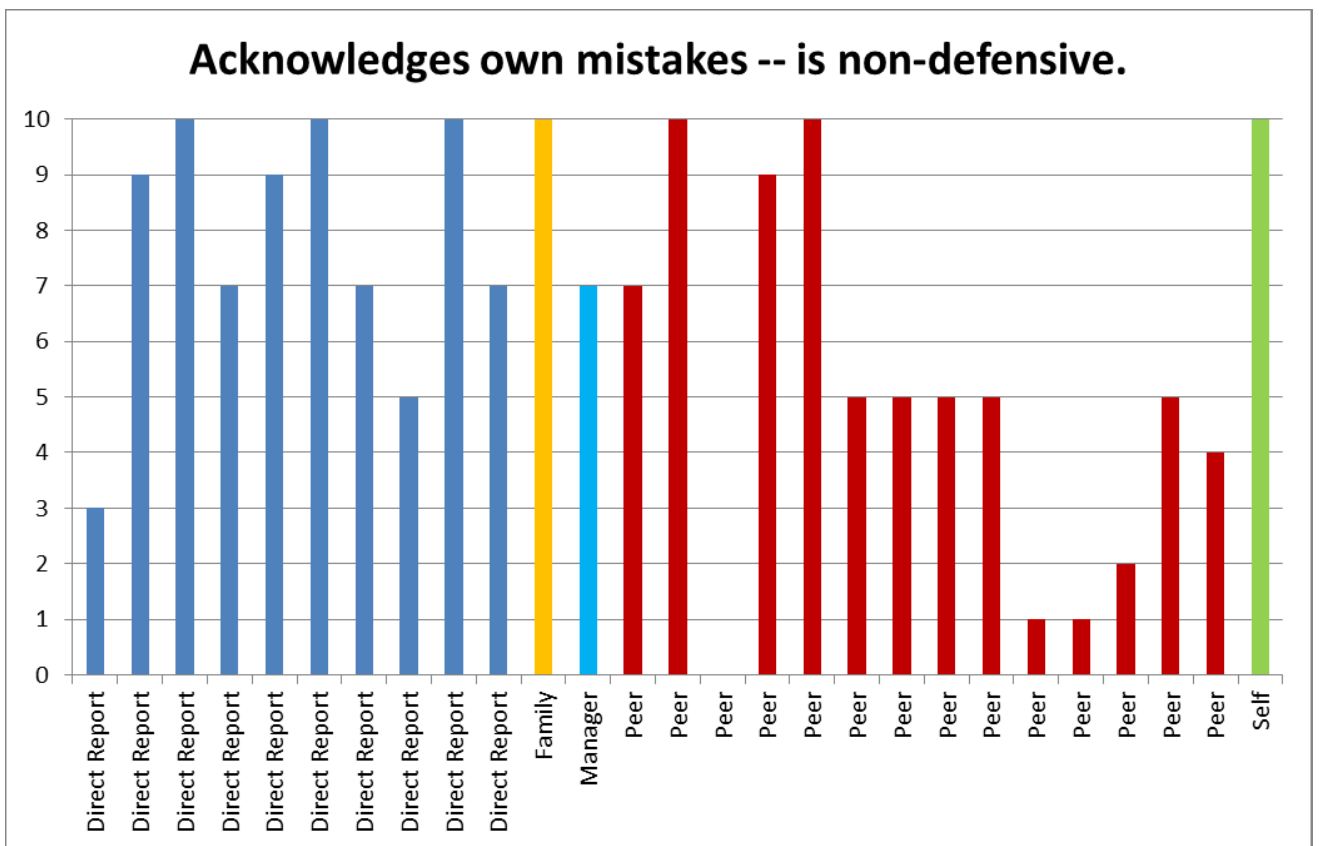
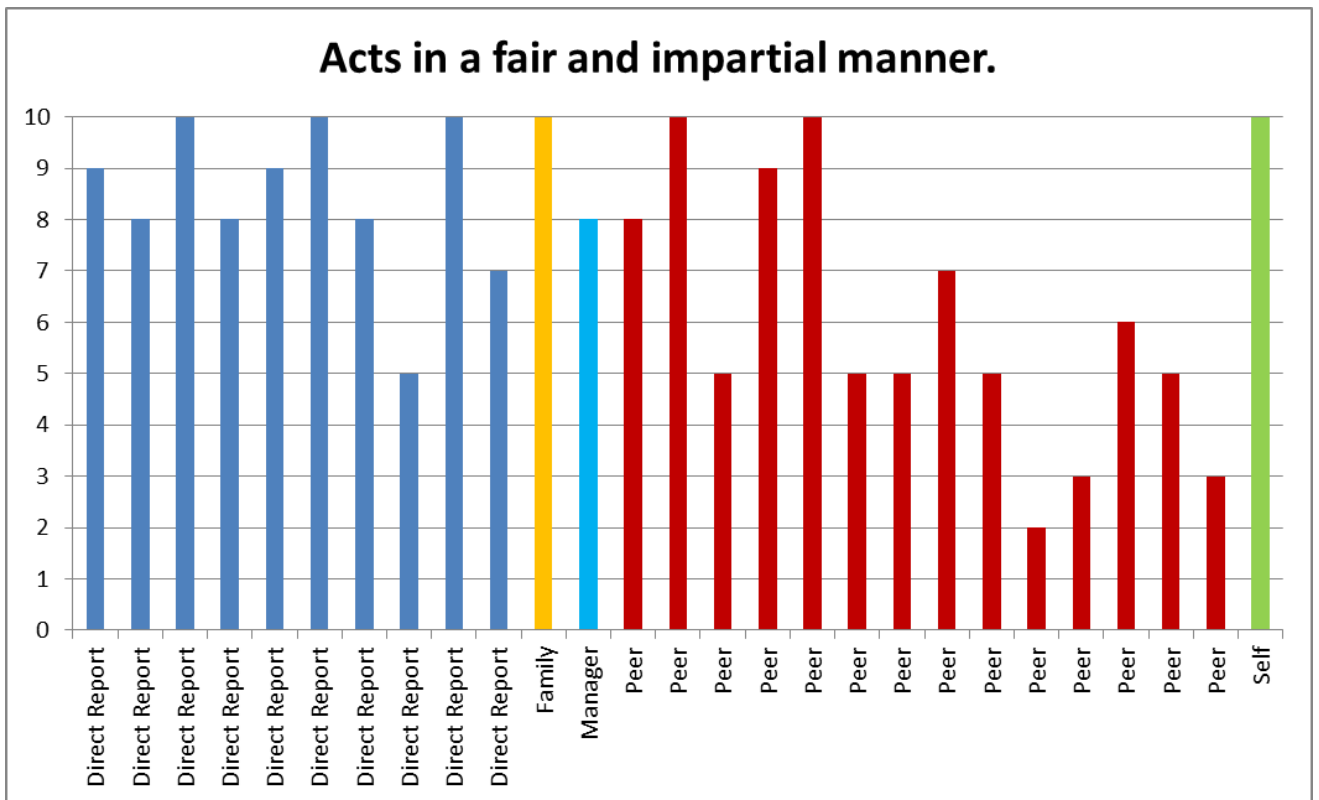


Solicits and acts on feedback from others.

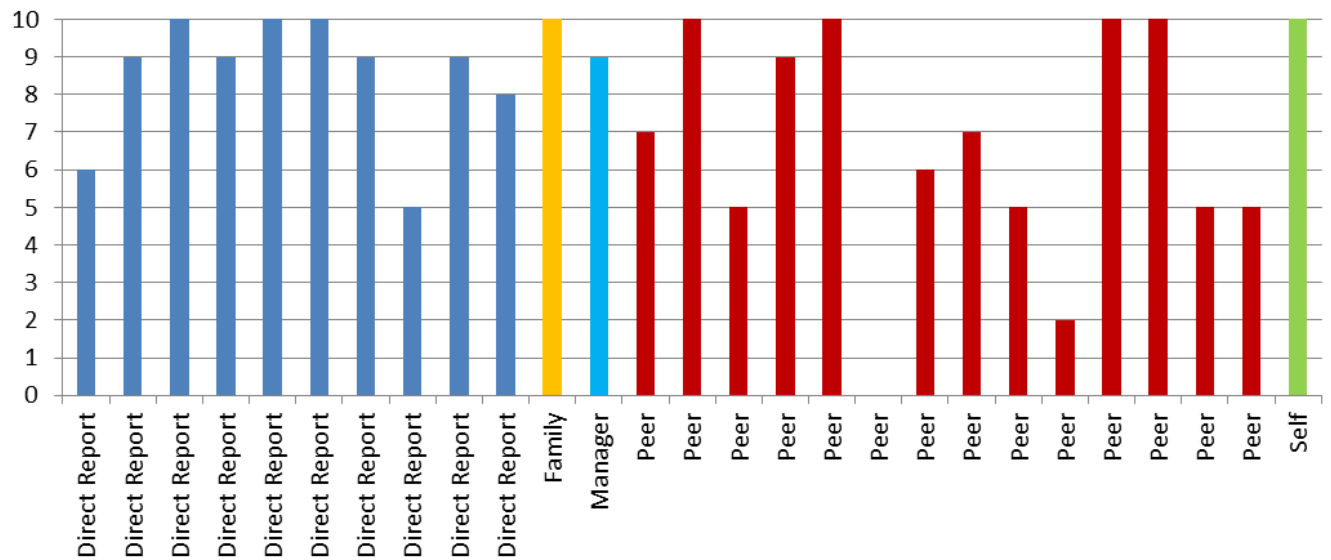


Is willing to provide others with meaningful and timely feedback.

