Succesfull coaching of residents
An active approach with the (T)GROW method

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Your facilitation team

• Götz Wietasch: Prof. Anesthesiology, Innovation in Education, Residency Program Director, University Medical Center Groningen, The Netherlands

• Martine Yntema: Anesthesiologist, Residency Program Director, University Medical Center Groningen, The Netherlands

• Corry den Rooijen: Educationalist, Director Training and Coaching, Jeroen Bosch Medical Center, Ten Bosch, The Netherlands

• Beatrijs de Leede: Educationalist, Faculty Development and Coaching, University Medical Center Leiden, The Netherlands
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Who are you?

- Program director: 11
- Clin. teacher: 3
- Resident: 4
- Educationalist: 3
- Other: 3

24 participants
In which country do you currently work?

denmark
canada
us
netherlands
Learning objectives

• Make the difference in coaching of residents for the short and long term development
• Identify and describe the individual need for coaching.
• Support residents in achieving individual short and long term goals
• Reflect on and integrate the success strategies in coaching
• Use the TGROW method in coaching of residents
Outline of the workshop

• What is/ is not coaching, when is coaching indicated
• Different roles of clinical teachers/program directors
• Success factors in coaching and how to use them
• TGROW as a coaching method
• Small group: practice TGROW
• Tomorrow I will..
What is for you the difference between feedback and coaching?

Exercise:
Meet Peter

Peter is a second year resident who seems relaxed and happy with his job. He is kind and correct to patients. The nurses like him and when asked, he’s always willing to go the extra mile.

However, he is easygoing, his administration is sloppy and he is not punctual.

He doesn’t seem to be ambitious. You’ve got the feeling he can achieve more.
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**What is your first reaction?**

<table>
<thead>
<tr>
<th>Coachable</th>
<th>A discussion is required to talk about goals, and about how he is observed to be sloppy and late.</th>
<th>Sloppy admin and being late are problems with professionalism. This is how I would approach this.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of interest ... could be due to personal issues affecting his training</td>
<td>Lazy, anxious to pmease</td>
<td>I would like to present my concerns and seek his opinion on it. I need to understand what are his priorities and what motivates him. I will offer the help and support in areas he is interested in</td>
</tr>
<tr>
<td>Go talk with him</td>
<td>What are the tasks he is not performing well? Does he have the skills to complete them? Does he have insight? What does he think?</td>
<td>Go talk with him</td>
</tr>
<tr>
<td>Peter needs feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maybe unsure of how to take initiative</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The question is, which hat do you wear?

Teacher
Manager
Assessor
Coach
Successful strategies in Coaching Residents

1. Measuring scale
2. Ownership
3. Iceberg
1. Measuring scale
A framework for coaching
How do you “measure” Peter?

What are his strengths/weaknesses?
“measuring” Peter:

- ME: Doing his job well
- Com: Kind and correct to patients
- Col: Nurses are happy with him
- Man: Good management skills
- Sch: Knowledge adequate
- Prof: Always willing to help out, not ambitious
2. Ownership

Is there an issue?

“I Take Responsibility”
— Me
3. Iceberg

What’s below the waterline?
Iceberg model (McLelland)
What’s below the waterline?

perspective: you - Peter
TGROW-model

T: Topic: clarification and exploration of the topic

G: Goal: setting of specific goals (short/longterm)

R: Reality: where is the coachee in relation to his goals

O: Options: exploring options for moving forward

W: Wrap Up: identifying and agreeing on specific action

John Withmore (1992)
Topic questions

• What would you like to talk about?
• What is important to you?
• What areas do you want to address?
• What is behind this?
• What would this mean to you?
WJ8  het opsommen van voorbeeldvragen kan vermoedelijk zijn. Deelnemers aan het werk zetten? geldt ook voor de volgende vier vragen/slides.
Wietasch, JKG; 10-10-2018

BdL7  Ja dacht meer, wel in de hand-out doen?
Beatrijs de Leede; 10-10-2018
Clarify the goal

What goal do you want to achieve?
What would you like to happen with.....?
What do you really want?
What would you like to accomplish?
What result are you trying to achieve?
Reality

• What is happening now (what, who, when, and how often)? What is the effect or result of this?
• Have you already taken any steps towards your goal?
• How would you describe what you did?
• What progress have you made so far?
• What is working well right now?
• What do you think is stopping you?
• What do you think was really happening?
• What did you learn from .....?
• What have you already tried?
• What could you do better this time?
• On a scale of one to ten how severe/serious/urgent is the situation?
• If someone said/did that to you, what would you think/feel/do?
Options

• What are your options?
• What do you think you need to do next?
• What could be your first step?
• What do you think you need to do to get a better result (or closer to your goal)?
• What would happen if you did nothing?
• What has worked for you already?
• What would happen if you did that?
• What advice would you give to a friend about that?
• What's the best/worst thing about that option?
• If anything was possible, what would you do?
Wrap-up: Will, or Way Forward

- When are you going to start?
- What do you think you need to do right now?
- What obstacles are getting in the way of success?
- What resources can help you?
- Is there anything missing?
- What will one small step you take now?
- How will you know you have been successful?
- What do you need from me/others to help you achieve this?
- What are three actions you can take that would make sense this week?
- On a scale of one to ten, how committed/motivated are you to doing it?
- What would it take to make it a ten?
TGROW-model: Small group exercise
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Tomorrow I will . . .

read

teach the teacher

listen

add this to our fac dev

trial

compassion

share

enjoy poutine - use tgrow

use tgrow

suggest

practice

research

share with my colleagues

get coaching myself

teach

support
Thank you very much for your participation!

And go ahead with coaching of your residents.