

Strategy 324372/12

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12	HBE	((("CORPORATE CULTURE"/ OR ((senior ADJ 1 manager*) NOT clinical).ti,ab) AND ((coach* OR mentor*).ti,ab OR "COACHING OF EMPLOYEES"/ OR "MENTORING IN BUSINESS"/ OR "MENTORING IN THE PROFESSIONS"/)) AND (effective* OR benefit* OR use* OR useful* OR evaluat*).ti,ab) [DT 2012-2017]	36

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1. How Coaching is Used and Understood by Project Managers in Organizations.

Authors Thompson, Shirley; Cox, Elaine
Source Project Management Journal; Oct 2017; vol. 48 (no. 5); p. 64-77
Publication Date Oct 2017
Publication Type(s) Academic Journal
Database HBE

Available at [Project Management Journal](#) from EBSCO (Health Business FullTEXT Elite)

Abstract The article presents a study which looks at how coaching is used and understood in the context of project management. It offers a review of the relevant literature to determine theoretical frameworks and gaps in the research. Key findings show the significance of organizational culture, emphasizing the need for organizational intervention to make the most of coaching's benefits.

2. Supportive approach.

Authors Hall, Liz
Source Occupational Health; Mar 2017; vol. 69 (no. 3); p. 11-13
Publication Date Mar 2017
Publication Type(s) Academic Journal
Database HBE

Available at [Occupational health; a journal for occupational health nurses](#) from EBSCO (Health Business FullTEXT Elite)

Available at [Occupational health; a journal for occupational health nurses](#) from EBSCO (Biomedical Reference Collection - Comprehensive)

Available at [Occupational health; a journal for occupational health nurses](#) from EBSCO (CINAHL with Full Text)

Abstract The article discusses the benefits of coaching employees who are experiencing mental health problems at work. Topics discussed include the increasing rate and unpredictability of organisational change, advantages of a coaching approach including allowing employees to discuss poor mental health confidentially and qualities of and requirements for external and internal coaches.

3. An Eight-Step Guide to Creating and Sustaining a Mentoring Program.

Authors Vance, Eric A.; Tanenbaum, Erin; Kaur, Amarjot; Otto, Mark C.; Morris, Richard
Source American Statistician; Feb 2017; vol. 71 (no. 1); p. 23-29
Publication Date Feb 2017
Publication Type(s) Academic Journal
Database HBE

Abstract Mentoring is an extremely valuable activity for both individuals and organizations. Mentoring within organizations can develop and integrate employees into their corporate culture. Mentoring outside the mentees' work groups or through professional development organizations can give broader perspective and support, especially in times of transition. But mentoring programs require tremendous effort to start, organize, and maintain. Few last more than two years. This article provides a structured approach to starting and sustaining a successful program. The steps include understanding an organization's particular needs, learning from small pilot programs, following up with mentoring pairs during a committed formal mentoring period, and evaluating results from each program's cycle to learn and grow the program. Supplementary materials for this article are available online.

4. Re-Defining the Who, When , and Where of Mentoring for Professional Statisticians.

Authors Vollmer, Lauren; Keshaviah, Aparna; Poznyak, Dmitriy; Zhao, Sharon; Xing, Fei; Beyler, Nicholas
Source American Statistician; Feb 2017; vol. 71 (no. 1); p. 34-37
Publication Date Feb 2017
Publication Type(s) Academic Journal
Database HBE

Abstract Organizations tailor their mentoring strategies to accommodate internal resources and preferences, producing different approaches in academic, government, and corporate environments. Across these settings, three common barriers impede effective mentoring of statisticians: overspecialization, time constraints, and geographic dispersion. The authors share mentoring strategies that have emerged at their organization, Mathematica Policy Research, to overcome these obstacles. Practices include creating a methodology working group to unite researchers with diverse backgrounds, integrating mentoring into existing workflows, and harnessing modern technological infrastructure to facilitate virtual mentoring. Although these strategies emerged within a specific professional context, they suggest opportunities for statisticians to expand the channels through which mentorship can occur.

