

Change Management, Leadership Through Coaching: Steve Biko Academic Hospital Experience

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OHSC Core Standards and Priority Areas Facilitation and Implementation

What was SBAH CEO's Big Picture?

- Create a resilient organisation supported by high performing teams
- Knowledge and empowerment of SBAH Executive Team and their divisions
- Promote responsibility and ensure accountability in the context of core standards implementation
- Seek sustainable performance results

“Insanity: doing the same thing over and over again and expecting different results”. **Albert Einstein**

What was the problem?

- Effective communication, responsibility and accountability at Executive, Operational Divisions, Heads of Departments and other levels
- Coordination and communication with internal and external partners
- Need build responsive teams which support and communicate with each in order to perform and achieve more
- Strengthen team relations and build a culture of team work
- Improve hospital performance and build a excellent performance culture

**We cannot
become what
we want to be
by remaining
what we are.**

Max DePree



Leadership
Writer- 1924

What was CEO's Needs and Expectations?

- Responsive and highly motivated managers and staff
- Effective coordinated working teams, supporting one another across divisions
- Consistent significant team work and performance
- Communication, reporting and accountability of supervisors (what is expected to be done? and follow through)
- Improved communication across divisions, teams and the Executive Team
- Honesty and trust (ethics and code of conduct)
- Oversight and governance: ownership of responsibility and accountability at all levels (follow-up)



“Leaders must see the dream in their mind before they will accomplish the dream with their team”

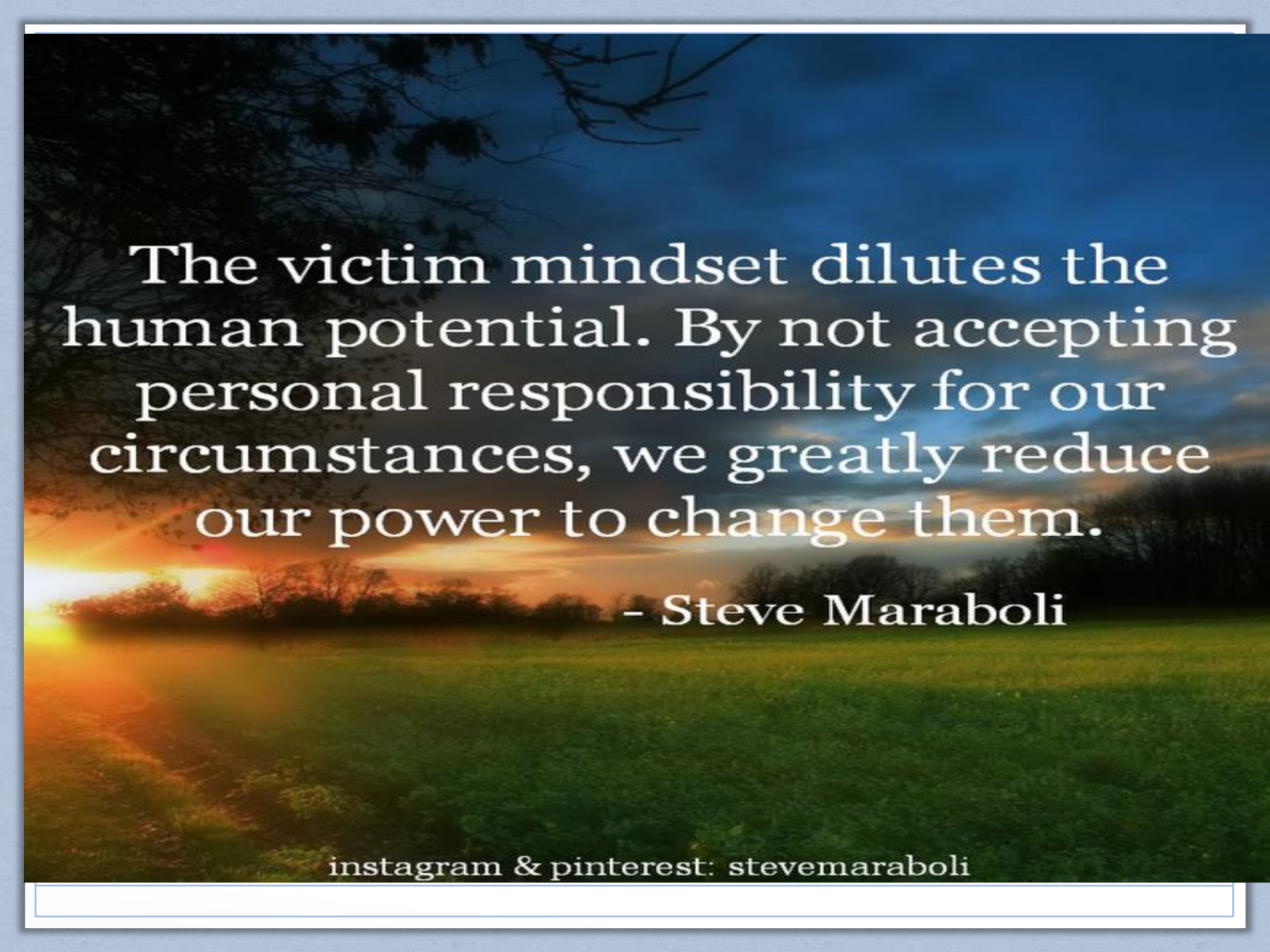
Orrin Woodward

What was the approach?

