



SOTILE CENTER
FOR RESILIENCE

The Center for Physician Resilience



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**Physician Coaching Services
for Workplace Behavioral
Concerns**

Overview

The Center for Physician Resilience provides coaching services and high-impact consultation regarding workplace behavioral concerns, while maintaining the highest standards of privacy and confidentiality for our physician clients. This process consists of the following components:

- Telephone interviews with leaders familiar with the physician are conducted prior to our first session. Out of respect for the physician's privacy, the number of colleagues involved in this process is typically limited to between 1 and 3 leaders who are highly familiar with the physician's workplace functioning.*

*In instances where privacy is of less concern, a formal 360 evaluation of the physician by up to nine colleagues, staff, and administrators is completed. This process provides comparison of the physician's self-ratings to those of peers, supervisors, and other team members on 12 aspects of his/her workplace behaviors.

- As preparation for our introductory meeting, the physician is asked to respond to several validated instruments that assess psychological style and interpersonal orientation.
- An intensive one-day (approximately 6 hours of contact) introductory assessment/intervention session with the physician is conducted either on-site in the physician's locale or at our offices in Davidson, North Carolina (approximately 25 miles north of Charlotte).

Intended Outcomes

The goals of this intensive session are shaped by the needs that surface in the assessment. Typically, at the end of this day of intensive feedback/intervention/psycho-education, the physician will be able to:

- Describe the differences between aggressive, passive, and passive-aggressive forms of disruptive workplace behaviors
- Describe her/his psychological style and discuss practical implications for relationship management and self-management that come from this style
- Discuss the various components of emotional intelligence and which areas he/she is strongest and most challenged
- Describe appropriate and inappropriate boundary operations as they relate to management of workplace relationships
- Deploy a menu of cognitive/behavioral coping tactics for managing anger and workplace communication
- Delineate anger-minimizing and anger-maximizing interpersonal behaviors
- Discuss physicians as leaders of teams
- Specify physician leadership behaviors that non-physicians most and least appreciate
- Describe strategies and tactics for enhancing physician-patient communication
- Describe both adaptive and maladaptive personal coping patterns and discuss their implications for resilience.

Results

- Following this intensive session, a report of impressions and coaching plan is delivered to designated authorities (typically the leadership of the medical practice, medical staff and/or hospital administration). If the physician is found to be in need of ongoing mental health intervention, we will coordinate referral to a licensed mental health professional in proximity to the physician's place of practice.
- If appropriate to the physician's needs and level of functioning, follow-up coaching sessions will be delivered via teleconferencing at four-to-six week intervals. Typically, this coaching process unfolds over the course of a 9-to-12 month period.
- Either as-needed or on a quarterly basis throughout this engagement, input will be solicited from designated colleagues and/or authorities familiar with the targeted physician's workplace functioning, and designated governance contacts (medical practice, medical staff and/or hospital leaders) will receive updates regarding the physician's responses to the coaching process.

