



The little book of
**In-House
Coaching**

The
CharityLearning
Consortium

Other titles in the series:

The little book of Induction

The little book of Webinars

The little book of Virtual Classrooms

The little book of
**In-House
Coaching**

By Jo Wright

The
CharityLearning
Consortium

With thanks to

Matt Somers, Coaching Skills Training

Chloe Ogunrombi, Diabetes UK

Professor Peter Hawkins, Renewal Associates

Richard Bragg, Scope

Jane Meggison-Hill, Sport England

Edited by Susie Finch

Foreword


To flourish, every organisation has to evolve faster than the world around it. In our volatile, uncertain, complex and ambiguous world this is incredibly demanding. It requires every individual, team and function to be constantly learning. It's vital, for example, that leadership teams and the Board develop the foresight needed to adapt, and discover their organisation's unique contribution to the future. This can't be done by sending individuals on courses. It requires a culture where all leaders and managers recognise their key role in coaching their staff and teams.

This book provides many tips and tools for creating a coaching culture in your organisation. Good luck with developing this essential survival skill.

Professor Peter Hawkins

Renewal Associates

Author of *Creating a Coaching Culture*



Coaching isn't a dark art,
it's just a conversation.
Keep it simple!

Why launch a coaching programme?

Coaching has massive potential benefits for charitable organisations. It's a great way to nurture innovation and improve performance. It's about how people think as well as how they behave. It's a mindset and a culture, where coaching conversations take place everywhere, every day.

You might have a budget for coaching but if you don't, that's ok too. This little book focuses on an affordable way of building skills in house – of your leaders, managers, HR, L&D, and coaching champions.

Ultimately, coaching saves time and money and supports ongoing people development. This practical guide will help you get started, get the best return on investment, and sustain positive changes in behaviour long term.

Coaching is a really supportive style of leadership that we'd like all our managers to adopt and our employees to experience

Jane Meggison-Hill,
Sport England

What can coaching help you achieve?

Coaching can help staff and volunteers:

- Develop a growth mindset, greater self belief and realise their potential
- Develop specific skills
- Transition into new positions, giving them space to reflect and learn

Coaching can also help your organisation:

- Support employee engagement and wellbeing
- Encourage recognition of achievements
- Foster a more collaborative management style
- Improve team dynamics

Ultimately, coaching builds performance.

Tip: Coaching is for everyone

Think inclusively to create a coaching culture. For example, disability charity Scope is planning to roll coaching training out to everyone.



We keep
everything very
simple and focus on
putting coaching
into practice

Richard Bragg,
Scope

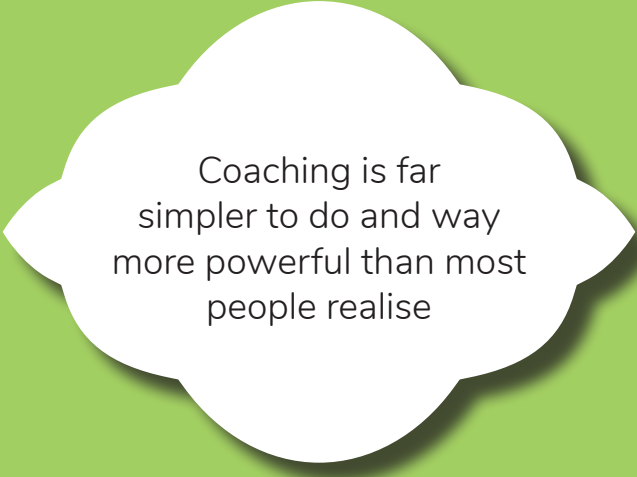
Case study: Coaching in a Coffee Cup at Scope

Coaching is an everyday approach at Scope, not saved for an elite group or extraordinary circumstances. It's a key part of people development, with managers encouraged to take a coaching approach to all conversations, to support people to find answers themselves.

The training programme was created in house, and is called **Coaching in a Coffee Cup** to reflect that you can have a coaching conversation in the time it takes to make a coffee.

