Peer Coaching to Counteract Organizational Silence and Foster a Culture of Dialogue

COACHEE ROLE

You are an associate professor and the clinical lead for your practice. You have asked to meet with your colleague (the Association of American Medical Colleges Group on Faculty Affairs/Group on Women In Medicine and Science representative for your school) for advice about how to deal with a colleague named Joe, who sees patients in the practice. Joe is a senior clinician with a large clinical load who has historically complained loudly about resources for clinical care and the competence of the clinic staff. Joe frequently sends you emails that you find difficult to deal with. They are accusatory (“You aren’t advocating for the group effectively”), and threatening (“If things don’t improve, I can’t keep seeing patients”) and demeaning (“Do you even know what you are doing?”) You find the comments about your competence as a leader personally offensive and suspect that Joe has trouble with a woman in a leadership role. Most recently, things have gotten worse with Joe because he is unhappy with the new Electronic Health Record. He sends emails complaining about the system and the effect it is having on patient care. The nursing staff is complaining to you that Joe is rude to them in front of patients.