



LEADERSHIP DEVELOPMENT PROGRAMME

COACHING REPORT

30TH OCTOBER 2021

insolitus

PROGRAMME OBJECTIVES

Be

After the programme, participants will be able to:

Understand

- Understand the imperatives of leadership for self, team and the organization to drive performance

Recognize

- Recognize preferences, leverage strengths and develop individual and team capability to address challenges

Own

- Own their actions and its outcomes by applying Personal Accountability, Emotional Intelligence and other appropriate skills

Develop

- Develop an Entrepreneurial Mindset to enable understanding the business aspect of your profession, and create a balance with its altruism aspect

Lead and develop

- Effectively lead and develop teams to drive organizational performance

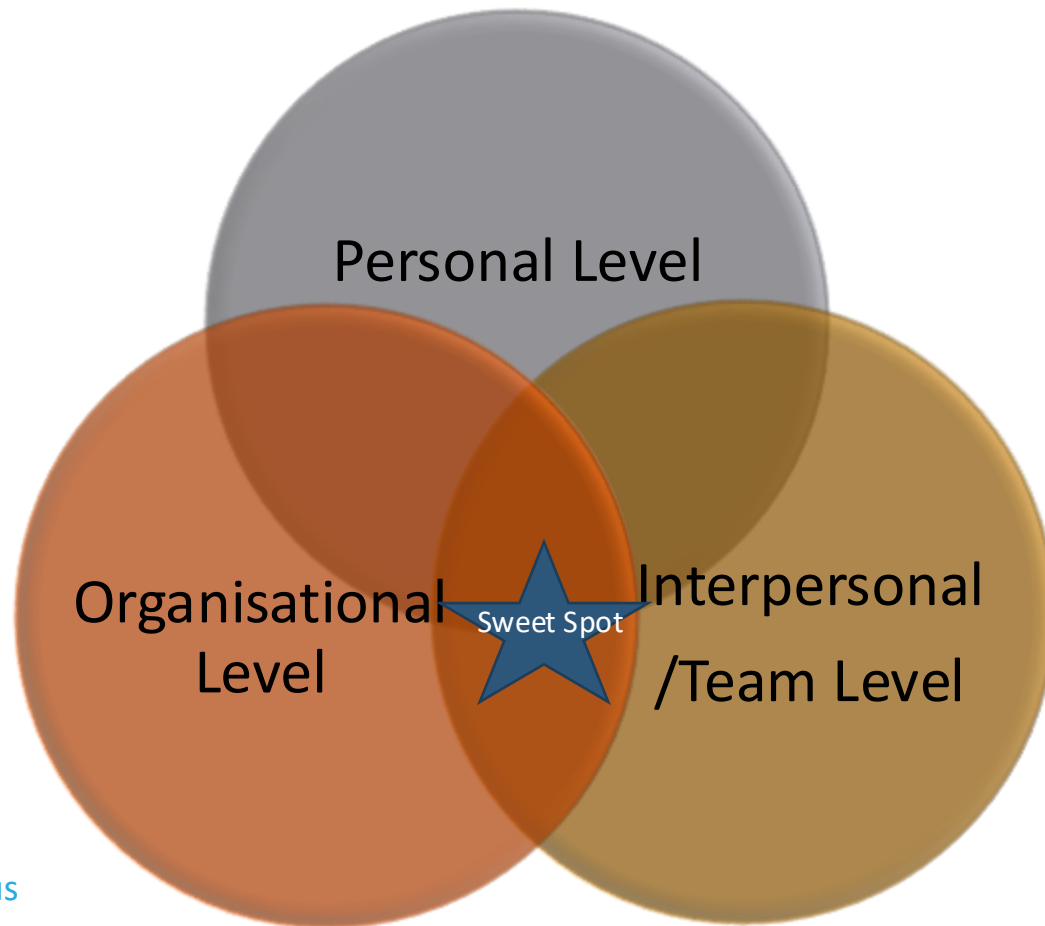
Deploy

- Deploy personal effectiveness skills, like Time Management, stress, etc to enhance your productivity



APPROACH

The Overarching aim is to develop the individual to be a better asset for the company and self.



