

Coaching at Work Annual Conference

Maintaining Momentum:

Coaching and Mentoring in a VUCA world

6th July 2016, London

Coaching
at Work

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Mentoring in the CQC Coaching at Work Conference 06 July 2016

A Case Study of Mentoring in a VUCA World

Vicki Bartlett and Lis Merrick



CQC: Who are we?



We're the independent regulator of health and adult social care in England.

We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.

- 5 Directorates
 - Approx. 3500 staff nationally
 - 7 Regional Offices
 - 75% workforce are homeworkers
-

Equality and Diversity:

We want our staff to represent the diversity of our society

Build a diverse organisation by supporting and valuing the contribution of all individuals, and in particular engaging those who are under-represented in the organisation.

Mentoring Programme Aims (2)



Talent Approach:

We want all staff to be the best they can be

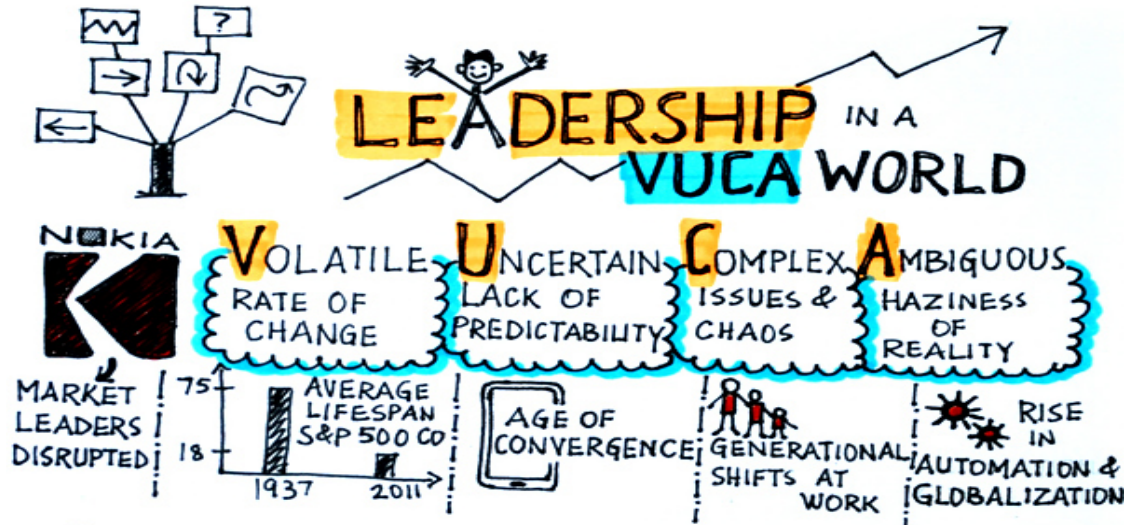
Empower all staff to take control of their own development, and understand how to do this in a work context.

So what is this VUCA thing?



A VUCA Environment



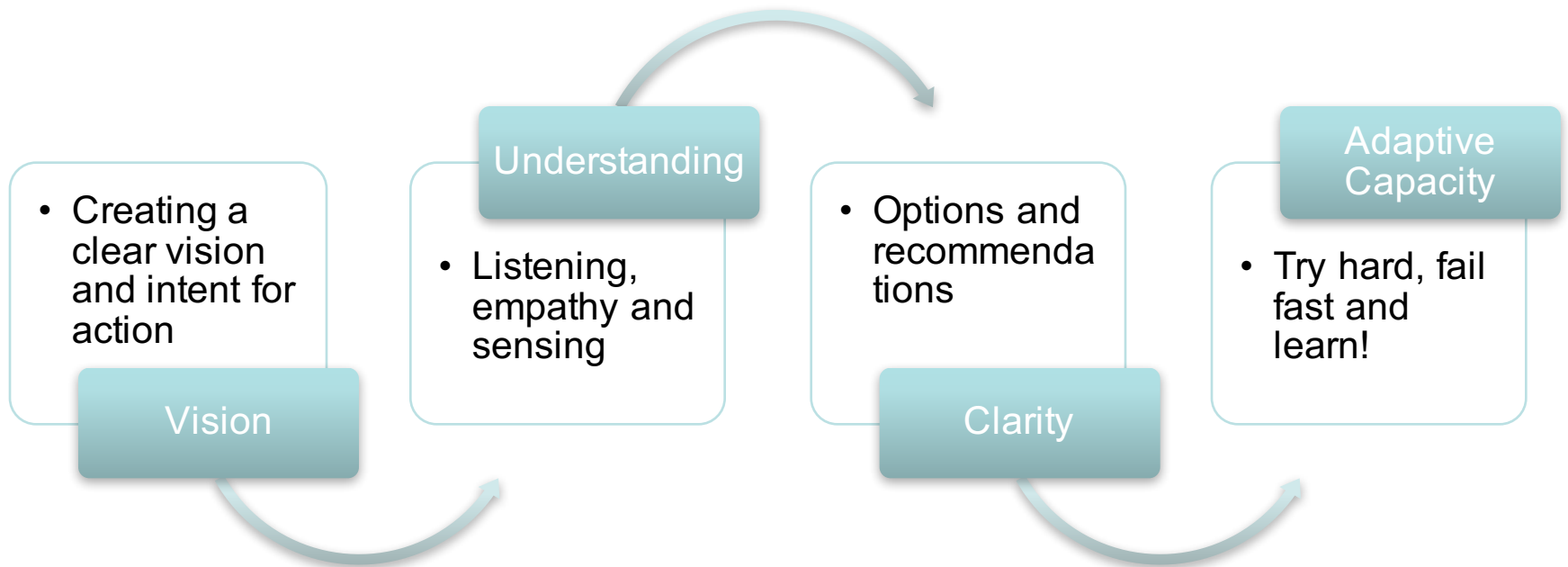


MINDSET/SKILLS TO THRIVE IN A VUCA WORLD



Turning VUCA on itself

How a mentor can support their mentee...



Mentoring support strategies for a CQC VUCA environment



Provides development for both mentors and mentees

Creates reflective space for both parties to make sense of their current situations i.e. constant change, reduced budgets

Develops a professional friend and human contact for a home worker

Focuses on developing that diversity that CQC needs to thrive

Builds resilience in the mentee

Confidence boosting experience for the mentee during immense turmoil

Culture:

We want to develop our culture so managers and staff have the skills and confidence to engage in developmental conversations



An everyone culture



“Creating a safe enough and demanding enough culture that everyone comes out of hiding”

Robert Kegan & Lisa Laskow Lahey

Partnership working

- David Clutterbuck Partnership and Coach Mentoring Ltd
- CQC Academy, OD and Steering Group

Credibility and Sustainability

- Planning across 3 cohorts
 - Resourcing challenges
-

Promotion

- On-line
- Interactive

Selection and Matching

- Principles
- Protected places

Support

- Training
 - Check in's
-

Initial Outcomes



Massive amount of interest!

Over represented by Disabled and BME staff

Mentees expressing value on Yammer Group

Mentors using Yammer to self manage own development

Cohort 1 promoting cohort 2 e.g. Partnership – both with disability – presenting back to Disability Network

Two mentees left CQC already; one partnership coming to natural end

Discussion



1. After hearing about the challenges of operating in a VUCA environment at CQC, how does your experience affirm or relate to these types of experiences?
2. What are your thoughts/feelings about the pilot programme in terms of equipping individuals to operate in the VUCA culture?
3. What suggestions or ideas do you have around designing mentoring in a VUCA world?

Let's discuss in small groups...



ACADEMY

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ANY QUESTIONS?



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