Because of coronavirus, the one-day, face-to-face course was quickly adapted into a two-hour virtual one, with an emphasis still on practice. Learner feedback shows it has transformed approaches immediately after training.

Find out more at clc.link/coaching



Coaching is far
simpler to do and way
more powerful than most
people realise

How do you get buy-in from all stakeholders?

Coaching is something everyone should be able to do but there will probably be many opinions about what it is, and what the benefits are!


A great way to create buy-in is to have a coaching champion on the Board. Having someone at the top who is an advocate for coaching conversations makes a really big difference.

Exercise: What's in it for me?

Break your organisation into stakeholder groups such as your leadership team, line managers and employees. Then examine the perspectives and needs of each group. Why should they be excited about what coaching can achieve?

Tip: Identify coaching champions

Look for coaching advocates at all levels, to spread enthusiasm throughout the organisation.



Encourage everyone
to start coaching immediately
after training, so good
intentions stick

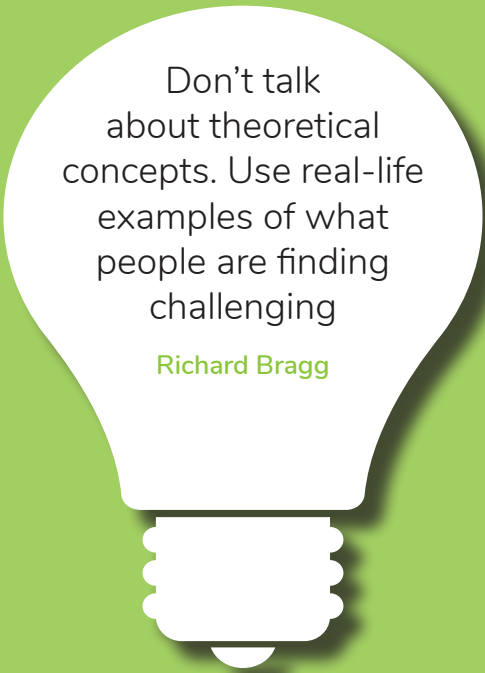
Start small, then go everywhere!

Having a small group of in-house coaches is unlikely to sustain coaching long term. Ideally, everyone needs to be able to coach. Start with a small group - such as leaders and managers, potential champions, or HR and L&D practitioners - then expand.

Taking training online

Developing a coaching mindset and skills online, using a multimedia approach, works best when you create plenty of opportunities for practice. There are significant benefits to modules being accessible at the moment of need, at a time and pace to suit everyone.

Jane Meggison-Hill at Sport England transformed a coaching programme to online only and was impressed with how well it worked: “We probably got 95% of the value doing it online compared with face to face.”



Don't talk
about theoretical
concepts. Use real-life
examples of what
people are finding
challenging

Richard Bragg

Creating your coaching programme

Every organisation has different needs. However, there are some 'golden' rules:

#1 Focus on people's mindset as well as skillset

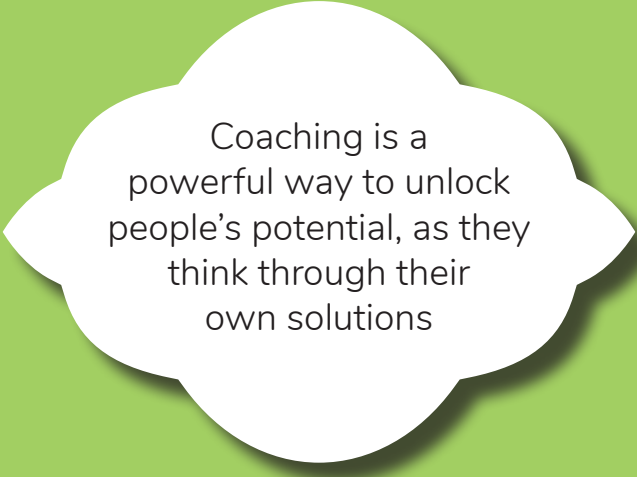
Adopting a coaching mindset is vital for everyone to build the basic skills they need.

