



Managing Complexity Through Coaching at Banner Health

In an era of rapid change, it's more necessary than ever for healthcare professionals to be flexible, adaptable and creative as they navigate an increasingly complex operating environment.

As one of the largest nonprofit healthcare systems in the United States, Banner Health has experienced these challenges firsthand. Through the implementation and cultivation of a world-class coaching program, however, Banner's employees have flourished in this dynamic professional landscape. "In healthcare, change happens at a feverish pace. Through coaching, we're able to provide leaders with the tools needed to remain agile in this complex industry," says Ed Oxford, the organization's senior vice president and chief talent officer.

Since its launch seven years ago, Banner's in-house coaching program has offered leadership development to more than 2,500 employees. Banner offers one-on-one coaching sessions and several

classroom opportunities. Among those group learning options are "Coaches Corner," a monthly tool for everyday leadership, and the "Leaders as Coach" class, a four-hour course that goes over the levels of listening, covers powerful questions and introduces the coaching competencies.

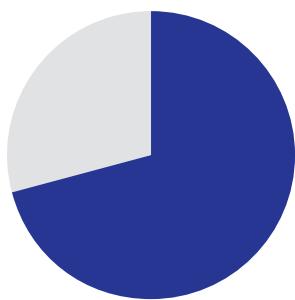
The organization maintains a pool of more than 30 internal coaches who offer coaching in addition to their current Banner duties. "Banner's community of internal coaches grows in a very intentional pay-it-forward way," says Kathy Bollinger, president of Banner Health's Arizona West Region. "As we train internal coaches, they engage in coaching and the community grows."

ICF industry research shows that a growing number of organizations are following Banner's lead and incorporating internal coaches into their talent-and leadership-development plans. According to the 2013 ICF Organizational Coaching Study, most coaching programs use a combination of internal and external coaches. ICF Organizational Coaching Study respondents identified several benefits to using internal coaches: In addition to having an inherent knowledge and understanding of company culture, internal coaches are readily accessible to the organization. Some respondents also noted that using internal coaches and providing coach-skills training to staff members helps accelerate the growth of a "coaching culture" within the organization, as individuals who have completed coach-specific training use their newly acquired skills not only as coaches, but also with their own teams—a phenomenon with a trickle-down effect.

In the seven years since Banner's coaching program was implemented, employees have seen improved conflict resolution, enhanced teamwork, improved productivity, improved patient satisfaction and better clinical outcomes. "Coaching at Banner equips all leaders to fully engage their teams. We are a more genuine, transparent, and accountable organization as a result of our investment in

coaching," Bollinger says. The improvements seen at Banner are consistent with ICF findings on the benefits of coaching. In the 2009 ICF Global Coaching Client Study, 71 percent of coaching clients reported improvements in their interpersonal skills. In the same study, coaching clients reported improved communication skills (72 percent), work performance (70 percent) and team effectiveness (51 percent).

In recognition of Banner's masterful use of coaching, the organization was awarded a 2012 International Prism Award by the International Coach Federation. The Prism Award honors organizations that have achieved a standard of excellence in the implementation of coaching programs for culture change, leadership development, productivity and performance improvement. To learn more about the ICF International Prism Award and read the stories of past winners, visit Coachfederation.org/prism.



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Formed in 1995, today the International Coach Federation (ICF) is the leading global organization, with more than 20,000* members, dedicated to advancing the coaching profession by setting high professional standards, providing independent certification, and building a network of credentialed coaches. We exist to support and advance the coaching profession through programs and standards supported by our members and to be an authoritative source on coaching information and research for the public.

*Numbers as of December 2012. Numbers are subject to change month to month.



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