

Coaching at Work annual conference – 5th July 2017, London

Coaching  
at Work

# Culture and Challenge

Coaching and mentoring to challenge,  
shift and embrace cultures

## Coaching at Work Annual Conference 5<sup>th</sup> July 2017 Holiday Inn, Bloomsbury, London

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# Joining the Coaching Culture Club

## What was the challenge?

How can we increase staff engagement, motivation and output, whilst avoiding feeding in to the long hours culture, increasing stress and ultimately burnout.

**Not just about doing more but doing it differently!**

## Where did we start?

Efficiency targets

Savings

Budget cuts

Expected to do more with less

**So, What was the answer ? .....**

## The simple answer...

- Reviewed processes, policies and procedures.
- Re-designed services.
- Restructured staffing.
- Developed a major change programme

## The challenging answer...

To support all that we need to achieve we will create a



**Coaching  
Culture**

## Who are we?

- Mid-sized shire county
- Essentially rural
- Serving a population of 413,000
- Employing 4,085 (2017) 6,180 (2013)
- RSG 2012/13 £65.7 million  
2017/18 £6.1 million
- Delivering services for adults, children,  
the environment and economy

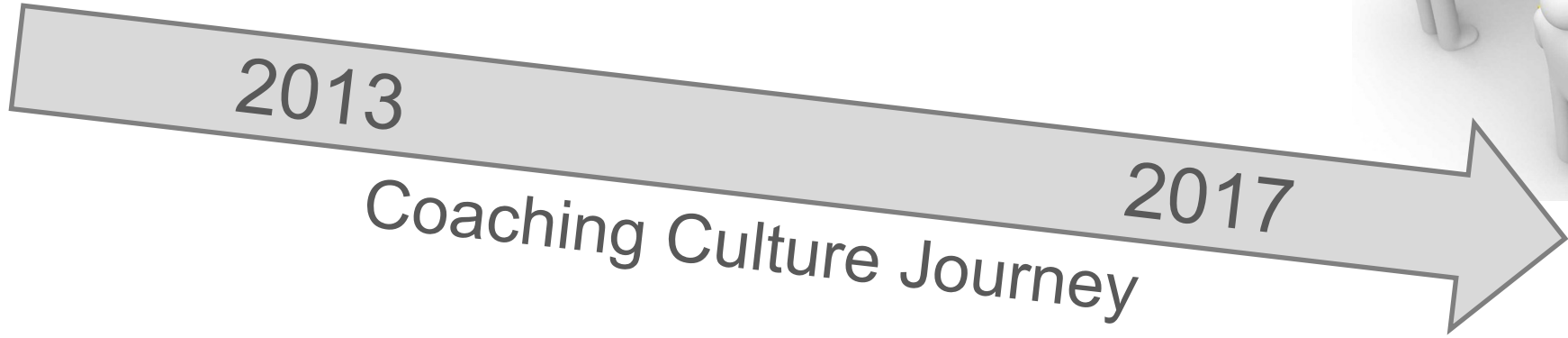
Curious



Confidence



Coaching Culture





## What did we do?

In 2014 we were radical!



We suspended our core training programme, including management qualifications.



All people managers receive training in coaching skills

## Where did that get us?

In 2015 we had started to develop our managers' knowledge and skills in coaching



We trained a number of coaches to ILM level 5



A year on .....

Did we now have a coaching Culture ?

