

Coaching/Organizational Development Case Study:

Transitioning to a system-wide role

THE BACKGROUND

- Multi-hospital academic medical center in NY
- Newly appointed Chief Nursing Officer

THE CHALLENGE

- This coachee was promoted to Chief Nursing Officer and VP in a newly acquired hospital brought into the fold of a large healthcare system. This coachee also was a first time VP/CNO having climbed the ranks successfully to the Director of Nursing at one of the other health system facilities.

THE OBJECTIVE

- 10 – 360 interviews were conducted to glean past and present data on this coachee at his previous assignments
- Two psychometric instruments were given to him to obtain behavioral and EQ data
- A strategic coaching plan was designed upon using this data
- 360 feedback from stakeholders indicated a more mature executive presence was required for this larger position he was promoted to

THE SOLUTION

- Key behavioral goals were set with him within his coaching plan to promote a positive culture within the local hospital.
- Feedback on accomplishing these goals were provided on a biweekly basis and supplemented with reporting feedback from superiors from this highly matrixed organization.

THE OUTCOME

- Quantitative engagement survey results taken from the subordinates of this coachee indicate an increase of more than 10% on employee satisfaction surveys along with a qualitative set of responses from this client approving of the nature of this coaching initiative.