#2 A blended approach to learning is key

This doesn't mean just providing a variety of resources, although it's good to do that. It's about creating a learning journey, with plenty of opportunities to practise. A blended approach to learning is important for sustainable behavioural change.

#3 Think about sustainability

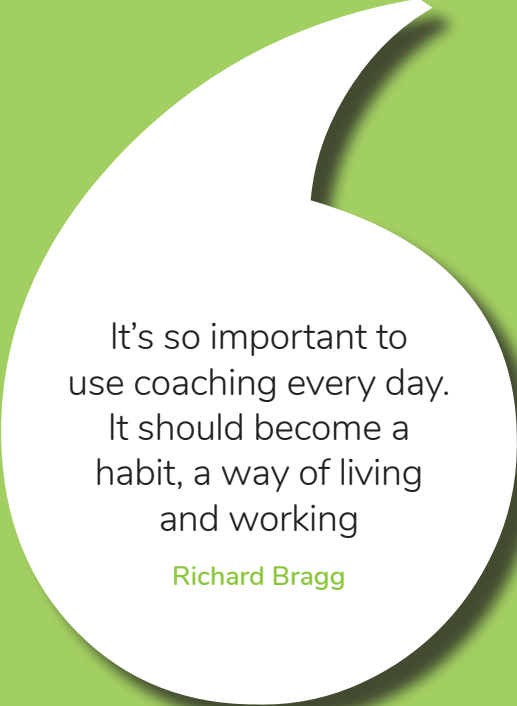
L&D can't be all things to all people. Offer self-directed resources, available at the point of need. Set up communities of practice, and aim for them to be self sustaining.



Coaching is a powerful way to unlock people's potential, as they think through their own solutions

12 steps to create a coaching programme

1. Identify the need for coaching – this will help you design your programme and measure success
2. Secure senior-level and stakeholder buy-in
3. Think about the resources you have, where the gaps are and who can help you fill them
4. Communicate and raise awareness about what you're doing
5. Create and launch a coaching policy
6. Generate excitement about coaching and its benefits
7. Identify those who need to learn how to coach
8. Identify coaching champions
9. Design your programme and curate and create your resources
10. Pilot it and seek feedback
11. Deliver the programme - start small and refine as you go
12. Evaluate and celebrate successes



It's so important to
use coaching every day.
It should become a
habit, a way of living
and working

Richard Bragg

Mix it up

A mix of formal training, with an emphasis on practice, will help build confidence and develop a coaching mindset as well as skills. A blended, multimedia approach will also keep people engaged on their learning journey. Use a range of tools and techniques, such as:

- eLearning, self-coaching tools, videos, podcasts, webinars and other online resources
- Formal, facilitated training sessions
- In-the-moment feedback
- Action learning sets
- Journaling for self-directed reflection and learning
- Peer-to-peer coaching

There are lots of excellent free and low-cost resources online.

Tip: Share existing expertise

Who already has coaching expertise in your organisation? Build that in - if not face to face then via video clips captured on a smartphone.



Using a coaching
leadership style is
far more supportive
and empowering than
just telling people
what to do

Jane Meggison-Hill

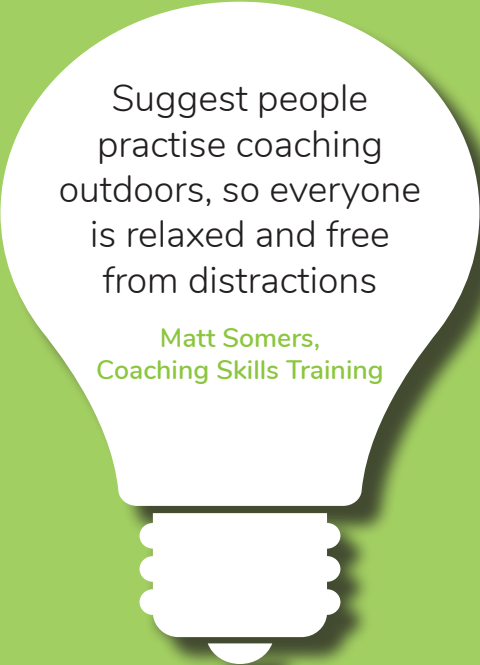
Case study: A coaching culture at Sport England

When Jane Meggison-Hill created an in-house coaching programme at Sport England, her aim was to create a fully blended learning experience. The five-month programme includes facilitated sessions, self-directed learning and action learning sets. Between modules, participants share experiences and practise coaching skills with a buddy.