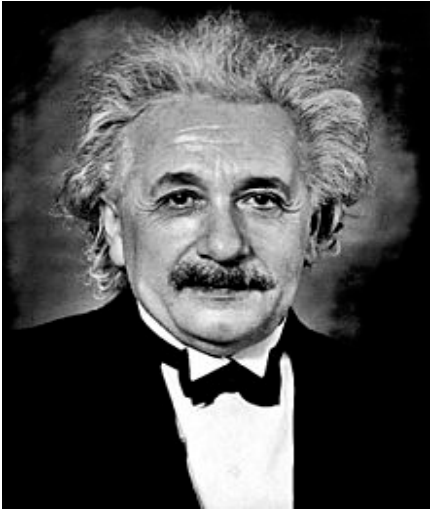




# Our lightbulb moment 2015



**Tim Hawkes**  
Managing Director  
Unlimited Potential



# What I received ....

Your overall coaching culture result for July 2015

July 2015

**39%**

Coaching Maturity Level / Organisational Level	KNOWING	DOING	BEING
WORKFORCE	<b>37%</b> Develop Resources	<b>70%</b> Improve Workforce Coachability	<b>40%</b> Go from Coachee to Coach
JNR/MIDDLE MGRS	<b>57%</b> Build Coaching Skills	<b>20%</b> Create Internal Coaching Groups	<b>43%</b> Deliver Internal Coaching System
SENIOR MANAGERS	<b>33%</b> Use External Coaches	<b>37%</b> Promote advocates for Coaching	<b>13%</b> Enjoy a Self Sustaining Coaching Culture

What we did next ...

## **EMBARK – Coaching Culture Diagnostic Detailed Report**

Your tailored guide to a great coaching  
culture  
**Dorset County Council**

## What the organisation received ...



### Surprise and delight!

- A model that described a coaching culture
- A model that measured a coaching culture
- A model that was meaningful for our organisation
- Knowledge, expertise and experience to support our journey

### EMBARC – Coaching Culture Diagnostic



Your overall coaching culture result

**40.96%**

Coaching Maturity Level \ Organisational Level	KNOWING	DOING	BEING
WORKFORCE	<b>42.52%</b> Develop Resources	<b>57.63%</b> Improve Workforce Coachability	<b>39.96%</b> Go from Coachee to Coach
JNR/MIDDLE MGRS	<b>54.30%</b> Build Coaching Skills	<b>27.66%</b> Create Internal Coaching Groups	<b>36.12%</b> Deliver Internal Coaching System
SENIOR MANAGERS	<b>37.91%</b> Use External Coaches	<b>48.67%</b> Promote advocates for Coaching	<b>23.82%</b> Enjoy a Self-Sustaining Coaching Culture

