1. **When is it appropriate to use coaching as a development tool?**

If a development need has been identified by the individual, their manager, Human Resources

or Learning & Development, the best way to address the development need should be considered.

Coaching is one of a range of learning and development methods and it should be considered alongside other learning interventions, such as training courses, mentoring etc.

It is important that coaching is used when it is genuinely seen as the best way to help an individual to learn and develop and the learner should be ready for coaching to maximise effectiveness of coaching.

1. **Stakeholders Within Workplace Coaching**

The primary relationship in any coaching activity is between the coach and the individual. Other key stakeholders include Learning and Development/ Human Resources and the individual’s manager. Both of these parties have an interest in improving the individual’s performance and therefore their contribution to the organisation.

Individual Line Manager

Coach Organisation (L&D)

*Based on CIPD (2005) four cornered contact model.*

**Role of Line Manager**

It is likely that an individual’s line manager as part of the individual review process may suggest or support workplace coaching as a development tool to enhance the performance of their team member. Line managers are likely to apply coaching skills informally within their role or more formally as a workplace coach. Workplace coaching is a development tool that supports the actioning of personal development plans.

**Role of Workplace Coach**

Workplace coaches are all trained, specialist staff who support the development of other people within the workplace to enhance their performance and to enable them to reach their potential (CIPD April 2005). Coaches support the development of an individual’s skills and knowledge so that their job performance improves, leading to the achievement of organisational objectives. Workplace Coaches adhere to the EMCC code of conduct and are continuously developed and supported by Coaching Supervisors.

**Role of Learning and development/ Human Resources**

Learning and development will develop and maintain a database of workplaces coaches within the organisation and support the administration associated with matching coaches to coachees. Learning and development will train workplace coaches to a minimum of the CMI (Chartered Management Institute Level 3) coaching programme and offer a support mechanism to trained coaches. Learning and Development will also monitor and evaluate the implementation of the workplace coaching strategy.

**Role of Individual (Coachee)**

An individual who has expressed an interest in workplace coaching will apply for such support directly by contacting a trained workplace coach, using the coaching share point page, or by referral through Learning & Development/ Human Resources. Once a coaching agreement has been established the coachee will act in line with the requirements of the agreement. Guidance has been developed in relation to confidentiality and coaching agreements, between the coach and individual. (Appendix 1 & 2).

**Decision tree: is coaching an appropriate intervention?**

Identification of

learning need.

Selection of another

appropriate development

intervention (e.g. training

course, mentoring)

Is coaching the

right intervention?

Consider:

• Employee preferences

• Other suitable more

cost-effective options

NO

YES

Identification of a need

for coaching.

Encourage individual to seek

specialist support if

appropriate or seek

alternative development

interventions

NO

Is a person ready or

suitable for coaching?

Consider:

• Personal or

work-based issues

• Lack of self-insight

• Resistant or closed

attitude

YES UNSURE

Encourage individual to

take part in a more in-depth assessment of their needs with someone with greater specialist knowledge

Begin to look for a

coach.

Speak to Learning & Development or contact a coach direct via sharepoint

1. **The Coaching Framework**

Formal coaching within the organisation will be a structured process, supported by Learning & Development/ Human Resources. All Workplace Coaches will be accredited to CMI Level 3 level and will be continuously developed and supported by senior coaches and supervisors. Coaches will abide by the EMCC (European Mentoring and Coaching Council code of ethics).

Coaching will be arranged by agreement of both parties, the learner and the coach, with the line manager and HR being informed that coaching is taking place. Line managers or HR may suggest coaching and support employees in using the coaching programme, although the individual will make the decision to go ahead with this development opportunity.

All coaching is confidential, subject to the terms and conditions of the coaching agreement, and the learner will need to ensure time for coaching is agreed with their line manager in advance.

Workplace Coaches will use coaching models such as GROW to support the process:

**G**oal

**R**ealtiy

**O**ptions

**W**ill

Coaching will be short term, with time scales agreed with the coach and reviewed regularly.

Learning and Development will evaluate and develop the Workplace Coaching Programme continually in order to provide the most effective service to Mid Devon’s employees.

**Support for Workplace Coaches**

All workplace coaches will attend a 3 day accredited Workplace Coaching programme which is

designed to help individuals who wish to help others apply knowledge and skills to

practice through the process of coaching.

It is recognised that workplace coaches need support. Learning and Development will provide

supervision for all coaches, and provide opportunities for continuous professional development. It is recommended that all workplace coaches also work with a coach to support their own personal development.

Coaches will be required to keep a CPD (continuous professional development) log specifically related to their coaching skills and knowledge.

**Evaluation and Success Criteria**

The success of the coaching strategy will be measured through the use of learner and

coach evaluation documentation (Appendix 5 & 6). These aim to determine the value

and use of the coaching relationship and if coaching as a development intervention has

been effective.

