

# Everyone Can Use a Coach

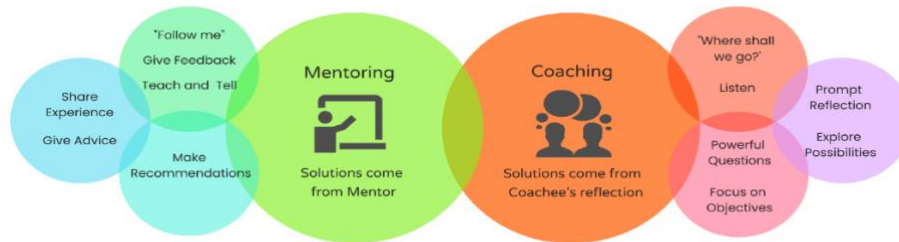
Scott Markowitz, MD, Eric Wittkugel, MD

**Coaching:** partnering with another person in a thought-provoking, creative process that inspires one to maximize their personal and professional potential.

Coachee and coach work together to evaluate the present, create a vision for an inspired future, build and implement a plan, ensure ongoing growth, and create enduring, transformational change.



**Ever wonder how Mentoring and Coaching differ?**



- Use a mentor when you want to be on the mentor's path, need advice, have doors opened, etc.
- Use a coach when the way forward is not clear, you need to explore and create your own solutions.

**Reasons to consider coaching for professional development include:**

- Leadership development
- Clarify career direction
- Transitions (new roles, new job, retirement)
- Getting "unstuck"
- Resilience, burnout, wellness
- Improving technical skills
- Strengthening interpersonal skills (communication, conflict resolution)

**Core coaching skills**

1. Listen actively so that others can express themselves.
2. Ask powerful questions that initiate a change of thinking.
3. Generate feedback that avoids defensiveness.
4. Expand awareness that creates new learning.
5. Design action steps with the coachee that will actually be accomplished.
6. Follow up to increase learning and accountability.

The success of coaching depends in large part on your willingness to reflect, receive feedback, consider new perspectives, new ways of thinking, feeling, and acting, etc.

**Who can coach or use coaching skills?** Mentors, peers, professional coaches, etc.

**How can I bring coaching skills into my mentoring relationships, my teaching, my leadership?**

- Be curious, listen more, give less advice.
- Ask open-ended questions designed to clarify the coachee's vision, understanding, or plan.

**Where can I find a coach?** Ask for recommendations from your chair, colleagues, Human Resources Online databases like International Coaching Federation, Board Certified Coach, etc.

**Suggested Reading**

Schwartz JM, Wittkugel E, Markowitz SD, Lee JK, Deutsch N. Coaching for the pediatric anesthesiologist: Becoming our best selves. *Pediatric Anesthesia*. 2021 Jan;31(1):85-91. (source for Figures above)

Stanier, MB. *The coaching habit: say less, ask more and change the way you lead forever*. 2016.

Goldsmith M, Reiter M. *What got you here won't get you there: How successful people become even more successful*. 2008.