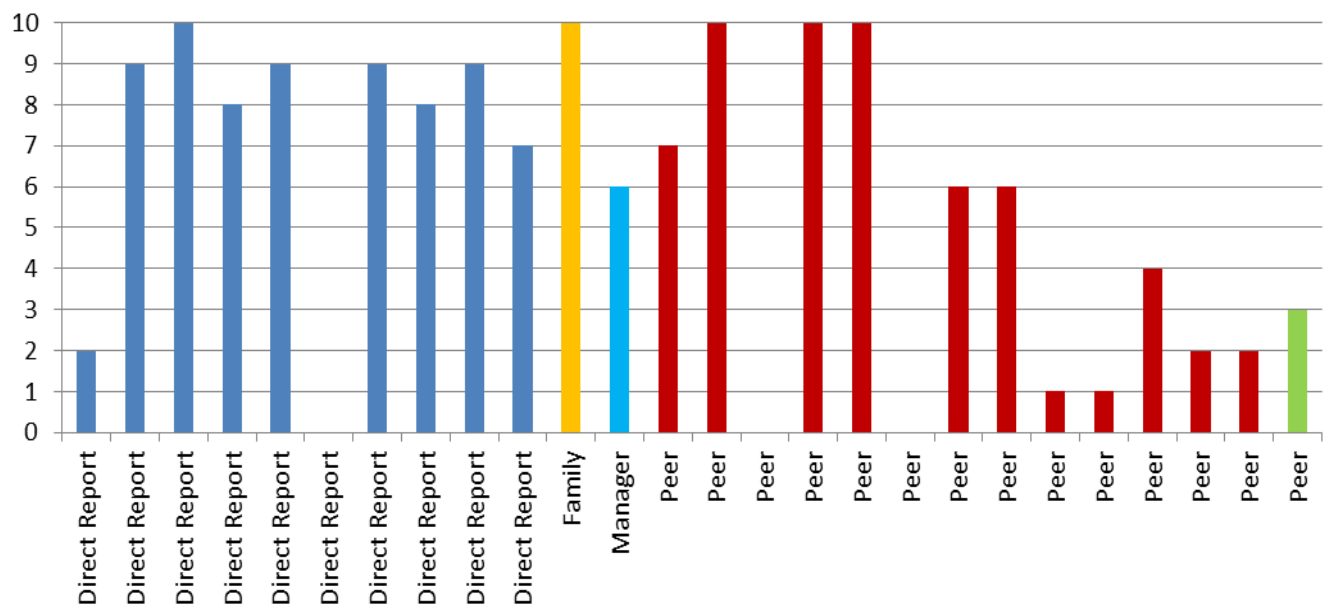




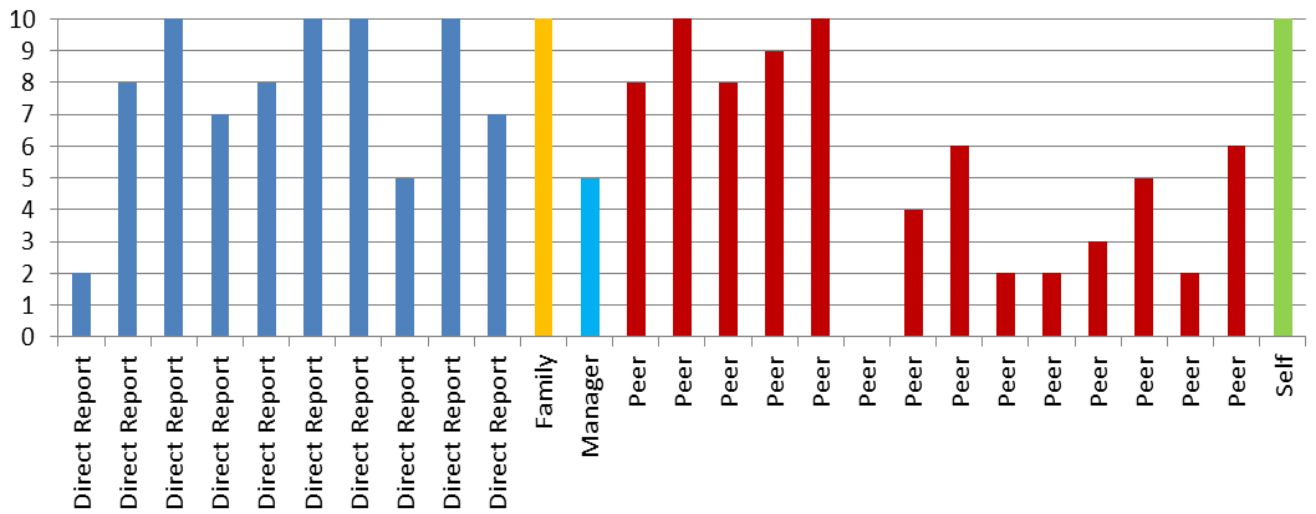
Is consistently honest, trustworthy and ethical in behaviors to others.



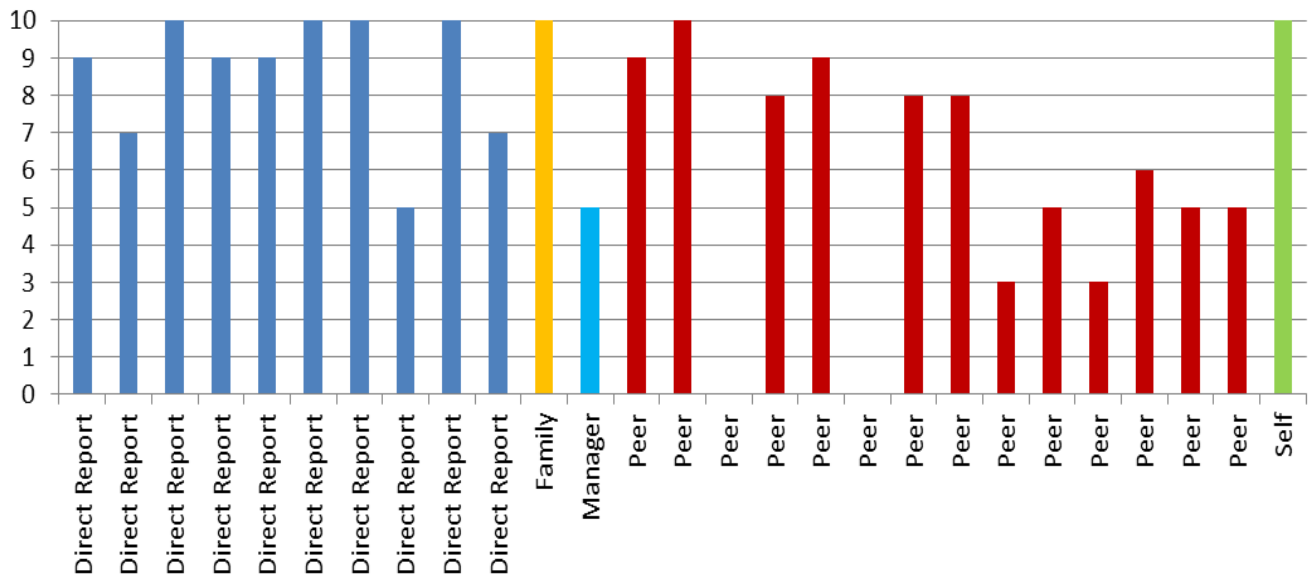
Is approachable and emotionally accessible to others.



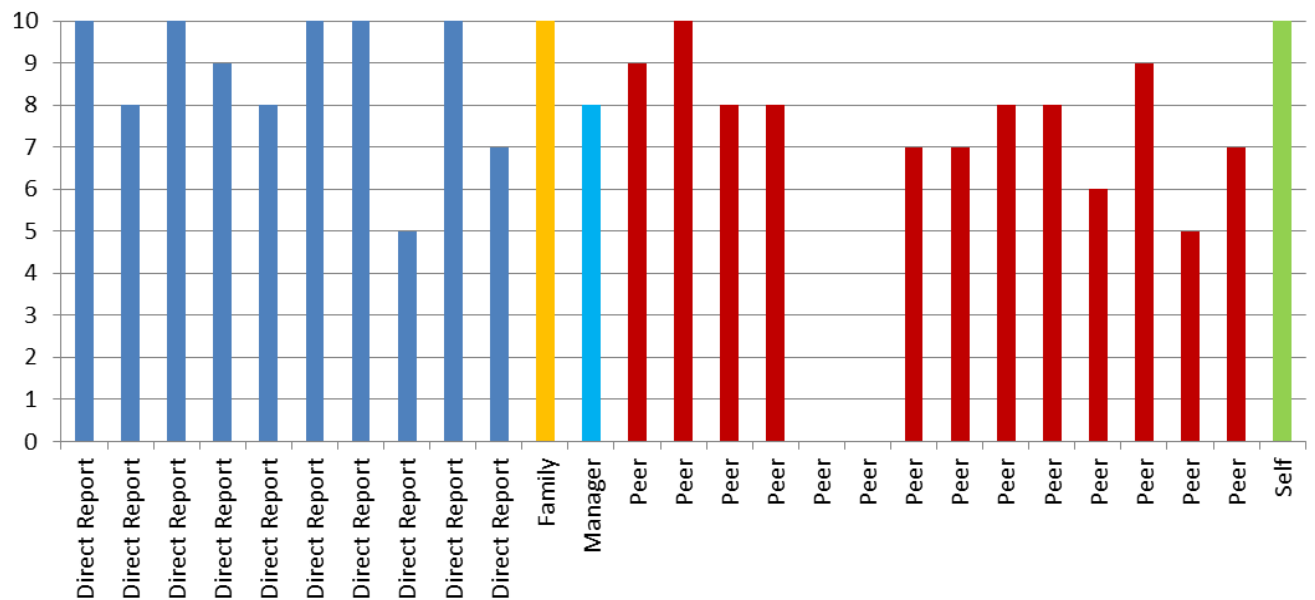
Shows appreciation for the work of others -- makes it easy to recognize another person's good work.



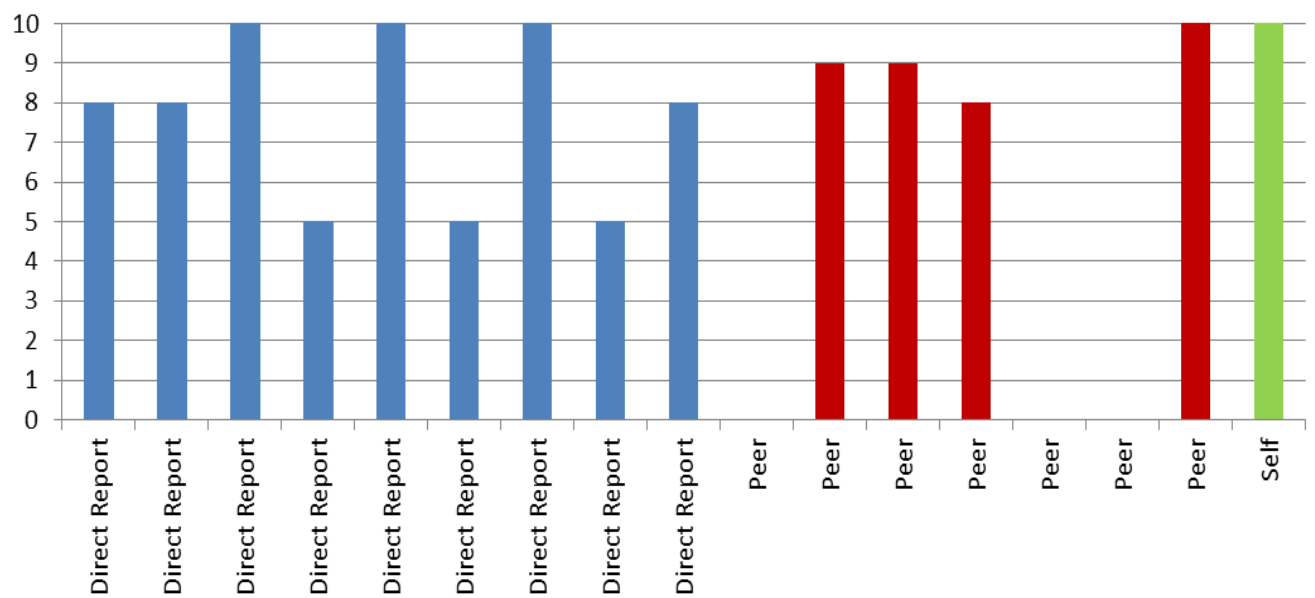
Is recognized as a "planner" who, based on data, helps establish priorities, plans an implementation, then monitors the appropriate implementation.



