The Power of Professional Coaching

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Disclosures

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Learning Objectives

- Create awareness around who you really are
- How does professional coaching aid in the pursuit of what you really want
- Understand the difference between coaching and mentorship
- Apply 3 coaching principles to your practice
I believe I have the power to create the life I want.
One Year From Now.....
Consciousness

Your awareness of who you really are, as opposed to the “you” that you believe you are and that you were taught that you are.
What is Coaching?

- Vehicle to take a valued person from where they are to where they want to be
- Provokes the thought & creativity needed to maximize one’s potential
- NOT fixing people – helping them be their best selves
- Space to align personal & professional goals and values with well-being and performance
The Coaching Process

• Emotionally connecting your inner purpose and passion to outer goals and strategies to bring about sustainable results

• Help consciously connect with your core thoughts and emotions

• Recognize that true, positive change starts from within
What Positive Psychology Does

- Rewire your brain in small steps toward a higher functioning state of being
- Be more productive, creative, efficient
- Help us get to flow state – connects us with what is right about us!
A diagram illustrating the spectrum between consulting, mentoring, and coaching.

- Consulting:定向输入
- Mentoring: 中等输入
- Coaching: 自由输入

定向操作：
- 解决问题
- 提供指导
- 提问

非定向操作：
- 导向操作
- 非导向操作
Coaching Core Differences

Listen to UNDERSTAND, not to FIX
Point curiosity outward
Engage THEIR expertise
Building on STRENGTHS >>>>> Eliminate weaknesses
Emphasize Strengths to Build Self-Efficacy

- Focus future achievement on the basis of past success
- Build on who they are at their strongest and what THEY do well
- What strengths have gotten them this far?
- How can they use these to tap into their self-efficacy

Do the best you can

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Coaching Builds Resilience

Fletcher and Sarkar Psych of Sport and Exercise 2012
Facilitate Burnout Recovery

Abedini et al, JGME 2018

- Residents with burnout
  - “Existential” burnout
    - Recognizing burnout and feeling validated
    - Forming connections with patients and colleagues
    - Finding meaning in medicine
    - Forming a professional identity and clarifying professional roles
      - Becoming a “good doctor”: reframing professional expectations and understanding their professional role as physicians
      - Increasing competence and autonomy in the clinical environment
      - Finding role models
      - Focusing on career development
  - “Circumstantial” burnout
    - Nurturing personal lives
    - Resolving workplace challenges
    - Taking “time off”

Recovery
How Coaching Contributes to Well-being
If you don’t know where you’re going, any road will get you there.
Self-Doubt

- Fearful
- Insecure
- Selfish
- Not good enough
- Not smart enough
- Not attractive
- Confrontational
- Too aggressive
- Too sensitive
- Boring
- Greedy
- Emotionally withdrawn
What’s Draining You?

• Write a list of **goals, dreams, projects or tasks** that are **INCOMPLETE** in your **LIFE**, or any challenges you have had for **MORE THAN A YEAR**
Let Go of the Arrival Fallacy

HAPPINESS → SUCCESS → HAPPINESS
LISTENING

Coaching Skill #1
Client: “I had the toughest time getting myself up an hour earlier this morning to workout.”

Coach: “You just have to force yourself. Whenever I have to do something I don’t want to, I just make myself.”
Client: “I had the toughest time getting myself up an hour earlier this morning to workout.”

Coach: “You had to struggle but you did it. Congrats!”
LISTENING

Client: “I had the toughest time getting myself up an hour earlier this morning to workout.”

Coach: “It sounds like you really want to do this, but you are so exhausted that you find it to be very challenging and maybe even a little frustrating.”
ACKNOWLEDGING AND VALIDATING

Coaching Skill #2
Power of Reflection

- Reflect back what you are hearing, then PAUSE and LISTEN
- Try to capture their energy, motivations, strengths
- Be honest, direct, and non-judgmental
- "So what I’m hearing you say is..."
- You don’t have to be right
- Keep it simple
We all have feelings and many of us feel **GUILTY** for having them.

Let them know that they have the **RIGHT** to **FEEL** the way they do.

Validate **EMOTIONS/FEELINGS**, not behaviors.

Validating is **NOT JUDGING** whether what someone is saying is right or wrong, or agreeing in any way, just letting someone know you see their perspective.

**NORMALIZE** the situation.
VALIDATING STATEMENTS

“It’s understandable that you feel (insert emotion) because……”

“Based on your values, it’s only natural you feel……”

“It can be very upsetting when (situation/event) happens.”

NEVER SAY, “I know how you feel” because you don’t
Acknowledge what was said

Validate the feeling

Normalize the situation
Coaching Skill #3

EMPOWERING QUESTIONS
THE POWER OF QUESTIONS

Open-ended  Clarity seeking  Probing  Challenging  Though-provoking  Future directed  Solution-oriented
WHY?

Ask Powerful Questions
Ask Powerful Questions
Powerful Coaching Questions

- What does “success” look like to you?
- What is working well?
- What strengths do you have to help you succeed in this?
- How can you use what is working well to move forward?
- How would that support your desired outcome?
- Tell me about a time when you were successful doing this in the past.
Goal/Challenge

LISTEN

REFLECT

LISTEN

Ask a HOW or WHAT Question

What would it look like if things were going well?

Begin to co-create a way forward toward goal.
How am I finding you today?

Give me a story of you at your best recently?

What do you love most about your work?

What are your strengths?

Imagine it’s the end of your next rotation and it went really well. What happened that was so good?

Between now and the end of the rotation, what is one thing you can work on to get towards your goals?
What about Bad Outcomes?

Don’t rush to reassure – Reflect and Listen

Help them name the emotion you are hearing

Consider Asking

If you had to name the emotion you are feeling right now, what would that be?

What can this experience help you learn about yourself?

What is one thing you can take away from this?

Which of your strengths can help you navigate through this?

What would you tell a friend right now?
• Meet them where they are at, don’t force it

• Be honest and non-judgmental in your reflections

• Is there anything they want to work on?

• What is the narrative they want to build for themselves

• Be comfortable with silence

• Invite them to lead the discussion
THE CHALLENGE

- Reflect daily on WHO you really are and WHAT you really want
- Practice your LISTENING to UNDERSTAND not to FIX
- Become more comfortable with SILENCE
- Validate and acknowledge FEELINGS and NORMALIZE situations
- Shift questions from WHY to WHAT and HOW
- Connect yourself and others with personal STRENGTHS
• **Aim:** Decrease burnout and improve wellbeing

• **Intervention:** 6-month web-based coaching program for female residents at University of Colorado

• **Randomized** 101 female residents to intervention vs control

• **Professional coaching significantly improved emotional exhaustion, self-compassion, and imposter syndrome scores compared to controls**