Jane curated and created content using free TED Talks, blogs, videos, podcasts, webinars, off-the-shelf eLearning, an online flip book and a coaching diary, all delivered via the LMS provided by the Charity Learning Consortium. In response to coronavirus, she quickly transformed two face-to-face workshops into successful virtual sessions.

Feedback shows the programme is changing behaviour, and helping to create a coaching culture at Sport England.

Find out more at clc.link/coaching



Suggest people
practise coaching
outdoors, so everyone
is relaxed and free
from distractions

Matt Somers,
Coaching Skills Training

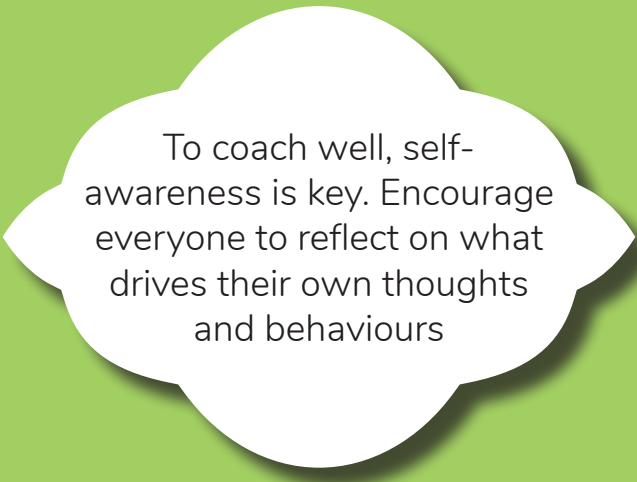
Creating a buzz

Launch your training programme with a special event, like a lunch and learn - if not face to face, then via a webinar.

Take every opportunity to explain coaching's benefits. Share information about the coaching programme, and the progress everyone is making. Use emails, newsletters, your organisation's website, learning management system (LMS) and social channels. Videos and podcasts are a great way to explain more.

Tip: Think like a marketer

How can you gain attention and create a desire to give and receive coaching? Think about creating a brand, like the **Coaching in a Coffee Cup** programme at Scope. How you engage with your audience depends on your organisation, but marketing is not a one-off event. Keep selling the benefits.



To coach well, self-awareness is key. Encourage everyone to reflect on what drives their own thoughts and behaviours

Supporting in-house coaches


When learning any new skill, it can take time to build confidence. Creating a simple sheet of pointers and questions, to use during initial coaching sessions, may be useful.

Ensure there's a point of contact for ongoing coaching advice. Action learning sets or coaching peer-review sessions can offer a safe space to discuss issues anonymously and share best practice. Pairing up coaches as buddies can also work well.

Whatever you do, aim for your support system to be as self sustaining as possible.

Tip: What's up?

Collaborative, social tools can make supporting coaches easier for everyone. Keep this simple. Use tools that already work well in your organisation. A WhatsApp group may be all that is needed.




One of my favourite
coaching questions is
'and what else?'

Simple yet powerful coaching questions

Here are some sample questions to help you create a checklist for anyone new to coaching to refer to:

- What do you want to achieve?
- What would success look like?
- What's happening now?
- What ideas do you have?
- What's getting in the way?
- What's the best/worst that could happen?
- What went well?
- What would you do differently next time?
- Who can help you?
- What resources do you need?
- What will you commit to doing?
- What's the first step you will take?
- What's the measure of success?