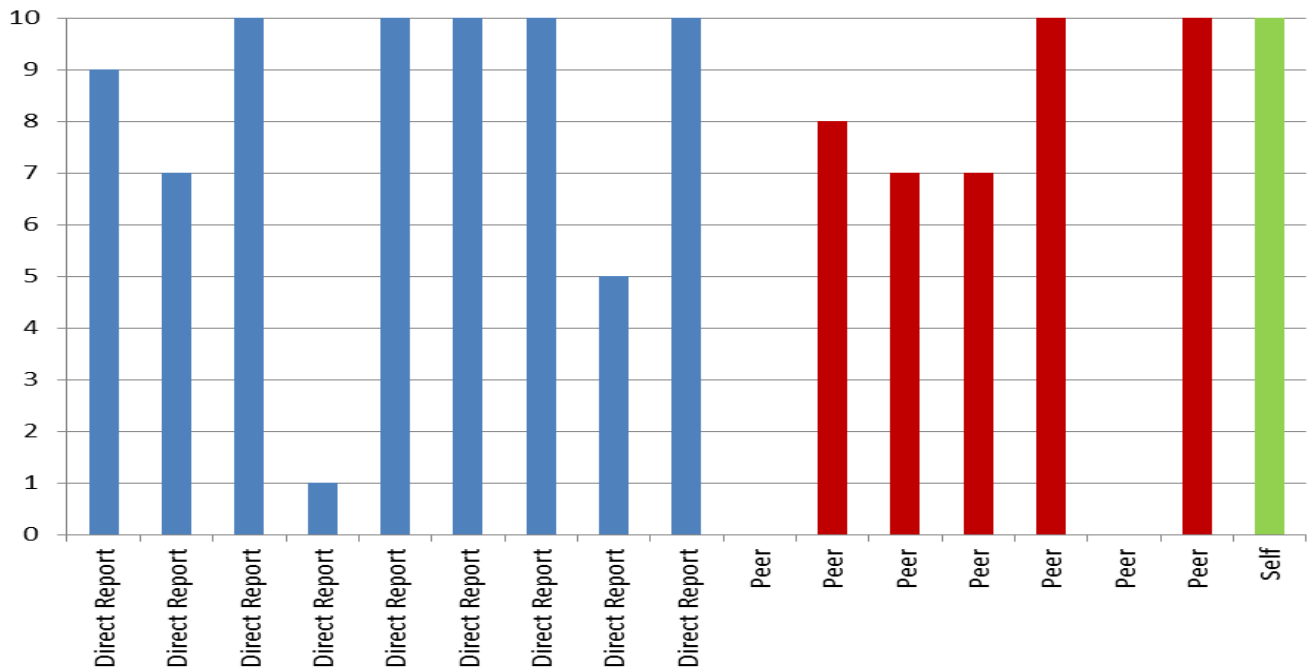
Has a customer focus (either internal or external) and assesses their needs and levels of satisfaction as a regular part of this process.



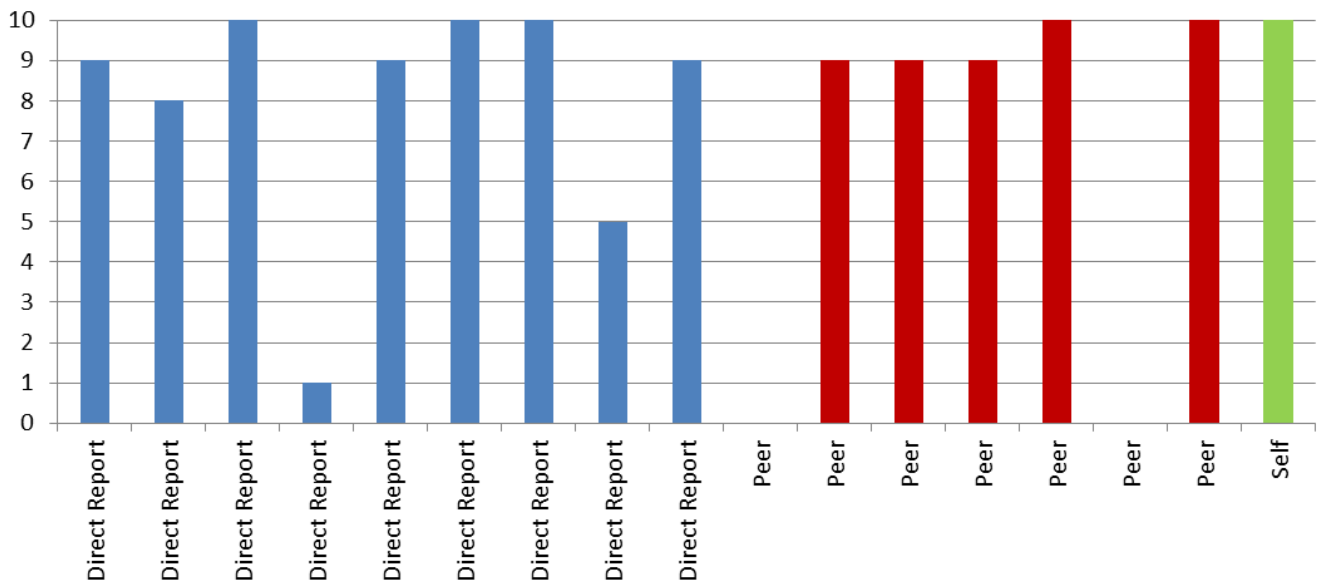
Your supervisor helps you define your areas of responsibility and actual authority.



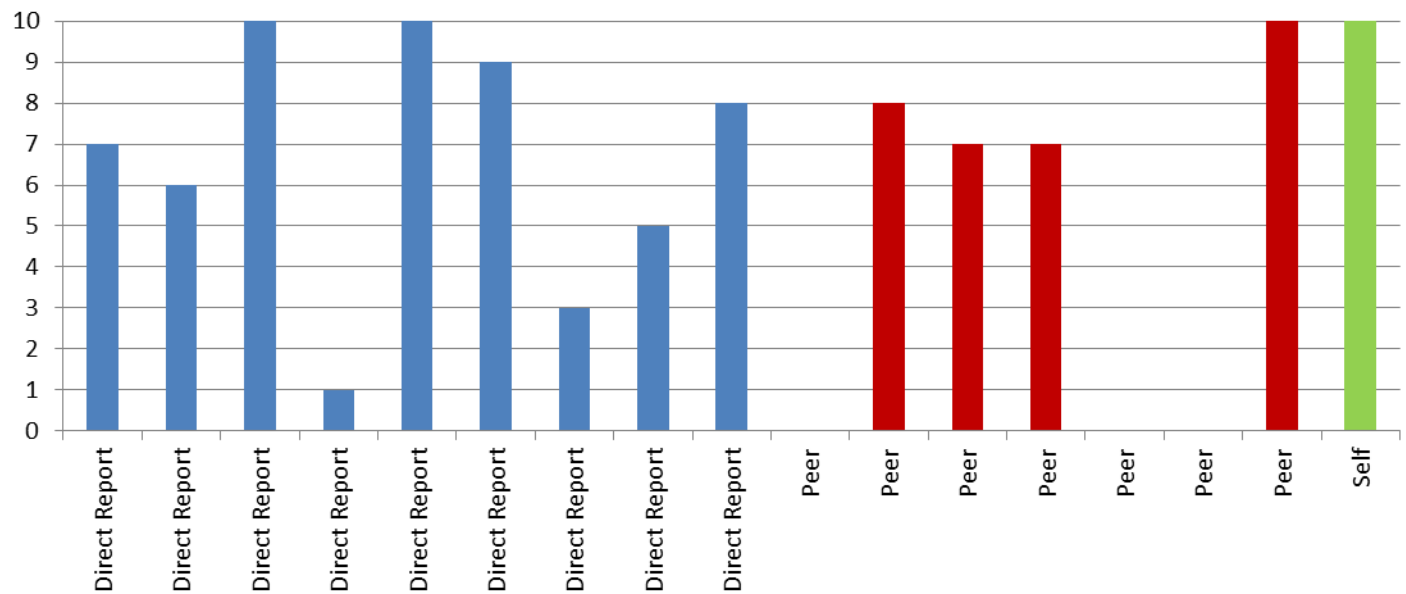
Through effective delegation, you have had the opportunity to learn, grow, and increase your own capacity.



