



# *The Physician Coaching Process*

***Gatto*** Associates, LLC.  
  
[www.rexgatto.com](http://www.rexgatto.com)





The mission of the Physician Coaching Process is to help Physicians (Coachees) develop and achieve their individual professional and personal goals. By going through this developmental process, the Physicians will develop personal skills and implement their, strengthen skills and become a vital part of the professional growth plan. Physicians will focus on personal and professional development, enhanced performance, development of direct reports, being able to present ideas clearly and appropriately, and learning how to be an integral part of their practice or hospital. Physicians have unique pressures for performance with high expectations of being correct. The key to success is to ensure the Physician's achievement of a professional plan for growth and or change. It is up to the Physician, working with the coach to evaluate potential and define an appropriate personal strategic plan.

The coaching process is a six month, four-phase multidisciplinary approach to enhance the coachees skill set in achieving personal and professional goals. Participants in this developmental process will focus on skills, behaviors, and needed technical knowledge to become a productive force to enhance their success. The blended, multi-faceted process of meetings, specialized readings, assessment, emailing, and conference calling with the coach will ensure individualized customization.

### **Why is this process different from others who provide coaching?**

- Throughout the process, Dr. Gatto, a Ph.D. with a background in Education and Psychology, a Board Certified Coach (BCC), coaches the clients individually.
- Dr. Gatto is also a Board Certified Cognitive Behavioral Psychotherapist
- Each physician assesses key skills and business-related traits as needed
- Each physician develops and implements an action plan
- Each physician's developmental process is customized

## **Coaching Development Process**

Dr. Gatto has coached over five hundred top level executives, physicians, and managers in the development of their careers and specific skills needed to be more successful. He has developed a coaching process that includes a number of components:

### **1. Feedback - Based on Coachee's Goals**

Feedback identifies key dimensions that have been established by assessing successful organizational behaviors. Past performance appraisals are helpful in setting a clear picture for development.

The assessment feedback is based on the skills of successful people.

- Each coachee will be able to identify those areas of strength and those of needed development
- Coachees will have the opportunity to work with Dr. Gatto to create a realistic action plan to maintain strengths and enhance needed areas of development
- If appropriate at the beginning and or end of the process, a 360° feedback assessment (designed by Gatto) may be used with a customized narrative to create a real perspective of demonstrated capabilities and potential ability of each client
- Each coachee will have a clear direction for learning and enhancement of specific needed skills

### **2. Development - Based on Coachees Skills**

- Pre-readings: assigned books and articles
- Business case studies
- Business simulations for experiential learning
- Skills Assessments
- Supervisor's Performance Feedback

### **3. Coaching - Developmental Process**

- Weekly coaching sessions with follow up with Dr. Gatto.

### **4. The Coach**

- Rex Gatto, Ph.D., is a business consultant with over thirty years experience working with organizations and large medical facilities, both domestic and international.
- Licensed Professional Counselor
- National Certified Psychologist
- Cognitive Behavioral Therapist (The Academy of Cognitive Therapy)

### **5. Individualized Approach**

- We create a development process to meet the needs of each person: each coachee receives individualized attention. The coach becomes closely acquainted with each coachee's goals, developmental needs and create a plan. If appropriate a connection with the coachee's supervisor could ensure the developmental process is supported, implemented and utilized. The process is rich with the understanding of how to work together, as well as recognizing common challenges facing their organization, practice, or hospital today.

*“Any organization, however, which actually believes that management and entrepreneurship are different, let alone incompatible, will soon find itself out of business.” Peter Drucker, Management Challenges for the 21st Century.*

## 6. Pre-work

- The coach and coachees meet to get acquainted
- Dr. Rex Gatto continually discusses the developmental process and establishes clear expectations throughout the process.
- Coachee writes professional and personal goals
- General updates will be given **without divulging** confidential discussions within the coaching process.