- Hence the programme will cover:
 - **Personal Level**
 - **Team Level**
 - **Organizational Level**
- The Sweet Spot is the intersection where the three levels meet to ensure a well-rounded development for the individual



PROCESS

DATE	SESSION
	PRE- COURSE WORK
15/7/21	1. IOPT
15/7/21	2. Pre-Course Questionnaire
16/7/21	3. 360-degree Feedback
16/7/21	4. Articles To read
23/7/21	PRE-COURSE WEBINAR
3 HOURS	1. Review of Course Programme 2. Feedback on Pre-course questionnaire 3. Who am I? Feedback on IOPT; 360-degree process 4. Intro to Personal accountability 5. Intro to Coaching
31/7/21	PERSONAL LEVEL
8am – 5pm	1. Personal Accountability 2. Leadership Imperatives 3. Emotional Intelligence 4. Entrepreneurial Mindset 5. Key Strategies for Personal Effectiveness
TAKEAWAY	INDIVIDUAL & PEER ASSIGNMENT 1
	Case Study in 4 Teams - PODS
6/8/21	WEBINAR 2
1 HOUR	Review Assignment



PROCESS₂

DATE	SESSION
7/8/21 8am – 5pm	TEAM LEVEL 1. Team Fundamentals, 5 Dysfunctions 2. Leading a Value Creating team 3. Leader as Coach - The Practical Coach 4. Managing Team Performance 5. Conflict Management 6. Employee Engagement
Takeaway	INDIVIDUAL & PEER ASSIGNMENT 2 Critical Issues
13/8/21 1hr	WEBINAR 3 Review Assignment
14/8/21 8am – 5pm	ORGANIZATIONAL LEVEL 1. Medicine as a Business 2. Winning Together as an Organization; 3. Strategic Thinking/Management 4. Change Management 5. Creating a customer-focused organizational culture
16/8 to 30/9/21	1 on 1 COACHING Two coaching sessions of 1 hr. each with a professional coach



SUMMARY

- This is a coaching report of sessions carried out with 20 personnel of the CLIENT HOSPITAL as part of the Leadership Development Programme
- The coaching sessions were held after the training sessions on Personal, Team and Organizational levels
- Four certified/accredited coaches were involved
- Engagement involved two, one-on-one hourly sessions
- The sessions focused on leadership, personal accountability, emotional intelligence and personal effectiveness., development plan
- The assessments referenced was a 360-feedback report and IOPT Report (Emotional Impact Management and Advanced Leadership)



ASSESSMENT REFERENCED

- 360 feedback report: is an aggregate feedback of coachees performance based on inputs gotten from self, superiors, and peers in the organization. It is designed to guide the professional development of the coachee.
- The 360 feedback report helps identify the coachee's strengths and areas that need development.
- I Opt Report: validated feedback that was used to generate insight into the coachee's emotional impact management and advanced leadership abilities.
- Development Plan: Each coachee sent in a development plan that spoke to their individual development area, strengths, blockers, actions, reflections and how they will obtain feedback.
- They were asked to finalize and share with HR



ENGAGEMENT SUMMARY

- 360 feedback report: is an aggregate feedback of coachees performance based on inputs gotten from self, superiors, and peers in the organization. It is designed to guide the professional development of the coachee. The 360 feedback report helps identify the coachee's strengths and areas that need development.
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- Development Plan: Each coachee sent in a development plan that spoke to their individual development area, strengths, blockers, actions, reflections and how they will obtain feedback.
- In general, their personal development plans focused on growth in the following areas:
 - Improved communication with team members and other stakeholders. Be patient and better at listening
 - Enhanced personal accountability
 - Delegating more and Time management
 - Team building
 - Shift in mind set to become more of a role model by becoming a better team lead
 - Improve on emotional intelligence by seeking to understand self and other stand impact of self on others
 - ☐ Align on CLIENT HOSPITAL's strategic pillars