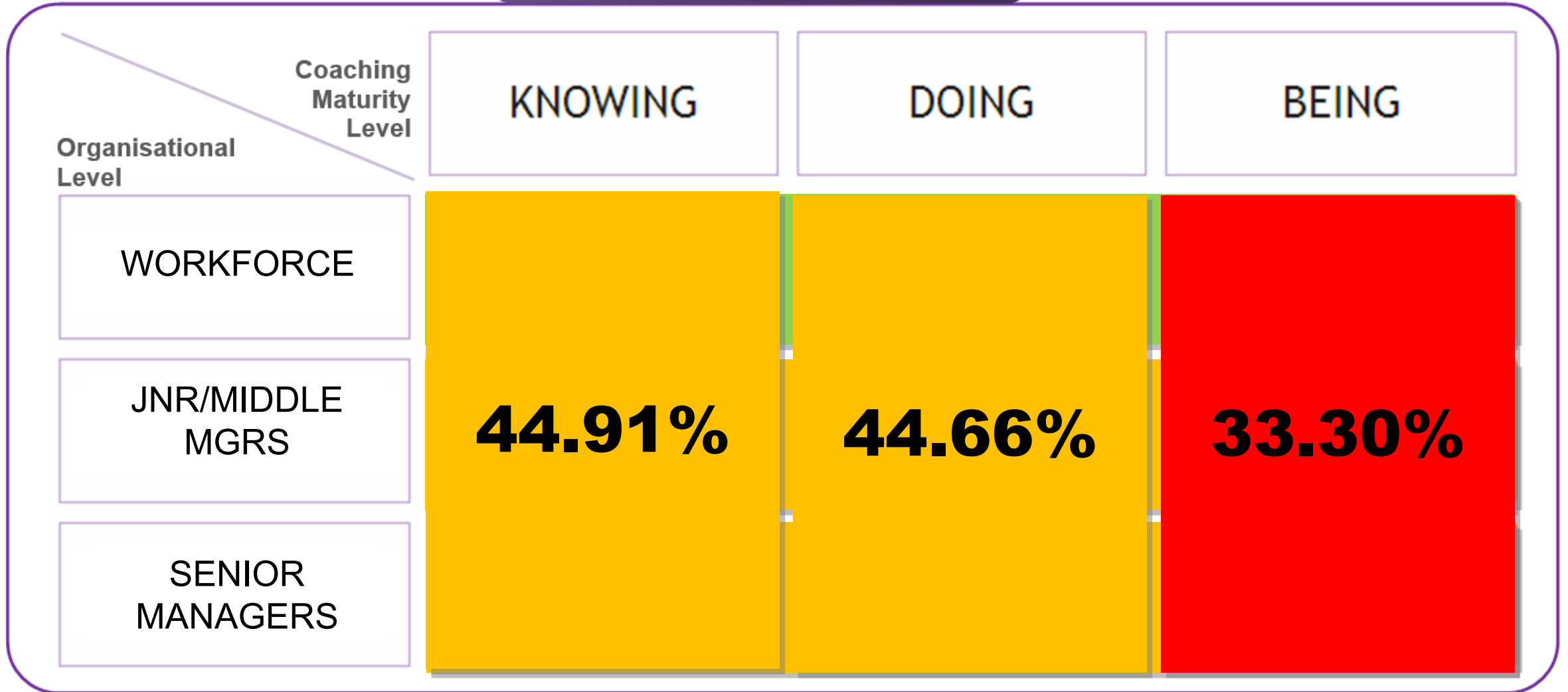
Your overall coaching culture result

**40.96%**

		Coaching Maturity Level		
		KNOWING	DOING	BEING
Organisational Level	WORKFORCE	46.70%		
	JNR/MIDDLE MGRS	39.36%		
	SENIOR MANAGERS	36.80%		

Your overall coaching culture result

**40.96%**



**So much more than just a diagnostic ...**

## **Dimension 8 – Promote Advocates for Coaching**

### **Primary task**

Create role models to set the desired standard.

### **Secondary tasks**

Reward - Recognise acts of great coaching within the organisation

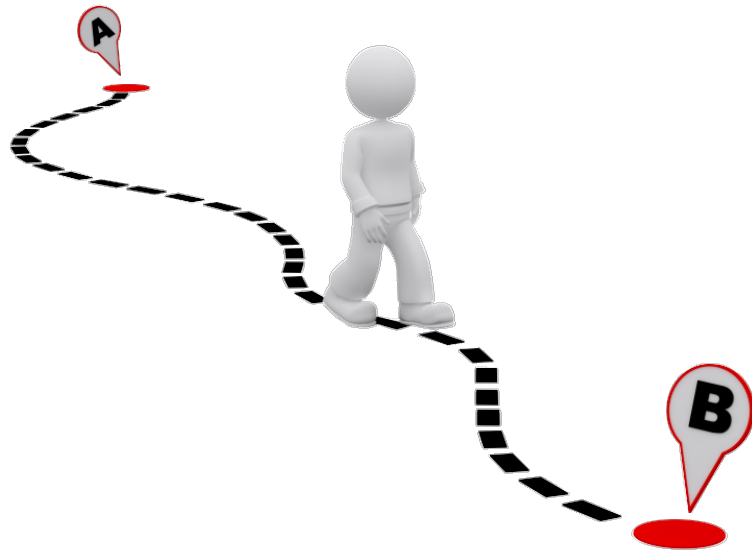
Authentic – Align Senior manager values with organisation values.



## Deliverables for Dimension 8

1. Identify the key people – know who you are working with.
2. Reward and recognition – People are actively supported to coach.
3. Leaders become great coaches – Demonstrating their commitment.

Now we had the route map we needed ...



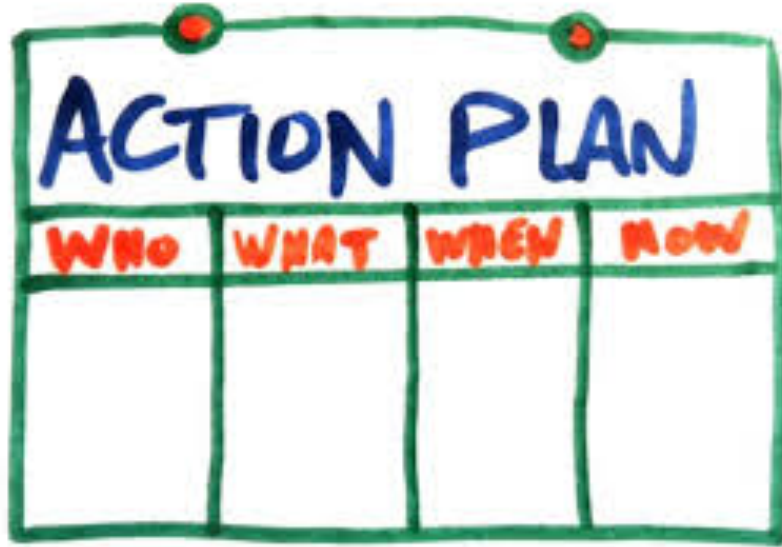
What we did next ...

