

# EHMA 2024

Shaping and managing  
innovative health ecosystems

## Ethical pragmatism for innovative governance leadership The new role of humanistic health coaching

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#EHMA2024

# Why Ethics in Leadership?

## How can be pragmatic protagonist?

- Training influences leadership
- The need of an holistic/systemic approach
- Ethics is much more than one of the competencies
- Digital skills development: models? Gaps?
- Urgency to bridge the gap in Healthcare Systems
- Human Tech development model
- Digital Humanism
- Talent development and retention



# Innovative Humanistic Development Model

## An ethical switch in Coaching

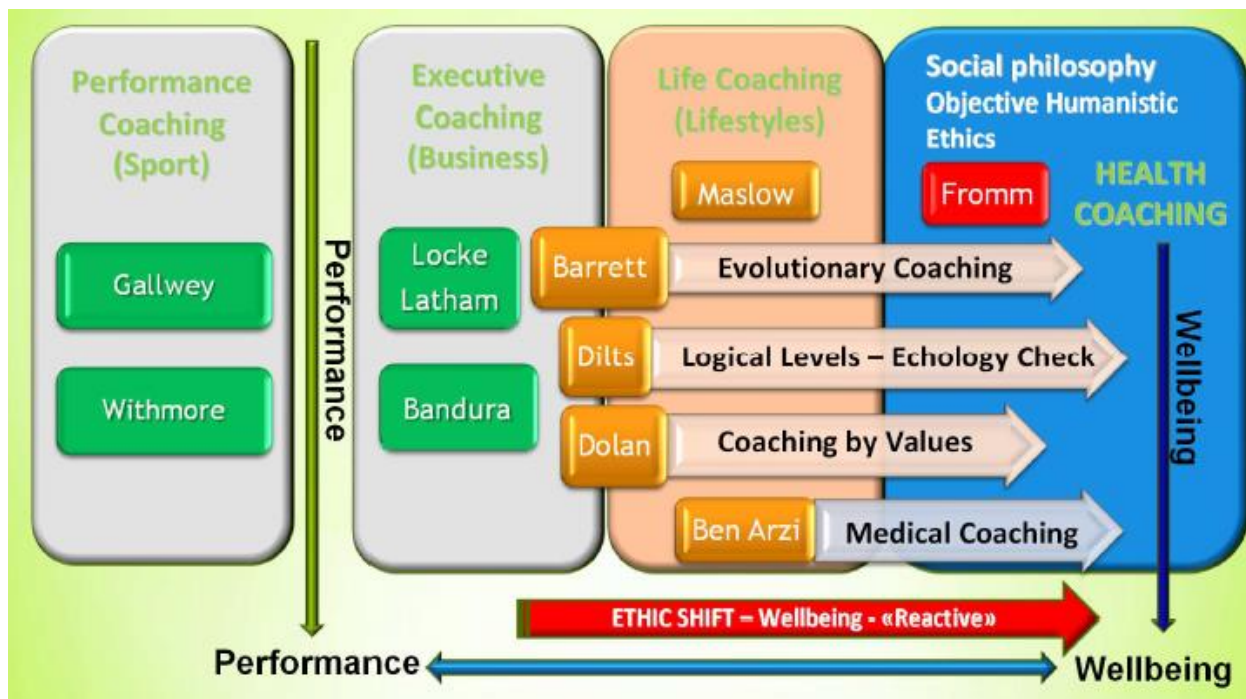
- From the goals to the purpose
- From 2D Intelligence to 3D Reason
- Pragmatic Ethics pre-exist to the journey

## A systemic switch in Consulting

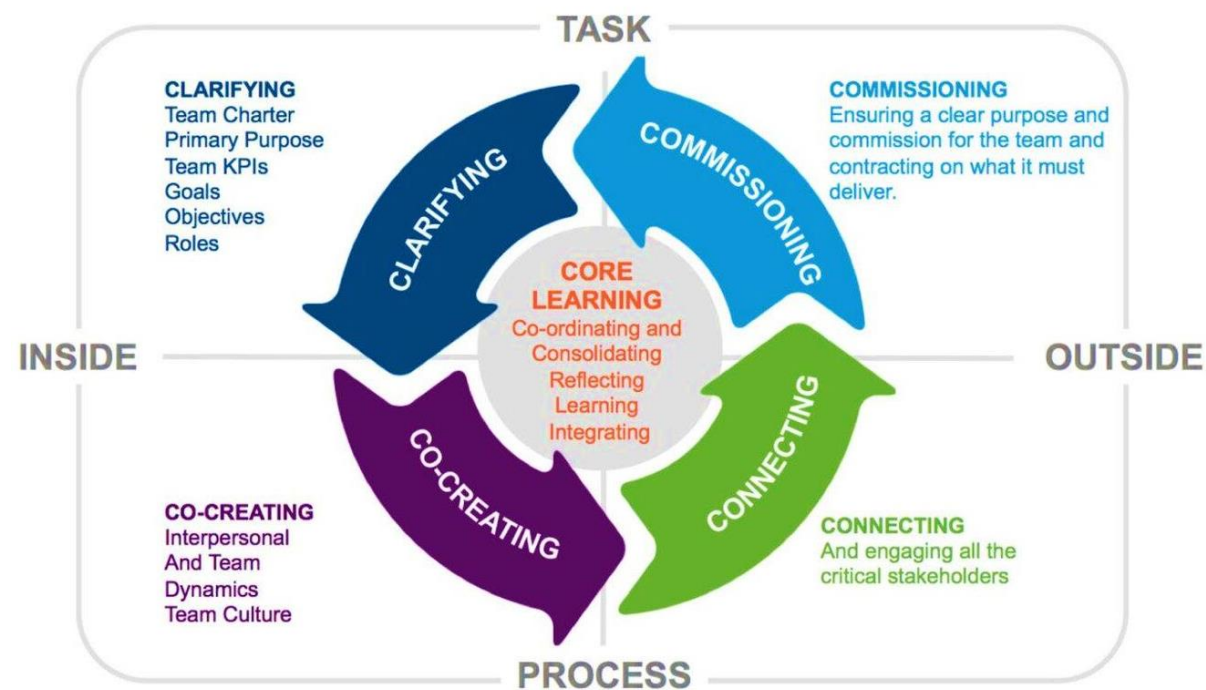
- From IQ to WeQ, and EI
- How to generate Value in the System
- Success is a systemic achievement



