

Excellence in organisational coaching & mentoring:

Empowering, engaging & inspiring people at work

3rd July 2019, London

Coaching
at Work

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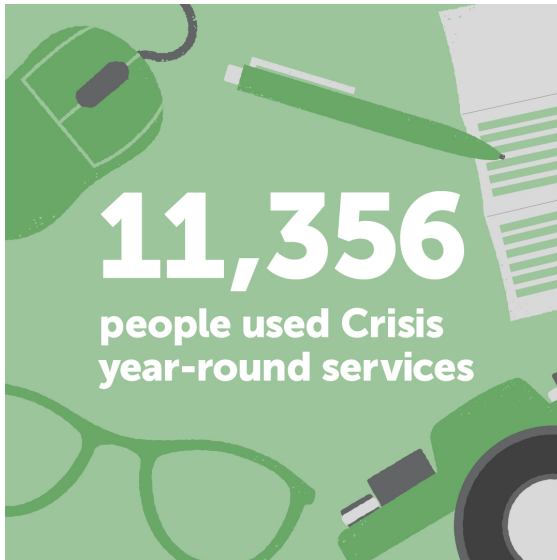
CASE STUDY OF MENTORING TO SUPPORT STAFF WITH LIVED EXPERIENCE OF HOMELESSNESS CAW CONFERENCE 2019

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3rd July 2019



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Who are Crisis





- Founded in 1967, Crisis is the national charity for homeless people.
- Each year Crisis work side by side with thousands of people to help them rebuild their lives and end homelessness for good.
- We provide a range of support including education, housing, employment, and health and wellbeing.
- We mobilise a huge volunteer effort each Christmas to bring warmth, companionship and vital services to people at one of the hardest times of the year, and offer them a first step out of homelessness.
- We also campaign to end homelessness across Britain once and for all.

- Applicants must have recent lived experience of homelessness
- 18 month traineeship
- 8 trainees recruited in 2019 cohort
- 6 trainees are in client facing roles working in the Skylights as Trainee Progression Coaches
- Two trainees within Head Office – Supporter Services and Research and Evaluation roles
- As part of traineeship also complete a qualification relevant to the role



Key Elements of Good Design





- To support people who may have been out of work for a period of time with their transition into employment
- To help the mentee to settle in more quickly into their role and organisation
- To improve confidence, knowledge and skills in current role
- To help people recruited to sustain employment when their traineeship ends

So what do the mentees need support with?

- Transition from service user ‘Member’ to employee
- Understanding the organisational culture and ways of working – settling into role and employment
- Helping to build confidence
- Guidance and support to complete programme of study
- May want to focus on issues relating to Team, Work Life Balance, Emotions, Career aspirations, working with Members and general working relationships

- Needs analysis with key stakeholders
- Proposals and consultation with senior management
- Role description for mentors
- Recruitment process with application form
- Matching panel to review applications
- Training and ongoing support for mentors and mentees
- Guidance documents Briefings for line managers
- Monitoring and evaluation process



- Mentors had one day of training in London covering:
 - The programme purpose
 - The roles and responsibilities of a mentor and mentee
 - The type of mentoring used
 - Using reflective space and a process model in mentoring
 - The life cycle of a mentoring relationship
 - The topics the mentee might require support with
 - The skills of a mentor and how to get the most from your mentee
 - Some common mentoring dilemmas and how to handle them



- Mentees attended a webinar and discussed:
 - The purpose of the programme
 - The roles and responsibilities of a mentor and mentee in this programme
 - How does their mentor interface with their manager and their coach?
 - The type of mentoring used in the programme
 - Using reflective space in mentoring
 - The life cycle of a mentoring relationship
 - The topics they might want to talk about
 - The skills of a mentee and how to get the most from your mentor
 - A chance to talk about things on your mind about their mentoring relationship

- Appointment of a Scheme Co-ordinator to provide support for mentors, mentees and line managers on the mentoring process
- Follow up webinars for mentors
- Mentees will meet regularly as part of trainee scheme and Scheme Co-ordinator will support at some meetings
- Guidance documents and tool kits



- The mentor and mentee will be required to support this process by providing updates to the Scheme Co-ordinator at the following points:
 - After first mentoring session
 - Three, six and twelve months after first mentoring session
 - End of the mentoring relationship
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- All mentors and mentees considered their first sessions were either successful or very successful
- 80% of mentors and mentees have decided to keep records – this is optional in the scheme
- 60% of mentors and mentees agreed to meet within a fortnight of the first session
- Guidance documents and contracting - useful tools for both mentor and mentees for boundaries and expectations



- Clarification of roles between line manager, mentor and Housing and Work and Learning coach
- Need to be flexible in programme design – monitoring and evaluation to inform future
- Role description used to promote role, inform recruitment process and manage expectations
- Training for mentors and mentees essential
- Ongoing support/supervision needs for mentors



- Previous mentoring experience
- Preparing for trainee mentoring process
- Mentoring sessions – what I have noticed going into the process
- Crisis approach to mentoring support – things that have gone well and areas for consideration for further scheme development from mentor perspective

- Plans to widen the scheme to all staff recruited who have recent lived experience of homelessness in 2020
- Monitoring and evaluation of the trainee mentoring scheme to inform the approach when the scheme is widened to ensure fit for purpose and based on evidence

- Scheme for all staff recruited with lived experience of homelessness
- Mentoring recognised by more staff as an effective development method
- More mentoring relationships in Crisis supporting other needs such as new managers, staff returning from parental leave, reverse mentoring



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**Together
we will end
homelessness**

ANY COMMENTS, OBSERVATIONS OR QUESTIONS





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