SOME COACHING AREAS

- Team Management
- Time management/prioritization
- Proactivity and being solution oriented
- Putting First Things First and Time Management and Service Delivery with her Team
- Delivering feedback and communicating better
- Thinking and Acting strategically and on Communication style
- Work Life Balance
- Focus on Career goals
- Managing workload effectively/delegating
- Understanding the style of Team members and being able to communicate better to achieve results
- On-boarding new Staff differently
- Inculcating the 7 Habits
- Making the workflow more effective through proactive engagements across the value chain
- Blind Spots and Delivering Through Others



COACHEES' FEEDBACK SUMMARY

What have you learned about yourself during this time?	What specifically have you achieved during the coaching period?	What are you doing differently now as a direct result of Coaching?	What do you consider to be your top professional priorities now?	What specific actions are you committing to going forward?
• I have learned that for me to progress, I need to project my achievements & results and be more accountable for my actions • How competent I am • Self management and accountability • My ability to manage time and people (teamwork). • That whatever is assigned to me, I must be accountable therefore it is expected of me to take responsibility.	• Need to be more personally accountable & exhibit more visibility of tasks, responsibilities, and results for my superiors • How to be firm and nice at the same time. • Improving communication and interpersonal skills. Developing effective work network and relationships	• Thinking & acting strategically as a leader, building a better relationship with open minds & ensuring the corporate growth strategy of the business is realized, being the basis for achieving personal & team growth for myself & my team members • ☐ Being more accountable • ☐ Communicating better, entertaining questions and open to feedbacks.	• To be involved in more challenging leadership roles • Getting the job done • Improving quality of care and patients' experience . • Accountability in my profession. • Self development • The wellbeing of the patient • Growing my team in terms of teamwork, qualitative and patient centered care and increasing the scope of the services/procedures we offer.	• Building a robust team, eliminating suboptimal actions, exhibiting personal accountability taking ownership • Collaboration and teamwork, communicate effectively and follow up with support • Be more accountable for any action and inaction. • Be more goal oriented and open to training.

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• People's perception about how you want the job to be delivered is different, and I need to check to see we are on the same page. • I have not been coordinating my department well in enough, in terms of oversight, being in regular touch with the team and trying to nip problems with the bud before they become hindrances to the achievement of our overall goal.	• I could learn new ways of doing things to achieve better and timely. • Communicate with my team to the point that they understand the goal we want to achieve as a unit. • the need for better time management by prioritizing my engagement with my team as a whole and have one on one session with the members of my team	• Working more with my team. • More attentive and enhance more robust working relationship. • Ability to train other team members to • I am mentoring. • get regular feedback which I have been trying to act promptly on. Also I now offer specific commendations and corrections as appropriate • Improving my time management	• Further training on my leadership/managerial skills.	• Be more goal oriented and open to training. • Ensure better development for my team in line with organization goals. • Self-development • Frequent meetings • Follow up on tasks • Trainings • Mental readiness • Prioritizing my team's engagement • Taking my team through some of the important topics I learnt at this leadership session

COACHEES' FEEDBACK SUMMARY

What have you learned about yourself during this time?	What specifically have you achieved during the coaching period?	What are you doing differently now as a direct result of Coaching?	What do you consider to be your top professional priorities now?	What specific actions are you committing to going forward?
• My leadership style being predominantly a hypothetical analyser and logical processor and how I can harness these styles to get the best of me and my team. • Feedback of my line manager, peers and direct report in the 360 degree feedback has helped me to identify blind spots that I need to improve on. • More conscious of Adult to Adult leadership style	• How to improve my leadership skills through personal accountability, emotional intelligence and improved work-life balance. • Importance of a value-creating team to the organization. • Effective communication. • Importance of coaching in the leadership journey.	• Deliberately setting goals and ensuring to achieve them. • Leadership is a journey and I am now more focused especially on people and results.	• Further training on my leadership/managerial skills.	• Enrolling for coaching sessions. • Formal training in management

