McChrystal Group

CASE STUDY

Clinician Leadership Program

"The content was exceptional."
- Executive

"The Team of Teams approach is a valuable framework to use in the daily functions of the hospital."
- Chief Nursing Officer

THE SITUATION

A $5 billion regional healthcare system needed to improve the performance of the entire patient care team. They identified the performance of nursing leaders as a critical gap, and sought out development options. McChrystal Group partnered with the healthcare system and co-developed a program with a leading business school to provide an 18-month course for 24 high-potential current and future executives focused on leading in a complex care environment.

CHALLENGES

- The healthcare system had limited leadership development opportunities for rising executives and desired a program that was relevant and tailored to clinicians who came from a variety of work experiences and specialties
- The participants broadly were characterized by low self-awareness and low self-confidence as leaders – which led to subpar performance in management roles and many struggling to form healthy work-life balance

SOLUTIONS

- A Leader Behavior Diagnostic and individual coaching increased participants understanding of their unique leadership style, highlighting strengths to leverage and opportunities for growth
- A tailored course agenda leveraged relevant healthcare examples to teach key skills and develop behaviors
- Work within diverse action teams gave executives the opportunity to lead and apply classroom learnings

RESULTS

- Increased self-awareness in many leaders, more confident in ability to drive system-wide change
- Leaders have deeper understanding of healthcare industry trends & challenges
- Execution of several priority initiatives in the system's annual operating plan
- Participants strongly agreed that the program enabled them to form strong relationships within their cohort, material presented helped them in their daily job performance, and gave them the tools to lead more effectively