

Coaching at Work Annual Conference

# Maintaining Momentum:

Coaching and Mentoring in a VUCA world

6th July 2016, London

Coaching  
at Work

Coaching at Work Annual Conference

6<sup>th</sup> July 2016

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Coaching at Work conference, 6 July 2016

# WORKING TOGETHER: CREATING EFFECTIVE MULTI-STAKEHOLDER CONTRACTING

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BY EVE TURNER AND PROFESSOR PETER HAWKINS

*WITH OUR THANKS TO THE AC, EMCC, ICF, COACHING AT WORK  
MAGAZINE AND SEVERAL ORGANIZATIONS FOR THEIR SUPPORT IN  
THE RESEARCH*

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Leadership | Board & Team Coaching | Supervision

## WHAT QUESTIONS ARE YOU BRINGING?

1. How would you rate the amount of individual learning and development that you create or is created from coaching?  
*(Scale 0=low – 10=high)*
2. How would you rate the amount of organizational learning and development that you create or is created through coaching?  
*(Scale 0=low – 10=high)*
3. How could you increase the score given to question 2?
4. In light of answer to question 3 which question would it be most valuable for you to address this morning? (2-3 mins pairs discussion)

## WE WILL...

- Discuss the role of multi-stakeholder contracting
- Share multi-stakeholder dilemmas from different perspectives
  - Organizational stakeholders
  - Individual client and
  - Coach
- Examine the research findings related to
  - Impact
  - Benefits
  - Challenges
- Offer top tips and add to them

## WHO'S GOT A DILEMMA?



We would like to work with a live current dilemma which includes individual coaching and the involvement of the wider organizational system

## DILEMMAS

- “I thought I knew what the coaching objectives were, but the manager Paul has called me without my client’s knowledge, to tell me that there’s been no improvement. His comments don’t relate to anything we discussed initially. What do I do?”

*Background: coaching arranged to support new Director Jane to become more strategic, and less hands-on/involved in detail. The recent comments relate to interpersonal difficulties and poor relationship with more senior staff and peers. No 3-way meeting was held.*

- “My client says his manager Helen isn’t giving him the support he needs to achieve his coaching objectives, what do I do?”

*Background: the coaching was arranged to support James in the skills of persuasion and influencing on a major infrastructure project crucial to the company. His “team” is made up of members from a variety of different departments; he has no hierarchic authority, and deadlines are being missed. In the 3-way meeting Helen had agreed to speak to her peers to ensure sufficient time was made available across the organization for participation. This has not happened.*

- Or choose your own

# WORKING WITH OUR CHOSEN DILEMMA – BRIEFING 1

- Select dilemma – hands up
- Agree confidentiality
- Inner circle - assigning roles as appropriate to dilemma:
  - coach
  - individual client
  - customers
  - shareholders
  - line manager/other senior managers
  - peers
  - HR/L&D
  - direct reports
  - sector

## WORKING WITH OUR CHOSEN DILEMMA – BRIEFING 2

- Getting into place
- Outer circle noticing:
  - the needs in the system and whether they are addressed or unaddressed
  - the patterns that emerge
  - the “dance” between stakeholders
  - any unconscious bias





