By graphing the scores of each physician compared to his or her peers, physicians can see how they stack up, like in this example. However, it's important to gauge whether your organization has the maturity to begin this process with complete transparency. Some organizations choose to blind the names initially when sharing comparative data as above, so that only the actual physician being coached can see how he compares to his colleagues. Over time, such organizations frequently move to a model of complete transparency. (As we suggested, you have to get comfortable being uncomfortable to effect real change!)

Figure 6.4
Physician-Specific Performance 2012