



role (“Do they know *how* to do it?”). Finally, they need to create a climate and environment that supports and engages them in these efforts, because they know their role as a coach is important to staff, and to patients (“Do they *want* to do it?”). This presumes, of course, that the senior leaders can also answer “yes” to these three questions.

Mid-level managers then engage in this same process with those who report to them, and so on down through the organization. Managers can set their coaching plans by asking the same three questions of their staff members. Do they know what to do? (Standards). Do they know how to do it? (Training). And do they want to do it? (Attitude and engagement).

In most organizations we work with, we find that this role of coaching is often taken very much for granted. And, in truth, as I look back on my own leadership career, I’ll admit there have been times when I’ve taken for granted that those who reported to me somehow *knew* what was expected, knew *how* to be a good coach, and *wanted* to serve in that role.

They don’t. You need to support them by setting the expectation and helping them develop the essential skills. Start by answering those three critical questions and, if the answer to any of these questions is “no,” give us a call. Coaching is a big part of what we do.

To learn more about the [Baird Model for Service Excellence](#), employee engagement or leadership development workshops, or to sign up for her FREE newsletter, write to [info@baird-group.com](mailto:info@baird-group.com).

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Nurse, author, and consultant Kristin Baird, "Healthcare's Customer Service Guru," is the author of *Raising the Bar on Service Excellence: The Health Care Leader's Guide to Putting Passion into Practice* (Golden Lamp Press, 2008), *Reclaiming the Passion: Stories that Celebrate the Essence of Nursing* (Golden Lamp Press, 2004), and *Customer Service In Healthcare: A Grassroots Approach to Creating a Culture of Service Excellence* (Jossey Bass, 2000). The Baird Group provides consulting, mystery shopping, and training services for improving the patient experience. To learn more, please visit <http://baird-group.com> or call 920-563-4684.