*“If a leader can’t get a message across clearly and motivate others to act on it, then having a message doesn’t even matter.” Gilbert Amelio, President and CEO of National Semiconductor Corporation*



### Coach’s Responsibilities

**Coaching** ... is a collaborative process that may focus, depending on goals, on a skill set to achieve success; for example, coaching an employee on how to give a presentation

#### Potential Coaching Discussions:

- |  |  |
|--|--|
| • Goal setting                               | • Decision making                                    |
| • Communication (interactive dynamics)       | • Motivation   |
| • Problem solving                            | • Stress level                                       |
| • Leadership & followership                  | • Conflict resolution                                |
| • Appraisal (implementation and measurement) | • Development assessment and relapse prevention plan |
| • Feedback/feed forward                      | • Empathy; ability to build rapport                  |
| • Positive self-regard                       | • Interpersonal skills                               |

# Accountability Model

**Assessment**



**Coaching**



**Conclusion-Coaching**

## Assessment

Identify and assess general and specific coachee skills as needed.

Examples:

Career Plan

Leadership

Interpersonal skills

Professionalism/Image

Empathy

Communication/

Presentation

Conflict resolution

Decision making

Develop an action plan for professional enhancement

## Coaching

The coaching is designed to assess the level and ability of the coachee.

Each session, the coachee will focus on a different aspect of workplace action and behavior.

Between each session, the coachee will have homework to complete; for example, readings, descriptive writing or assessments.

Write a session prep for each meeting.

## Conclusion-Coaching

The length of the coaching process is dependent on the level of skill and commitment of the coachee.

Coachee, Coach, every three months discuss development. A measured difference and value to the coachee and organization is discussed through the action plan implementation.

## **Coaching Process in Four Phases**

The purpose of the Coaching Process is to guide the coachees to utilize their skills to the fullest extent possible. The coachees, by being comfortable with their personal styles and preferences, will accomplish this and will develop personal and work-related understanding. In addition, each will create a personal comprehensive action plan.

### **Phase 1**

Assessment of past performance appraisals, other evaluation assessments reviewed, and coaching goals established. Develop rapport and a plan for success.

### **Phase 2**

Focus on building key relationships and the development of skills. Demonstrate change and needed executive level leadership skills. Completion of needed skills assessments on leadership, communication, self-esteem, and creation of an Action Plan for Development.

### **Phase 3**

Focus on implementing enhancement process. Implement the professional characteristics needed within the organizational culture.

### **Phase 4**

Be a resource for others as a role model. Demonstrate executive level thinking and leadership.

### **Coachee will:**

- Be given personal and professional tools
- Demonstrate the use of those tools through application in the workplace

### **Assessments:**

- Coachees will be given assessments to identify their understanding of skills as needed
- Upon completion of the coaching process, coachees will establish an outline to identify what they learned and implemented through the action plan.

**Call us today for more information 412 344-2277**



## About Dr. Gatto

Rex P. Gatto, Ph.D., BCC is the founder and President of Gatto Associates, LLC. Dr. Gatto's practice has been dedicated to helping people in the workplace to enhance productivity through a better understanding of themselves. He has done extensive research in the area of individual working, thinking, personality, leadership, teamwork and communication styles and their impact on the working environment. As a behavioral scientist and counselor he has devoted his energies to helping all levels of business people: CEO's, Physicians, Vice Presidents, Managers and Professionals to have an enriched work life. Dr. Gatto consults on matters of organizational effectiveness, conducts training programs and also conducts one-on-one and group counseling.

As a business consultant and lecturer, he has presented to business people throughout the United States and Canada. He has presented for many professional organizations and received an outstanding speaker letter from the American Society of Training and Development acclaiming him as a dynamic and thought-provoking speaker. He has developed customized training workshops for many corporate 500 companies, hospitals, small businesses, universities and colleges, and has trained and facilitated all positional levels of business people. As a change interventionist, he has written and presented for business teams, corporations and helped people achieve an enriched, productive, and enjoyable work life.



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