

2016 HUMAN CAPITAL INVESTMENT CONFERENCE

RITZ-CARLTON CHICAGO | NOVEMBER 15-16, 2016

Rebecca Schmale, PhD

Vice President, Learning &
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Carolinas HealthCare System



 CREATING A
BOLDCULTURE
NOVEMBER 15-16, 2016 ■ RITZ-CARLTON CHICAGO

**IMPLEMENTING
COACHING TO BUILD
BETTER LEADERS**



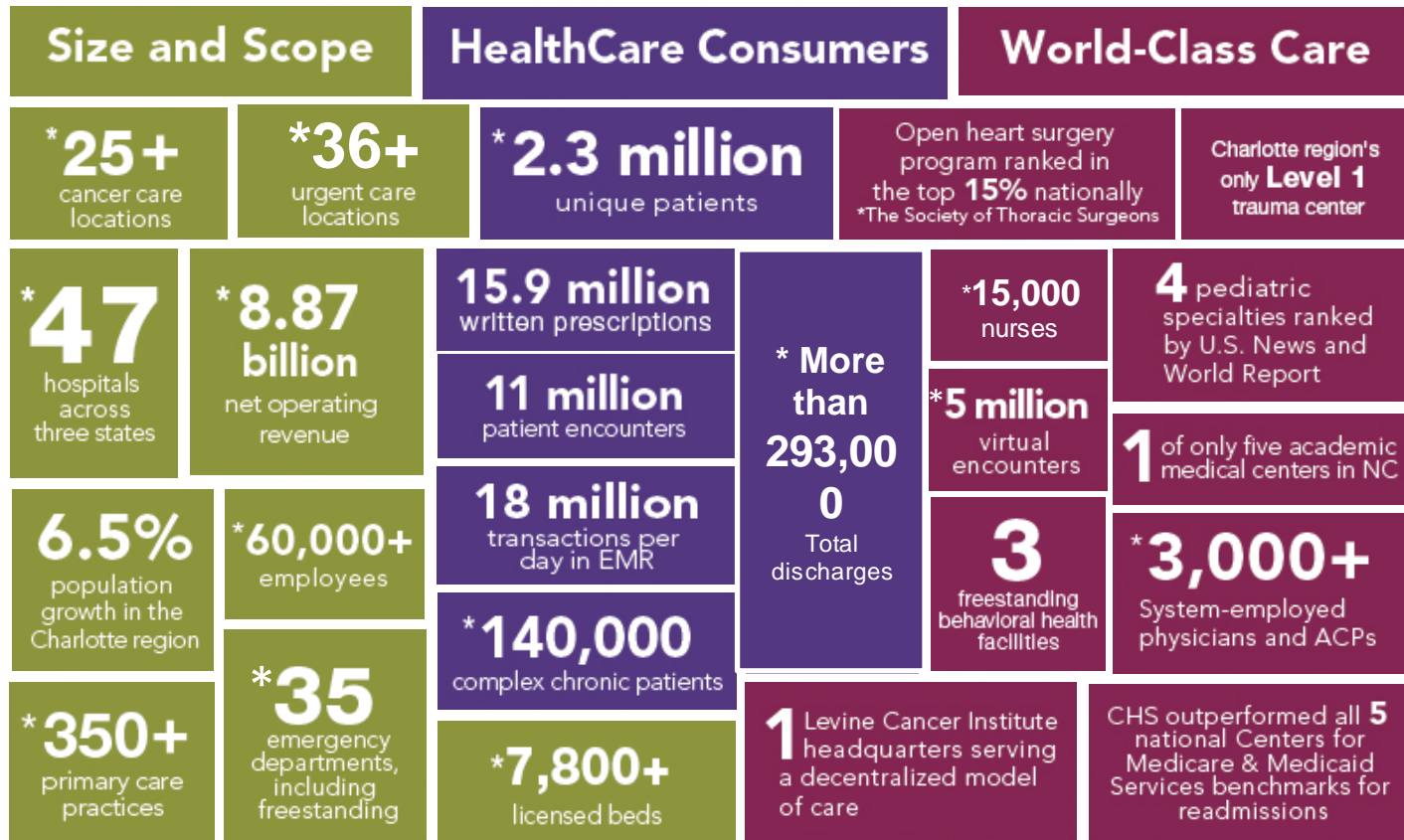
Carolinan HealthCare System

One

Coaching at Carolinas

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November 16, 2016

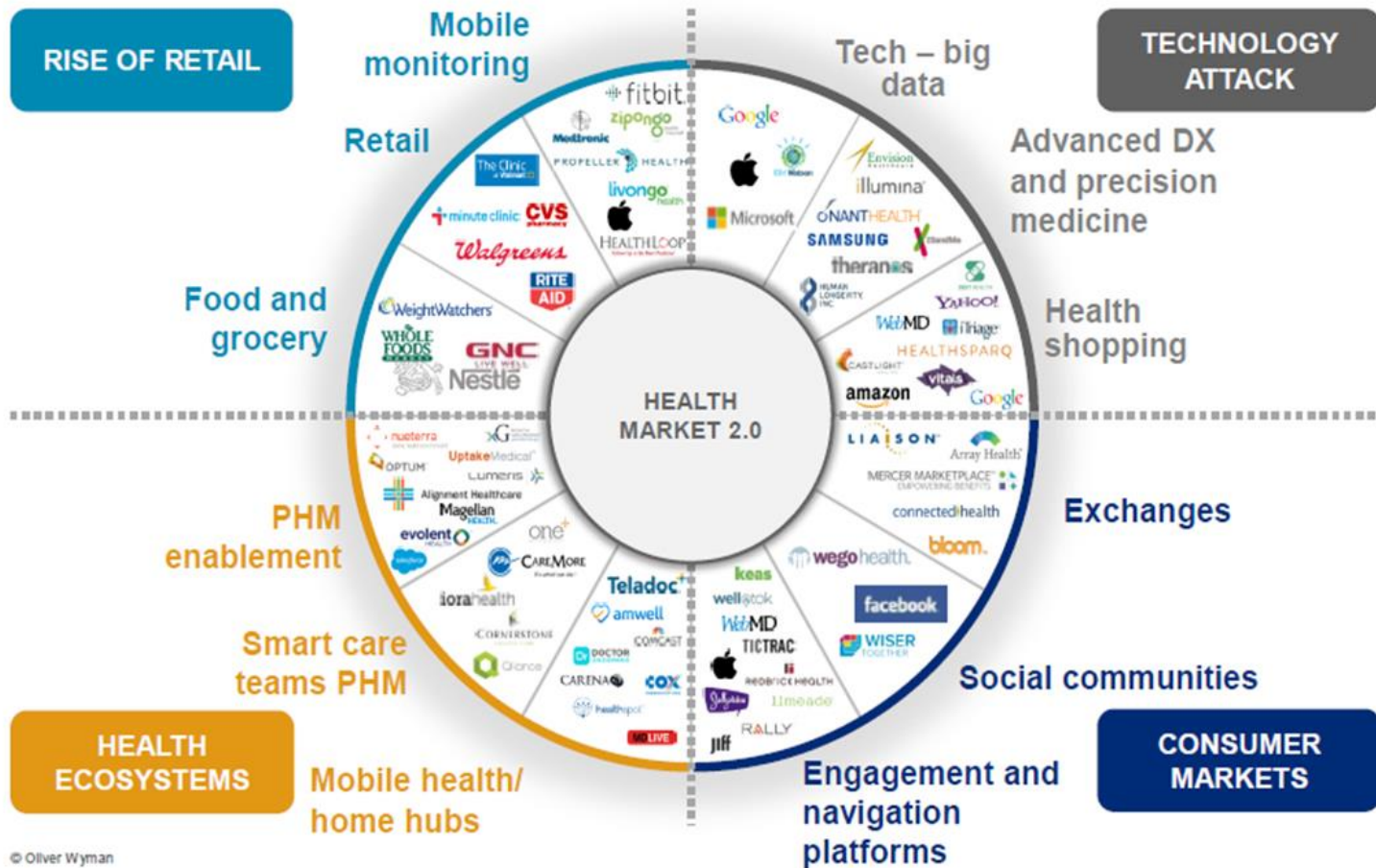
CHS – by the numbers



* denotes enterprise-wide data or PE plus some regional data



Our industry is *complex, disruptive and changing every day*



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Carolinas HealthCare System

Our System is also changing

- New CEO
- New mission and vision
- Nursing average age: 41 versus national average of 50
- Millennials make up 38% of workforce
- Tremendous growth

**Coaching is an important
intervention**

Make coaching an organizational competence

Use coaching to transfer knowledge



Coaching opportunities

- Executive
- Leadership
- Career
- Assessment feedback
- Performance
- Development
- Onboarding
- Programs
 - Women's Executive Development Program
 - Gateway Leadership Academy Advanced
 - Dyad Leadership Development
- Peer coaching
 - System Resource Groups
 - Coaching Collaborative

Involve executives who are passionate about coaching



Centralized Coaching

Step 1:
Conduct
Needs
Assessment



Step 2:
Identify, Select
& Secure
Coach



Step 3:
Align &
Discover



Step 4:
Coach to Plan



Step 5:
Measure &
Close

Build coaching accountability and measurements



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