



**Workshop name** **Mastering Improved Clinician Performance**  
Positive coaching skills to increase the ease and effectiveness of managing clinicians towards improved performance

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**Target audience**

- Medical Superintendents
- Executive Directors
- Clinical Managers
- Department Heads

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**Duration** 7 hours

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**Number of participants**

Optimum 7-15  
Minimum 5  
Maximum 20

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**Other recommended workshops** **There are some similarities in content covered in the following three workshops which should be taken into consideration prior to booking:**

- Mastering Improved Clinician Performance
- Mastering Clinical Coaching and Feedback
- Mastering Understanding and Working with Clinicians

If you are considering booking multiple workshops, please consult with Cognitive Institute.

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**Premise** Management of clinicians can be extremely challenging for clinical managers. Many managers have no formal training in this area, combined with the difficulty of critiquing colleagues and dealing with people resistant to change. Mastering Improved Clinician Performance provides clinical managers with the insights and skills to successfully conduct performance appraisals and coach clinicians to improved performance.

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**Format** Workshop with short lectures, reflective exercises, small group facilitated discussions, group activities, rehearsal of skills.

Brief didactic presentations will provide the focus for small group sessions in which participants are able to share experience and pool knowledge, enabling critical comparison of their skills with their peers and peer learning. Videotaped case vignettes will be used to enable participants to analyse and reflect upon their own skills. The format has been carefully structured to enable a mix of lectures, discussion, critical reflection and evaluation.

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**Presenter** All presenters of Cognitive Institute workshops are Doctors or Health Professionals who have a specific interest in communication skills and have undertaken formal communication skills training with the Institute.

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**Objectives**

- To empower clinical managers to better performance manage staff
- To introduce a model of communication to assist clinical managers to enhance their skills in dealing with resistance and under-performers
- To provide an opportunity to rehearse implementing this model
- To explore methodologies for implementing a system of performance management with interpersonal skills performance acting as a template

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## Key Content

### Coaching

- A model of coaching is introduced and explored to form the basis of the implementation of performance assessment
- Exploration of the differences between models of refereeing, teaching and monitoring are explored to contrast with the coaching model
- Theory and practice of effective feedback are analysed:
  - Coaching the excellent
  - Coaching the under-performers

### Performance assessment and monitoring

- Models of working with people to move them along the stages of change
- Importance of eliciting assessee's ideas and commitment to change
- Exploration of techniques for protection against people going 'over your head'
  - the use of validated tools and active notifications of impending performance assessments
- Creating a performance management plan and working with people to enhance commitment through scheduling

### Manager stress

- Examination of sources of stress for clinical managers that can be decreased by effective communication strategies in performance assessment
- Techniques for ensuring that tension stays on the appropriate 'side of the table' during performance assessment
- Setting up coaching relationships within your own cohort to support the medical manager

### Dealing with resistance

- The Cognitive Institute's SOLVE© model will be presented for dealing with resistance
- The skills of option generation will be explored and rehearsed
- An exercise in identification of the parameters essential for bringing about effective change
- Rehearsal exercises for coaching for excellent performance
  - The good performer
  - The under-performer
- A performance assessment tool for interpersonal skills will be provided with mock results for discussion with participants
- Open discussions regarding
  - Effective coaching
  - Dealing with resistance

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For information on the Cognitive Institute, presenters and workshops visit [www.cognitiveinstitute.org](http://www.cognitiveinstitute.org)

To book a workshop call Head Office on 61 7 3876 5711  
or email [enquiries@cognitiveinstitute.org](mailto:enquiries@cognitiveinstitute.org)

