

## Inclusive Coaching for Leaders (general flow)

### - Description

- In today's diverse workplace, fostering an inclusive environment where every employee feels valued and empowered to perform at their best is crucial. "Inclusive Coaching for Employee Performance" is a comprehensive course designed to equip managers with the essential skills and knowledge to coach employees from all backgrounds effectively. This course emphasizes the principles of Cultural Linguistic Competency (CLC), and offers practical strategies to enhance employee performance, satisfaction, and engagement through inclusive coaching practices.

### - What is the flow of the day?

- **First hour is** dedicated to setting the foundation of inclusivity, its impact, and the principles/strategies needed to successfully implement inclusive coaching as a leader (in real-world workplace settings).
- **Second Hour is** about recognizing and mitigating biases in coaching. We shift into role-play between participants. The goal is to practice the framework (we provide) and be able to experience the impact from the manager, team member, and observer perspectives.
- **Third hour is** about building cultural competence through empathy and listening. One of the hardest things for a people manager to do is listen. We will pair up and practice listening intently by using "one question".
- **Final Hour is** about normalization through the introduction of a tool that leaders can bring back to their teams and implement in their 1:1s moving forward. We end with questions for clarity and individual commitments for implementation (one thing they will all commit to doing moving forward).

### - Tool and model that we use:

#### - Inclusive Coaching Toolkit

- 1-Page for how to implement the learnings
- Coaching infographic of simple questions to use
- Coaching infographic of how to set 1:1s and quarterly check-ins
- Options for additional practice with peers

#### - Models

- "Coaching Questions" model by Tony Stoltzfus
- "The Coaching Habit" model by Michael Bungay Stanier

### - What are the outcomes?

- Participants will walk away being better listeners, asking their team members better questions that empower their teams to function at a higher level of trust and engagement
- Participants will walk away able to empower their teams to problem-solve and feel included in the decision-making process of the team
- Participants will be able to Clearly explain the significance of inclusivity in the workplace and its impact on employee performance and team dynamics
- Participant will demonstrate proficiency in applying inclusive coaching techniques that foster a supportive and equitable work environment
- Participants will Identify personal and organizational biases and implement strategies to minimize their impact on coaching processes

## Half-Day Microaggressions and Bias (general flow)

*We prefer the all-day experience, which has been **highly** impactful*

### - Description

- Creating a culture that respects and values everyone's experiences is essential in today's workplace. This hands-on program equips leaders with the tools to recognize, understand, and address microaggressions and bias effectively. Focused on fostering self-awareness, this course uses shared language, perspective-taking, and practical strategies to help leaders cultivate empathy, respect, and equity within their teams. By the end, participants will leave with actionable insights and a deeper personal understanding, ready to build a more inclusive, empowered, and supportive work environment where everyone feels seen and valued.

### - What is the flow of the day?

- **First hour is** dedicated to setting the foundation of personal awareness, the power and science behind stories, and the science and power of perception. This is an immersive and self-reflective portion of the day that builds up to addressing the harder elements of the day, culminating in defining "empathy."
- **Second Hour** explores socialization and the reality that we all are biased. We explain the work and science behind brain-based bias and introduce the phrase, "If you have a brain, you are biased." We also expose that "microaggressions" aren't a "new" concept. Participants share about their socialization in groups.
- **Third hour is** about bias mitigation strategies and responses that lean on practical principles of dealing with real-world biases that creep up. "If-Then Planning" is done with the group.
- **Final Hour is** dedicated to distinguishing microaggressions from biases and how to respond appropriately (participants will be provided an approach to use). Close out with participant commitment (one thing they commit to do moving forward) and questions.

