

# Coaching vs Carrying



## A Leadership Reflection Tool for GME Offices

GME offices exist to support programs, ensure institutional oversight, and help leaders navigate complex situations. Over time, however, the place where problems are resolved can gradually become the place where leadership resides.

This reflection tool helps institutions consider where support may unintentionally be shifting into carrying.

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### 1. Where Are Issues Being Resolved?

Consider recent program challenges. Where are decisions most often finalized?

- Within the program leadership team
- Between the Program Director and the GME office
- Primarily within the GME office
- Escalated quickly to institutional leadership

Reflection:

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### 2. What Types of Issues Are Escalating?

Which of the following most frequently reach the GME office?

- Struggling learner management
- Faculty conflict
- Policy interpretation
- Accreditation concerns
- Professionalism concerns
- Promotion / non-advancement decisions
- Other: \_\_\_\_\_

Reflection:

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### 3. When Does Support Become Carrying?

Consider whether any of the following patterns are present:

- The GME office regularly resolves issues that originate within programs
- Program leaders frequently seek decisions rather than guidance
- Institutional leaders feel responsible for program-level conflict resolution
- The GME office spends significant time “putting out fires” across programs

Reflection:

#### 4. Where Could Coaching Strengthen Leadership?

Coaching does not remove responsibility from program leadership. Instead, it helps leaders structure decisions and carry them effectively.

Consider:

- Where might program leaders benefit from guidance rather than resolution?
- What leadership development structures exist for Program Directors and program leadership?
- How might institutional support strengthen leadership capacity rather than absorb it?

Reflection:

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This tool is intended to promote institutional clarity—not to assign blame. Strong GME offices strengthen program leadership by coaching leaders to carry their roles with confidence.