

ONBOARDING AND COACHING PROGRAMS FOR PHYSICIANS

Katherine Craig

**Do you know your
international etiquette?**

**Professor Geert Hofstede – how values in the workplace
are influenced by culture**

76 countries and regions have been examined since 1967

Geert Hofstede – The Cultural Divide

5 Dimensions of Culture

1. Power/Distance (PD)

- this refers to the degree of inequality that exists and is accepted among people with and without power
- *High PD score indicates accepting of unequal distribution*
- *People accept their “place” in the system*
- *Low PD indicates power is shared and well dispersed*

Geert Hofstede – The Cultural Divide

5 Dimensions of Culture

2. Individualism

- A preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only.
- Its opposite, Collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.
- *A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."*

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3. Masculinity versus femininity (MAS)

- Masculinity = preference in society for achievement, heroism, assertiveness and material reward for success.
- *Society at large is more competitive.*
- Femininity = preference for cooperation, modesty, caring for the weak and quality of life.
- *Society at large is more consensus-oriented.*

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4. Uncertainty Avoidance (UAI)

- Uncertainty Avoidance = the way that a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?
- *The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these*

Geert Hofstede – The Cultural Divide

5. Long-term orientation (LTO)

- This refers to how much society values long-standing – as opposed to short term – traditions and values.
- *the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view.*

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Has your on-boarding experience already faltered? Consider these questions:

- *Is your new hire's performance at odds with what you know about their credentials?*
- *Do they seem unhappy in their new post?*
- *Are they withdrawing from the team during meetings?*

What now? (onboarding)

Options to consider:

- For foreign hires – assistance from specialists in multi-cultural onboarding, peers & mentors from native culture, assistance from cultural centres

Foreign hire onboarding

Up close and personal....

- Have an onboarding checklist to maintain quality and professionalism
- Be clear and precise about expectations, roles and responsibilities (all communication!)
- Keep it simple and low-key – the new physician doesn't need to know everything about the hospital/community in the first week

Onboarding for everyone

Up close and personal....

- Keep it interesting – work at making the onboarding process interesting to keep the recipient engaged
- Link the new hire into peer and mentoring programs
- Ensure they are guided through all the HR processes
- Provide follow-up support

Onboarding for everyone

Another option...

New Hire Coaching Program

Onboarding for everyone

Business/Executive

- Focus in on improving personal effectiveness in the business setting
- Positive support, feedback and advice on an individual or group basis
- Coach usually has a business background in addition to coaching certification
- Practical and structured business planning and brings a disciplined accountability to the relationship

Life

- Focus is on achieving personal goals
- Coaches are usually not therapists or consultants
- Draws inspiration from disciplines including sociology and psychology
- May have coaching certification

Types of coaching

What is the typical key focus of physician coaching?

Coaching

The Worlds of the Doctor and the Executive

(adapted from A. Garelick and L. Fagin, 2005)

The Doctor

- Focused on the individual patient
- Will not be primarily concerned with costs
- Has face-to-face contact with patients and families
- Expected to solve all presenting problems
- Has learned to be independent and competitive
- Expects problems to have solutions
- Expects to stay with same hospital longer than management
- High social status and professional freedom

The Executive

- Focused on population groups and government agenda
- Focused on treatment efficiently delivered within allocated resources
- Rarely meets patients and families
- Has to choose which problems to tackle
- Expects to share responsibility with others
- Has to remember political factors and human motivations
- Medium social status and subject to bosses

Coaching Bridges the Gap

Cornerstones of executive coaching are:

1. Reflection on choices, actions, decisions

coaching

Coaching Bridges the Gap

Cornerstones of executive coaching are:

2. Discussion of options both in reflection and moving forward

coaching

Coaching Bridges the Gap

Cornerstones of executive coaching are:

3. Plans for future tools, techniques and strategies that will serve both the professional demands and the organizational demands

coaching

Coaching supports...

Return on Investment usually represents the first 6-8 months of salary of the individual (even if they are set up as consultancy like physicians) - that's a lot of money at stake!

Reputation increases – yours and the organization you represent – each time a hire “sticks” and is happy

Trust & Esteem builds in the community when physicians are happy and stay — “our physicians have been part of our community for a long time and we have a relationship with them.”

Focus on supporting physicians for a smooth transition and long-term placement.

Why do you need to focus on onboarding and coaching?

- "Executives and HR managers know coaching is the most potent tool for inducing lasting personal change." -- Ivy Business Journal
- "The goal of coaching is the goal of good management: to make the most of an organization's valuable resources." -- Harvard Business Review

**The final word (don't just
take it from me)**

- Asked for a conservative estimate of the monetary payoff from the coaching they got, these managers described an average return of more than \$100,000, or about six times what the coaching had cost their companies. -- Fortune Magazine
- "I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable." --John Russell, Managing Director, **Harley-Davidson** Europe Ltd.

**The final word (don't just
take it from me)**

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Night-time reading