5. (راهکارهای اصلاحی ارتقاء عملکرد نظارت و بهبود زیر ساختهای اجرای دستورالعمل طرح جدید کارانه 1394) یک مطالعه کیفی

Authors توکلی, محمدرضا; کریمی, سعید; جوادی, مرضیه; جباری, علیرضا
Source Hospital Journal; Feb 2017; vol. 16 (no. 1); p. 103-113
Publication Date Feb 2017
Publication Type(s) Academic Journal
Database HBE

Abstract Available at [Hospital Journal = Bīmāristān](#) from EBSCO (Health Business FullTEXT Elite)
 Background: In year 1995, new system administration plan of hospitals (fee for service) was notified. This scheme was implemented in hospitals for 20 years. In the early September 2104, new guidelines of performance-based fee for service plan with the aim of deficiencies in the previous plan was reviewed and implemented in hospitals in Isfahan. This study aimed at investigating reform strategies to improve monitoring performance and infrastructure implementation development of the new scheme of fee guidelines in 2014. Materials and Methods: This study was a qualitative one based of phenomenology. Depth interviews were used to collect data. Eleven individuals assessed including top and middle managers and professors of Isfahan University of Medical Sciences using content analysis method. Results: In this study, eight main themes and ten sub-themes extracted including appropriate policy making, health management reform in health system, cultural building in monitoring, proper planning, physicians' motivation, infrastructure improvement, improving training, informatics and constructive interactions between senior managers and hospitals' directors. Conclusion: With the aim of rationalizing the health system, new instructions and fee for service plan should be considered well to tackle weak points. It seems that coping with these weak spots in new fee for service plan, has feasibility to provide more satisfaction among physicians and staff. To achieve main goal of the project which defined as patients and staff satisfaction, using new reform strategies to facilitate plan implementation, continuing observation and stronger mentoring recommended.

6. We get our coaching expertise through an app.

Authors GYTON, GEORGI
Source People Management; Feb 2017 ; p. 25-25
Publication Date Feb 2017
Publication Type(s) Periodical
Database HBE

Abstract The article discusses the financial technology firm Receipt Bank and its use of a mobile application and a cloud-based platform to train new employees and get them up to a certain experience level as quickly as possible. Topics include Receipt Bank's cloud-based platform for accountants to manage their bookkeeping, Receipt Bank's corporate culture of coaching and mentoring employees, and Receipt Bank's use of the coaching app produced by Thrive Partners to train new recruits.

7. Educating for ethical leadership through web-based coaching.

Authors Eide, Tom; Dulmen, Sandra van; Eide, Hilde
Source Nursing Ethics; Dec 2016; vol. 23 (no. 8); p. 851-865
Publication Date Dec 2016
Publication Type(s) Academic Journal
Database HBE

Available at [Nursing Ethics](#) from ProQuest (Hospital Premium Collection) - NHS Version

Abstract Background: Ethical leadership is important for developing ethical healthcare practice. However, there is little research-based knowledge on how to stimulate and educate for ethical leadership. Objectives: The aim was to develop and investigate the feasibility of a 6-week web-based, ethical leadership educational programme and learn from participants' experience. Training programme and research design: A training programme was developed consisting of (1) a practice part, where the participating middle managers developed and ran an ethics project in their own departments aiming at enhancing the ethical mindfulness of the organizational culture, and (2) a web-based reflection part, including online reflections and coaching while executing the ethics project. Focus group interviews were used to explore the participants' experiences with and the feasibility of the training. Participants and research context: Nine middle managers were recruited from a part-time master's programme in leadership in Oslo, Norway. The research context was the participating leaders' work situation during the 6 weeks of training. Ethical considerations: Participation was voluntary, data anonymized and the confidentiality of the participating leaders/students and their institutions maintained. No patient or medical information was involved. Findings: Eight of the nine recruited leaders completed the programme. They evaluated the training programme as efficient and supportive, with the written, situational feedback/coaching as the most important element, enhancing reflection and motivation, counteracting a feeling of loneliness and promoting the execution of change. Discussion: The findings seem consistent with the basic assumptions behind the educational design, based partly on e-health research, feedback studies and organizational ethics methodology, partly on theories on workplace learning, reflection, recognition and motivation. Conclusion: The training programme seems feasible. It should be adjusted according to participants' proposals and tested further in a large-scale study.

