



# HARVARD MEDICAL SCHOOL

## DEPARTMENT OF CONTINUING EDUCATION

### Coaching in Medicine & Leadership

September 25–26, 2009

at Renaissance Boston Waterfront Hotel, Boston, MA

Program Directors **Carol Kauffman, PhD, PCC; Margaret Moore, MBA; Christopher Palmer, MD**

#### Course Description

Coaching is a change process that mobilizes strengths to realize the potential of individuals and organizations. Over the past 25 years coaching has emerged as a competency dedicated to helping people change, develop, and meet personal and professional goals, while building self-efficacy, resilience, and the capacity for further development. Coaches now serve a \$1.5 billion dollar market annually. Fewer than 20% of professional coaches are from the mental health or medical fields. The most developed market segment is coaching for leadership in organizations, while the application of coaching in health care is at an early stage. In both areas the research literature is growing rapidly.

The second McLean Hospital and Harvard Medical School Coaching conference is led by the new Institute of Coaching and serves physicians, health care providers, executive coaches, and coaches in health care by exploring the theory, research, and practice of coaching. This energizing and groundbreaking event features lectures by world leaders in coaching and coaching research, combined with coaching exercises and demonstrations. Special offerings include separate tracks for coaching skills practice in health care and leadership, a three hour experiential workshop on personal change, and an inspirational coaching experience, featuring a live coaching of a string quartet.

For further information: contact [info@InstituteofCoaching.org](mailto:info@InstituteofCoaching.org) or call (617) 855-3921.

Visit [www.instituteofcoaching.org](http://www.instituteofcoaching.org) for information on special events, further resources, and detailed information on presenters.

#### Learning Objectives: At the end of the conference people will understand:

- Basic introduction and varying theoretical perspectives on coaching.
- Working definitions of coaching and key distinctions from therapy and consulting.
- Primary models and theories that inform coaching theory and practice.
- Overview of emerging research on coaching models and efficacy.
- Learn basic coaching skills that can be applied immediately in medical, therapy, or leadership practices to enhance outcomes.

#### Attendance Limited – register early!

#### REGISTRATION INFORMATION

Tuition Fee (Doctoral Level Professionals): \$495 (USD). Reduced Fee for Residents, Fellows in Training (with a letter of verification from Department Chair), Allied Health Professionals, and Coaches: \$350 (USD). All foreign payments must be made by a draft on a United States Bank. If paying by check, please make payable to *Harvard Medical School* and mail with completed registration form to **Harvard Medical School, Department of Continuing Education, P.O. Box 825, Boston, MA 02117-0825**. If paying by credit card, please register online at [www.cme.hms.harvard.edu/courses/coaching](http://www.cme.hms.harvard.edu/courses/coaching). **Telephone or mail-in registration with credit card payment is not accepted.** Inquiries should be directed to the above address, made by phone: (617) 384-8600, Monday–Friday, 10 A.M. to 4 P.M. (EST), or by email: [hms-cme@hms.harvard.edu](mailto:hms-cme@hms.harvard.edu). Upon receipt of registration a confirmation letter will be mailed to the address listed on the form.

#### ONLINE INFORMATION:

To register or view course information online, visit: [www.cme.hms.harvard.edu/courses/coaching](http://www.cme.hms.harvard.edu/courses/coaching).

#### REFUND POLICY:

A handling fee of \$60 is deducted for cancellation. Refund requests must be received by mail one week prior to the course. No refunds will be made thereafter.

#### COURSE LOCATION:

All sessions will be held at the Renaissance Boston Waterfront Hotel, 606 Congress Street, Boston, MA Telephone: (617) 338-4111.

#### ACCOMMODATIONS:

Hotel rooms in Boston are limited. You are urged to make your reservations early. A limited number of rooms have been reserved at the Renaissance Boston Waterfront Hotel (Telephone: (617) 338-4111) until September 3, 2009. Please specify that you are enrolled in this course to receive a reduced room rate of \$289 per night/single. A map of Boston listing local hotels will be sent with your confirmation of enrollment. For additional housing assistance, call Boston Reservations at (617) 332-4199.