GROUP COACHING & WRAP SESSIONS

Group Coaching

- Two coaching group sessions were held on
 - First session: 1/10/21: 12.00 - 1.00pm
 - Second session: 15/10/21: 1.30 - 2.30pm
- Main Goal was reviewing the developmental plans to ensure everyone knew what they were supposed to do and align with CLIENT HOSPITAL's Strategic Pillars
- Leaders have been asked to share their developmental plans with HR
- This can be used as a basis for Individual Development Plans (IDP) in 2022 and also aligned to KPIs

Wrap session

- The Wrap session held 22/10/21: 12 - 1.30pm
- This was to:
 - Review the whole programme
 - Presentation of last Peer assignment by the pods - Dunamis Team won as they had the best presentation and each member will receive a copy of the book: Develop your Leadership Skills
 - Close out the programme



RECOMMENDATIONS/COMMENTS FROM LAST REPORT

Issue	Comments
Leaders	Very interactive , and eager to learn. Most contributed effectively and were a delight to work with. Collaboration and teamwork was obvious between them, and they tended to watch out for each other. Personal accountability and ownership should be constantly reiterated/re-enforced towards embedding a culture of accountability.
IOPT	All completed eventually; last person only did recently, and we are awaiting her report from the IOPT office
360 degree	Some didn't understand instructions and raters were not submitted on time in some cases, which led to a delay in the completion of the exercise; issues eventually resolved, and participants have their results now. Please ask them to share with HR.
Peer Assignments	These will be completed, along with the last assignment and presented to Lagoon Management
Developmental Plans	Will be fine tuned during coaching and aligned to Lagoon's strategic pillars. Recommended to be aligned to leaders' performance management
Debrief	It is recommended that HR has a debriefing session with leaders on what they learned and how they will be applying these to organizational effectiveness and improvement
Leadership behaviours	Beyond Lagoon's core values, what "leadership behaviours" are in place for leaders in particular? It may be worthwhile articulating these to enhance leadership effectiveness.



CONCLUSION

- The CLIENT HOSPITAL coaching program was aimed at improving the leadership abilities and soft skills of personnel at CLIENT HOSPITAL to improve organizational performance.
- Though time was inadequate for both training and coaching sessions, the leaders' self awareness has increased as well as expectations from them as leaders
- Leadership development exposed them to activities that improve the skills, abilities and confidence of leaders
- They were given assignments and have been asked to share with HR - please see next few slides for details
- Coaching: The major takeaways from the coachees were; better time management, increased confidence, how to be a better leader and effective communicator, how to provide support and encourage team commitment towards organizational goals.
- Some leaders would like to have more coaching sessions - this can be explored





LEADERSHIP ASSIGNMENTS

PERSONAL LEVEL - INDIVIDUAL ASSIGNMENT:

- Leadership Shield: complete on your bag
- Page 27 of Leadership at Every Level
- Start working on
 - Strategic Leadership Performance Plan
 - Development plan



ACTION PLANNING – STRATEGIC LEADERSHIP PERFORMANCE PLAN



Mission

What I do as a Leader

Vision

What I aspire to be as Leader

Values

The principles or standards of
behaviour I will display

Goals

My goals as a leader to achieve my
vision

Strategies

How I will accomplish my goals

Measures

Indicators of my progress



DEVELOPMENT PLAN

DEVELOPMENT AREA (Include definition)	<u>STRENGTHS</u> (to leverage)	BLOCKERS (To overcome)	ACTIONS (What and by when)	REFLECT (When will I reflect on progress)	FEEDBACK (Who will I seek it from and when?)

Share
with
HR



PERSONAL LEVEL – PEER ASSIGNMENT

Divided into 4 "PODS"

POD 1	POD 2	POD 3	POD 4



1. PERSONAL LEVEL - PEER ASSIGNMENT

- Imagine you are the Management Team of CLIENT HOSPITAL
- At the last board meeting, you were asked to develop a LEADERSHIP MODEL for CLIENT HOSPITAL
 - Develop model
 - Give reasons for your design
 - What would the model achieve
 - Be authentic – ***Don't copy from Google!***
 - Use all you can from what you have learned today