**Appendix 1**

**WORKPLACE COACHING**

****

**GROUND RULES FOR THE COACH AND LEARNER**

• Honesty and openness

• Give, receive and accept constructive feedback

• Make and keep promises

• Active listening

• Respect each other

• Keeping appointments

• Confidentiality

• Coaching is not counselling or therapy

• Working together

• Come prepared for the session

• Keep records of sessions and progress

• Notify L&D that the coaching is taking place

**Appendix 2:**

**Coaching agreement**

**The purpose of this document is to lay down some basic, straight forward and clear conditions and information about the workplace coaching we are entering into.**

The prime purpose of coaching is to support you.

This may mean many things and the process may also be challenging but in the end it should be a positive experience.

Successful coaching is a win – win situation for you and the Council, you should be happier in your work and more able to deal with any issues you have and the Authority has a happier and better performing employee.

There is a degree of trust in this process and as a basic condition the coaching is on a strictly confidential basis. Mid Devon District Councils Workplace Coaches are trained, receive supervision and adhere to the EMCC (European Mentoring and Coaching Council) Code of Ethics.

A record will be kept that you have been coached and if asked (i.e. by a line manager) only the fact you have been coached will be released. **No other information will be released.** This process is strictly between you and your coach.

The exceptions to the above rule are;

If your coach believes you will harm yourself or others

If your coach believes you should seek further professional help and support i.e. counselling (with your agreement)

If you wish to release information or have information released on your behalf

or

In the event of a breach of the Professional Code of Conduct, Trust Policies and/or Health & Safety Policies

and lastly

Illegal or unethical actions

**What am I agreeing to!**

You agree to set goals.

You are agreeing to a series of meetings with your coach at agreed times and locations which are mutually acceptable. *This is generally up to six sessions of one hour each but this is guidance only and you may find your goals have been reached before the end of these sessions or (with agreement) you may find you need more sessions.*

These meetings will be arranged to coincide with specific stages in the coaching so that progress can be checked and reviewed and you can fully benefit from the support.

You are agreeing to establish the boundaries of this relationship and that you will discuss these and the practical implications for both yourself and your coach. *E.g.* *some people may not wish to discuss their religious beliefs in the context of their coaching sessions*

Both parties will try to ensure that the meeting is not interrupted to give full attention

You will try to ensure that, to the best of your ability, you meet the agreed objectives set out at each session.

You agree to discuss any changes in your circumstances that has an influence on your coaching

Either party can request a termination of the contract if there is a breakdown in the coaching relationship, inadequate commitment to the process or lack of progress being made. *If this happens it may be that the coaching can be continued with another coach but in order for this to happen a member of Human resources will need to be involved as an independent third party and enabler.*

***Proposed date of first coaching meeting / / Time***

***Proposed number of one hour meetings***

***By signing this document we agree to the carry out the coaching in the manner described above***

|  |  |  |  |
| --- | --- | --- | --- |
|  | Name | Signature | Date |
| Client |  |  |  |
| Coach |  |  |  |

**Appendix 3**

**Flow Chart – Coaching Process**

To apply please contact a Workplace Coach directly via the coaching share point page or contact Learning & Development.

With referrals coachees will be matched to a coach by Learning & Development

Coaches will arrange the initial meeting and confirm to Learning & Development that a coaching is taking place.

During the first meeting the coach will explain in detail the coaching process and provide a coaching agreement

The number of coaching meetings will be determined by coach and coachee with content confidential

Concluding coaching an evaluation form will be completed by the coach and coachee and send to Learning & Development

**Appendix 4**

**LEARNING AND DEVELOPMENT**

**WORKPLACE COACHING NOTIFICATION**

**(Please complete and return to Learning & Development)**

**PERSONAL DETAILS OF COACHEE**

**Name**…………………………………………………………………………………

**Job title**………………………………………………………………………………

**Service**……………………………………………………………………………….

.

**Line manager** ………………………………………………………………………

Agreed start date……………………………………………………………………

Number of agreed sessions……………………………………………………….

Please state how coachee applied for coaching

(eg. Direct to coach, via HR/L&D referral, managers referral

…………………………………………………………………………………………………....

……………………………………………………………….……………………….…………..

**Coaches Name**…………. ……………………………………………………..…..

**Coaches Signature**…………………………………………… **Date** ……………

****

**Appendix 5**

**WORKPLACE COACHING**

**EVALUATION FORM FOR THE COACH**

Please comment on the level of engagement and commitment that your coachee showed:

Do you feel the learner achieved their goals?

What have you learnt about yourself that will support your development?

Where there any learning points for sharing with your learning set?

Any additional comments:

**Name: Coach ……………………………………………… Date: ……………………**

****

****

**Appendix 6**

**WORKPLACE COACHING**

**EVALUATION FORM FOR THE LEARNER**

Please give a brief overview of your coaching experience:

Have you achieved your goals?

How has this benefited yourself and your workplace?

What feedback do you have regarding your coach?

What would you recommend about this coaching programme?

**Name: Learner ……………………………………… Date: ……………………**

**Learners signature………………………………………………………………**