- Fact finding? What was happening at human relations levels?
- Scheduled Key Note address: Communication, Responsibility and Self Awareness and Self Leadership
- Prepared and Key Note Address sessions feedback questionnaire/forms to members of staff
- Identified areas of support need from the feedback forms
- Executive individual one on one coaching session CEO and Deputy CEO (six sessions one per month)
- Executive Team Coaching Sessions (six sessions one per month)

Participants Quotes from the Key Note Sessions Presentations

- “Learned about, reminded of and became aware of my responsibility continuum”
- “Need more time and sessions of this nature. The sessions I attended were motivational and inspiring”
- “Learned about leadership, the appropriate leadership style/ psychology- became of aware of self as a leader”
- “Session provided a time and space for reflection, creation of awareness, insight about our own leadership situations and responsibility and accountability”
- “Meaning and performance at organisational level was clearly define, responsibilities and accountability”

A sunset over a green field with trees in the background. The sun is low on the horizon, creating a bright orange and yellow glow that transitions into a deep blue sky. The foreground is a lush green field, and the background shows silhouettes of trees against the sunset.

The victim mindset dilutes the human potential. By not accepting personal responsibility for our circumstances, we greatly reduce our power to change them.

- Steve Maraboli


instagram & pinterest: [stevemaraboli](#)

Group/Team Coaching Purpose

- Identify SBAH Executives was group or a team ?
- How does SBAH Executives move from a group to a team?
- Building SBAH Executives team cohesion, communication and performance

SBAH Team Coaching Objectives

- **Team Building**: - Building team spirit among amongst group members
- **Improving team performance**: Strengthening or enhancing high performing team/s
- **Conflict resolution**: when there is conflict in a group that hampers performance
- **Diversity management**: when diversity issues are a stumbling block for performance in an organisation or group/team



**The biggest
communication problem
is we do not listen to
understand.**

We listen to reply.

COACHING PROGRAMME: SBAH EXECUTIVE TEAM

Session	Theme areas	Areas of Coaching
1	Coaching Introductory session and setting coaching outcomes	<ul style="list-style-type: none"> ▪ Leadership self assessment and coach ability assessment
2	Communication Leadership Self-Awareness	<ul style="list-style-type: none"> ▪ NLP Communication Model ▪ VAK Representational assessment and listening ▪ Developing self-awareness
3	Flexibility, feeling worn-out, fatigued, rushed and impatient	<ul style="list-style-type: none"> ▪ Managing over and under responsibly- ▪ Developing a healthy responsibility meta-programme. ▪ Managing personal power
4	Identifying team performance issues	<p>Team development</p> <ul style="list-style-type: none"> ▪ Team vision and the psychology of teams
5	Change leadership and resistance to change	<ul style="list-style-type: none"> ▪ Psychology of change ▪ Change leadership skills (benchmarking) ▪ Managing confrontation effectively

Self Awareness

“Being self-aware is not the absence of mistakes, but the ability to learn and correct them.”

Daniel Chidiac

WHAT MATTERS MOST
IS HOW YOU SEE YOURSELF.





SBAH Executive Team

Benefits of Team Coaching in the context of Core Standards Implementation

- Coaching raised leadership awareness capability and expectations for individuals and as a team;
- Enabled the team to be aware of what and how they communicate and listen to each other. Including issues of follow-up and feedback to each other;
- Facilitated and supported a conducive safe environment for the team to communicate and express each other without fear of victimisation.
- More importantly team was able to share what was important about themselves and what drives their performance;
- Enabled the team to problem solve, innovate and continuous improvement as a team but also identifying areas of improvement going forward.

“We need good leaders!!

We need leaders who care about people, lead the highest and best in people, and who are enlightened enough to be effective and transformative in dealing with real live people. Leaders who can unleash the highest and best in people for adapting to the changes that are required to be effective and productive” **L.M Hall, PhD, 2011**

Are you that kind of a leader?

THANK YOU VERY MUCH
FOR YOUR TIME AND
PATIENCE IN LISTENING
TO MY PRESENTATION