



Tayforth Learning Network

COACHING AND MENTORING WORKSHOP
WEDNESDAY 27th OCTOBER 10 am - 4 pm
DUNNIKIER HOUSE HOTEL
KIRKCALDY, FIFE, KY1 3LP



**PERTH &
KINROSS
COUNCIL**

Geoffrey Seaman, Senior L&OD Officer

Securing the future... • *Improving services*
• *Enhancing quality of life* • *Making the best use of public resources*

Coaching; Contact

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- Housing & Community Care (HCC)
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- 01738 477803
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Acknowledgment;

- With thanks to Colin Brett of Coaching Development
- <http://www.coachingdevelopment.com/>

Coaching

- Plan for presentation:
- History of coaching in PKC H&CC from 2005 - 08
- Courses and models experienced
- Development of a coaching service in PKC HCC from 2008
 - *Training*
 - *Planning*
 - *Marketing*
 - *Activity*
- Results of Review from 2009
- Conclusions

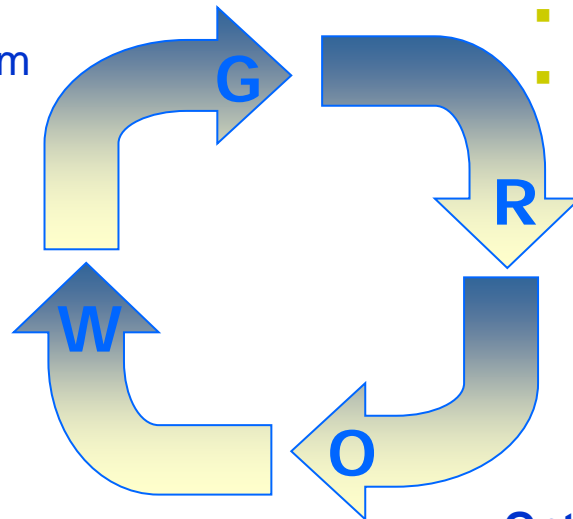
Coaching; 2005 to 2006

- History; Feb 2005 → Feb 2006
- One LDO offering coaching since February 2005
- Negotiations with NHS Tayside during 2005
- **February 2006**; Joint venture with NHS and PKC (H&CC)
- Training offered to staff in Coaching & Mentoring
- Provided by training organisation; “Frontline”
- 1 day of training
- ½ day follow up after 1 year
- GROW model

The GROW model

Goal

- agree topic for discussion
- agree specific objective of session
- set long-term aim if appropriate



Reality

- invite self-assessment
- offer specific examples of feedback
- avoid or check assumptions
- discard irrelevant history

Will

- commit to action
- identify possible obstacles
- make steps specific and define timing
- agree support

Options

- cover the full range of options
- invite suggestions from the coachee
- offer suggestions carefully
- ensure choices are made

Coaching

- Coaching and mentoring facilitated by 2 LDO
- Linked in with 2 NHS staff
- Training offered on Coaching (GROW model) or Mentoring to staff to become coaches or mentors
- Take up very limited

Coaching; 2007

- **January 2007** – follow up day with Frontline
- **September 2007**
 - LDO attended Coach training at Falkirk NHS
 - Staff from NHS and local authorities
 - ICF accredited course run by Coaching Development
 - 10 days training over 4 months (Sept – Dec)
 - 12 new people coached in next 9 months by LDO

Coaching; 2008

- **2008;** LOD service reviewed coaching and mentoring
- PKC H&CC committed to provide ICF accredited training for staff
- Offered partnership to NHS locally – declined
- 10 day course run in Sept to Dec 2008
- 7 new coaches

Coaching 2009

- Coaching service advertised February to June 2009
- Posters, leaflets, team meetings
- 4 new coaches taking referrals
- Management commitment to 2 hours per week for each coach for coaching related activity

Coaching; 2009

- 37 new referrals; February to November 2009
- Review undertaken in December 2009
- 37 questionnaires sent
- 19 returned – 51% response rate
- Qualitative data from all questions
- Quantitative data from 5 questions

Coaching; Review

- Very positive results
 - *majority commenting favourably on the coaching experience and how it had affected their performance.*
- 88% said they would definitely recommend coaching to a colleague.
- 84% said their expectations had been met by coaching
- 92% said they would be happy to use coaching again in the future

Coaching; Review

- Benefits that individuals gained from coaching included;
 - *A better understanding of how to deal with customers*
 - *The strategies and techniques learned from the coach have been invaluable in lowering stress levels and improving confidence and resilience.*
 - *Able to think strategically which assisted planning for the development of the team.*
 - *Shown how to work through things and approach things in a different way from previously.*

Coaching; Review

- Benefits for the organisation were identified including;
 - *As a manager within H&CC a small number of the team have attended coaching sessions over the past few months. Through personal experience and observation and feedback from others I feel that the benefits of coaching to the organisation cannot be underestimated.*
 - *Such benefits include;*
 - Increased team effectiveness
 - Increased self awareness
 - A more professional approach to work
 - Confidence and openness
 - Improved communication / relationships

Coaching; Benefits for the Organisation

- *A very helpful process for me to experience and has helped me in my development as a manager. A process that has allowed analysis and reflection; this does not happen frequently enough in our organisation, (supervision is usually case discussion).*
- I would recommend that all new managers should have the opportunity of the coaching experience as I believe the council “fall down” in their induction process for newly qualified senior staff
- *I would definitely use the coaching process again. Perhaps it could be more widely advertised by managers through team meetings etc. I only came across it because I noticed a poster on a notice board.*

Coaching; Comments in the Review

- *Against all expectations it worked! And is very effective!*
- Thank you!
- *I did feel initially that the sessions would not work for me as I did think that as all the suggestions were coming from me that I did not need a coach to tell me how to achieve my targets etc. but as the sessions progressed my opinions changed...I definitely learned from the experience and would recommend it to others. I will also be keen to carry out future sessions.*
- I feel coaching is very beneficial, it provides an opportunity for staff to discuss professional development issues and helps staff to feel the agency is committed to support and development, which is a great motivator

Coaching; Summary

- The coaching project team now has 6 practising trained coaches
- In 2009 a total of 37 people were coached by the coaching project team
- **In 2010** the new numbers coached were 25
- 4 continued from previous year

Coaching; Conclusion

- **We have learnt;**
- You need commitment and support from management
- Proper professional Coaching training is essential
- Leadership and responsibility are required
- Start small and grow only as fast as you can manage
- Continually advertise the coaching service
- Remind people you are there
- Get feedback
- Review your progress and get qualitative data
- Refresh your coaches and stimulate new ideas

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