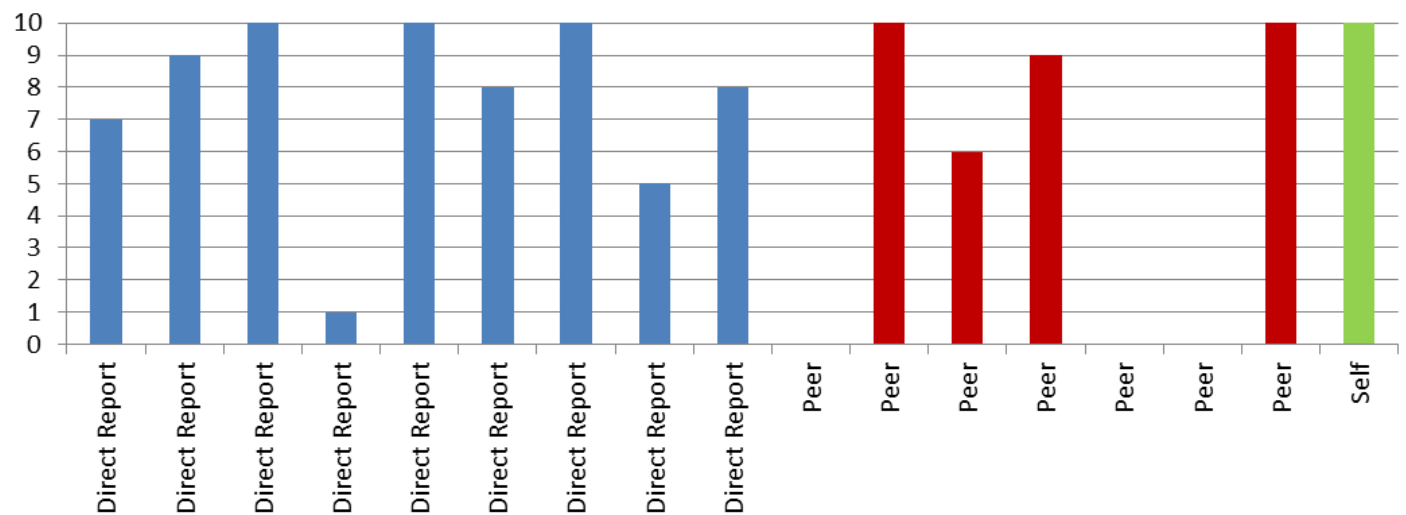
A relationship has been developed between you and your supervisor in which timely help and support are easily accessible to you.



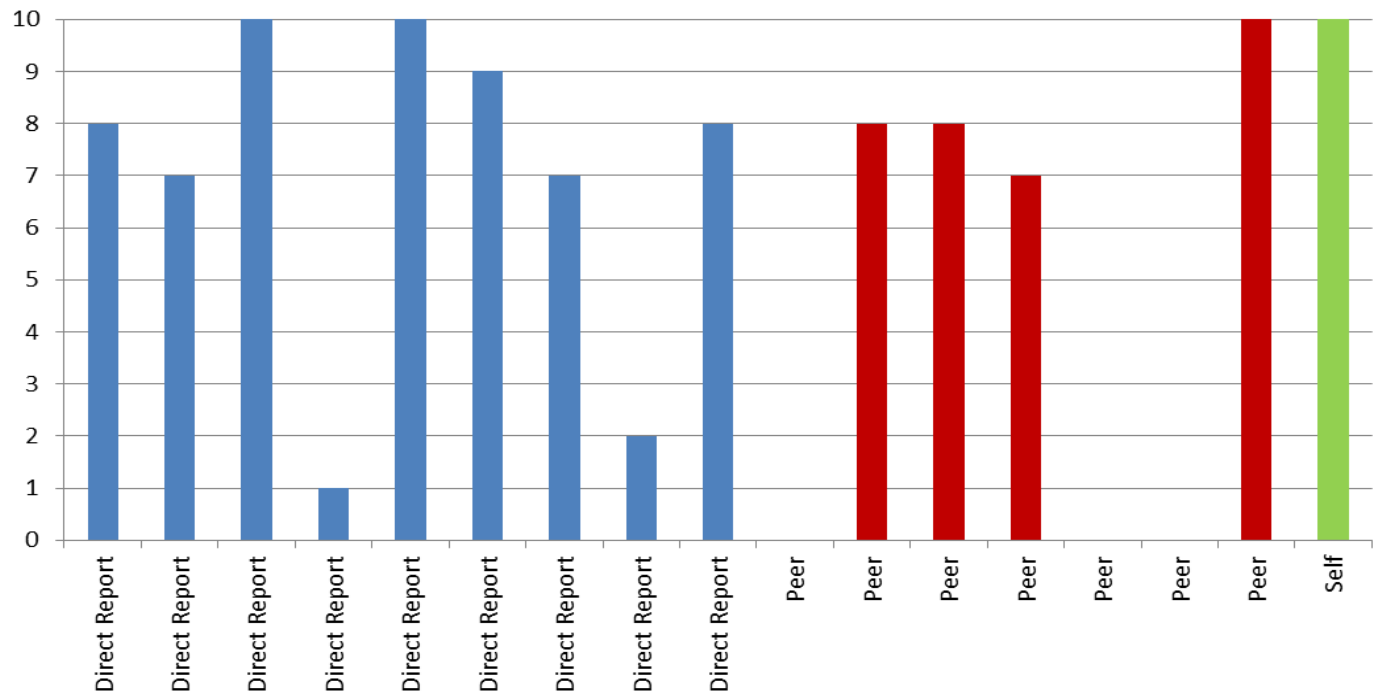
You perceive recognition and rewards to be distributed fairly - based on your and others performance and contribution to the organization.



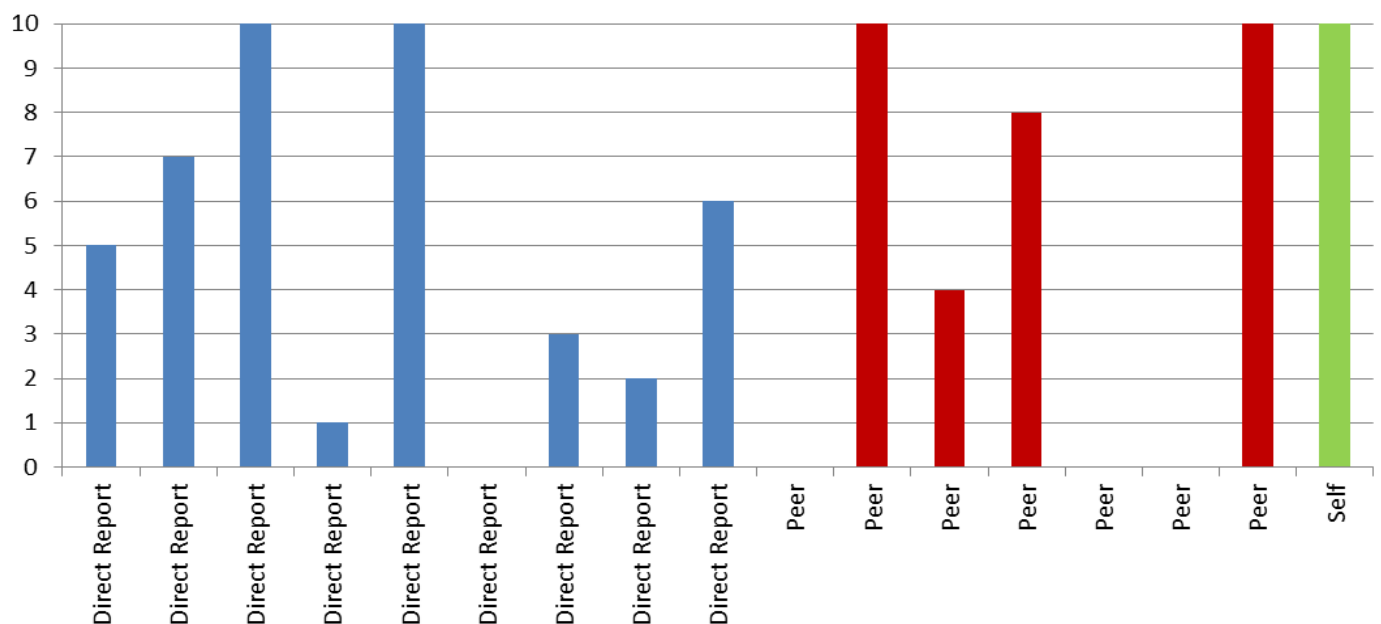
You and others experience a supervisory process in which your professional development is important and encouraged.



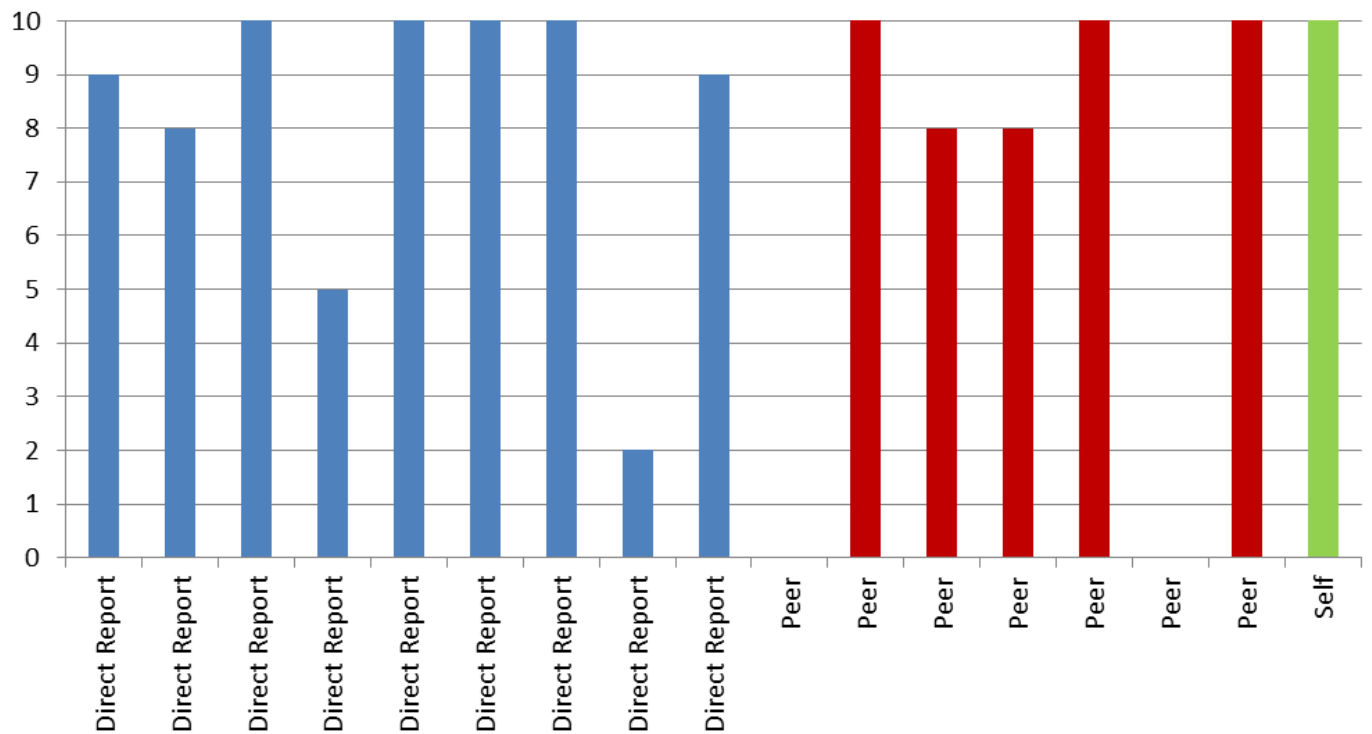
The goals and objectives that are used to determine your success are fairly negotiated along with agreed upon criteria of success.



