

Coaching Newsletter

Issue 2 - Summer 2012

Welcome

Welcome to the second edition of the Coaching Newsletter for Summer 2012. We hope you find the contents informative and interesting. If you have any ideas for articles for the future please do not hesitate to contact me on extension 8146 or email lisa.gresty@mcht.nhs.uk.

Lisa

Lisa Gresty, Head of Organisational Development and Learning



Listening, Learning and Leading

Our aim at MCHFT is to use coaching to support individuals and teams to improve their outcomes and effectiveness.

To increase staff satisfaction and thereby improve the quality of our patient's experience.

Our team of twelve internal coaches have been busy in the last year and so far have coached 78 of our staff.

Occupational Group	Number of Staff
Medical	9
Clinical	35
Non-Clinical	28
Senior Managers 8c and above	6
Total	78

If you are interested in having some coaching, in the first instance, speak to your line manager or for general enquiries about coaching please contact Lisa Gresty on extension 8146

67 managers also attended the **1.5 day Coaching Essentials for Managers** workshops in 2011.

The Coaching Essentials for Managers programme teaches skills such as giving useful feedback, listening and asking great questions to get people to think for themselves.

All staff who manage or supervise staff are strongly encouraged to attend and bookings are made through Learning & Development (extension 2142).

Your Coaches

Mid Cheshire Hospitals **NHS**
NHS Foundation Trust



Lisa Gresty
Head of Organisational
Development and Learning



Jo Parry
HR Manager



Sue Hamman
Divisional Lead Nurse



Jacqui Buckley
Assistant PA



Caroline Horner
i-Coach Academy Director



Julie Bearpark
Practice Educator



Nikki Phillips
Revalidation
Support Manager



James Baker
HR Manager



Sarah Coombes
Head of Integrated
Governance



Tracey Westwater
Workload Co-Ordinator



Bobby Sharma
Service Manager,
Occupational Health



Sally Mann
Lead Nurse



Melissa Steele
Acting Trust
Secretary



All of the members of the internal coaching team have a slightly different coaching style and come from a variety of professional backgrounds. i-Coach Academy, the company we trained with, believe you coach as the person you are.

By having such a diverse team we hope to be able to match clients to coaches according to their individual personality and their objectives for their coaching.

Some of the different models of coaching we use are:

- GROW model (Goals Reality Options Will/Wrap up)
- Person Centred
- Nancy Kline's Time to Think
- Solution Focused
- Cognitive Behavioural Coaching (CBC)
- Neuro Linguistic Programming (NLP)



Coaching for Teams at MCHFT

Team coaching at MCHFT is an intervention which enables teams to achieve higher performance by focusing on the development of effective team working and clarifying the purpose of the team.

Team coaches will offer observational feedback on team dynamics and collaboratively work with teams to increase their individual and collective awareness of behaviours and emotions in the team. They will also build skills which empower team learning in order to improve decision making and risk taking in a confident, resilient and sustainable way.

Team Coaches work in a non-directive (content free) way balancing challenge with support to encourage effective reflection and dialogue.

Team Coaching at MCHFT is NOT facilitation of a group or team to deliver a particular task or training of a group or team in communication skills.

Your Team Coaches

Mid Cheshire Hospitals **NHS**
NHS Foundation Trust



Jo Parry
HR Manager



Bobby Sharma
Service Manager
Occupational Health



Lisa Gresty
Head of Organisational
Development and Learning



James Baker
HR Manager



Rho Schoneville
Service Development
Manager



Nikki Phillips
Revalidation Support
Manager



Sue Hamman
Divisional Lead Nurse



Spotlight on Coaching Clients

Murray Luckas

Divisional Clinical Director Women's, Children's and Sexual Health

What brought you to coaching initially ?

My attitude towards coaching has always been one of healthy scepticism. However, I heard by word of mouth on the Trust Leadership Programme that a number of colleagues had utilised the Coaching service and were very positive about it. At that stage I had significant doubts about my abilities to perform my role and felt that I would like to explore this with an independent person.

What were the benefits to you and to the Trust of you having coaching?

I have developed a number of very useful strategies for dealing with difficult situations and perhaps just as importantly I have learned to objectively criticise and appraise my own performance. This has given me a much greater confidence in my abilities to perform my role within the Trust.



What have you done differently as a result of having coaching?

To better appraise my own performance both as an individual and within a team. I now use a number of different strategies when dealing with difficult issues.

What would you say to other people who were considering using a coach?

I have to confess to initially being very sceptical however I have found the coaching process to be very useful and I would strongly recommend to others.