Coaching is a vital skill for all managers and is an integral part of our approach to performance management

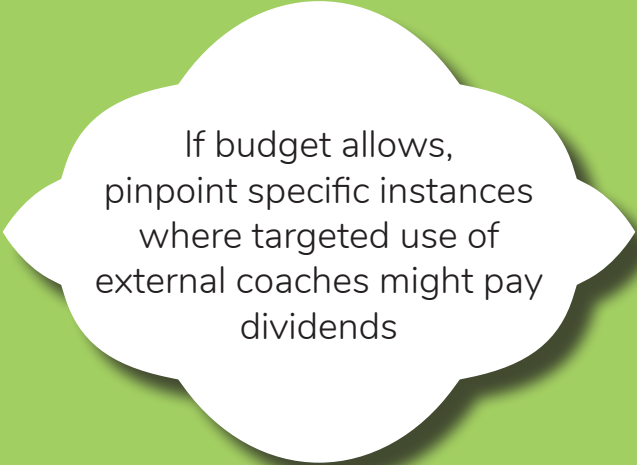
Jane Meggison-Hill

How to sustain a coaching culture

- Have a coaching policy that's linked to performance management
- Recognise and celebrate coaching successes
- Use role models to drive a coaching culture
- Encourage line managers to support ongoing behaviour change
- Ask champions to help everyone keep focused on coaching
- Embed coaching into employee handbooks and make it part of your induction and onboarding
- Ensure coaching becomes part of everyday conversations

Exercise: Getting noticed

List all the opportunities that are available within your organisation to share and celebrate coaching achievements. Continue to put the spotlight on coaching success stories in company publications, meetings, events and social channels.



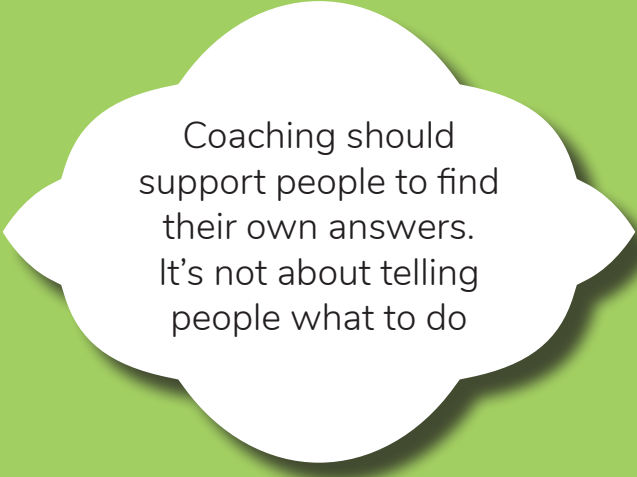
If budget allows,
pinpoint specific instances
where targeted use of
external coaches might pay
dividends

Case study: Diabetes UK

Coaching is an accepted part of leadership and management at Diabetes UK, weaving through development programmes and one-to-ones. Over the last three years, a mix of in-house and external coaches enable staff to 'be their best self':

- The L&D team offer one-to-one and group coaching themselves, when appropriate. During coronavirus they've been doing this virtually, using MS Teams
- Coaching is integrated into two training programmes - one a leadership development programme, the other a new programme for more junior staff
- Coaching conversations are encouraged as part of one-to-ones
- To meet clear objectives, line managers can access up to 12 hours of coaching a year with an external coach

Find out more at clc.link/coaching



Coaching should support people to find their own answers. It's not about telling people what to do

Pitfalls to avoid

Not preparing everyone

- 😊 Keep selling the benefits and explain what you're doing if you want a receptive audience

A mindset of 'I haven't got time to train or coach'

- 😊 Address that straight away. Coaching conversations can be quick, and are often in the moment

Coaching is for poor performers


- 😊 Coaching isn't a punishment, for correcting mistakes. Highlight that it can help everyone achieve personal goals

A culture of 'coaching isn't my job'

- 😊 Coaching is a core, everyday skill for every leader and manager

Coaching becomes telling people what to do

- 😊 Coaching may be new to some, so keep everyone on track with refreshers and practice



The ultimate
success of our
programme will be for
coaching to be seen as
just part of the way we
do things around here

Jane Meggison-Hill

Evaluating success


Evaluating coaching success can be tricky. Focus on things like behavioural change, engagement levels, wellbeing metrics, talent retention, capability and overall organisational performance.