### - Tool and model that we use:

#### - Microaggressions and Bias Action Guide

- An action guide for participants to use throughout the session and thereafter.
- "If-Then" Planning tool
- 1-pager Microaggressions mitigation steps
- Options for additional practice with peers

#### - Models

- "Subtle Acts of Exclusion" model by Tiffany Jana and Michael Baran
- "How to Be Antiracist" model by Ibram X. Kendy
- "Blind Spot" model by Mahzarin Banaji and Anthony Greenwald

### - What are the outcomes?

- Participants will leave with a foundational understanding of microaggressions, skills to address them effectively, and a commitment to fostering a more inclusive, respectful workplace culture.
- Participants will walk away with action plans designed to help them preemptively prepare for encounters with microaggressions and/or biases.
- Participants will not feel guilty because of their race, position, gender, etc., for committing microaggressions or carrying out biases - instead, they will feel safe to own them as human acts, which we all have to work through and be accountable for.
- Participants will have conversations around these triggering events with respect, decorum, and empathy.

## “Bridging Generational Gaps in Medicine” (general flow)

### - Description

- The medical field is experiencing significant generational shifts as new physicians join the workforce, bringing fresh perspectives and motivations. "Bridging Generational Gaps in Medicine" is designed to help healthcare leaders coach and connect with these incoming physicians. By diving into the unique life stages of each generation, the course gives leaders the tools to understand the varied motivations, values, and challenges shaping their experiences. Whether it's a new physician seeking guidance or a seasoned leader nearing retirement, this program provides strategies to bridge generational divides, leverage strengths, and address challenges. The result? A more collaborative and inclusive environment that ultimately improves patient care and team dynamics.

### - What is the flow of the day?

- **First hour is** dedicated to breaking the ice by understanding the participants' level of exposure to “generations.” They will also be asked to participate in their understanding and agreement with generation sentiments in circulation. This conversation will lead to a breakdown of stereotypes, generalizations, and biases.
- **Second Hour** explores the elements (geography, politics, and technology) that impact the shaping of “generations” in America. We will also examine the origins of “Generational Theory” and what it was intended to do. Finally, we will introduce the “7 Stages of Life” (based on Erik Erikson’s model of the 8 Stages of Development).
- **Third hour is** about group work, sharing, and understanding the similarities and differences between people in different life stages and generations. There will also be practice in asking questions to clarify and understand.
- **Final Hour is** dedicated to introducing actionable strategies that can be taken back to the participant’s teams (1-pager tool delivered). Sharing insights from the group work and time for participants to identify one commitment (what one thing they will do differently afterward) and questions/coaching.

### - Tool and model that we use:

#### - Generations and Lifestages Action Guide

- An action guide for participants to use throughout the session and thereafter.
- 1-Pager tool of strategies to implement to increase generational and life-stage diversity
- Optional post-work exercises to measure change.

#### - Models

- “8 Stages of Development” model by Erik Erikson
- “Generational Theory” - Neil Howe and William Strauss
- “Gentelligence” work by Megan Gerhardt, Josephine Nachemson-Ekwall, Brandon Fogel, Paul Allen

### - What are the outcomes?

- Participants will better understand the motivations, drivers, and perspectives of people outside their life stage.
- Participants will walk away with the understanding and empathy needed not to generalize or stereotype those they perceive to be older or younger than themselves; instead, they will be curious and open to asking questions for clarity.
- Participants will walk away with an actionable commitment to a single strategy that will continue to alter their perception and thinking when interacting with those who are not their “generation.”
- Participants will be more willing to remain curious in conversation, training, and serving those not in their “generation” or stage of life, leading to better collaboration, patient outcomes, and results.

## Seeking Relief Through Difficult Conversations (general flow)

### - Description

- Let's face it: many of us would much rather not have a difficult conversation if we could avoid it. While some are excited at the opportunity to "hash things out" - oftentimes, even that approach isn't always practical. "Seeking Relief Through Difficult Conversations" is all about giving healthcare leaders the tools and strategies to handle tough conversations with confidence, respect, and dignity. At the end of the conversation, the goal should be relief and a resolution that leaves things better than before the conversation took place, not worse. Using a communications framework, participants will learn how to prepare, start, share, resolve, and end difficult conversations. By the end of the program, you will have stronger communication skills, be better equipped to navigate complex discussions, build healthier relationships, and keep things on course.