#### TRAVEL:

Please do not make non-refundable airline reservations until your enrollment in the course has been confirmed. You can make your airline reservation by calling the HMS Travel Desk toll free 1(877) 4-HARVMD (1-877-442-7863) Monday–Friday 9 A.M. to 8 P.M. (EST). From outside the U.S., Canada, and the Virgin Islands, please call (617) 559-3764.

Program changes/substitutions may be made without notice.

### AGENDA: Coaching in Medicine & Leadership

#### Friday, September 25, 2009

##### Morning

- 7:00 – 8:00 **Registration and Continental Breakfast**
- 8:00 – 8:15 **Welcome** *Scott Rauch, MD*
- 8:15 – 9:15 **Appreciative Inquiry: A Call for Positive Change**  
*David Cooperrider, PhD*
- 9:15 – 9:45 **Coaching Exercise**
- 9:45 – 10:30 **Positive Psychology – Science at the Heart of Coaching**  
*Carol Kauffman, PhD; Margaret Moore, MBA*
- 10:30 – 10:45 **Break**
- 10:45 – 11:00 **Vision of Excellence Award** *Anthony Grant, PhD*
- 11:00 – 12:00 **The Evidence for Coaching** *Anthony Grant, PhD*
- 12:00 – 1:15 **Lunch (on your own)**

##### 1:15 – 3:45 **THREE TRACKS (choose one)**

- Track 1: Overcoming the Immunity to Change** (experiential workshop)  
*Robert Kegan, PhD*
- Track 2: Coaching in Leadership – Theory and Practice**  
Authentic Leadership Workshop *Nick Craig*  
Journey from Research to Practice – Mindfulness & Time  
*Gordon Spence, PhD; Ilona Boniwell, PhD*
- Track 3: Coaching in Health Care – Research and Application**  
Impact of Coaching on Depression *Sam Toney, MD*  
Research Report: Coaching and Lifestyle Change *Elizabeth Frates, MD*  
Physician + Coach Collaboration on Exercise & Lifestyle *Edward Phillips, MD*  
Bridges and Drawbridges: Where Coaching & Therapy Overlap  
and Where They Do Not *Panel: Anthony Grant, PhD; Susan David, PhD; Philip Levensky, PhD; Sam Toney, MD*

- 3:45 – 4:15 **Break**
- 4:15 – 5:15 **KEYNOTE**  
**Moving Counterclockwise: Mindfulness Health** *Ellen Langer, PhD*
- 5:15 – 7:30 **Reception**

#### Saturday, September 26, 2009

##### Morning

- 7:00 – 8:00 **Registration and Continental Breakfast**
- 8:00 – 9:45 **The Art of Leading Oneself and Others**  
*Benjamin & Rosamund Zander*
- 9:45 – 10:15 **Break**
- 10:15 – 11:15 **The Power of Communication** *Mark Rittenberg, EdD*
- 11:15 – 12:15 **Trust & Distrust: Issues in Leadership & Coaching**  
*Diane Coutu MBA, MA; Roderick Kramer, PhD*
- 12:15 – 1:30 **Lunch (on your own)**
- 1:30 – 4:30 **THREE TRACKS (choose one)**

##### Track 1: From Theory to Coaching Skills in Health Care

- Igniting Motivation *Margaret Moore, MBA*  
Navigating the Journey of Change: Lessons from ADD Coaching and Neuroscience  
*John Ratey, MD; Nancy Ratey, EdM, MCC*  
Building Efficacy and Resilience *Bob Tschannen-Moran, MDiv*  
Coaching Skills Practice

##### Track 2: From Theory to Coaching Skills in Leadership

- Diversity and Power Relations in Coaching *Sunny Stout Rostron, DProf, MA*  
The Developmental Pipeline – Theory & Demonstration *David Peterson, PhD*  
Coaching Skills Practice

##### Track 3: The Power of Communication

- Space is limited to the first 25 registrants *Mark Rittenberg, EdD*

**Register Early!**  
**Last Year Sold Out!**

## Course Faculty

**Scott Rauch, MD**, is President and Psychiatrist in Chief of McLean Hospital and Chair of Psychiatry and Mental Health for the Partners Health Care System, as well as Professor of Psychiatry at Harvard Medical School. His principal research interests relate to neuroimaging and the neurobiology of anxiety disorders.

