

Coaching Newsletter

Issue 1

Welcome to the first edition of the Coaching Newsletter. Autumn 2011



Welcome to our first Coaching Newsletter.

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, Lisa Gresty (pictured), on extension 8146.



The Purpose of Coaching at MCHFT

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 the patient's experience.

In February 2010 the Trust began to develop a team of internal coaches. This newsletter will give you the background to coaching at MCHFT, introduce you to the team and share some testimonials about the effectiveness of coaching.

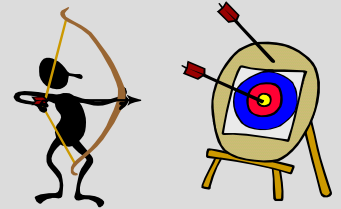
The Trust believes that by instigating a coaching culture we help to develop people's resilience, engagement, creativity, ability to deal with ambiguity and change, strategic thinking and leadership capacity.

The Trust's nationally-accredited pool of internal coaches will work one-to-one with individuals to support them to develop themselves, their careers, to use reflection as a learning tool, deal with ambiguity and the changing pace and complexity of the NHS environment. Coaching will assist staff to manage the demands of their work. Overall, the Trust hopes that coaching will enable people to be empowered to make the right decisions at the right level and at the right time.



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.



To book places on the coaching essentials programmes please contact Learning & Development.



Meet the coaching team



Lisa Gresty
Leadership and Management
Development Manager



Rachel Alcock
Executive Director



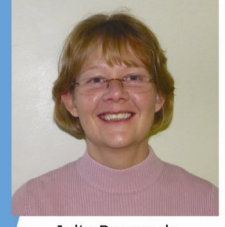
Sue Hamman
Divisional Lead Nurse



Jacqui Buckley
Assistant PA



Caroline Horner
i-Coach Academy Director



Julie Bearpark
Practice Educator



Nikki Phillips
Executive Assistant



James Baker
HR Manager



Sarah Coombes
Head of Integrated
Governance



Tracey Westwater
Workload Co-Ordinator



Bobby Sharma
Service Manager,
Occupational Health



Sally Mann
Matron



Melissa Steele
Acting Trust Secretary
(Currently on
Maternity Leave)

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)

This month our featured model is GROW





Spotlight on a Coaching Model GROW

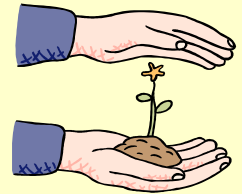
Sir John Whitmore is credited with developing the **GROW model** (or process) which is a technique for problem solving or goal setting. The type of questions that could be asked are:

G— What specifically is it that you want? Is any part of it measurable? How will you know if you have reached your goal? Which elements of this goal is under your control?

R— What have you already done to try and achieve this goal? What obstacles within yourself or external to yourself are holding you back? What is really stopping you?

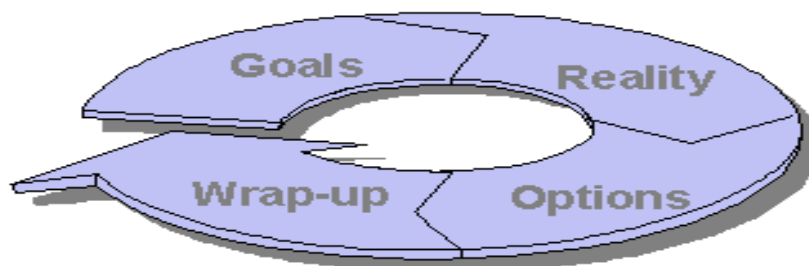
O— What could you do as a next step? What else could you do? What else could you do? What else could you do?

W— What's your level of commitment to achieving this goal? If you had a scale of 1-10 (10 being the most committed), how would you score it? Assuming your commitment is not at a 10 what could you do to move it closer to 10? What is your next step going to be and when are you going to do it?