Lisa Prime

Ward 1 CCU Sister

My name is Lisa Prime, and I am presently one of the Band 6 ward sisters on Ward 1/CCU. I did my nurse training at the Queen Elizabeth College of Nursing, Birmingham, and soon after qualifying as a Registered General Nurse in 1991, came back to my home town of Crewe to work at MCHFT. I initially worked on the Intensive Care Unit, then on Ward 4 (which was Gastroenterology at the time) and settled on Ward 1/CCU in June 1994, where I have been ever since. I am proud to work at MCHFT and am passionate about Cardiology, the specialty I have worked in for the last 18 years. I have worked with, and presently work with, some fantastic, dedicated, hard working people, who I now consider to be my extended family.



What brought you to coaching initially?

I am presently doing the 'Managers Moving On' course. As part of the course I was offered 4 coaching sessions over 12 months. Being an introvert, I was a little reluctant and nervous initially as I generally like to keep a low profile, and am a better listener than talker, but forced myself out of my comfort zone as this was an opportunity of a life time.

How did you choose your coach?

I wanted to feel as comfortable as possible, so I didn't want to choose a coach I didn't know at all. Someone I knew really well, within my own division, would also not have been appropriate. I decided on Lisa Gresty, someone I knew, but not well, who I knew I could trust with whatever I shared with her. Sometimes you just get a gut feeling that someone is right, irrespective of the fact that they have a different personality 'make-up' than yourself, and I knew she would help me to the best of her ability.

What were the benefits to you and the Trust of you having coaching?

The benefits to myself have been immeasurable, personally and professionally. Personally, after a difficult 3 years, where my self esteem and self belief was low, I have begun to once again believe in myself, and have more confidence. I have stepped out of my 'comfort zone' and become more open, and have addressed my work-life balance. Professionally, coaching has given me the opportunity to reflect and examine what is important to me, to know what my goals and objectives are for the future and to help me see my career pathway clearer. Before coaching, I felt a little unchallenged in my work place, unsure of my place, but now feel I can take ownership of my working life.

As far as benefits to the Trust, coaching has inspired me to want to be a coach myself. I hope one day, I will get the opportunity to give something back. I have begun to make changes in my practice, that I hope will develop others, make them feel empowered and engaged, to ensure they feel like a valued member of staff. This in turn will help in retaining our staff and motivate them to deliver the best patient care possible.

Main Benefits of Coaching to Individuals

- Improves performance and achievement of targets
- Increases personal learning and development
- Helps identify solutions to work related issues
- Greater sense of ownership and responsibility for own work
- Helps develop self awareness
- Helps get clarity on role and objectives

Clients who have had 1:1 Coaching also say that some of the benefits have been:

- Increased self-belief and confidence
- More innovative thinking
- Better work/life balance
- Reduced work place stress
- Ability to prioritise tasks more efficiently
- Increased ability to think strategically and reflect more on personal impact
- Empowerment to act
- Managing relationships with others better

Mentoring at MCHFT

The Trust also has a mentor training programme, run by Rachael Hooker, Assistant Leadership Development Manager, who is part of the North West Mentor Scheme cohort.

A mentor is generally chosen as they have more knowledge and experience in a particular field. E.g. if you are a newly appointed Ward Manager you might ask someone like a Matron or a more experienced Ward Manager to be your mentor to help you in your new role.

Mentors give advice and guidance and share the benefit of their experience with the Mentee and usually the relationship is one that last a substantial period of time.

If you are interested in either becoming a Mentor or having a Mentor yourself please contact Rachael Hooker on extension 3711 or email on Rachael.hooker@mcht.nhs.uk

Benefits of Coaching to the Trust

- Allows staff to use their full talent and potential
- Shows our commitment to developing and retaining our staff
- Improves performance and productivity
- Increases creativity, learning and sharing of knowledge across the Trust
- Motivates staff to want to deliver the best patient care possible.



Who Will Use Coaching?

MCHFT has developed a two-pronged approach to developing a coaching culture in the organisation.

Part One

Access to an accredited internal coach will be made available to all people in senior positions and to staff currently on development programmes. There also may be occasions where use of an external coach will be more appropriate. Staff will usually access a coach after discussion with their line manager.

The coaching relationship is in no way meant to remove responsibility from the line manager to manage their staff effectively on a day-to-day basis.

Part Two

The second element in developing a coaching culture across the organisation will be the delivery of an in-house one-and-a-half day “Essential Coaching Skills for Managers” programme, to which all line managers are invited to attend. This programme is intended to develop a line manager’s capacity to use coaching skills in their conversations with their teams and across all levels of the organisation in their everyday interaction with each other and service users. It is not intended to develop them to be internal coaches.