8. The Case for Coaching.

Authors Gurchiek, Kathy
Source HR Magazine; Nov 2016; vol. 61 (no. 9); p. 22-22
Publication Date Nov 2016
Publication Type(s) Periodical
Database HBE

Available at [HRMagazine : on human resource management](#) from EBSCO (Health Business FullTEXT Elite)

Abstract The article examines the benefits of executive coaching and looks at how organizations are expanding their coaching culture. Topics covered include embedding coaching into talent development, developing leaders and managers at all levels, and utilizing senior leaders to communicate and lead coaching efforts.

9. Do You Need a Coach?

Authors CARR, COELI
Source Inc.; Oct 2016; vol. 38 (no. 8); p. 54-55
Publication Date Oct 2016
Publication Type(s) Periodical
Database HBE

Available at [Inc](#) from EBSCO (Health Business FullTEXT Elite)

Abstract The article offers tips for growing business and start-ups in the U.S. Topics discussed include use of executive coaches for different purposes such as creation of media and presentations; hiring of employees; and negotiation situations, conflicts, or transactions. It also mentions the use of coaches in personality or emotional issues.

10. Developing and piloting a new role to enhance the clinical learning environment.

Authors Beddingham, Elaine; Simmons, Maxine
Source Nursing Management - UK; Sep 2016; vol. 23 (no. 5); p. 18-24
Publication Date Sep 2016
Publication Type(s) Academic Journal
Database HBE

Abstract Environments that support pre- and post-registration students' and staff learning are vital to ensure the delivery of high quality patient care by knowledgeable and competent healthcare practitioners. A project was undertaken at Chesterfield Royal Hospital NHS Foundation Trust to modernise and enhance preceptorship against a background of national and local drivers. This article describes the development, piloting and evaluation of a new role designed to support and enhance practice learning environments for newly qualified nurses, preceptors, pre-registration nursing students and mentors. The article identifies the factors that affect clinical learning environments and discusses some practical solutions to the challenges associated with learning in practice. Finally, the article offers some recommendations and implications for practice in relation to the pilot outcomes.

11. Who's your mentor? Meet tomorrow's leaders where they are in their journey.

Source Drug Store News; Jul 2016; vol. 38 (no. 7); p. 24-24
Publication Date Jul 2016

Publication Type(s) Trade Publication
Database HBE
 Available at [Drug store news](#) from EBSCO (Health Business FullTEXT Elite)
Abstract The article offers ideas for business leaders on how to become an effective mentor. Insight from Chris Dimos, senior vice president (SVP) of corporate strategy at McKesson Corp., who shares the five core principles of leadership and mentoring, is provided. The characteristics that define effective mentorship that begins with the ability to listen and be present during interaction are also mentioned.

12. DON'T WORRY, BE happy.

Authors LAWRENCE, DOUG
Source TD: Talent Development; Jul 2016; vol. 70 (no. 7); p. 60-64
Publication Date Jul 2016
Publication Type(s) Periodical
Database HBE
 Available at [Talent Development](#) from EBSCO (Health Business FullTEXT Elite)
 Available at [Talent Development](#) from ProQuest (Hospital Premium Collection) - NHS Version
Abstract The article focuses on efforts of organizations and business to build happy work environment and culture. It highlights challenges faced such as talent shortages, lack of succession planning, lack of leadership talent and a disengaged workforce. It also mentions benefits of the mentoring culture to contribute towards building organizational culture and improving the behaviour.

13. THE WATERCOOLER.

Source Canadian Business; Dec 2015; vol. 88 (no. 14); p. 66-66
Publication Date Dec 2015
Publication Type(s) Periodical
Database HBE
 Available at [Canadian business](#) from EBSCO (Health Business FullTEXT Elite)
 Available at [Canadian business](#) from ProQuest (Hospital Premium Collection) - NHS Version
Abstract The article discusses about organizational culture and politics including benefits of mentoring programs, and employee motivation. The article presents details on how to manage expectations. It is noted that companies with less creative resources produce higher achievers as compared to companies that insist on creativity in their employees. Also presented is a review of the book "Navigating Chaos: How to Find Certainty in Uncertain Situations" by Jeff Boss.

