

## VECTOR GROUP CONSULTING: LEADERSHIP, TEAMS & CULTURE

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### Psychological Insight + Healthcare Expertise:

#### Our Coaches are Psychologists & Clinicians Specializing in Healthcare

**Because we are Psychologists and Clinicians**, Vector Group's coaches have clinical understanding of the interplay of relationship dynamics, human behavior and context. We know how to read and understand each coaching engagement in all its complexity, and how to leverage change at the individual and system levels.

**Because we understand the business of healthcare**, we know how the dynamics and drivers play out in each unique healthcare ecosystem, how to reveal them, and how they affect change efforts.

**Because we are a Firm**, our coaches work closely together so we share a pool of knowledge about the client's broader culture, the nuances beneath the surface, and deliver a coordinated approach. Our leadership development curriculum ensures client organizations learn a common language and framework for understanding, which improves interactions.

Our coaching philosophy is infused with our firm's core principle: *build relationships with integrity and care to inspire performance and growth.*

### We Help Health Care

Through the integration of:

- our collective experience and expertise in healthcare
- our coaching curriculum grounded in science of leadership, psychology, systems thinking, and organizational and group dynamics
- our firm's values of *integrity, compassion, wisdom, relationships, scientific knowledge and practice*

... we guide our clients to become stronger leaders and team members, driving motivation and performance, and inspiring their teams to the same.



## WHY VECTOR GROUP COACHES ARE DIFFERENT

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### We are Clinician-Coaches

Successful leaders' personal attributes are as important as their industry skills. As clinicians, we instantly read the dynamics of the situation and personality. We provide our clients a curated selection of well-honed tools to develop emotional intelligence, drive change, support growth, and achieve longstanding and progressive impact.

As clinicians, we know and recognize when client coaching issues intersect with other challenges such as burnout, vicarious trauma, difficult workplace situations or managing uncertain situations for long periods. Utilizing the science of psychology, we apply behavior change and emotional regulation mechanisms that lead to successful outcomes. At the same time, we know how to maintain the coaching framework without crossing boundaries into pseudo-therapy.

Our clinical training makes us experts at integrating information from multiple sources and assessments to understand and utilize what individuals need to develop their unique suite of strengths. Our coaches are as effective in recognizing and developing high potential employees and helping in leadership transitions as we are in supporting and illuminating the strengths of those struggling in leadership roles:

#### **Developing High Potential Employees**

Talent management is crucial for the success of any organization. Our coaching engagements provide high potentials opportunities to embrace innate qualities, sharpen their strengths, exceed current performance, and engage with greater impact and commitment to their organization.

#### **Leadership Transition Coaching**

Leaders who are promoted to new roles need thinking partners who can help them gain new insights about their current leadership strengths, as well as ways to enhance skills to lead in their new position. Vector Group executive coaches help transitioning leaders focus on specific issues of importance and develop new perspectives on the current culture, strategy, and leadership styles and goals, in concert with an organization's leadership development initiatives.

#### **Bringing Out the Best in "Difficult" People**

Problematic personalities often reveal individuals frustrated by their inability to change the system. Instead of being change agents they want to be, they are perceived as the problem. Our approach is to help these individuals understand their leadership strengths, challenges and the systemic context, and then teach them how to become the problem solvers they want to be.

### We Know the Business of Healthcare

We understand the common struggles and challenges in the healthcare business. Leaders must be conscious of the business's financial viability, mission, products, market and sociocultural issues, patient needs, and staffing. We help leaders balance these demands, remain aligned with culture and often shifting priorities, and effectively represent and respond to stakeholders, all while measuring progress and results. For example, we

help leaders making the transition from clinical to administrative functions in for-profit institutions to create desired impact using their backgrounds and expertise, while understanding common as well as distinct business goals of the different worlds.

# VECTOR GROUP'S CURATED LEADERSHIP DEVELOPMENT CURRICULUM

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Our curriculum is based on the science of understanding personality and change management. Based on robust assessments, we help the leader build a plan to support overall skill-building and longer-term goals.

A cornerstone of our approach is bringing new skills to our clients. Vector Group coaches adapt the curriculum to the challenges of the leader and company, guiding the individual through a customized plan to achieve relevant, fast, measurable, and lasting results.