### - What is the flow of the day?

- **First hour is** dedicated to breaking down the process of having difficult conversations. The focus will be on mindset, fear, and courage. Through these three elements, the participants will be introduced to the tool (difficult conversations framework) and how and why it works.
- **Second Hour is** focused on participants practicing the framework of having a difficult conversation with one another using a real-world example. They will have the opportunity to be the presenter of the difficult conversation, the person with whom a difficult conversation must be had, and an observer. This will follow a "Use-Do-Feedback" model.
- *Optional Third Hour is focused on additional participant practice. This optional hour will give the participants time to fishbowl and witness the difficult conversations of others willing to get direct coaching and feedback live.*
- **Final Hour is** about closure, the next steps, and committing to having the difficult conversation by a specific date. We will finally open up for questions and coaching.

### - Tool and model that we use:

#### - Difficult Conversations Action Guide

- An action guide for participants to use throughout the session and thereafter.
- 1-pager framework for having a difficult conversation
- Options for additional practice with peers

#### - Models

- "Difficult Conversations: How to Discuss What Matters Most" Stone, Douglas, Patton, Bruce, Heen, Sheila, Fisher, Roger
- "Difficult Discussions" model by Stanley Wachs
- "Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity" model by Kim Scott

### - What are the outcomes?

- Participants will walk away confident in their ability to confront and resolve difficult conversations with colleagues and staff using a clear, actionable framework.
- Participants will walk away skilled at giving objective, behavioral feedback to their teams, strengthening relationships, and improving organizational communication.
- Participants will be able to navigate conversations about change with their teams, ensuring these discussions remain focused and productive.
- Participants will demonstrate the ability to manage conversations that begin to derail, using strategies to steer them back on course and maintain a collaborative atmosphere.

## Communicating with Style (general flow)

### - Description

- "Communicating with Style" is designed to help physician leaders enhance their communication skills by understanding their own unique communication styles. Participants will identify both the strengths and caution areas of their personal communication approach, allowing them to make adjustments that better align with the needs of their team or audience. The course will focus on developing active listening skills and the ability to adjust communication strategies based on the listener's needs. Participants will also leave with a clear plan for improving team communications, fostering a more collaborative and effective work environment.

### - What is the flow of the day?

- **First hour is** dedicated to participants exploring the power of stories and sharing personal stories with one another before they take a communication self-assessment (we will deliver).
- **Second Hour** explores the communication styles identified - the composition of the four types and how participants resonate with their assessment. Participants will also learn how to identify different styles and be given tips for adjusting their styles as needed.
- **Third hour** is dedicated to scenario-based role-playing, which allows participants to practice leveraging their styles and adapting to others. Participants will also be introduced to communication roadblocks, how others tend to respond to these roadblocks, and emotional styles.
- **Final Hour is** dedicated to understanding how to listen without judgment. The session will close with the participants identifying one action they will take moving forward, followed by time dedicated to questions and coaching.

### - Tool and model that we use:

#### - Communicating With Style Guide

- An action guide for participants to use throughout the session and thereafter.
- Communication Style Self-Assessment
- Tips for Effective Listening
- Steps for Active Listening and Improving Conflict Management
- Options for additional practice with peers

#### - Models

- "OPM Communication" model (U.S. Office of Personnel Management)
- "Non-Violent Communication" mode by Marshall Rosenberg

### - What are the outcomes?

- Participants will leave with a foundational understanding of their personal communication style, its impact on others, and skills to adapt their approach for more effective workplace interactions.
- Participants will walk away with practical action plans designed to leverage their communication strengths and address their caution areas, particularly in challenging workplace scenarios.
- Participants will not feel judged for their natural communication preferences or past communication missteps - instead, they will feel empowered to recognize these as opportunities for growth and development in their leadership journey.
- Participants will engage in communication practice scenarios with psychological safety, mutual respect, and empathy, leading to more authentic and effective workplace conversations.