14. How mentors can influence the values, behaviours and attitudes of nursing staff through positive professional socialisation.

Authors Norman, Kay
Source Nursing Management - UK; Dec 2015; vol. 22 (no. 8); p. 33-38
Publication Date Dec 2015
Publication Type(s) Academic Journal
Database HBE
Abstract This article explores the concept and processes involved in professional socialisation and how mentors and nurse managers can help to foster positive aspects of this in their practice. Positive professional socialisation needs champions to instil fundamental professional values and behaviours in nursing staff, and managers need to support mentors to influence and lead the way in promoting standards of excellence in the nursing profession to assure public trust and confidence, and ultimately patient safety. The time out activities will ask you to consider and develop possible strategies to help support mentors and staff, and aim to encourage you to explore the potential benefits of positive professional socialisation for your team in delivering high quality patient care.

15. Leadership 101.

Authors Reynolds, Scott
Source Defense AT&L; Nov 2015; vol. 44 (no. 6); p. 16-20
Publication Date Nov 2015
Publication Type(s) Periodical
Database HBE
 Available at [Defense AT & L: a publication of the Defense Acquisition University](#) from EBSCO (Health Business FullTEXT Elite)
Abstract The author discusses the perception of students and their definition of the role of leaders in establishing and running extraordinary teams, relating his experience of being a faculty member in the U.S. Defense Acquisition University's Executive Leadership and Coaching programs. He says that leaders must set direction and establish goals, set team's culture, and provide a winning environment for the team that allows them to evaluate and learn while performing their tasks.

16. CISCO'S CEO ON STAYING AHEAD OF TECHNOLOGY SHIFTS.

Authors Chambers, John
Source Harvard Business Review; May 2015; vol. 93 (no. 5); p. 35-38
Publication Date May 2015
Publication Type(s) Periodical
Database HBE

Available at [Harvard business review](#) from EBSCO (Health Business FullTEXT Elite)

Abstract In his youth Chambers had no interest in technology—until an IBM recruiter suggested that he think of it as a tool for helping customers transform their businesses. Then stints at IBM and Wang taught him that even great companies are imperiled if they miss a market transition, such as the shift from mainframe computers to minicomputers or from minicomputers to PCs. In the 20 years since he became Cisco's CEO, a whole series of transitions have occurred in the kinds of technology companies rely on and in how organizations consume solutions. Anticipating those transitions and getting ahead of them has driven Cisco's evolution from routers and switches to mobile and video technology to application-centric infrastructure and cloud computing. The company has three ways to adapt. (1) If it sees a shift early enough, it develops the new technology in-house, as part of the traditional R&D process. In addition, its Entrepreneurs in Residence program financially supports and mentors early-stage entrepreneurs working in areas where Cisco sees huge potential, such as big data analytics and enterprise security. (2) It may make an acquisition—as it has done 174 times. (3) It may use a "spin-in," assembling some engineers and developers to work on a specific project outside the company, as if they were at a start-up. "You have to be bold," Chambers writes. And you need "a resilient culture with an appetite for change."

17. Connect to ENGAGE.

Authors LEE STALLARD, MICHAEL
Source TD: Talent Development; Apr 2015; vol. 69 (no. 4); p. 48-52
Publication Date Apr 2015
Publication Type(s) Periodical
Database HBE

Available at [Talent Development](#) from EBSCO (Health Business FullTEXT Elite)

Available at [Talent Development](#) from ProQuest (Hospital Premium Collection) - NHS Version

Abstract The article discusses the importance and benefits of having leaders in organizations as opposed to managers when it comes to employee engagement. Topics include the feeling of connection among employees that a leader drives in the organization's culture, providing adequate training through mentors for a managers' leadership development, and the importance of affirmation and recognition in a workplace.

18. Coaching comes of age.

Authors Toye, Sharon
Source Training Journal; Apr 2015 ; p. 21-24
Publication Date Apr 2015
Publication Type(s) Trade Publication
Database HBE

Abstract The article discusses perceptions towards and use of coaching in the workplace. Topics include corporate culture and the use of coaching to change it; long-term business performance and investment in employees; the coaching processes of discovery, development and deepening as part of one-to-one employee development.