- Agree topic for discussion
- Agree specific objectives of session
- Set long-term aim, if appropriate

- Invite self-assessment
- Offer feedback, with specific examples
- Check assumptions; discard irrelevant history



- Commit to action
- Identify potential obstacles
- Make steps specific, define timing, and agree support needed

- Cover the full range of options
- Invite suggestions from the coachee
- Ensure choices are made



Sue Hamman
Divisional Lead Nurse

Spotlight on Internal Coach Sue Hamman

What have you gained from being coached yourself?

The importance of time out to think. Being asked challenging questions such as “ What part do you play in this” have really made me think and allowed me to take ownership and control of my working life.

What was training to be a coach like?

Hard work ! Enlightening. Gave me a lot of tools and theoretical knowledge of coaching. It was challenging at times as we had to be very open and honest and self aware.

How do you describe what coaching is?

Giving people the space and time in a safe environment in which to think and question their assumptions about their work practice.

What sort of coach would you say you are?

I have a natural interest and curiosity about people and how they operate. I am also interested through the work I do on my Masters course about systems thinking and how different parts of the system impact on people. The people I have coached have given feedback that they feel that I am totally engaged in listening to them and that I challenge their thinking and assumptions so that they can make the right decisions

What models do you use in your coaching?

GROW, Time to Think and Solution Focused

What do you think the benefits are of coaching both for the client and for the organisation?

In these turbulent times both in the wider world and the NHS it helps people to constantly keep learning and moving forward.

It helps people to share knowledge and understand that change is fluid and we all need to be flexible in our approach to work now.

Coaching also makes clients feel empowered and instils confidence and increases the ability to be autonomous and think for themselves.



Client Reflection

Spotlight on Liz Robinson Bereavement Services Manager

What brought you to coaching initially ?

I was asked if I would like to be coached. I accepted this as the invitation came at an important stage in the development of the Trusts bereavement service.

How did you choose your coach?

There was a mutual agreement that Sue would be available to me should I wish her to do so, which I did.

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

Personal benefit was being given the opportunity to talk through what was going to be a completely different way of working in relation to the bereavement service offered by the Trust. It was beneficial to chat through such things as what failure would look like as this was something I had highlighted I needed to consider should the new system not work out.

In relation to the benefit to the Trust coaching enabled me to think a lot more positively about the success of the project and how this would benefit the reputation of the Trust in relation to how we deal with relatives, patients and staff when they have a bereavement and require additional support through a difficult time.

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

I set up the new system and new ways of working with more confidence than I would have had prior to the coaching. Being a natural worrier this confidence helped me to think more positively that this venture was going to be a success.

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

I would recommend it to anyone who was interested and really looking to get something positive out of it. Coaching is not for everyone, it can only be a step in the right direction if you really want support to think differently and progress. Coaching is a tool to help you readjust your thinking by looking at possibilities. I would also highlight that it does build confidence.

Main benefits of coaching to recipient

- Generates improvements in individuals' performance/targets/goals
- Increased openness to personal learning and development
- Helps identify solutions to specific work-related issue
- Greater ownership and responsibility
- Developing self-awareness
- Improves specific skills or behaviour
- Greater clarity in roles and objectives
- Corrects behaviour/performance difficulties

Main benefits of coaching to the organisation

- Allows fuller use of individual's talents/potential
- Demonstrates commitment to individuals and their development
- Higher organisational performance/productivity
- Increased creativity/learning/knowledge
- Intrinsically motivates people
- Facilitates the adoption of a new culture/Management style

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Quotes from MCHFT Clients about coaching



"It was effective in allowing me to confront rather than ignore issues. All in all I found coaching cathartic and calming."

"Incisive questions and two way dialogue made me reflect on my approach, I found my confidence boosted. I left my coaching feeling buoyant and ready to tackle anything."

"I found the gentle questioning from the coach helped to crystallize my thoughts and turn them into workable and effective solutions. I would recommend coaching to everyone!"

"Coaching has given me a space to explore my own thought processes and reflect on my confidence issues. It's been my lifeline to sanity."

"Coaching gave me the opportunity to discuss ideas , possibilities and concerns in a non judgemental and positive way. There was a genuine interest in what I had to say. It gave me much needed encouragement."

For further information on coaching please contact Lisa Gresty on x 8146 or Rachael Hooker on x 3711 or speak to anyone in the coaching team.