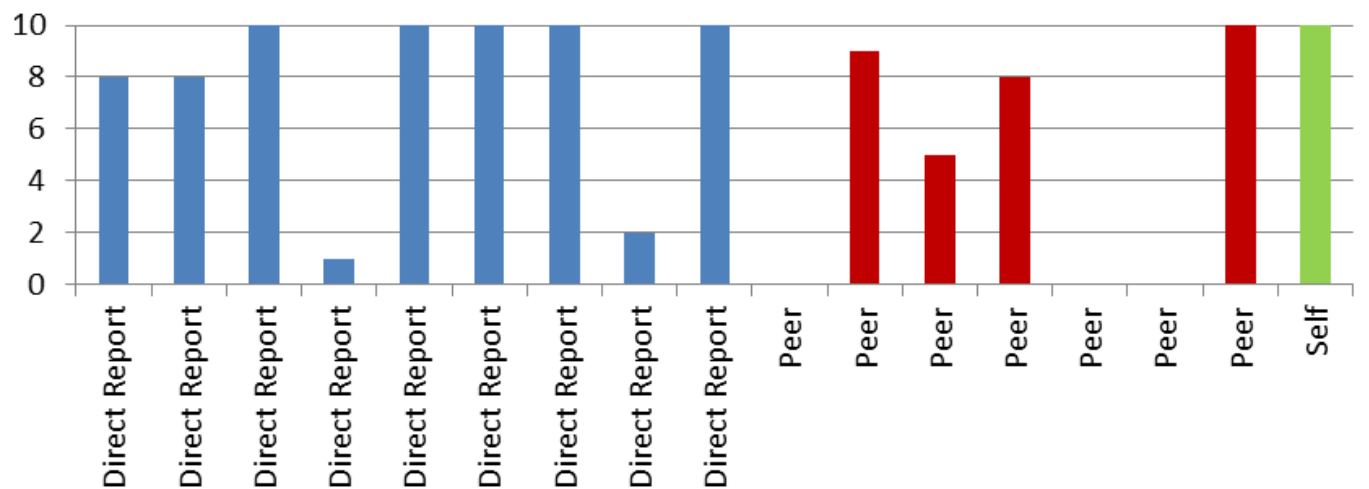
You meet regularly to discuss your work progress with your supervisor and to discuss issues critical to your success.



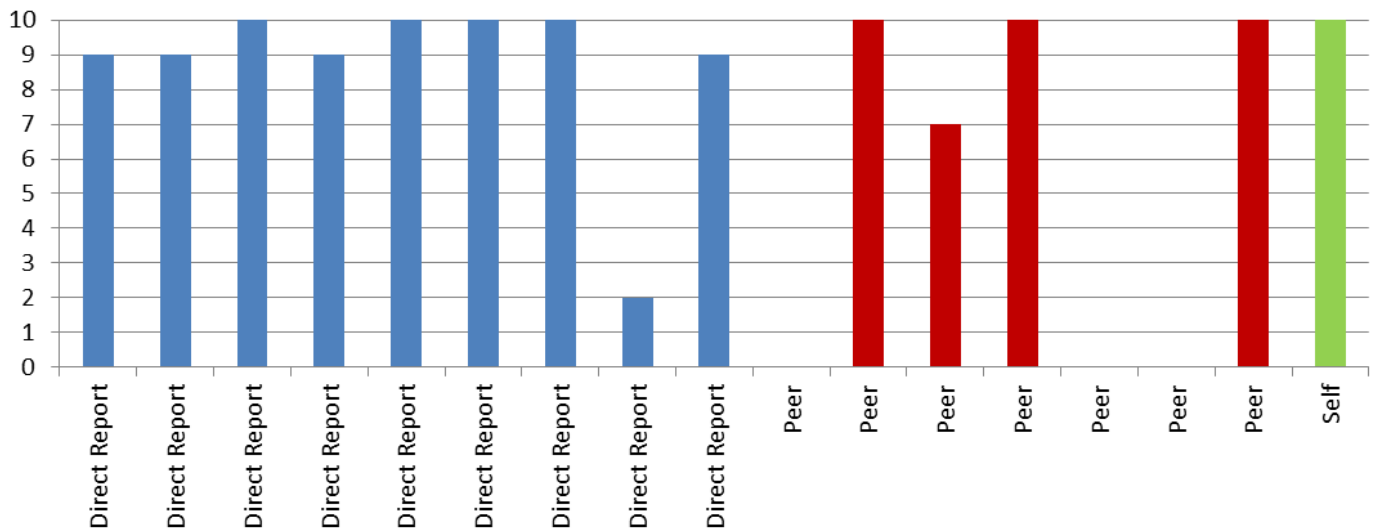
Your supervisor provides you clear and timely information relating to your own job role.



In light of the areas of development you have identified, you have received valuable help from your supervisor in creating strategies for improving your performance.



You have been observed sufficiently on the job so that your supervisor has a sound grasp of your role, your skills, and needed areas of development.



Appendix II | Open Ended Survey Questions

Category	Please identify your supervisors' three greatest strengths as a supervisor. Be as specific as possible	Similarly, what three pieces of advice would you provide which would improve the quality of supervision for you and others	What three things do you need from your supervising physician in order to do your best?
Direct Report	1) Try to show fairness. 2) good trouble shooter 3) well organized	1) Being more involved in our daily work flow. 2) Having a more positive view of others 3) schedule meetings with those under their supervision to discuss issues and improvements.	1) More communication. 2) More willingness to show new findings and to educate.
Direct Report	Will listen	Attention given to some workers as to productivity, and behavior, and attention to some special needs of workers.	More attention to qualifications, productivity of workers, also attention to needs required for workers to perform tasks required.

Direct Report	1. He knows my personality and what my greatest strengths are. 2. He is understanding and gives good advice 3. He is always available even on her day off.	1. Allowing me time to complete all aspects of running a doctor 2. Allowing me expand my knowledge even outside of my specialty.	1. Knowing my Doctor and what needs to be done allowing me the time to handle situations. Either it being insurance issues, scheduling the doctor's schedule, etc...
Direct Report	Highly organized, his teaching ability, and his respect and appreciation for skilled personnel.	Patience, give more commendation, be friendlier to all the staff.	Direction, constructive criticism, and commendation.
Direct Report	Communication, calm manner, expertise	None	open communication, dedication
Direct Report	Compassion, Fairness, Leadership	patience, understanding, knowledge of Techs role in the ophthalmic field	understanding of Techs role in the ophthalmic field, patience, and continuing education
Direct Report	knowledge of equipment, management, and does not play favorites	A friendlier atmosphere... a place to sit for 5 minutes without getting yelled at.., recognition or bonus for well-deserved employees.	I don't have a supervising physician
Direct Report	Leader, listens, kind	none	none
Peer	hard worker, intelligent, knowledgeable	bonus for extra work performed, more education,	communication
Peer	He imparts pertinent information to the job as he receives it, allows me to work independently & makes himself available when assistance is needed.	Encourage team work, when conflict occurs between coworkers don't ignore it encourage resolution & mediate if necessary. Things left stewing break down the team	Need to hear that I'm doing a good & if not what isn't satisfactory. Make their needs perfectly clear nothing should be left to assumption,
Peer	1) is exceptionally knowledgeable, 2) accessible always, when in the office and when not in the office, 3) regularly meet to discuss current work	more direct input about individual work, group meetings to discuss areas of problems	Readily accessible, up to date knowledge of current research studies- willing to answer questions when not busy with patients.

Peer	listening, teaching, doing what he says he will do	Louis is not my supervisor, but he is in charge of some of the retina studies we complete. Thus, I put '0's in where things were not applicable.	Decisions, Teaching, respect - all which he gives. Please note that 0 means not applicable on this screen and the previous one. There is no way to note that the question is not relevant or not applicable.
Peer	Explaining results from testing that was done.	Communicate	Communicate
Self	Detail-oriented, clearly outlines what is expected for each member of team, approachable	come around and talk to more of the staff, include more members in the team	clear instructions/examples, feedback (negative and positive), open door

Appendix III

9-Step Process of Coaching

9-Step Process of Coaching	
<i>Getting Started</i>	10. Call/Engage
	11. Get to know
	12. Ask client to set preliminary goals. Important to narrow focus to: <ul style="list-style-type: none"> • Behavioral goal • Intellectual pursuit
<i>Data Management</i>	13. Establish the Data Plan
	14. Gather data. Analyze data

	<p>15. Feedback</p> <ul style="list-style-type: none"> • Plan • Deliver • Reactions
<i>Results</i>	16. Action Plan
	17. Implement / Support Role
	18. Begin to Disengage

Appendix IV – Coaching Contact, Harry Miller, J.D.

January 7th 2014

This working agreement is collaboration between *Lia J. Levitt* (“Coach”), and *Harry Miller* (“Client”). Both parties agree to the following:

COMMITMENT:

Coaching is an ongoing relationship between a coach and a client. The opportunity for success for the client increases dramatically when changing habits and creating possibilities is an iterative process.

Coaching is a structure that facilitates the process of personal and professional development. The Client and Coach agree that the coaching relationship will be designed in tandem and subject to changes by either party with the consent of both. Coaching is for individuals who are emotionally and psychologically healthy and who want to make changes in efforts to progress in their lives. Coaching is not advice, therapy or counseling.

By mutually entering into this relationship, the Coach and Client acknowledge that the Client desires to make significant progress and change (s) in his life. Because progress and change happen at rates that are unique to each individual, the Coach and client commit to working with each other over a period of 6-8 meetings.