**Carol Kauffman, PhD, ABPP, PCC**, Director of the McLean Hospital/Harvard Medical School Institute of Coaching, is Assistant Clinical Professor at Harvard Medical School, Department of Psychiatry. Carol is a 30-year veteran psychologist at McLean Hospital, an ICF professional certified coach, and has an active US/UK executive coaching and coach supervision practice. She is Chief Supervisor of the London-based business coaching program at Meyler Campell Ltd. Carol is Co-Editor in Chief of *Coaching: An International Journal of Theory Research and Practice* and co-edited a special issue on positive psychology for *International Coaching Psychology Review*. Some of her papers are available at [www.CarolKauffman.com](http://www.CarolKauffman.com) and WILEY ARTICLE WEBSITE HERE

**Margaret Moore (Coach Meg), MBA**, Co-Director of the McLean Hospital/Harvard Medical School Institute of Coaching, is an entrepreneur who founded Welcoaches in 2000, following 17 years in the biotechnology industry, to establish standards for professional coaches in health care. She led the publication of the Lippincott, Williams & Wilkins *Coaching Psychology Manual*, the first coaching textbook in health care. Margaret's collaboration with Edward Phillips, MD, to teach physicians a basic coaching roadmap, led to the launch of the Harvard Medical School Institute of Lifestyle Medicine.

**Susan David, PhD**, Co-Director of the McLean Hospital/Harvard Medical School Institute of Coaching, is a research associate at Yale University and founder of Evidence Based Psychology ([www.ebpsych.com](http://www.ebpsych.com)). She is known internationally for research, keynote speaking, business consulting, and executive coaching. Dr. David specializes in the application of evidence-based scientific methods to emotional intelligence, engagement, and coaching, with a specific focus on high performance leadership. She is the recipient of fourteen scholarships and research grants including two for research on emotions in well-being and coaching. Dr. David is on the editorial boards of two coaching journals and is currently authoring and editing books on Engagement (Little, Brown & Company), Positive Psychology (Oxford University Press) and Coaching (Wiley).

**David Cooperrider, PhD**, Professor of Social Entrepreneurship, Weatherhead School of Management, is best known for his development of the theory and practice of appreciative inquiry (AI) as it relates to corporate strategy, change leadership, and positive organizational scholarship. He is also a founder and chairman of the Center for Business as an Agent of World Benefit, which proposes that many global issues today are a chance for organizations to embrace social entrepreneurship and eco-innovation, and find new sources of value.

**Robert Kegan, PhD**, is a psychologist who teaches, researches, writes, and consults about adult development, adult learning, and professional development. In addition to his faculty appointment at Harvard Graduate School of Education, Kegan is educational chair of the Institute for Management and Leadership in Education; co-director of a joint program with the Harvard Medical School to bring principles of adult learning to the reform of medical education; and as co-director of the Change Leadership Group, a program for the training of change leadership coaches for school and district leaders.

**Phil Levendusky, PhD, ABPP**, is Associate Professor of Psychology, Harvard Medical School and at McLean Hospital serves as Senior Vice President, Business Development and Director of Psychology Department and Psychology Training. For nearly three decades, Dr. Levendusky has developed and directed cutting-edge clinical programs at McLean Hospital. He is recognized nationally and internationally as a pioneer of integrated cognitive-behavioral treatment systems for persons with serious mental illness. In addition, he has "coached" a generation of students to achieve excellence in the pursuit of their professional careers.

**Anthony Grant, PhD**, is recognized as a pioneer of coaching psychology and established and directs the world's first Coaching Psychology Unit at the School of Psychology, Sydney University. Dr. Grant has coached many of Australia's leading executives and CEOs and has delivered many thousands of hours of coach training. He has conducted extensive coaching research, including randomized controlled outcome studies and has co-written and co-edited five books on evidence-based coaching. His books have been translated into eight languages.

**Edward M. Phillips, MD**, is Assistant Professor of Physical Medicine and Rehabilitation at Harvard Medical School. He is Director of Outpatient Medical Services of the Spaulding Rehabilitation Hospital Network and Assistant Physiatrist in the Department of Physical Medicine and Rehabilitation at Massachusetts General Hospital and Consultant at Brigham and Women's Hospital. He is course director, and co-author with Margaret Moore, of the Harvard Medical School Department of Continuing Medical Education online course "Lifestyle Medicine for Weight Management" and has launched the Institute of Lifestyle Medicine to help physicians walk the walk, talk the talk, and help patients master lifestyle change.