## 1. Building Effective Leaders – QHIC™

Our **Quality, High-Impact Coaching (QHIC)** program is a curated leadership development curriculum specifically designed for healthcare executives:

- Structured as a 5 to 7-month coaching engagement
- Provides measurable, high-impact wins
- Based on statistically robust assessment tools
- Game-changing for leadership transitions or the introduction of new roles
- Demonstrates that change in a finite timeframe is possible

### 1.1. Assessments

We use best-practice diagnostics to assist in understanding our client's leadership style, strengths, and areas for development. Our assessment process is administered and interpreted by clinician-coaches with deep understanding of quantitative and qualitative assessment methods and how to apply the findings.

- **Hogan Leadership Assessment** reliably describes an individual's emotional intelligence, motivator's leadership style and predicts how their behavior is likely to be distorted by stress and pressure. Interpretation and feedback sessions are conducted by our Hogan-certified psychometricians, in partnership with the coach.
- **360 Interviews** reveal how supervisors, peers, and direct reports perceive a leader's effectiveness. These results assist in revealing the leader's strengths and blind spots. Our psychologist/clinicians are adept at conducting qualitative interviews, performing thematic analysis of strengths and areas for development, and integrating these findings with other assessments.
- **The Style Matters Conflict Style Inventory** identifies a leader's dominant negotiating styles in calm and storm and helps them learn to use these most effectively, as well as how and when to use other styles. This understanding assists leaders to better navigate and vector conflict so desired outcomes are possible.

### 1.2. SkillCepts™

Our curriculum teaches SkillCepts – tools that combine skill-building with best-practice leadership concepts for leaders and teams. These tools help develop each person's capacity to transition, grow, break down barriers, develop new proficiencies, and collaborate within and between groups. Vector Group has developed more than 20 unique SkillCepts to address specific client and company needs.

Our three foundational SkillCepts are essential learning for every healthcare leader:

- **Emotional Intelligence** framed as *Person/Role* helps leaders heighten emotional awareness, adaptability and skill in motivating others, and teaches them how to stay “in role” and focused on business goals--even in challenging situations.
- **Change Management**, based on our *Force Field Analysis*, provides leaders with a way to understand their role in the change process and how to effectively move change forward.
- **Structure, Delegation and Accountability** are developed through *RACI*, or responsibility charting, which eliminates role confusion and increases productivity by providing a common language and framework to negotiate agreement based on accountability.

We like to say that *information exchange is the blood of any company and relationships are its arteries*. Our additional SkillCepts assist our clients in ensuring information is exchanged accurately and that relationships necessary for goal achievement are in place. For example:

- **Communication Suite** brings leaders crucial communication skills for effective, accurate and goal-oriented exchanges of information.
- **Team Building and Engagement** skills, grounded in our clinical understanding of human nature and systems development and functioning, optimize a team’s capacity to solve problems.
- **Hierarchical Intelligence** assists leaders and teams to develop hierarchies so the culture of the company is conducive to goal achievement and effective problem solving.

## 2. Building Effective, Functional Teams – TeamCepts™

We understand one of the essential tasks and biggest challenges for leaders is developing and leading high-functioning teams. Our TeamCepts are skills leaders use with teams to optimize productivity:

- **Team RACI™** teaches responsibility charting to improve inter- and cross-functional team effectiveness. Our suite of offerings includes skill-building coaching, workshops, and e-learning products.
- **Team Diagnostics** applies the diagnostic power of the Hogan and other validated group assessments to the whole team. Leaders and teams gain insight about team functioning, personality, skills and derailers. Our coaches work with the leader and team to improve their facility at managing complexity.
- **Team Building and Development** supports teams learning together to solve their company’s impossible problems from an understanding of human nature and system development.
- **Productive Pairs** assists dyads in repairing and rebuilding difficult relationships with the goal of enhancing overall functioning of the company.
- **Mindful Leadership** teaches leaders to integrate mindfulness skills into team interactions to cultivate increased awareness of self and others, while limiting reactive or stress-based decision-making.

## NEXT STEPS: BEGINNING THE VECTOR GROUP COACHING PROCESS

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At the beginning of each engagement we conduct an interview with the leader and their manager to understand the leader’s background, needs and organizational context. We recommend potential coaches based on their background, experience, and style match with client personality needs and contextual issues.

Then clients are given the option to meet different coaches. This “best-fit” selection optimizes the engagement effectiveness and the client’s agency and commitment to the coaching process.

Vector Group’s team of coaches come with a passion for “helping health care.” To find out more about our coaches, please visit [www.vectorgroupconsulting.com](http://www.vectorgroupconsulting.com). For more information call us at 215.284.1623.

Vector Group Consulting

a firm of Scientist/Practitioner executive coaches accelerating change

by bringing a *deeper understanding of healthcare leadership*