19. The dawn of a new era.

Authors Cosgrove, Emily; Hope, Sara
Source Training Journal; Apr 2015 ; p. 25-28
Publication Date Apr 2015
Publication Type(s) Trade Publication
Database HBE

Abstract The article discusses the use of conversation as a part of employee coaching and as a means of organizational change. Topics include the difficulty of connecting internal coaching by managers to the expertise of external coaching professionals; mentoring; and the unique challenge of coaching a group of senior employees.

20. Effective coaching.

Authors Scrivener, Graham
Source Training Journal; Apr 2015 ; p. 40-43
Publication Date Apr 2015
Publication Type(s) Trade Publication
Database HBE

Abstract The article discusses the role of coaching in the leadership style of managers, focusing on the impact of coaching on employee performance. Topics include coaching strategies for managers; employee development; and the impact of corporate culture on the quality of job-related learning and the success of coaching programs.

21. Creating a Coaching Culture.

Authors Bawany, Sattar
Source Leadership Excellence Essentials; Feb 2015; vol. 32 (no. 2); p. 43-44
Publication Date Feb 2015
Publication Type(s) Periodical
Database HBE

Abstract The article discusses the importance of managerial coaching and of creating a coaching culture in the workplace. The author defines a coaching culture as an organizational development model that defines how employees interact with the work environment and how optimal results can be achieved and evaluated.

22. Being pushed and pulled: a model of US HR professionals' roles in bullying situations.

Authors Cowan, Renee L.; Fox, Suzy
Source Personnel Review; Feb 2015; vol. 44 (no. 1); p. 119-138
Publication Date Feb 2015
Publication Type(s) Academic Journal
Database HBE

Abstract Available at [Personnel Review](#) from ProQuest (Hospital Premium Collection) - NHS Version
 Purpose -- The purpose of this paper is to clarify how human resource professionals (HRPs) in the United States (US) understand their roles in bullying situations and how they perceive others (targeted employees and senior management) understand their roles. It is important to understand these role expectations as HRPs are integral actors in bullying situations and are often evaluated negatively by those in bullying situations. Design/methodology/approach -- Strauss & Corbin's grounded theory approach was used to uncover HRPs role perceptions. Narrative and respondent in-depth interviews were conducted with HRPs and revealed an evolving HR role that clashed with perceived target and senior management role expectations. Findings -- This research has revealed a theoretical model of the progressive role HRPs play in bullying situations. The authors discovered HRPs play several important roles in bullying situations and they link these roles in a temporal and situational manner. They first play the role of first, a trust listener; second, an objective, neutral third-party investigator; third, a management advisor; and fourth, a mediator/trainer/coach. Throughout this role execution they also became an emotional laborer. This model was often in contention with the HRP's perceptions of targets and senior management expectations in bullying situations. Originality/value -- This research revealed a more detailed, nuanced view of the roles HRPs play in bullying situations and called existing research on US HRPs and their roles in bullying situations into question. How HRPs view their roles and role expectations is revealing of why and how they deal with allegations of bullying the way they do. This research has practical value for HR, management, targets, and organizations in general.

23. Hacking Tech's Diversity Problem.

Authors Williams, Joan C.
Source Harvard Business Review; Oct 2014; vol. 92 (no. 10); p. 94-100
Publication Date Oct 2014
Publication Type(s) Periodical
Database HBE

Abstract Available at [Harvard business review](#) from EBSCO (Health Business FullTEXT Elite)
 The technology industry has a big problem with diversity, one that seems to be getting worse: In 1991 women held 37% of computing jobs; today they hold only 26%. But if tech firms want to get serious about hiring, retaining, and promoting more women, they'll need something more effective than sensitivity or mentoring programs that "fix" individual behavior, and longer lasting than cultural change programs. The author suggests an approach that borrows from tech's own playbook on experimentation: Collect detailed data on bias in your organization, identify company-specific ways to measure its effect, create hypotheses about how to move those metrics, and then throw some spaghetti at the wall and see what sticks. Working women face four kinds of bias: prove-it-again (continually being asked to prove their competence), tightrope (backlash for being too assertive or too nice), maternal wall (erroneous assumptions about mothers), and tug-of-war (pressure to distance themselves from other women). All four affect hiring, work assignments, evaluations, and promotion and compensation. Companies need to understand how, and then thwart these biases with "interrupters," small changes to business systems that stop patterns of bias. They can be as simple as adding "salary negotiable" to want ads--which closed the pay gap between men and women by 45% in one study. Doing anything once will not change organizational culture. Bias needs to be disrupted constantly, and the iterative interrupter approach may well be the way to do that.