**Ellen Langer, PhD**, is a professor in the Psychology Department at Harvard University. Her books written for general and academic readers include *Mindfulness, The Power of Mindful Learning, On Becoming An Artist, and Counterclockwise*. Dr. Langer has described her work on the illusion of control, aging, decision-making, and mindfulness theory in over 200 research articles and six academic books. Her work has led to numerous academic honors including a Guggenheim Fellowship, the Award for Distinguished Contributions to Psychology in the Public Interest of the American Psychological Association, the Distinguished Contributions of Basic Science to Applied Psychology award from the American Association of Applied & Preventive Psychology, the James McKeen Cattell Award, and the Gordon Allport Intergroup Relations Prize.

**Benjamin Zander** is one of the most sought after international speakers on the subject of leadership and creativity, and recently was the closing keynote speaker at the World Economic Forum. He has been profiled on CNN, 60 Minutes, the BBC, *New York Times*, *London Times*, and the *Wall Street Journal*, and was the 2002 recipient of the United Nations "Caring Citizen of the Humanities Award." Zander and his partner Rosamund Zander collaborated on a best-selling book, *The Art of Possibility*. Zander has been the conductor of the Boston Philharmonic Orchestra for thirty years, on the faculty of the New England Conservatory since 1965, and is the Artistic Director of the Walnut Hill School, a high school for the performing arts.

**Rosamund Zander, MSS**, is an author, executive coach, and a family systems therapist, who develops models for leadership, relationship, and effective action. She works with individuals and organizations from a systemic perspective to move "downward spiral thinking" into a mindset of possibility. She has designed corporate programs and conducted workshops in a variety of settings, including the British Civil Service, Public Radio, and the World Economic Forum.

**Sam Toney, MD**, is a graduate of the University of South Alabama, College of Medicine, and was the recipient of the Eugene Bondurant award in Psychiatry in 1984. He completed his residency in Psychiatry at the University of South Florida in 1988 where he served as Chief Outpatient Resident. Dr. Toney founded Health Integrated in 1996 where he designed and implemented multiple medical/behavioral health initiatives. He currently serves as the company's Chief Medical Officer and Vice Chairman.

**John Ratey, MD**, is an associate clinical professor of psychiatry at Harvard Medical School and has a private practice in Cambridge, Massachusetts. Dr. Ratey and Dr. Hallowell began studying ADHD in the 1980s and co-authored *Driven to Distraction: Recognizing and Coping with Attention Deficit Disorder from Childhood through Adulthood* (1994), the first in a series of books that demystify the disorder. Dr. Ratey also co-authored *Shadow Syndromes* (1997) with Catherine Johnson, PhD, in which he describes the phenomenon of milder forms of clinical disorders. He most recently authored the bestselling books, *Spark: The Revolutionary New Science of Exercise and the Brain* and *A User's Guide to the Brain: Perception, Attention and the Four Theaters of the Brain* (2000) which translates how neuroscience affects emotions, behavior, and overall psychology.

**Nancy Ratey, EdM**, Harvard University, is recognized as one of the foremost authorities on personal and professional coaching for adults with Attention Deficit Hyperactivity Disorder (ADHD). As one of the founders of the ADHD coaching profession, Ms. Ratey has been active for the last two decades in developing programs and lecturing on issues related to ADHD. Ms. Ratey has served as past President of the Attention Deficit Disorder Association (ADDA). She recently published *The Disorganized Mind: Coaching Your ADHD Brain to Take Control of Your Time, Tasks, and Talents*.

**Gordon Fencio, PhD**, is a Post Doctoral Fellow in the Coaching Psychology Unit at the University of Sydney. His research interests include the integration of mindfulness training and cognitive-behavioral, solution-focused coaching. He is now researching a new leadership development model in conjunction with industry partners from the legal and public health sectors He has presented internationally and in several peer-review journals such as the *Australian Psychologist*, *International Coaching Psychology Review* and *Journal of Positive Psychology*. Gordon provides executive coaching services to wide range of organizations spanning the financial services, banking, media, and communications industries, as well as national sporting bodies and academia.

