



Medical Center Case Study

Executive Summary

The Ohio State University Medical Center (OSUMC) is a leading academic medical center in the country. OSUMC is dedicated to creating the future of medicine to improve people's lives. The organization has experienced significant growth in the past 10 years, requiring its leaders to exhibit both increased strategic and interpersonal savvy.

Business Challenge

The human resources leaders saw the need to provide leadership coaching to the senior leadership team of the organization as part of its executive development strategy. Many leaders within OSUMC have "grown-up" in the organization and lacked the leadership skills needed for their complex roles and matrix-style reporting relationships.

How Connect the Dots Helped

Connect the Dots was chosen as a strategic partner to provide leadership coaching to administrative and clinical leaders and their teams within the medical center. Connect the Dots worked with an AVP of a large administrative function to coach one of his key leaders who was struggling with internal customers. In addition, this leader's team was not aligned with the internal groups that it was responsible for supporting. After identifying key objectives and gathering stakeholder input, Connect the Dots developed a plan for each leader, as well as the team, to address the issues identified and achieve the stated objectives.

Value Delivered

Through the individual and team coaching sessions, the leader and his team developed a clear view of how to be successful with their internal customers, as well as what they needed to start, stop and begin doing as a team to achieve their goals. Although the team had been through development activities previously, the approach used by Connect the Dots focused on awareness of the current state and practical, job-focused development action steps. This approach leveraged the team's strengths, drew on team members to address needs, and allowed for holding one another accountable for behavioral changes.