Coaching Chief Executives:
a case study

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The Situation

The Client

Board
Senior Leaders
Hospital Employees

John, CEO

Physicians
Patients
Challenge

↓ Satisfaction

Challenge

Sense of Urgency
Challenge

Uncertainty

First Step
**Methods**

- Credibility and trust
- Clear expectations
- Identifying the goal
  - Measures for success
- Assessment and interviews
- Frequency and type of meetings
  - On-site
  - Telephone Conference
  - Using technology

**John’s Overall Goal**

To evolve the corporate culture and his leadership style from a “command and control” to one of “commitment and learning” for inspired leadership.
Opportunity

Reflection and Learning

- The Revolving Door Metaphor
- Raising Awareness
Presence and Observation

Beware of Assumptions

The Team’s Learning

It may not be “all about John”!
What’s important?

**Trust**
Communicate with each other when concerns occur.

What’s Important?

**Respect**
Speak with and encourage the truth.
**What’s Important?**

**Understanding**

Listen to, understand and value the diversity of thinking for a broader perspective.

**What’s Important?**

**Support**

Use meetings effectively. Incorporate “round table discussion” time and implement “critical incident debrief” as a learning process.
What’s Important?

Team

Build upon and maximize the strengths of the Team.

The Team’s Model

TRUST
One Year Later

“The hospital culture is improving in many areas of employee satisfaction thus strengthening the commitment of employees and managers. Scores had a statistically significant increase compared with the two prior years.”

- Employee Satisfaction Survey Company

Measures of Success

- Attention to Employee Needs
- Employee Involvement
- Leadership (Organizational)
- Leadership (Departmental)
- Communication
- Fairness
Results and Impact

The Impact

High Performance and Satisfaction

Senior Leaders

Board

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