**Iлона Boniwell, PhD**, is the program leader for the first Master's Degree in Applied Positive Psychology (MAPP), the first postgraduate degree in positive psychology in Europe. Iлона is the author of *Positive Psychology in a Nutshell* (2006, PWBC). She founded the European Network of Positive Psychology (ENPP), and is a member of its steering committee. She organized the first European Congress of Positive Psychology (June 2002, Winchester) and is the vice-chair of the International Positive Psychology Association (IPPA). Her research interests fall under the umbrella of positive psychology and well-being and includes: time management, time perspective, lay conceptions of well-being, defining and measuring well-being, positive psychology interventions, and coaching. Recently, Iлона was a consultant for and appeared in the BBC2 series The Happiness Formula.

**David Peterson, PhD**, is Senior Vice President at Personnel Decisions International, where he leads PDI's executive coaching services with responsibility for 200 coaches worldwide. Based in San Francisco, his consulting work specializes in coaching for CEOs and other senior executives in Global 100 companies, as well as helping organizations design their own coaching programs.

**Bob Tschannen-Moran, MDiv, IAC-CC, CWC**, is President of LifeTrek Coaching International and serves on the faculty of Welcoaches Corporation. Since founding LifeTrek in 1998, Bob has assisted many individuals and organizations to improve their performance in life and work using a wide variety of strengths-based approaches. Bob co-authored the Lippincott Williams & Wilkins *Coaching Psychology Manual* (2009) and is a chapter contributor to the *Sage Handbook of Coaching* (2009). His weekly email newsletter, *LifeTrek Provisions*, goes out to 50,000 subscribers in 152 countries.

**Sunny Stout Rostron, DProf, MA**, is an executive coach and consultant, with a wide range of experience in leadership and management development, business strategy, and executive coaching. She is the author of seven books including *Accelerating Performance, Powerful New Techniques to Develop People* (Kogan Page 2002), and *Business Coaching Wisdom and Practice, Unlocking the Secrets of Business Coaching* (Johannesburg: Knowledge Resources 2009). Her new book, *Business Coaching International: Transforming Individuals and Organizations* (London: Karnac) is available in September 2009. Sunny is the Founding President of COMENSA (Coaches and Mentors of South Africa), a Research Advisory Board member for the Institute of Coaching based at Harvard, a Founding Director of the Manthano Institute of Learning (Pty) Ltd., an Executive Director with Resolve Encounter Consulting (Johannesburg), and a founding faculty member of The Coaching Centre (TCC) based in Cape Town.

**Nick Craig** is the President of the Authentic Leadership Institute (ALI), a leadership consulting firm committed to helping good managers become great leaders. With an integrated offering of leadership workshops, executive coaching and organizational consulting, ALI is a catalyst in helping executives, leadership teams, and organizations achieve their highest levels of authenticity, performance, and potential. Craig is co-author of *Finding Your True North* with Bill George of Harvard Business School.

**Elizabeth Frates, MD**, is a Clinical Instructor in the Department of Physical Medicine and Rehabilitation at Harvard Medical School, Assistant Director of Medical Education of the Institute of Lifestyle Medicine, and a certified wellness coach. Dr. Frates received her BA degree from Harvard University and medical degree from Stanford University School of Medicine. Dr. Frates teaches the Human Central Nervous System, Musculoskeletal System, and Introduction to the Professions at Harvard Medical School. Beth completed her internship in Internal Medicine at Massachusetts General Hospital and her residency in Physical Medicine and Rehabilitation at Spaulding Rehabilitation Hospital, where she served as Chief Resident. She co-authored *Life After Stroke: The Guide to Recovery and Preventing Another Stroke* published by Johns Hopkins University Press.

**Diane Couto, MBA, MA**, is a senior editor at *Harvard Business Review*. She was an affiliate scholar and Julius Silberger Fellow at the Boston Psychoanalytical Society and Institute and is currently a 2008–2009 Fellow at the American Psychoanalytic Association.