“

**SO HOW DOES THIS  
MATCH WITH OUR RESEARCH  
FINDINGS?**

## 2014 EVE TURNER AND PETER HAWKINS RESEARCH ON MULTI-STAKEHOLDER CONTRACTING: KEY OBJECTIVES

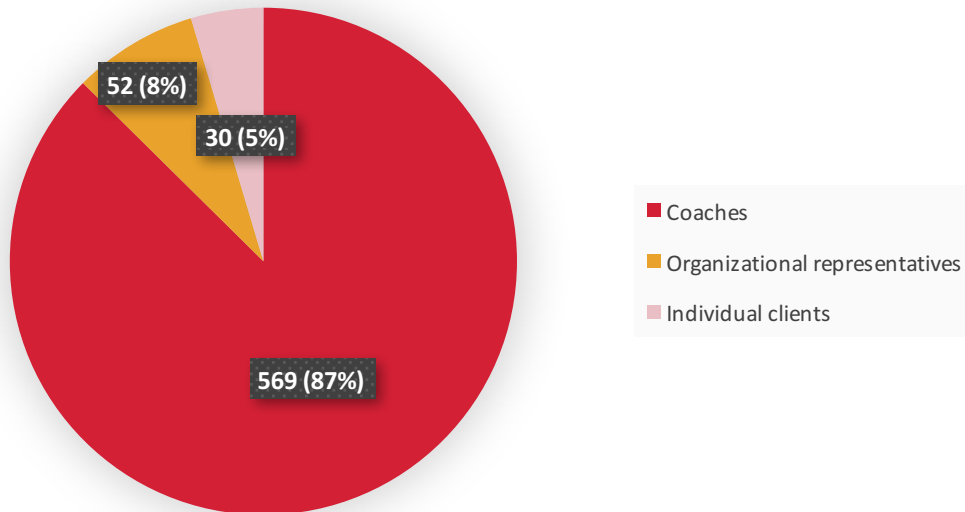
1. Highlight any challenges in setting coaching outcomes when the organization is also involved
2. Gain participants' views on whether Multi-Stakeholder Contracting (MSC) has an impact on the coaching and its outcomes, and if so how
3. Gain best practice suggestions from participants for the most effective way to carry out MSC meetings
4. Consider whether any differences are based on geography or other demographics
5. *Update coaching supervision latest practice including whether MSC is addressed, building on 2006 research by Peter and Gil Schwenk – see References*

# RESEARCH DEMOGRAPHICS

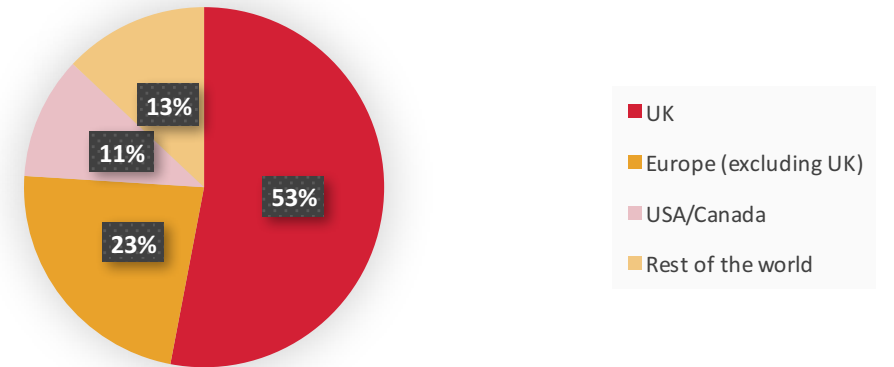
Responses from coaches, employing organizations and clients

Research allowed for both quantitative and qualitative data with participants offering hundreds of comments and suggestions

### Responses



### Coach responses from every continent with key demographics



Overall 63.5% female coach and 36.5% male (but closer in Asia and Australasia, and equal in Europe). Organizations are 73% female and 27% male.

Vast majority of coaches aged 40+ with most popular age range 50-69.

## KEY FINDINGS – CURRENT PRACTICE

88% of coaches had experience of contracting in coaching which had involved a third party beyond the individual client

82% of coaches considered it good practice

1.4% (7) of coaches think it is poor practice

81% of organizations had experience of such contracting

78% of organizations considered it good practice

3.1% (1) of organizational representatives think it is poor practice

## KEY FINDINGS – ATTENDANCE, LENGTH AND FREQUENCY

- Around half of coaches (52%) and organizations (44%) take part in MSC at least half the time
- However 40% of coaches and organizations say this form of contracting is still relatively unusual (1 in 4 coaching programmes or less)
- Majority of meetings are at least one hour long
- Most likely participants are the individual client, HR/L&D/the coaching manager, and the line manager
- Context is key

*'Who is involved when really depends on the specific context of the coaching engagement. No black or white. Key thing is transparency to the coachee at all times!'*  
(Male coach, 5-9 years, UK, with Blue Chip background).