COACHING SESSION PROCEDURES: All coaching sessions are conducted in person unless otherwise arranged with the Coach. The Coach and client commit to start and finish each session on time. We will do our best to accommodate one another’s schedules. The coach will observe the client at his place of work for several hours at a mutually agreed upon time. The client will provide the names of those he interacts with regularly with in a variety of capacities within the organization and their reporting relationship to him. He will specify and has final say regarding who is selected to participate in a one on one interview. The client also will have the opportunity to preview all questions asked prior to the interviews. Rescheduling a coaching session is easily done with appropriate notice. Both parties should give one another preferably at least 24 hours’ notice to appointment changes with the understanding that at times unexpected emergencies take precedence over coaching meetings. In between coaching sessions, the client should feel free to call or e-mail the Coach.

CONFIDENTIALITY

The coaching relationship is built on trust. The Coach commits to keeping all conversations and information with the Client private and confidential. No personal ideas, information or thoughts expressed will be shared with anyone except with the permission of the Client. The client is aware and consents to the coaching relationship being written about for academic purposes. The client understands his coaching

experience will be disguised with names, places of work, and other details in formal written documents maintained by the University of Pennsylvania At the conclusion of the coaching engagement the coach, manager, and client will meet together to determine a plan to transition development planning to manager.

Appendix V – Client Report Harry Miller

**Summary of 360 Feedback for
Harry Miller, J.D.**

**Prepared by Lia J. Levitt,
University of Pennsylvania**

Introduction

Lia Levitt a student in the University of Pennsylvania's Organizational Dynamics program, Organizational Consulting and Executive Coaching cohort approached her manager regarding an internship opportunity. After completing an internship with a surgeon, Lia wanted to continue to gain experience coaching outside of corporate America and expressed her interest in coaching an attorney. Her manager connected her with Kay Nobile, the Director of Business Development and Marketing at the firm in their office building, Lambe & Salazar Attorneys, LLC. Kay broached the idea to the Chairman of the Firm, Geoffrey Gruff and he recommended Harry Miller, Chair of the Litigation Department.

Geoffrey's recommendation was based several factors including the fact that Harry had just completed his first year as Litigation Department Chair. Harry has over thirty years of experience practicing law, but has never managed a department. Though Geoffrey selected him for this role, Harry did not meet the opportunity warmly and admittedly has struggled with balancing his preference for practicing law with managing necessary administrative duties.

This report is intended to provide Harry with feedback from a variety of sources he selected on his leadership, organizational, communication, and supervisory skills. The hope is that through this report and subsequent coaching discussions Harry will gain a heightened awareness of those areas he is successful in, as well as opportunities to improve both his relationships and position in this firm. Additionally, this report also includes observations and recommendations from Lia Levitt, student executive coach, concerning next steps in the coaching process.

Company Background

Lambe & Salazar, Attorneys LLC was established in 1919 in Connecticut and is based in Harborville, CT. Additionally the firm has offices in Sturbridge, Somerville, Houghton, and Elmbrook, NY. The firm has an extensive breadth of practice areas including but not limited to; Bankruptcy, Litigation, Educational Law, Trust & Estates, and Real Estate.

The firms' motto is "Pulling together. Succeeding together" and they currently have 87 attorneys on staff throughout their five offices. Two of the key differentiators in this firm are their strong community involvement and partnerships, and their interest and experience in diversity. The firm participates with other businesses on a diversity committee and runs annual events including a yearly day of service to commemorate Dr. Martin Luther King Jr. The firm was a founding member of the Lawyers Collaborative for Diversity (LCD) and one of their Executive Committee members is on the Board of Directors of the organization and one of their partners is joining this year as well taking on a LGBT liaison role.

The firm is run by the Executive Committee, comprised of several attorneys who make strategic decisions and run the practice. There are also department chairs who are

responsible for the oversight of their individual departments and maintain regular communication with the Executive Committee. Attorneys in the practice are associates, income partners, and members. The firm also employs paralegals, legal secretaries, and administrative personnel including Information Technology roles, as well as Marketing and Business Development. While there is a committee dedicated to providing Associate reviews and making firm compensation decisions, additional input is sought out by Department Heads.

Background

Harry is a highly accomplished attorney who graduated from Yale Law School and Columbia University *summa cum laude*. He has bar admissions in both New York and Connecticut. Harry is married and lives in CT. He has a brother who is also an attorney and they both share care of his elderly father. Though he works long hours has clear interests outside of work which range from fine dining, to sports, to music. He is clearly devoted to his client's success and has established a unique niche in his practice representing attorneys accused of ethical violations. Harry's love of both ethics and practicing law are evident in any conversation one engages in with him.

Harry's primary responsibilities at Lambe & Salazar consist of the following:

- Attorney; represents clients on matters regarding Professional Liability, Litigation, and Business Disputes
- Department Chair: Oversee all administrative matters in the litigation department, the largest in the firm
- Supervisor: Direct and assign departmental work, with oversight of billing including discounts, and accuracy in logging of billable hours

Harry is committed to the success of both the litigation department and Lambe & Salazar. He is humbled and at times intimidated by his newer role as Litigation Department Chair. He appears mildly guarded at times, and is warm and open but reveals information at his own pace. One of the greatest challenges of his new role is that not only is his predecessor Geoffrey still at the firm, but he is now his boss. Their styles are noticeably different and due to Geoffrey's long record of success, it appears intimidating to take over a department that is used to working and being managed in a distinct way.

In our initial interview Harry mentioned several initial goals he wanted to focus on:

- Bettering his time management skills
- "Surviving" his administrative responsibilities
- Understanding what his department needs from him.

Harry was open to the 360-assessment process and began composing a list of names of those to be included during our first meeting. It is important to note he was open to adjusting this list based on feedback from his coach who asked for his legal secretary as well as his closest friend at work to be included though neither was initially on the interviewee list. Harry is concerned about objectivity, but once educated that the goal of

feedback is not objectivity; he was amenable in including both people as 360 respondents. Both he and his coach are committed to working through the data to better understand themes and further explore his goal of implementing suggestions from others that would enhance his effectiveness as a supervisor, department chair, and attorney at Lambe & Salazar.

Methodology: 360 Data Collection Process

Harry's 360 assessment consisted primarily of interviews with 22 people. All are employees of Lambe & Salazar, and the 22 does not include Harry. While originally there was a plan to observe Harry directly at work, the plan had to be amended as the coach could not be present during confidential client meetings, and administrative tasks involving conversations with other staff are often impromptu and thus it could not be pinpointed when they would occur. Though there were no formal observations scheduled, the coach had the occasion to spend several hours on multiple days speaking with Harry and learning about both himself and his role in the organization. During these various meetings which took place both in and outside of his office, the coach observed Harry with those he interacts regularly with, as well as strangers. All of the conversations and interactions along with the interview data provided a rich glimpse into Harry's habits, mannerisms, and relationships with those around him.

All interviews were conducted between December 29th 2014 and January 9th, 2015. All interviews in Harborville were conducted in person except for one who requested a last minute phone call due to her schedule. The Sturbridge interviews were conducted by phone, due to the participants wish to maintain the original schedule in spite of a snowstorm. Though interviews were initially planned for 20 minutes, almost all of them were adjusted to accommodate a longer conversation, which showed the respondents interest in and willingness to offer Harry feedback. Respondents were assured their responses were anonymous and would be grouped with those in other similar positions in the firm.

The following interview questions were used:

- **Q1. What three strengths does this person exhibit that should be maintained?**
- **Q2. What three specific behaviors would you have this individual change in order to improve his?**
- **Q3. If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?**
- **Q4. What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him?**
- **Q5. When you see him approaching, what are the first three feelings or thoughts that come to your mind?**
- **Q6. What is the highlight of working with Harry?**
- **Q7. Have you been in a position to observe Harry under stress? If so what did you observe?**

Note to the client

Thank you for your participation in this process. Your openness and interest in feedback and the coaching process are much appreciated. Your accessibility both in arranging meetings, and having impromptu conversations, as well as providing information about your firm and background is extremely helpful. I appreciate your willingness to delve further into your potential as a department chair, and member of your firm.

You initially showed an interest in working on your time management skills and successfully balancing your newer administrative responsibilities at your law practice. You demonstrate openness to becoming more effective as a leader and department chairperson. You provided a cross section of participants to gather feedback from who have varying levels of interaction and experience with you as both a lawyer and a supervisor. I hope the variety and great amount of interviewees will provide you a candid summary of how you are viewed by those you selected to participate. I believe in reading the following data, you will gain numerous insights into how others perceive your interactions with them, and view you as a colleague, supervisor, peer, and attorney.

I ask that you maintain openness to the data as you read through it, begin to organize it, and likely discover something new each time you review it. There may be some surprises within the data, as well as facets of it that evoke particular emotions; both positive and negative. You have complete control over the value you assign to the data and what you choose to do with it next.

It is likely that the anonymity participants were promised as a condition of their interviews contributed to more candid responses than one ever have access to during their career. As with all 360 reports, your manager's data is shown separately from others. Legal secretaries and paralegals are grouped in one category and your peers in management and other administrative functions are grouped together as well. All non-management attorneys (your direct reports) both members and associates, are in another category.

The report that follows is a summary of the data collected through our interview and time together thus far, my observations of you, and the interviews conducted with those participants you selected. I have organized the data into truths, trends, and unique ideas.

Truths are statements, or ideas that were identified by around two thirds of the respondents in a category.

Trends are statements or ideas that were identified by around half of the respondents in a category.

Unique Ideas are statements, ideas, or quotes that though said by only one person, seemed too significant to omit from this report

It is my hope that this report provides a rich insight into where you are today in your role as Litigation Department Chair at Lambe & Salazar. It is up to you to garner which if any

areas of development identified, offer an opportunity to change a current habit, or behavior, and which you will simply note as someone (s) experience with you, which does not warrant a change at this time.

The Coach's Findings

Based on the 360 data collected through several means identified above, the following themes and patterns emerged. These truths, trends, and unique ideas are the perception of the respondents in regards to Harry's behavior in several facets of his professional interactions with them. The data highlight his strengths as well as overused strengths and opportunities for enhanced communication and relationships with others. Data that may be initially surprising represents blind spots in relation to others' perception of them. This data is intended to be constructive, and helpful. Respondents were eager to provide it and appreciative of their inclusion in this experience.

As a benchmark to the responses, I feel it is important to include Harry's own responses to the questions. When I went to meet with Harry, he had clearly prepared his answers to these questions, but elaborated on them during our conversation. Please note his response to question 7 is his perception of what he feels those he supervises answered they needed from him, not what he needs from his own supervisor.

What three strengths does this person exhibit that should be maintained?

