



# INDIANA UNIVERSITY HEALTH



## A CASE STUDY ON THE IMPACT OF EXECUTIVE COACHING AND LEADERSHIP DEVELOPMENT

### HOW CAN RENOGIZE PROFESSIONAL COACHING TRANSFORM YOUR LEADERS AND ORGANIZATIONAL CULTURE?

THIS CASE STUDY HIGHLIGHTS HOW RENOGIZE PARTNERED WITH A LARGE HEALTHCARE SYSTEM TO:

1. Increase leadership competencies
2. Identify high potential leaders
3. Identify employees who would not be quality leaders
4. Improve teamwork
5. Reduce stress, anxiety, and burnout
6. Improve mental health and employee engagement
7. Introduce a common leadership language and principles, for example "IQ gets you the job, EQ makes you a successful leader"

### HOW DO I EFFECTIVELY TRANSITION FROM PEER TO LEADER?

Jason, the interim CNO of an Academic Health Center (AHC), realized the value of having an executive coach to help him develop his leadership toolbox, navigate new relationships, and move from being a peer to a boss. His hope was to be permanently appointed to the position.

Renogize Professional Coaching was selected by Jason for coaching. Renogize conducted a live, interview-based 360 assessment. These are conducted to get a complete view of how the leader is perceived in the organization. This is critical to shape how the leader influences their team and organization. The AHC President served as the sponsor for the coaching engagement and was involved for the entire year-long engagement. These interviews not only provided valuable feedback, but it pulled them together and helped them focus on their leadership. This input helped Jason and his coach create a Coaching Action Plan (CAP) with four distinct goals for leadership development. Jason and his coach met every other week for the year and navigated his journey from interim to permanent CNO. **His natural skills in relationships were maximized to drive a larger impact across the AHC and with the executive team.**

### PART ONE

### RESULTS

Jason fulfilled his CAP goals and established himself as an effective leader. His permanent appointment as CNO allowed him to invest in the growth of his directors, many of whom received coaching from Renogize. This built the leadership capacity and capabilities of the nursing team.



## HOW DO I TAKE MY LEADERSHIP TO THE NEXT LEVEL?

Jason continued with coaching a second year. Mid-way through that year he was selected to be the interim Executive Vice President/Chief Nurse Executive (CNE) of the entire healthcare system. This changed the dynamic of the coaching to help him elevate his leadership to an even higher level in hopes of the permanent position.

Renogize conducted a second 360 assessment of Jason's interactions with a new set of stakeholders. This round included system executives and CNO's from various hospitals. This allowed Jason and his coach to work rapidly in developing the key relationships and to begin thinking as a system healthcare leader, and not just a nursing leader for the AHC.



PART TWO

Jason had an impact on the system and was selected as the permanent System CNE. His impact on the system executive team was noticeable by helping to shift the culture to greater collaboration and teamwork. Because Renogize met many of the CNO's, they also began reaching out for coaching support. They saw the value of coaching and felt the impact of his leadership. Those that received coaching increased the overall effectiveness in their respective hospitals and as a team of CNO's for the system. Jason then selected his Associate Chief Nurse Executives (ACNE's) for coaching support so they would all be on the same page in their leadership.



RESULTS



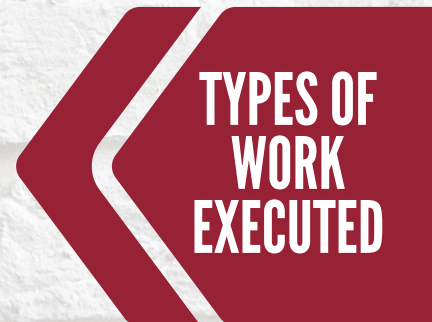
## WHAT DID THE IU HEALTH/RENOGIZE PARTNERSHIP LOOK LIKE AND HOW DID IT GROW?

Since starting with the single coaching engagement with Jason in 2018, Renogize has had the opportunity to directly impact nursing in eight of the seventeen hospitals of IU Health. We have also served with physicians, surgeons, and the school of medicine.



PART THREE

- One-on-one coaching with over 30 leaders
- Leadership Workshops with four teams across three functions
- Year-long leadership development program with nursing leaders from one region (four hospitals)
- Everything DiSC assessment and debrief with over 100 leaders
- The work continues to expand today



TYPES OF WORK EXECUTED



*"I have experienced great personal and professional development both individually and with members of my leadership teams through engaging with Renogize. The approach to coaching based on professional development goals, formative 360 feedback, leveraging strengths, opportunity for self-reflection, and formative feedback are a catalyst to empowering individual and team leadership successes. The coaches build trusting partnerships and care deeply about the success of the individuals, teams, and organizations. My experience with Renogize has been outstanding."*

**-Jason Gilbert, CNE, Indiana University Health**