# Two evidences of this change of paradigm



The ethical switch of Coaching

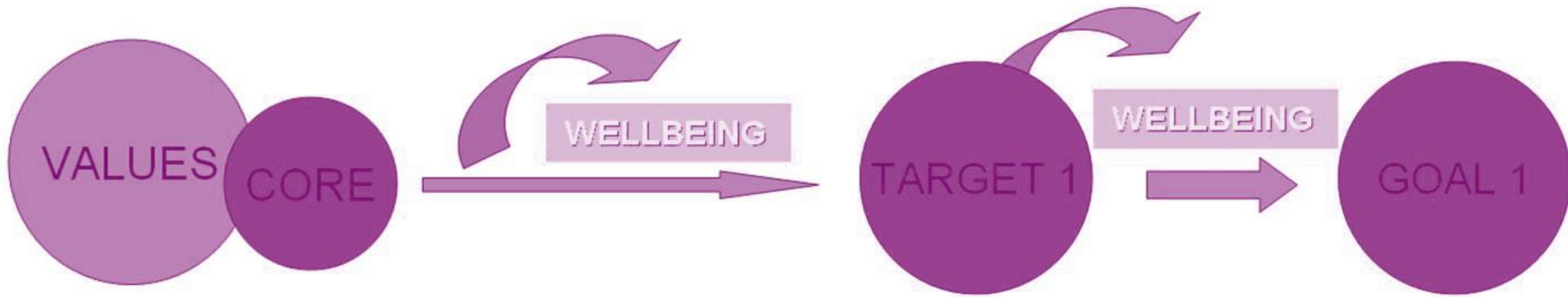


5 Disciplines of a Highly Effective Team (by Peter Hawkins)

*"Used with permission from the Global Team Coaching Institute."*

# ETHICS AND PURPOSE FIRST

## Clarify your Mission and Beliefs – LESS IS MORE



WHY? > WELLBEING > WHAT? > HOW? > FLOW > TARGET 1  
WHY? > WELLBEING > WHAT? > HOW? > FLOW > TARGET 2

# A radical change in the management mindset produces immediate effects on the person in terms of performance and wellbeing



Ethical Mentor  
Coaching sessions  
lasted 30 minutes,  
while the Executive  
Coaching sessions  
lasted 45 minutes

4 Months  
Average sessions: 9  
Mentoring: 6

27 Managers



This Ethical Leadership development fosters the level of personal effectiveness, through an impactful deep skills empowerment

## Classic Coaching setting

- \* Intelligence driven - 2D (SMART)
- \* Immediate
- \* Performance centered
- \* Functionalist
- \* Goal oriented
- \* Success oriented
- \* Resilience
- \* Peak experience
- \* Cancel limits (and borders)

## Health Coaching setting

- \* Reason driven - 3D
- \* Perspective
- \* Wellbeing centered
- \* Holistic
- \* State oriented
- \* Health oriented
- \* Adherence
- \* Pain experience
- \* Challenge limits (respect borders)

For more information: PUNTOORG INTERNATIONAL JOURNAL  
**GENERATIVE PERFORMANCE AS A WELLBEING CREATOR**  
 Pub.14/05/24



puntoOrg

**Generative performance as a wellbeing creator: A humanistic interdisciplinary model for a paradigm shift in human resource management**

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### Abstract

Today the relationship between performance and wellbeing is highly critical and debated. On the one hand, managerial tradition seeks to make production systems even more efficient, on the other it invests significant resources in welfare (Edenred, 2023). Despite some positive indicators, the balance between production and people's quality of life is still elusive (Gallup, 2023). In this position paper, through an interdisciplinary vision, we start from the concept of One Health, to reconstruct the multifactorial and subjective dynamics that promote wellbeing. We aim to identify the sociological aspects that are correlated with the person's condition within the organization, to connect this condition to the fundamental principles of humanistic philosophy. We show how a number of influential authors of the "third force" inspired many operators in the field of personal development, particularly in the world of coaching. Their solutions for optimal business organization, based on uniqueness and creativity, share a common ethical switch in favour of a new wellbeing management. Based on these observations, as well as recent criticism of leadership on ethical grounds (Allio, 2018), an integrated personal development is proposed, which pools all experiences under the aegis of a single pragmatic humanistic thought. Thanks to the application of an ethical balance between performance and wellbeing, a new development model of wellbeing through a generative performance is postulated.





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# Thank you!

## Be Ethically Systemic, Be Human!

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