24. Career Inflection Points of Women Who Successfully Achieved the Hospital CEO Position.

Authors Sexton, Donald W.; Lemak, Christy Harris; Wainio, Joyce Anne
Source Journal of Healthcare Management; Sep 2014; vol. 59 (no. 5); p. 367-383
Publication Date Sep 2014
Publication Type(s) Academic Journal
Database HBE
 Available at [Journal of healthcare management / American College of Healthcare Executives](#) from EBSCO (Health Business FullTEXT Elite)
 Available at [Journal of healthcare management / American College of Healthcare Executives](#) from EBSCO (CINAHL with Full Text)
 Available at [Journal of healthcare management / American College of Healthcare Executives](#) from ProQuest (Hospital Premium Collection) - NHS Version

Abstract The article presents a study which analyzes the trajectories of successful female healthcare executives in the U.S. The study uses a qualitative research methodology of 20 women who successfully landed a hospital chief executive position. Results revealed inflection points related to education and training, experience and career management as well as family, networking and, mentorship and sponsorship. The study also found the critical role organizational support factors for career advancement.

25. Accelerate Me!

Authors SCHATZ, ROBIN D.
Source Inc.; Jul 2014; vol. 36 (no. 6); p. 18-19
Publication Date Jul 2014
Publication Type(s) Periodical
Database HBE
 Available at [Inc](#) from EBSCO (Health Business FullTEXT Elite)

Abstract The article offers guidance on how U.S. entrepreneurs and startups can find the most suitable business accelerator program. The key considerations in choosing the right program include location, office culture, expertise of managing directors and mentors, and views of program alumni. It also compares incubators and accelerators and mentions the benefits of an accelerator and the qualities that can help companies in getting accepted by competitive accelerators.

26. A positive culture brings success.

Authors Ibitayo, Kristina; Baxley, Susan; Bond, Mary Lou
Source Nursing Management - UK; Jun 2014; vol. 21 (no. 3); p. 13-13
Publication Date Jun 2014
Publication Type(s) Academic Journal
Database HBE

Abstract The article discusses the need of nursing leaders to promote a positive work environment for nurses by establishing a mentoring programme. Topics covered include the role of a positive organisational culture in advancing nurse creativity, the difference between mentoring and precepting, the significance of feedback between the protégé and the mentor, and the principles of an effective mentoring relationship, including trust and mutual respect.

27. 14 Things To Look For When You Go In For A Job Interview.

Authors Smith, Jacquelyn
Source Forbes.com; Nov 2013 ; p. 1-1
Publication Date Nov 2013
Publication Type(s) Periodical
Database HBE

Abstract The article offers tips for job applicants on the things to evaluate while on a job interview. Talent Zoo president Amy Hoover recommends applicants to evaluate the culture of the company and its employees. Institute for Coaching co-founder Meredith Haberfield notes that the interview should be used as an opportunity to evaluate the position being applied for, the company's leadership and the growth path of the company, among others. Applicants are also advised to assess the work environment.

28. Be Yourself, but Carefully.

Authors Rosh, Lisa; Offermann, Lynn
Source Harvard Business Review; Oct 2013; vol. 91 (no. 10); p. 135-139
Publication Date Oct 2013
Publication Type(s) Periodical
Database HBE
 Available at [Harvard business review](#) from EBSCO (Health Business FullTEXT Elite)