Continued to train managers in coaching knowledge and skills

Held a planning workshop with our qualified coaches and Tim Hawkes

Created an action plan

## What we did next ...



A hand-drawn diagram of an action plan. It features a green rectangular border with two red circular fasteners at the top. The title 'ACTION PLAN' is written in blue capital letters across the top. Below the title is a table with four columns labeled 'WHO', 'WHAT', 'WHEN', and 'HOW' in red capital letters. The table has three empty rows below the headers.

WHO	WHAT	WHEN	HOW

## We delivered on our action plan ...

- Developed a coaching strategy (and launched it)
- Set up an internal coaching pool
- Implemented a coaching management system including online resources
- Created a communication plan

Your overall coaching culture result for November 2016

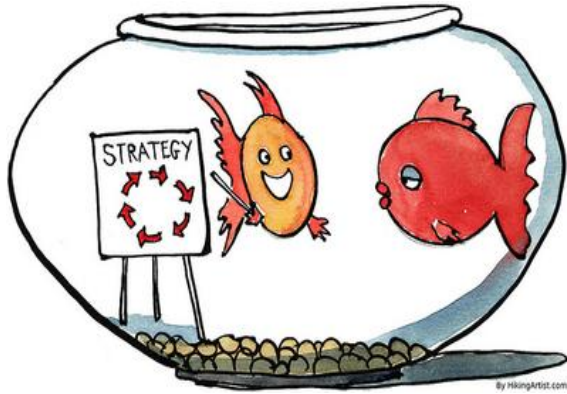
**55.11%** +14.15%

**2016**

Coaching Maturity Level	KNOWING	DOING	BEING
Organisational Level			
WORKFORCE	<b>69.51%</b> +26.99% Develop Resources	<b>60.15%</b> +2.52% Improve Workforce Coachability	<b>55.36%</b> +15.40% Go from Coachee to Coach
JNR/MIDDLE MGRS	<b>70.14%</b> +15.84% Build Coaching Skills	<b>48.08%</b> +20.42% Create Internal Coaching Groups	<b>52.66%</b> +16.54% Deliver Internal Coaching System
SENIOR MANAGERS	<b>53.28%</b> +15.37% Use External Coaches	<b>51.82%</b> +3.15% Promote advocates for Coaching	<b>34.97%</b> +11.15% Enjoy a Self Sustaining Coaching Culture



