



Leading 21st century healthcare

Executive Briefing

April 2016

Welcome to the [Executive Briefings](#) of NCHL. This monthly communication provides highlights of current leadership development-related articles and publications of interest to LENS and Council senior leaders and our Board members. Also included are links to various requests for Grant Applications, Abstracts, and Presentations from many different organizations and conferences. You can request copies of any article summarized here by clicking on the hyperlink to send a request email. We value your input and feedback on how to improve the Briefing. Contact: Cassia Carter at ccarter@nchl.org.

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Does Coaching Matter? Coaching Skills and Performance Outcomes

An important part of a manager's job is coaching subordinates. Coaching provides managers a way to influence the personal challenges and career development of their employees. In spite of the generally accepted notion that coaching is good, research is lacking on how coaching affects performance outcomes of employees. This study investigates the way frequency of coaching and coaching skill influence performance outcomes of employees. As expected the study found that in general, coaching skill improved performance of subordinates; however, and perhaps more interestingly, the study demonstrated that when coaching skill is low, higher frequency of coaching activity actually decreased performance. This highlights the importance of training managers to be good coaches, as a poor coach can have a negative impact on performance, a problem that can escalate if they attempt to coach with greater frequency.

Dahling, Jason J., Samantha Ritchie Taylor, Samantha L. Chau, and Stephen A. Dwight. Does Coaching Matter? A Multilevel Model Linking Managerial Coaching Skill and Frequency to Sales Goal Attainment. *Personnel Psychology* 69, no. 1 (December

16, 2015).

Quick Mindfulness Strategies to Improve Effectiveness

Leadership is a taxing job. A day may be full of difficult decisions and letdowns. Approaching meetings with calm and focus can be invaluable in bettering the decision-making process. Mindfulness is a process by which an individual grounds themselves in the present, eliminating the stress of prior engagements and regulating their emotions. This may sound complex and time-consuming, which some mindfulness training is, but some mindfulness practices can be completed in only a few seconds. A single "mindful breath" before a meeting can help clear and focus the mind. A mindful breath is slow and deep, activating the nervous system to decrease stress, heart rate, and blood pressure. While taking this breath, focusing on the present eliminates the emotional baggage of the rest of the day. Professionals and athletes alike report outstanding results from this strategy. Ongoing use of mindfulness behaviors can improve empathy, self-assessment, and listening skills. The medical field is fast-paced and complex, but a few seconds of mindfulness can make all the difference.

Tan, Chade-Meng. Just 6 Seconds of Mindfulness Can Make You More Effective. *Harvard Business Review*, December 30, 2015.

The Healthcare Leadership Diversity Gap

This report by Witt/Kieffer explores the intricacies of diversity in healthcare leadership. While a majority of Caucasian respondents (56%) believe that the diversity gap is closing, a much smaller portion of ethnically diverse respondents (26%) agree. On the other hand, there is a high degree of agreement that minorities are currently underrepresented in healthcare management teams. Despite the relative lack of diversity in healthcare leadership, more than two-thirds of respondents agreed that diversity adds value to organizations in regards to meeting strategic goals, making effective decisions, and providing equitable care. Managers cited a variety of barriers that limit the diversity of healthcare leaders such as a lack of a diverse candidate pool, a lack of commitment from upper management, and organizational resistance. The factors reported by Caucasian and ethnically diverse respondents differed, with Caucasians focusing on the lacking candidate pool and diverse respondents identifying a lack of commitment at all levels of the organization. The participants offered a variety of strategies for removing these barriers, such as promotion of minorities from within and improving communication about the value of diversity.

Gauss, James W., and Oliver B. Tomlin, III. Closing the Gap in Healthcare Leadership Diversity: A Witt/Kieffer Study. Report. Witt/Kieffer, 2015.

Emotional Culture Development

When corporate culture is discussed, it is usually focused on cognitive culture, the intellectual values and norms that guide the organization. While this cognitive culture is key to success, it is important to acknowledge emotional culture. Emotional culture are

the affective values and norms that guide the way employees express emotions at work. These emotional guidelines are typically communicated nonverbally, as opposed to the verbal communication of cognitive culture through mission statements and corporate initiatives. Some companies have begun to reward having fun at work, encouraging an emotional culture of happiness and openness. Of course, emotional cultures can be negative, such as a culture of fear. Troublingly, a study from a major medical center found that the emotional culture was primarily driven by anxiety and fear. This kind of emotional culture can lead to increased turnover and other negative outcomes. Leadership plays a critical role in the shaping of emotional culture. Leaders act as models for emotional norms, as well as developing policies that can have profound effects on the emotions of employees.

Barsade, Sigal, and Olivia A. O'Neill. Manage Your Emotional Culture. Harvard Business Review, January/February 2016.

Transformational Leadership and Personality

Transformational leadership behaviors have been widely demonstrated to be highly effective in improving performance and employee satisfaction. Transformational leadership is defined as a combination of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These behaviors appeal to subordinates' morals and underlying motivation, encouraging them to improve their performance. This study analyzes the way that personality predicts these four dimensions of transformational leadership, as well as the extent to which the dimensions of transformational leadership influence performance. Their findings suggest that personality traits predict the use of different transformational behaviors. Each trait has a relatively small correlation with each behavior, but collectively they predict behaviors to a substantial degree. The behavioral dimensions demonstrated differential prediction in leader performance, with inspirational motivation having the highest predictive capacity. While this study demonstrates that individual personality traits play a relatively minor role in the emergence of transformational leadership behaviors, it highlights the importance of the use of transformational leadership in providing effective leadership.

Deinert, Anika, Astrid C. Homan, Diana Boer, Sven C. Voelpel, and Daniela Gutermann. Transformational Leadership Sub-Dimensions and Their Link to Leaders' Personality and Performance. The Leadership Quarterly 26, no. 6 (2015): 1095-120.

FUNDING OPPORTUNITIES

ACGME - Pursuing Excellence in Clinical Learning Environments RFP

The Accreditation Council for Graduate Medical Education (ACGME) announces a new initiative - Pursuing Excellence in Clinical Learning Environments - to promote transformative improvement in the clinical learning environments of ACGME-accredited institutions. The ACGME believes that transformation will require unprecedented alignment and integration of health care delivery system operations and graduate

medical education (GME) programs and activities, and that this will in turn lead to measurable improvement in both patient care and learner experience. The ACGME is seeking Sponsoring Institutions willing to embark on a four-year journey of innovation. Selected applicants will form the foundation of the Pursuing Excellence Innovation Collaborative, as the Pathway Innovators.

Click [here](#) for more details

Proposal deadline: May 4, 2016

RWJF - Healthy Eating Research RFP

The Robert Wood Johnson Foundation (RWJF) has announced its request for proposals for research on environmental and policy strategies that can encourage healthy eating among children, especially those among groups who are at high risk of obesity, including many minority groups and those in lower-income communities. There are two types of awards, Round 10 grants and RWJF *New Connections* grants. Round 10 grants have one-third of their funds earmarked for studies on rural areas of the United States, Asian/Pacific Islanders, and Native Americans.

Click [here](#) for more details

Concept paper deadline: May 11, 2016

CONFERENCES, CALL FOR PAPERS, POSTERS, AND PRESENTATIONS

Global Health & Innovation Conference

Registration is open for Unite for Sight's 13th annual Global Health & Innovation Conference. The conference will happen April 16-17, 2016 at Yale University in New Haven, CT. It is world's largest global health conference and draws more than 2,200 people from all 50 states and over 55 countries.

Click [here](#) for more details.

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