- *Approachable*
- *Trouble shooting abilities*
- *Humor*

2. What three specific behaviors would you have this individual change in order to improve his or her effectiveness?

- *Decisiveness*
- *Faster responses*
- *Lack of original ideas for business development*

3. If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?

See response to question two

4. What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him or her??

See response to question two

5. When you see him approaching, what are the first three feelings or thoughts that come to your mind?

No response provided

6. What is the highlight of working with Harry?

No response provided

7. What do you need from your manager that would help you be successful?

- *More attention and more guidance particularly on work assignments, younger people deserve more guidance in what is an emergency*

8. How do you act/ react under stress?

- *Sometimes I am occasionally rattled and curt with others, which I am learning is particularly harmful and counterproductive in my leadership role. I want to stay unflappable in moments of crisis and turmoil.*

Summary of responses by question/ category

Q1. What three strengths does this person exhibit that should be maintained?

Manager

- Effective communicator
- Willing to go to both offices to meet with his people
- Serious and considerate about importance of decisions he has to make

Paralegals / legal secretaries

Truths

- Brilliant
- Quirky

Trends

- Easy to talk to/ not arrogant
- Kind

Unique Ideas

- “Absolutely adores him, he is some a compassionate person, balances family and business, very kind, one of a kind”
- “One thing Harry does that Geoffrey didn’t do is try to foster a team environment, every wed or Thursday from 8-9 brings yoga instructor in tries to get people in tries to get people to distress or decompress, a lot of people go thinks it’s a great thing he does”

Partners/ Associates

Truths

- Easy-going
- Laidback
- Approachable

Trends

- Takes time to get to know people
- More easy-going then Geoffrey, but also can be harder to know where you stand with him
- Does not intimidate associates

Unique Ideas

- “He has phenomenal intellect so smart and the way he conveys his knowledge especially at litigation meetings, very good speaker, almost theatrical which gets your attention, best we ever had”
- “He is really enthusiastic about being a lawyer. This is a rare trait and getting rarer as the profession gets more stressful”
- “Wants everyone to do well, have a chance, protects employees, comes up with work for summer associates”
- “Enjoys the way he presents when he gives seminars on ethical obligations, lively interactive approach”

- “When someone has won a particularly difficult motion he has sent out emails which are particularly nice, he does it in his more elegant style, has gone through the trouble to find out that details”
- “As a lawyer he has a million”
- “Believes he is doing a terrific job at assigning work planning department meetings”
- “Harry asks people can you handle it, do you have time, does not appear he is telling people to take an assignment or else. Feels he can be honest if he has time constraints”
- “He has a unique style it’s his character and it’s him, his phrasing is part of his eloquence and it resonates well with people”

Administrative/ Management

Truths

- Smart
- Well-liked

Trends

- Hard-working
- Good communicator

Unique Ideas

- “Harry is one of the smartest lawyers I have ever met and clearly one of the smartest lawyers in the firm. Has an intimidating reputation as a lawyer who specializes in the law of lawyers. He knows better than we know how we should be working. He is intimidating to work with, but this is not a bad thing.”

Q2. What three specific behaviors would you have this individual change in order to improve his effectiveness?

Manager

- Incorporate cheerleading as part of his daily speak
- Think about a global vision of the department

Paralegals / legal secretaries

Truths

- Improve technology skills
- Better understand the specific role of paralegals/ legal secretaries
- Check in more with people

Trends

- Improve Accuracy in emails
- Better manage vacation schedules of key people in firm
- Stubborn
- Improve organization

Unique Ideas

- “Needs to be accurate – make sure he knows who to give credit to when there is credit due, at least three times he named someone for doing something and they hadn’t done it at all, shows lack of understanding of what’s going on”
- “He passes off problems to other people”

Partners/ associates

Truths

- Interact more regularly / have more one on one discussions
- Increase knowledge of technology, reliance on paper

Trends

- Although many felt the content of the recent training on a Saturday was helpful, they did not appreciate not having a say in a mandatory Saturday training

Unique Ideas

- “Got to learn how to be an asshole- if you’re going to be the leader of the ship you may have to cast some people off”
- “He is reticent but he is realizing it more”
- “Problem is professional development is so individual weakness is skill set is general lack of experience – lumping all associates together seven years vs two months out of law school hard to develop training that is a productive use of time, better for small group or individual training, harder to identify peoples weaknesses which would be more productive”

- “He is probably reluctant to come out of Geoffrey’s shadow, must be very difficult for him, Geoffrey was so scary especially to young attorney’s and so terse may be hard for Harry to take initiative and make the department his own”
- “I like Harry a lot he hardly talks to me though, maybe because he doesn’t talk to me I am doing ok, there is not enough contact, not enough collaboration, informal interchange about the department, what it is doing what its’ issues are and where it should be going. If that is part of his job he is not doing too well.”
- “Tries to be someone he is not, he gets a lot more with honey than with vinegar, trying perhaps to fit into Geoffrey model”
- “Tough business in litigation because of economy, and – not sure there is a clear plan or direction to address these challenges, at least not one he feels has been articulated”

Administrative Management

Truths

- Increase people management skills

Trends

- Celebrate successes more/ be departmental cheerleader

Unique Ideas

- “Stylistic sometimes he is very esoteric and highfalutin and opposed to down to earth and speaking with the common man, sometimes needs to bring his style down to a more common folk type of style”
- “Harry has a love / hate relationship with technology, particularly email, understands issues he perceives with technology he does have to recognize that his people are using this medium to communicate on a regular basis. He as a leader needs to meet his people where they are, not where he wants them to be. The problem becomes it results in a perception of him being older or more of a curmudgeon that he actually is. It is not truly holding him back, but perception can become reality and should be aware of how he is perceived.”
- “Keep bolstering people up celebrating successes, the way he sometimes presents himself personally he seemed a little belabored – keep positive face on”
- “Attitude towards management, he is definitely growing in that role, but he just does not like it”

Q3. If you were in this person's position of leadership, what recommendations would you make in order to improve the morale and/or productivity of his team?

Manager

- Meet with every partner maybe every lawyer individually to get a sense of their vision for the department and their willingness to sacrifice in order to accomplish this global vision

- Step back and get a sense of where the successes have been in terms of marketing and business development and where they have not been and figure out how to retool over past three years
- Marketing- is more general
- Business development identifying a particular target maybe an industry and designing an acquisition plan
- Harry has increasingly difficult challenge of whether and if so how to compete for lower marginal paying work with our present footprint

Paralegals / legal secretaries

Truths

- Better understand our roles
- Spend more time 1 on 1 with people

Trends

- Visit Hartford more and take time while there to meet with people individually
- Recent layoffs are still painful for some people and affecting morale

Unique Ideas

- “Geoffrey was always extremely busy from 4:40 Am to 9:30 PM, Harry makes more effort to have a work life balance makes it seems like if she has something going on she doesn’t feel bad, they were nervous about leaving with Geoffrey”
- “Yoga thing is great, people value this there is a little discomfort in being in their casual clothes, casual Friday would be good”

Partners/ associates

Truths

- Better focus/ strategy on business development
- Reward and acknowledge successes with more than emails (though people like and appreciate the emails and want them to continue)

Trends

- Leverage work assignments/ talent across organization
- Check in with people more
- Less meetings, perhaps change times/ dates

Unique Ideas

- “More face time if they believed he cared about their long term viability at the firm, you will be more receptive to his constructive criticism, he demands that respect because of how smart he is, they want to hear from someone of his stature, she does not get to meet with him for review, wants more from him wants him part of reviews for income partners”
- “There is a problem not unique to the litigation department of getting departments to work together to share relationships he can do more to push the rest of the firm to open up the client base to develop litigation work, help push cross sale opportunities”
- “Being a little more impromptu with social and work gatherings, could be happy hour or bringing pizza in, nice summer day everyone gets a sandwich and eats by ferry, more social amongst entire department”
- “In managing professionals help the wayward ones and get out of the way of the productive ones, Harry seems concerned and helpful to the wayward ones”
- “Believes more in carrot than the stick, if there’s a deadline for something and they want people to meet it there of ways of going about it outside of there being a sanction if you don’t comply with that.”
- “There was a weird gift on chair the Monday after the Sat training, a Walmart or target Swiss army knife was a bizarre gift, was intended as a morale booster but was more insulting more needs to be done to reward hard work”

Administrative/ Management

Truths

- None

Trends

- Mentor Associates more

Unique Ideas

- “With unpleasant news, Harry does sometimes tend to deal with this via email because it is easier...Some folks send out emails which makes sense from a time standpoint less of a risk from a personality risk standpoint, it’s not effective because people are not really being taken to task. Much easier to ignore this email. Even a phone call may be easier to ignore. Found he has had to sit down and have unpleasant conversations with people to get these habits to stop. There is an aspect of not wanting to be confrontational but can be pretty ineffective for him to accomplish. Knows he takes that obligation incredibly seriously.”
- “Does not have much interaction with Harry, sense is this is somewhat problematic, does not have a clear idea of what our litigation practice is thinks if you polled a lot of people in the firm many others would feel this way”

- “Firm has had a lagging year this year, as someone who understands this would suggest there is a significant over capacity in litigation department, need to address an under abundance of work or overcapacity of people”

Q4. What several pieces of advice do you believe this person needs to hear, which others -- for whatever reason -- might be reluctant to tell him?

Manager

- Some people would say that Harry does not want to embrace technology so he shies away from it, he does see an issue with this but says he is not much better
- Harry needs to articulate his vision based upon meeting with people, be the champion

Paralegals / legal secretaries

Truths

- None

Trends

- Improve organizational ability

Unique Ideas

- “Friends with a lot of younger associates and thinks mentoring these young associates especially in litigation when they are having to meet with clients and go to court. Thinks they do a lot of training like book wise, but mentoring them bringing them to court and depositions would go along well. Would go a long way and would increase their comfort level when they do have to go to court. Thinks they sometimes feel they get thrown into situations and they have not had the experience. They should know the basics and have to do everything how do you file a pleading. This will only help build their confidence”
- “Feels others are annoyed he is so anal with his stuff, very meticulous”

Partners/ associates

Truths

- Communicate more frequently

Trends

- Create and maintain a culture of success for litigation department
- Articulate strategy/ vision for department
- People notice Harry is catching on more in regards to his administrative responsibilities

Unique Ideas

- “Harry being the professional responsibility lawyer lives in a white tower and there is one perfect way to do things, this is not necessarily the way the real world works. We would not get business if we had to adhere to the types of absolutes he prescribes to. Recognizing there is a lot more gray and not sounding like you’re a malfeasor if you don’t dot every I and cross every T. More understanding of the practicalities of the situations we’re often placed in”
- “More of a voice with management thinks he’s afraid of making waves if he disagrees with Geoffrey, thinks Harry is caught between rock and hard place, must realize he is wearing two different hats, Harry as a liaison for his department and management, have a bigger voice. Maybe he does and they don’t know it”
- “Geoffrey leads by example, in office by 4, or 5 Am, does not expect that of anyone else, but Dave rolls in by 10 Am can’t do that if you’re department chair this gives off maybe bad idea to associates how will you know if they are not there”
- “The lunches that he makes for himself are odiferous to a point of annoyance, high odor”
- “Firm and department must think more about long term multi-generational business development, must think more about whether we’re staffing cases correctly in the sense of if we’re making the best use of the talent we have rather than just letting them work on things.”