# 2017 What have we done ?



- Revised our strategy
- Implemented robust evaluation of coaching programmes

## What next ?

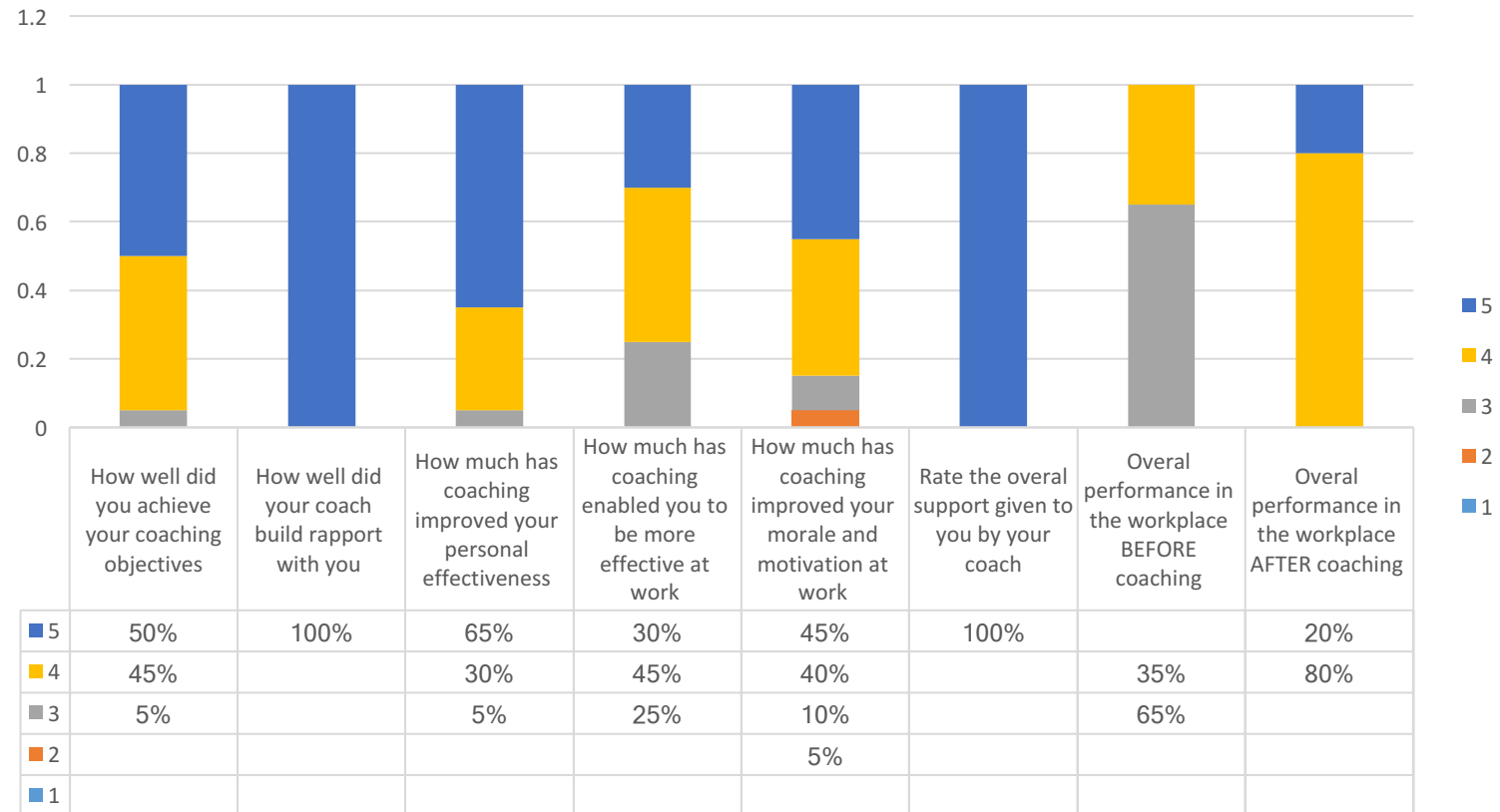
- An internal coaching conference – Coaching ‘Live’
- Specific coach training for working with Apprentices and young people

**November 2017**

**Another  
Embark  
Diagnostic  
for the wider  
organisation**

# Evaluation Q4 2016/17

Initial reaction to coaching  
Scale 1 - 5



# Evaluation Q4 2016/17

Impact of coaching Q4  
January - March 2017



# Evaluation Q4 2016/17

*I would highly recommend coaching to my colleagues as I found it extremely valuable to have the opportunity to reflect on the more difficult situations in the work place and having a coach who is not from the specific area of work is beneficial.*

*Since my coaching I have really pushed myself out of my comfort zone and now feel much more confident in my abilities to work effectively at a more strategic level.*

*Her relaxed manner enabled me to think more clearly and express my thoughts more accurately. She was gently challenging in a way that felt supportive.*

*I would say I earned my recent promotion as a result of effective coaching and I utilise all I have learned about coaching in my supervision of other managers and team meetings.”*

*“I feel more aware of who I am and how my character can perform in my work. I feel more conscious of my strengths and how I can best use them to my advantage and more accepting of my weaknesses.”*

*“Although short, I found my coaching programme very effective in helping me to resolve a long term problem which was affecting my working relationship with my line manager”*

# Now 2017 - Do we have a Coaching Culture?



Our Embark Diagnostic report!

Over to you ..... Any questions





# Joining the Coaching Culture Club