

# Connected Leadership



## Challenge

Teladoc Health's CEO, Jason Gorevic, approached CBC with a commonly asked question: What research-supported psychological and wellness techniques can we implement to improve our leadership and create a further competitive edge? In close partnership with Teladoc Health, CBC was able to provide customized solutions as part of Teladoc Health's Connected Leadership initiative.

Who is CBC? CBC is an internationally recognized group of mental health experts who provide evidence-based treatments, training, research and consulting, to agencies, schools and organizations.

Jason highlighted some common leadership conundrums that he wanted to address: How can we maximize staff performance to maintain our position as a global leader delivering excellence in whole-person care, while explicitly, compassionately and consciously supporting crucial work-life balance? And more specifically: How do we balance the need for direct, clear and actionable feedback to employees along with understanding and support for employees?

## The DBT Solution

Using these valuable leadership questions and concerns, CBC tailored a unique solution for Connected Leadership based on four pillars from the foundation of evidence-based Dialectical Behavior Therapy (DBT): understanding and supporting others, mindfulness in the workplace, effective communication and improving your emotional management.

CBC conducted four customized training sessions to teach and practice DBT strategies and skills that addressed the specific needs of the organization to enhance their leadership skills.

Most importantly, CBC did not just teach skills. To ensure the strengthening and generalization of these new skills, CBC consultants met with leaders in small groups to examine and share their challenges on how to balance compassion and expectations and demands of work and life.

## Training Format

Teladoc Health invested in first orienting and building commitment at the top to show dedication from their C-suite. Next, over 200 leaders were invited to attend four 90-minute teaching sessions conducted by Dr. Alec Miller and Dr. Kelly Graling on the four pillars of Connected Leadership. Between each session, CBC met with Teladoc Health leaders in small practice groups to offer support, role-play and discuss real-life examples of how to apply these skills in Teladoc's dynamic workplace. CBC then conducted a two-hour follow up at Teladoc Health's annual leadership conference to hone participants' skills and advise how the Connected Leadership initiative could be rolled out to Teladoc Health employees more broadly.

## Results

- **More than 85%** of leaders attended both teaching and practice sessions throughout the training
- **98% of leaders who attended** agreed or strongly agreed that the skills they learned in teaching sessions would allow them to be a more effective Teladoc Health leader
- **Practice sessions were rated 4 out of 5** for effectively providing consultation on leadership skills



This was an invaluable experience that gave our leaders the opportunity to learn and grow both personally and professionally. Our ability to understand and support others, effectively communicate and manage our emotional response, creates an environment that fosters creativity and collaboration and, ultimately, moves us closer to our vision of providing a seamless healthcare experience for all people.

**Jason Gorevic, CEO, Teladoc Health**

Feedback from participants was highly positive. A sample of participant comments shared include:

*"The scale of this training [for leaders] was very impressive. It was well organized, orchestrated and had support from the senior leadership, which was critical. I believe the high degree of participation can be directly correlated to these factors."*

*"By far the most effective technique that I picked up was validation, from the first session. That is something I find myself using every day—and is different from my previous leadership style."*

*"I am striving to be more mindful of situations and challenges before jumping into problem-solving mode—then reminding myself of different skills and purposefully selecting ones that I think will help lead to a positive outcome."*

*"I am re-committing myself to self-care skills to ensure my high engagement with my work and team is sustainable."*

Regarding scaling the initiative to the rest of the company, comments included:

*"Scaling to the rest of the organization is a great idea. I completely support it."*

*"I felt motivated to share what I've learned with my team in real time. Great program and I feel so fortunate to have joined the company at a time to take advantage of this!"*

Teladoc Health is committed to rolling out the program to all employees, as well as incorporating these skills into the on-boarding process for all new hires.