Abstract A rise in collaborative workplaces and dynamic teams over recent years has heightened the demand for "authenticity" and "instant intimacy," and managers are supposed to set an example. But sharing thoughts, feelings, and experiences at work can backfire if it's hastily conceived, poorly timed, or inconsistent with cultural or organizational norms. Getting it right can be challenging for leaders at any stage of their careers. The authors draw on four decades' worth of research in social and organizational psychology to look at common mistakes executives make when they're trying to be authentic and to offer a five-step plan for moving toward more-effective self-disclosure. 1. Build a foundation of self-knowledge. The best approach is to solicit honest feedback from coworkers and follow it up with coaching. 2. Consider relevance to the task. Before sharing personal information, ask yourself if it's germane to the situation. 3. Keep revelations genuine. Making up or exaggerating stories is easily discovered and can damage credibility. 4. Understand the organizational and cultural context. Some societies are more inclined than others to disclose personal information. 5. Delay or avoid very personal disclosures. First take note of how open others are. The authors include a tool to help you assess when--and when not--to share. INSET: When-and When Not-to Share.

29. Coaching Culture.

Authors Fine, Alan
Source Leadership Excellence Essentials; Aug 2013; vol. 30 (no. 8); p. 13-14
Publication Date Aug 2013
Publication Type(s) Periodical
Database HBE
Abstract The author reflects on the benefits leadership coaching can have in improving the performance of business and organization employees, focusing on how to create a culture of coaching. To creating a successful, lasting coaching culture, he suggests providing a simplified coaching process for leaders, identifying everyday opportunities for coaching, and measuring, rewarding, and reinforcing coaching behaviors.

30. Innovations At Miami Practice Show Promise For Treating High-Risk Medicare Patients.

Authors Tanio, Craig; Chen, Christooher
Source Health Affairs; Jun 2013; vol. 32 (no. 6); p. 1078-1082
Publication Date Jun 2013
Publication Type(s) Academic Journal
Database HBE
 Available at [Health Affairs](#) from HighWire - Free Full Text
 Available at [Health Affairs](#) from ProQuest (Hospital Premium Collection) - NHS Version
Abstract Patients with five or more chronic conditions drive most Medicare costs. Our organization, ChenMed, developed a scalable primary care-led delivery model that focuses on this population while getting reimbursed through full-risk capitation by Medicare Advantage plans. ChenMed is a primary care-led group practice based in Florida that serves low-to-moderate-income elderly patients, largely through the Medicare Advantage program. Our model includes a number of innovations: a one-stop-shop approach for delivering multispecialty services in the community, smaller physician panel sizes of 350-450 patients that allow for intensive health coaching and preventive care, on-site physician pharmacy dispensing, a collaborative physician culture with peer review, and customized information technology. These innovations have improved patient medication adherence, increased the time doctors and patients spend together, and led to high rates of patient satisfaction. Additionally, our Medicare patients have substantially lower rates of hospital use than their peers in the Miami Medicare market. Creating chronic disease centers focused on seniors with multiple chronic conditions is a promising delivery system innovation with major potential to improve the cost and quality of care.

31. Diverse Leadership.

Authors Gauss, James W.
Source Leadership Excellence Essentials; Nov 2012; vol. 29 (no. 11); p. 17-18
Publication Date Nov 2012
Publication Type(s) Periodical
Database HBE
Abstract The article discusses the benefits of diversity in health care organizations and presents best practices that, according to the author, can help organizations achieve diversity goals. Topics include patient satisfaction, cultural competencies, strategic planning, leadership, mentoring, and corporate culture.

32. Viewpoint.

Authors Butler, Jamie
Source Training Journal; Aug 2012; p. 19-19
Publication Date Aug 2012
Publication Type(s) Trade Publication
Database HBE

Abstract The article looks at informal, in-house employee development within businesses or other organisations. The author offers examples, including coaching, job rotation and observation, discussion forums, and blogs. He notes that such training formats are less expensive than traditional training courses and often as effective, but that the organisation's culture must support such peer learning.