You could also measure the quality and quantity of everyday coaching conversations. Ask for feedback and use engagement and/or pulse surveys.

Find Derek Mitchell's simple evaluation method at clc.link/coaching

Tip: Don't be too intrusive

Chloe Ogunrombi, from Diabetes UK, advises evaluating sensitively: "Coaching is an investment, and it's important to understand how it has made a difference to individuals, teams and the charity as a whole. But it's also very personal and people need to trust the process, to have the freedom to explore things in confidence."



Think about location. Ideally, where coaching and training takes place should be associated with doing well

Matt Somers

Quick tips for success before launching a coaching programme

- ✓ Ideally, get your leadership team on board. Invest time in explaining the benefits
- ✓ If you don't get top level support, don't despair - you can still grow coaching from the bottom up
- ✓ It's easy to become overwhelmed by thinking that your programme needs to be perfect. It doesn't. Go for it, then tweak and add to it over time. It's a dynamic process
- ✓ Coaching must connect with your people strategy. As you're creating your programme, keep checking that it fits with the bigger picture of how your organisation wants to develop
- ✓ To build a real coaching culture, explain from the start how vital it is for all leaders and managers to adopt a coaching style

Quick tips for success during a coaching programme

- ✓ Ensure everyone knows there is no such thing as the perfect coaching conversation, so no one is limited by preconceptions of what's required
- ✓ Don't bombard in-house coaches with in-depth psychological concepts. They don't need all the theory to be able to deliver great quality coaching
- ✓ Your programme should be insightful, impactful and practical. Inspire people so they want to adopt a coaching mindset and develop skills
- ✓ Emphasise the importance of not just being able to give great feedback, but being receptive to receiving it too
- ✓ Remind everyone of the need for empathy and compassion in all conversations
- ✓ Keep a note of all feedback about training and support, and respond accordingly to ensure coaches have everything they need

Quick tips for success after a coaching programme

- ✓ Create a network to offer coaches ongoing support
- ✓ Think about where else coaching could be applied to become part of your organisation's DNA
- ✓ Position coaching as part of a leader's role, not an addition to it
- ✓ Consider offering one-to-one and group coaching via L&D to meet specific challenges
- ✓ Integrate coaching into development programmes for particular groups like graduates and apprentices
- ✓ Manage expectations: coaching isn't a quick fix for sudden, short-term productivity gain. It's a mindset for continual growth
- ✓ Celebrate every coaching success, no matter how big or small
- ✓ Involve your coaches in campaigns like Learning at Work Week and Mental Health Awareness Week

About the Charity Learning Consortium

We provide a suite of eLearning, a learning management system (LMS) and a whole host of other benefits as part of an annual subscription.

More than 200 charitable organisations benefit from collaborating with us. Bringing charities together enables the Consortium to offer cost-effective, quality eLearning to more than a million people in the third sector across the UK.

We've worked with our members to design some unique functionality into a Moodle LMS. This collaborative approach paves the way for eLearning success, with ongoing support, fantastic networking opportunities, relevant workshops and an inspirational Charity Learning Conference & Awards.

charitylearning.org

About the author

Jo Wright

Jo Wright is the co-founder of the award-winning Coaching Culture, a one-stop shop for creating a coaching culture. She's also a professional business coach, accredited with the International Coach Federation.



Jo divides her time between interviewing senior leaders in organisations for her Coaching Culture podcast, delivering webinars to inspire others to think differently, and working as the Editor of Coaching Culture magazine.

She's incredibly passionate about the power of coaching, believing that both learning how to coach and being coached herself has totally changed her life.

coachingculture.com

‘Using coaching increases performance. Put simply, coaching works!’

Martin Baker
Charity Learning Consortium