

Turning physicians into impactful leaders

About the client

Our client is a radiologist with decades of clinical experience. He was promoted to chair of his world-renowned medical center's radiology department in the last few years. A licensed practitioner in several states, he is also a member of numerous medical associations and societies and has taught several classes on radiology as an associate professor.

Problem

When our client first approached The Bailey Group, he was new to his role and only recently transitioned from being a full-time radiologist to administrative leadership. "Physicians don't get a lot of training or experience in leadership or management," he said, "and so it was a bit of a challenge working with some people's opinions and personalities."

He realized he needed coaching after a miscommunication caused serious problems for the entire department. He was apprehensive about the coaching process at first, but once he began working with his coach, Barb Krantz Taylor, established rapport with her, and utilized The Bailey Group's proprietary assessment process, he gained a better awareness of his strengths and understanding of the shortcomings in his leadership style.

"My biggest issue was communicating with my leaders and understanding what they wanted from me," he said. "I never, ever really talked to my boss prior to working with The Bailey Group ... I didn't involve them in anything because I just figured I'm the boss of my area."

Solution

At the start of their coaching relationship, our client and Barb focused on breaking down barriers and building trust. "[Barb] really took a lot of time to talk to me and listen to get a sense for what my needs were, where I was, what I wanted to do and what my goals were," he said. They developed a very trusting relationship, which helped him open up and embrace his development. "Her expertise gave me trust [in the process]," he said.

He maintained an open mind throughout, and the conversations he had with his coach quickly started to bear fruit. "One of the techniques I learned from my coach [with my communications at work] was to listen more and ask others, 'What else is going on?'" he



said. “I really learned to dig deeper into what someone’s issue might be.” The materials Barb supplied throughout the process, including books, relevant articles, and models or frameworks on leadership topics such as having difficult conversations and team alignment, helped to deepen the experience for him.

Result

For both our client and his entire radiology department, the changes have been tremendous. His dealings with his boss and others on the leadership team have transformed completely, and that has allowed them to build a much better, more constructive relationship.

“It’s all because I [learned how to] change my approach to [my boss],” he said. “And now the relationship is very beneficial for both of us, very rewarding for both of us.”

The Bailey Group has not only helped him improve his working relationship with those around him; it’s also made work a better experience for him personally. “Sometimes it was painful to come into work,” he said, “and now it’s really enjoyable.” He added that no matter what happens at work on any given day, he feels confident he can handle it, and that’s much different than how he felt before.

“I give all the credit to The Bailey Group for that, because that would not have happened without them.”