Administrative/ Management

Truths

- None

Trends

- Carve out your own management, step out of Geoffrey’s shadow

Unique Ideas

- “Finds Harry’s focus on training is incredibly valuable more so than Geoffrey. Harry has made it his life’s mission to train the associates in particular in the art of being a lawyer and the professional requirements we all have and thinks this will pay off great dividends in the future. Does not think he has gotten the credit he deserves. Does not think it was Harry who brought the training to fruition and without him the training would have not happened the same way.”
- “There is a sense if you talk to people in his department that there is a different culture (Geoffrey era) people may not be perceiving he is not a strong leader 40% of lawyers in firm are in litigation Geoffrey is been giving him a lot of leeway Geoffrey has been very deferential”

Q5. When you see him approaching, what are the first three feelings or thoughts that come to your mind?

Manager

- He eats the foulest smelling food
- Incredibly smart
- Very articulate

Paralegals / legal secretaries

Truths

- He has a technology issues

Trends

- Kind person, always says hello

Unique Ideas

- “He probably wants me to do something ridiculous”
- “He does not make her feel she is less of a person because she is not an attorney”

Partners/ associates

Truths

- Happy to see him

Trends

- Very intelligent
- Non-intimidating, feel comfortable with him
- Often engages in interesting personal conversations

Unique Ideas

- “Good rapport with clients”
- “In person no fear no negativity cause for concern does not have trepidation, looks at him as a colleague”

Administrative/ Management

Truths

- Enjoys conversations with him

Trends

- None

Unique Ideas

- “Being intellectual as a department chair is not always a positive, sometimes practical has to trump intellectual, he was thrust into management of lawyers, which is like herding cats”

Q6. What is the highlight of working with Harry?

Manager

- He challenges him intellectually, genuinely cares about the firm

Paralegals / legal secretaries

Truths

- None

Trends

- Kind, interesting person

Unique Ideas

- “Feel like he trusts me and feels like he respects me and if he needed a pulse on Hartford he would come to her as a maybe a point person”
- “Was glad when they choose Harry, thought out of the pool he was the most qualified, and had the best demeanor”

Partners/ associates

Truths

- Interesting and intelligent

Trends

- Approachable
- Very well-versed in law

Unique Ideas

- “Has really in depth understanding of the law and diverse understanding of the law, every interaction with him learns something new shares interesting war stories, interesting person to bounce ideas off of, he has a great legal mind.”
- “Very nice guy brings a lot of covet to the law firm.”
- “Harry is a brilliant lawyer having him as a colleague is a highlight, great addition to the law firm”
- “What I learns from him. He has ton of trial experience not many of us have trial experience, he has seen the courtroom a lot knows in and out, and he is a huge resource for them and maintains optimism about being a lawyer.”

Administrative/ Management**Truths**

- Incredible intelligence

Trends

- None

Unique Ideas

- “The skill and dedication that he puts in as a lawyer and as a firm leader. This profession is filled with very smart people and very good people. Not all of the good people are the smart people and vice versa. Harry is a rare combination of the good along with the smart. In some ways he is slightly frustrated because he is still learning how to manage people.”

Q7. Have you been in a position to observe Harry under stress? If so what did you observe?

Manager

- Finds he is more than capable of handling stress

Paralegals / legal secretaries**Truths**

- Does not get rattled, maintains a sense of calm

Trends

- None

Unique Ideas

- “Sometimes where he is in his own little world not unapproachable”

Partners/ associates

Truths

- Unflappable and resilient

Trends

- Sometimes places more demands on Pearl and support staff

Unique Ideas

- “One day saw him look frantic at office in 2.5 years. That was the only time I have ever seen that”
- “There are sibling squabbles who gets credit for what, who does “daddy” love more”

Administrative/ Management

Truths

- Most have not seen him under stress

Trends

- None mentioned

Unique Ideas

- “Handles it about as well as has seen anyone handle it. Does not crumble under pressure. Handles high stakes litigation does not fold under pressure. Thinks the calm exterior hides a level of nervousness. Perhaps constantly striving to be a better lawyer.”
- “Maybe should not wear his heart on his sleeve so much, it is very visible to others, hard pressed to find a professional situation in which he was stressed probably more related to management as well as the juggling.”

Coaches Observations

During the time I have gotten to know Harry, I have found him to be a highly intelligent, charismatic person. Though he is clearly brilliant, he is down to earth and able to discuss a multitude of topics outside of law. I believe this contributes to the fondness his colleagues have for him. Harry is polite to people and makes time to speak with them. He shows appreciation by addressing people warmly and always using niceties and thanking them for things. He appears to be quite even keeled. Though it is apparent he is overwhelmed by the depth and breadth of his newer responsibilities, he maintains a work/

life balance, and exhibits devotion and interest in improving in his role. One of the aspects I see Harry demonstrate, though it is clear he does work many hours, is a strong inclination towards achieving and modeling work life balance. This is integral to the respect of his staff and their feelings he is approachable. This is also a contrast to how his predecessor led the department.

In regards to his predecessor, and now manager, I feel that Harry appears to live a bit in the shadow of Geoffrey. He is clearly in a tough position, managing the balance between forging his own style as a leader, and constantly being compared to a leader who was both successful and is now leading him. His style is vastly different than Geoffrey 's and proving to be effective, though his time spent in his personal office while necessary, could stand to be balanced with more conversations with his department. He seems at ease having casual conversations on a wide variety of topics, but his staff appears to be looking for more guidance and mentorship from him in regards to their work. While at times Harry has seemed slightly flustered, he has always been pleasant, polite, and devoted to this process, which I can only ascertain is indicative of his approach to all of his work.

Summary

Harry is an incredibly well respected attorney and clearly thought of as a person of high moral character. His supervisor, peers, and other colleagues respect his vast knowledge of law and also sincerely enjoy their personal and professional interactions with him. He is viewed as an ethical person and lawyer.

This report identified several critical areas for development including:

- Communicating and executing a business development strategy for the litigation department
- Spending one on one time with members of the litigation department to better understand them, their work, and their goals
- Honing leadership skills and differentiating himself from previous leadership regime

Harry now has the option to evaluate his perception of this feedback and determine what possibilities exist to validate and/ or improve in these areas. His willingness to address these areas will only improve his quality of relationships within the practice. It is the recommendation of his coach that we continue to explore these developmental areas together, should Harry find some merit in them and define some goals which may help him enhance his role within the company.

Next Steps

We will review this data together and I will offer you a summary document I have prepared, which I believe highlights the cogent points from the data. Once you have reviewed and have greater clarity around the data, you have the opportunity to amend your original goals and perhaps add new ones, if you feel that may be helpful. During the coaching process we will formulate an action plan and focus on one to two goals you are

eager to progress on. We will meet one final time at the conclusion of our coaching sessions, to solidify the next phases of the action plan with your manager.

Client Notes

What initial thoughts come to mind when reviewing your feedback? Are there any new goals that emerge based on what you have read? What areas might you like to focus on during our discussion of this data?

[illegible]

Appendix I

9-Step Process of Coaching

9-Step Process of Coaching	
<i>Getting Started</i>	19. Call/Engage
	20. Get to know
	21. Ask client to set preliminary goals. Important to narrow focus to: <ul style="list-style-type: none"> • Behavioral goal • Intellectual pursuit
<i>Data Management</i>	22. Establish the Data Plan
	23. Gather data. Analyze data
	24. Feedback <ul style="list-style-type: none"> • Plan • Deliver • Reactions
<i>Results</i>	25. Action Plan
	26. Implement / Support Role
	27. Begin to Disengage

Appendix II

Coaching Contract

January 7th 2014

This working agreement is collaboration between *Lia J. Levitt* (“Coach”), and *Harry Miller* (“Client”). Both parties agree to the following:

COMMITMENT:

Coaching is an ongoing relationship between a coach and a client. The opportunity for success for the client increases dramatically when changing habits and creating possibilities is an iterative process.

Coaching is a structure that facilitates the process of personal and professional development. The Client and Coach agree that the coaching relationship will be designed in tandem and subject to changes by either party with the consent of both. Coaching is for individuals who are emotionally and psychologically healthy and who want to make changes in efforts to progress in their lives. Coaching is not advice, therapy or counseling.

By mutually entering into this relationship, the Coach and Client acknowledge that the Client desires to make significant progress and change (s) in his life. Because progress and change happen at rates that are unique to each individual, the Coach and client commit to working with each other over a period of 6-8 meetings.

COACHING SESSION PROCEDURES: All coaching sessions are conducted in person unless otherwise arranged with the Coach. The Coach and client commit to start and finish each session on time. We will do our best to accommodate one another’s schedules. The coach will observe the client at his place of work for several hours at a mutually agreed upon time. The client will provide the names of those he interacts with regularly with in a variety of capacities within the organization and their reporting relationship to him. He will specify and has final say regarding who is selected to participate in a one on one interview. The client also will have the opportunity to preview all questions asked prior to the interviews. Rescheduling a coaching session is easily done with appropriate notice. Both parties should give one another preferably at least 24 hours’ notice to appointment changes with the understanding that at times unexpected emergencies take precedence over coaching meetings. In between coaching sessions, the client should feel free to call or e-mail the Coach.

CONFIDENTIALITY

The coaching relationship is built on trust. The Coach commits to keeping all conversations and information with the Client private and confidential. No personal ideas, information or thoughts expressed will be shared with anyone except with the permission of the Client. The client is aware and consents to the coaching relationship

being written about for academic purposes. The client understands his coaching experience will be disguised with names, places of work, and other details in formal written documents maintained by the University of Pennsylvania At the conclusion of the coaching engagement the coach, manager, and client will meet together to determine a plan to transition development planning to manager.

Lia J. Levitt

Harry Miller