33. SOCIAL SKILL IN WORKPLACE MENTORING RELATIONSHIPS.

Authors Wu, Sharon Y.; Turban, Daniel B.; Yu Ha Cheung
Source Journal of Organizational Culture, Communications & Conflict; Jun 2012; vol. 16 (no. 2); p. 61-72
Publication Date Jun 2012
Publication Type(s) Academic Journal
Database HBE

Available at [Journal of organizational culture, communication and conflict: an official journal of the Allied Academies](#) from EBSCO (Health Business FullTEXT Elite)

Available at [Journal of organizational culture, communication and conflict: an official journal of the Allied Academies](#) from ProQuest (Hospital Premium Collection) - NHS Version

Abstract The goal of this theoretical paper is to examine the role of social skill in the mentoring process from a career perspective. Drawing on empirical and theoretical evidence, we build on Kram's suggestions to understand the role of social skill in various stages of mentoring relationships. We then examine how both the mentors and protégés' social skill influences the overall mentoring effectiveness especially on dysfunctional mentoring relationships. Our paper provides both theoretical and practical implications for researchers interested in social skill and for firms with mentoring programs.

34. Impact of Postmodernism on Public Sector Leadership Practices: Federal Government Human Capital Development Implications.

Authors Green, Daryl D.; Roberts, Gary E.
Source Public Personnel Management; Mar 2012; vol. 41 (no. 1); p. 79-96
Publication Date Mar 2012
Publication Type(s) Academic Journal
Database HBE

Available at [Public Personnel Management](#) from EBSCO (Health Business FullTEXT Elite)

Available at [Public Personnel Management](#) from EBSCO (CINAHL with Full Text)

Available at [Public Personnel Management](#) from ProQuest (Hospital Premium Collection) - NHS Version

Abstract This paper explores the nexus of contemporary leadership theory and postmodern worldview influences within the public sector with special emphasis on the staffing challenges of the federal government. The postmodern values embraced by the replacement cohorts (Millennial and Generation X) for the retiring baby boomers are in direct conflict with traditional leadership theories reducing the attractiveness of governmental employment. The paper concludes with a series of specific recommendations to more closely align federal human capital development strategies with employee values and organizational needs including generational diversity education, strategic value alignment approaches, values-based recruiting and selection, more systematic mentoring programs, both traditional and reverse mentoring (younger employees coach older workers on technology issues), and a full range of work/life benefits.

35. Transform Managers Into Coaches: Five Steps for Coaching Success.

Authors Noble, Mike
Source T+D; Mar 2012; vol. 66 (no. 3); p. 32-33
Publication Date Mar 2012
Publication Type(s) Periodical
Database HBE

Available at [T+D: better performance through workplace learning](#) from EBSCO (Health Business FullTEXT Elite)

Abstract The article discusses the motivational style of leadership in management, noting that coaching and collaboration techniques have supplanted the command-and-control approach in most organizations. Recommendations are presented for companies wishing to develop the coaching skills of its managers, including demonstrating the personal benefits of coaching to managers, setting firm expectations into the organizational goals, and promoting those with superior coaching skills. It is argued that creating a culture of coaching and collaboration in a company presents benefits for individual careers and the overall performance of the business.

36. WELCOME!

Authors SAVITT, MICHAEL P.
Source Training; Mar 2012; vol. 49 (no. 2); p. 34-37
Publication Date Mar 2012
Publication Type(s) Periodical

Database	HBE Available at Training from EBSCO (Health Business FullTEXT Elite) Available at Training from ProQuest (Hospital Premium Collection) - NHS Version
Abstract	The article analyzes findings of a survey conducted with Avatar HR Solutions that evaluates onboarding programs to welcome new hires. When employees are welcomed, productivity and retention rates increase, but while most organizations have some form of introductory program, many feel that the programs could use improvement. The article provides graphs of survey results and discusses topics such as internal mentors and orientations on company values.

Strategy 324372

#	Database	Search term	Results
1	HBE	"CORPORATE CULTURE"/	7882
2	HBE	((senior ADJ 1 manager*) NOT clinical).ti,ab	283
3	HBE	(1 OR 2)	8154
4	HBE	(coach* OR mentor*).ti,ab	12893
5	HBE	"COACHING OF EMPLOYEES"/	864
6	HBE	"MENTORING IN BUSINESS"/	1216
7	HBE	"MENTORING IN THE PROFESSIONS"/	174
8	HBE	(4 OR 5 OR 6 OR 7)	13096
9	HBE	(3 AND 8)	197
10	HBE	(effective* OR benefit* OR use* OR useful* OR evaluat*).ti,ab	561572
11	HBE	(9 AND 10)	82
12	HBE	11 [DT 2012-2017]	36