**Roderick Kramer, PhD**, is the William R. Kimball Professor of Organizational Behavior at Stanford University. Kramer received his BA in experimental psychology and philosophy from California State University, Los Angeles, in 1977. He received his Master's in Experimental Psychology from California State University in 1980. He earned his PhD in social psychology from the University of California, Los Angeles, in 1985, with minors in cognitive psychology and artificial intelligence. He was a visiting associate professor at Kellogg Graduate School of Management (Northwestern University) in 1991. He was a visiting professor at Oxford University and London Business School in 2001. In 2002 and 2004, he was a visiting professor at the John F. Kennedy School of Government at Harvard University. In 2004–2005, he was a Visiting Senior Scholar at the Hoover Institution. Kramer has been at Stanford since 1985.

**Mark Rittenberg, EdD**, holds a Doctorate in International and Multicultural Education from the University of San Francisco, an MA in Education from San Francisco State University, and a BA in Education and Social Work from the University of California-Berkeley. For more than 20 years, Dr. Rittenberg has helped organizations create communities of excellence and empowered individuals to become true leaders through the power of communication. Dr. Rittenberg believes that corporate problems can be addressed through the Active Communicating methodology he developed, which draws upon the actor's discipline of engaging, creative, and effective communication.

## Continuing Education

**Physicians:** Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. Harvard Medical School designates this educational activity for a maximum of 14 AMA PRA Category 1 Credit(s).™ Physicians should only claim credit commensurate with the extent of their participation in the activity.

**Psychologists:** McLean Hospital is approved by the American Psychological Association to sponsor continuing education for psychologists. McLean Hospital maintains responsibility for this program and its content. Participants meeting requirements will receive 14 CE credits.

**Nurses:** This program meets the requirements of the Massachusetts Board of Registration in Nursing (244 CMR 5.00) for 14 contact hours of nursing continuing education credit. Advance practice nurses, please note: educational activities which meet the requirements of the ACCME (such as this activity) count toward 50% of the nursing requirement for ANCC accreditation.

**Social Workers:** Application has been made for social work accreditation from the MA chapter of the NASW. Please call (617) 855-3152 for status of the application..

**Licensed Mental Health Counselors:** McLean Hospital is an NBCC Approved Continuing Education Provider (ACEP™) and may offer NBCC approved clock hours for events that meet NBCC requirements. The ACEP solely is responsible for all aspects of the program. The hospital's provider number is 6085. This program is approved for 14 clock hours of CE credit or 1.4 CEU.

**ICF Coaches:** ICF Continuing Coach Education Credits pending.



## COACHING IN MEDICINE & LEADERSHIP Course # 2914207

**September 25–26, 2009** **Tuition Fee (Doctoral Level Professionals): \$495 (USD)**  
*Please Print Clearly--All Fields Required* **Residents\*/Fellows in Training,\* Allied Health Professionals, and Coaches: \$350 (USD)**

**Check is enclosed:** Please make your check payable to *Harvard Medical School* and mail it with this registration form to:  
**Harvard Medical School-Department of Continuing Education, P.O. Box 825, Boston, MA 02117-0825**

Name \_\_\_\_\_ Degree \_\_\_\_\_  
First Middle Initial Last

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Professional School Attended \_\_\_\_\_ Year of Graduation \_\_\_\_\_ Profession \_\_\_\_\_

Primary Specialty (Physicians Only) \_\_\_\_\_ Board Certified: Yes  No  Organization Affiliation \_\_\_\_\_

\*A letter of verification from Department Chair must accompany the registration form for a reduced fee.

**I will attend:** Friday:  **Track 1: Overcoming the Immunity to Change** Saturday:  **Track 1: From Theory to Coaching Skills in Health Care**  
(choose one)  **Track 2: Coaching in Leadership – Theory and Practice** (choose one)  **Track 2: From Theory to Coaching Skills in Leadership**  
 **Track 3: Coaching in Health Care – Research and Application**  **Track 3: The Power of Communication**

Registrations paid by credit card may be made online at: **[www.cme.hms.harvard.edu/courses/coaching](http://www.cme.hms.harvard.edu/courses/coaching)**

*Online registrants: Add the first **three characters** of source code found here. ⇨ **Source Code: A B C X Z***