Assignments reviewed at webinar on 6th August



TEAM LEVEL: INDIVIDUAL ASSIGNMENT

THE PRACTICAL COACH

Chapter	Title	Page
1	Why Read this book	2, 4 - 5
2	Inspiring Your Team	9, 11 – 12
3	Encouraging your team	21-25; 27 – Feedback examples
4	Challenging your team	37: 2 min challenge; 50
5	Tips for Great coaching	58 – Coach's journal



2. TEAM LEVEL - PEER ASSIGNMENT

Design a plan to resolve these critical issues identified via the pre-course questionnaire, for better organizational effectiveness. Use template provided or a better one

POD 1 - DUNAMIS

- HRM/Manpower
- Communication

POD 3 - DYNAMIC

- Customer experience
- Attrition

POD 2 – VUCA

- Clarity of roles
- Rewards

POD 4 - DIAMOND

- Consequence Management
- Motivate “Foot soldiers”



Title:

+

Date:	Owner:
Approval Date:	Manager Approval:

BACKGROUND



CURRENT CONDITIONS



GOAL



ANALYSIS

PROPOSAL

PLAN

Share with HR

FOLLOW UP

ACTION PLANNING: EXERCISE ON USING WHAT YOU HAVE LEARNED



Goals:

Reflections on what was learnt in the last three sessions

Summarize thoughts and develop 'can do' attitude



Process:

Work individually then in your pods

Summarize major issues discussed

What will we do when we get back to work: i.e., how do you intend to apply the lessons from the programme to your work?

Timeline

Emphasis on 'SMART' action plan:

SMART = SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC, TIMELY



Output:

One Sheet per individual

One sheet per group

'SMART' action plan ('forward looking statements')

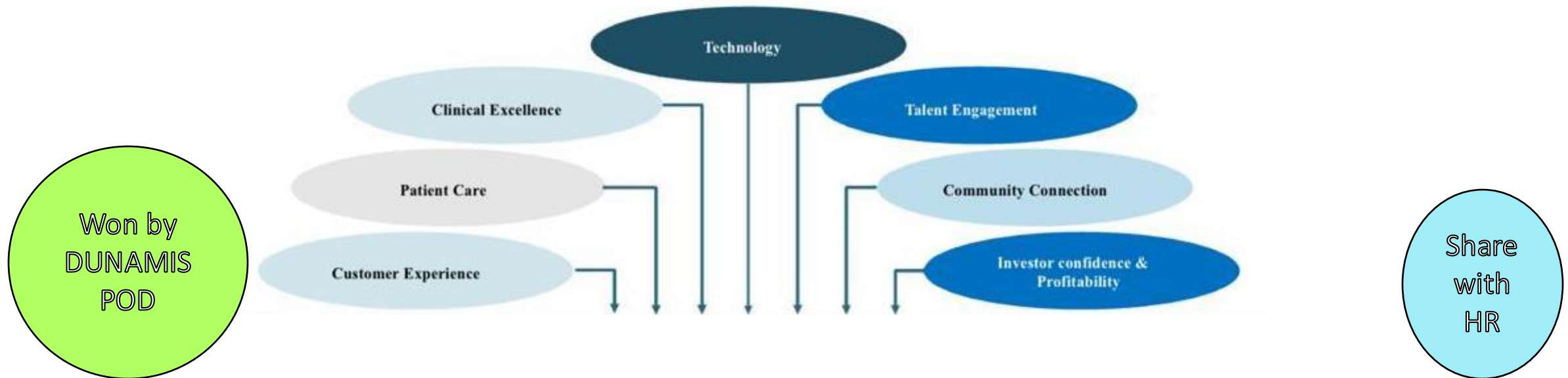
Submit

Share
with
HR



ORGANIZATION LEVEL - LAST ASSIGNMENT - PRESENTED 22ND OCT 2021

The strategic pillars cover areas that are critical to achieving the vision of the Hospital and targets set by 2022



You are the OWNERS of CLIENT HOSPITAL Hospitals. How will you manage cost to deliver your vision through your strategic pillars, and satisfy all stakeholders?