*'Stakeholder contracting is neither good nor bad, except as the stakeholders and coach(es) make it so. This type of arrangements requires exceptional clarity on the part of the coach to ensure each party is clear about the agreement and expected results.'*  
(Female coach, 10+ years, USA/Canada, CEO/Chair level background in varied settings)

## KEY FINDINGS – THE ROLE OF MULTI-STAKEHOLDER CONTRACTING

Coaches see their main roles in the contracting meeting to:

- ensure that each person is aware of the role they will play in the coaching relationship e.g. individual client, organizational representative and coach (86%)
- make sure there is an agreed understanding of coaching (82%)
- be the facilitator of the dialogue (73%)

# KEY FINDINGS – THE ROLE OF MULTI-STAKEHOLDER CONTRACTING

Coach, organization and individual clients agree four circumstances when MSC is appropriate:

1

The client's development: as part of a leadership/management programme, to develop skills for their current role, to support someone preparing to apply for promotion or to help them develop skills without which they may lose their job or be demoted

2

The organization is paying

3

The coachee agrees\*

4

The coaching goals lend themselves to evaluation and review

*\*NB breakdown: coach 70%, organization 35%*

## KEY FINDINGS - IMPACT

There were 3 key areas mentioned by coaches, clients and organizations:

1. aligning outcomes to organizational needs and strategic development
2. setting clear and specific goals
3. making the coaching more focussing on outcomes and action.

Coaches also mentioned that such contracting helped them retain a sharp focus and provided background information.

*'It raises key issues that are often not explicitly discussed. It increases honesty and clarity of objectives... I often think the 3 or 4 way meeting ... is the most valuable moment in the coaching programme.... At senior levels feedback is more important but often happens less. These meetings also make the coach more aware of the organizational context.'*

(Male coach, 10+years, Europe with an education background)



## KEY FINDINGS - BENEFITS

All three groups selected the same top four responses:

1. Greater clarity of outcomes
2. Agreement on what coaching can/cannot deliver
3. Better alignment of individual and organization objectives
4. Ensuring support to apply their development back in the organization

Others: clear boundaries, not working in place of line management

*'To illuminate the system in which the coaching is happening to coach, client and stakeholders - to create an environment for the coaching that includes the system and encourages feedback loops to inform the client and the organisation'* (Female coach, 10+ years, UK, blue chip sector)

*'Avoids misunderstandings so all evaluate results of coaching in consistent way.'*  
(Female coach, 10+ years, UK, senior manager blue chip and public sectors)

## KEY FINDINGS - CHALLENGES

*'My experience is that it is important to clarify what will be shared and not shared between sponsor and coach. Even so, some managers try to get more information. The contract then helps to state what can be shared and what not. So contracting can release some of these challenges but then helps to overcome them since an agreement has been signed in advance.'*

*(Female coach, 2-4 years, Europe, with a media background)*

*'Time - ensuring the line managers prioritise the 3 way contracting, Logistics of 3 ways contracting where stakeholders are geographically spread.'* (Female, L&D practitioner, UK, charity sector)

The key concerns were:

1. that coaching is being used by the organization to deal with something a line manager has avoided
2. challenges around boundary management between the three parties to the coaching
3. challenges around maintaining confidentiality such as the organization sometimes seeking progress without the individual coachee's knowledge or agreement, for example in "off-line" meetings or phone calls
4. challenges around setting outcomes that are agreed between the individual client and the line manager

## KEY FINDINGS – TOP COACH TIPS

Top themes	Coaches (253)
1. Clarity	Be clear on expectations (of stakeholder, client and yourself), boundaries, confidentiality and what coaching is and isn't.
2. Honesty & transparency	Ensure honesty and transparency in communication. Do not fear to challenge the line manager and/or ask the important questions. Coach the line manager so he/she is able to provide meaningful feedback.
3. Leading & planning	Take the lead in contracting. Plan ahead, provide a clear, concise contract.
4. Setting outcomes & measures	Establish clear desired outcomes and measures of success.
5. Impartiality	Be impartial. Listen. Be curious.
6. Engaging & encouraging	Engage with the client and stakeholder as partners in the coaching. Encourage the individual client to lead the interim meetings. This is a good way for the client to strengthen their interactions with their manager and HR (4.4%, 11).
7. Flexibility	Be flexible – respond to individual circumstances and stick with professional management practice and responsibilities (4.4%, 11).
8. Being brave	Be brave and firm. Do not fear to walk away if stakeholder expectations are unrealisable (4.0%, 10).
9. Understanding the problem	Aim to understand what really lies at the root of the problem (3.6%, 9).
10. Rapport & a safe space	Put effort into building a positive rapport and creating a safe space (3.2%, 8).

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# THANK YOU FOR YOUR PARTICIPATION

Please feel free to get in touch for further advice



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