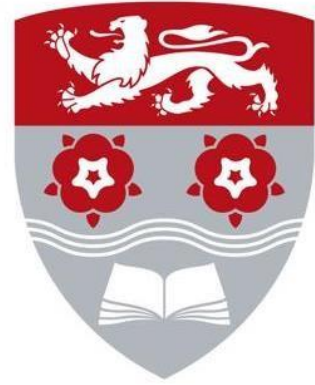


Lancaster University



Guide to Coaching

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1. What is Coaching?

Coaching is a 1:1 developmental conversation between a coach and a coachee (the person in receipt of coaching) which supports the coachee to gain clarity and understanding of their issue or goal and to identify actions that will enable them to either achieve or move closer to achieving their goal.

Coaching can support a range of goals including enhancing performance, increasing confidence, improving communication skills and self-awareness, career planning and achieving a better lifebalance.

Coaching enables the coachee to achieve goals, identify solutions and take actions which are right for them. A coach does not provide solutions or teach the coachee what to do. A coach will ask thought provoking questions, listen actively, offer feedback and may offer some suggestions that allows the coachee to explore their issue from different perspectives, gain clarity and generate actions that they commit to take.

Coachees must, therefore, be ready to:

- take responsibility for setting their own goals and taking actions that they commit to,
- participate actively in coaching sessions,
- be challenged through the coaching process,
- move outside their comfort zone.

2. How does Coaching work?




A coach uses a variety of tools and techniques to help the coachee to progress towards developing new approaches, gain insights and see an issue or goal from different perspectives. It often also helps coachees to build confidence. Essentially, a coach acts as an impartial thinking partner.

A coach will not advise or teach the coachee what to do, their role is impartial. The coach's role is to help the coachee reach the conclusions and actions that are right for them.

Coaching is generally a short term intervention that supports a coachee in to concentrate on a specific issue where they require support, direction and development.

3. How can coaching help me?

Coaching can be adapted to meet the specific needs of individuals. The following are the type of goals that internal coaching can support.

 Enhancing Performance	 Personal Development 	 Leadership and Management 
<ul style="list-style-type: none"> - Getting to grips with a new role or responsibility, - Managing professional relationships, - Achieving specific goals, - Managing priorities, - Developing and improving work relationships, 	<ul style="list-style-type: none"> - Building confidence and resilience, - Understanding strengths and motivators, - Career and development planning, - Returning to work after a career break or absence. 	<ul style="list-style-type: none"> - Managing / influencing others, - Setting direction for a team, - Leading change, - Prioritising and delegating, - Giving feedback and developing others.

Specific features and benefits of coaching include:

- Improving specific skills and knowledge through discussion, reflection and action.
- Having a flexible and personalised approach to learning where the coachee sets their own goals and direction and the coach helps them to achieve these goals.
- Increased confidence, versatility and effectiveness, particularly in times of uncertainty and change.
- Having the time and space to explore a range of options and perspectives, so that the coachee can make more informed decisions.
- Having access to an independent ‘sounding board’ when dealing with complex situations.
- Improving individual performance and motivation which benefits the wider team and the University.

4. When is Coaching Not Appropriate?

Internal coaching is not appropriate in situations when an individual:

- Needs to be taught how to do something, e.g. a technical skill,
- Seeks advice or guidance. In these circumstances mentoring is likely to be more appropriate where a mentor will share their experience and offer advice.
- Is not ready or willing to make changes.
- Is being ‘sent’. Coaching is voluntary activity.
- Internal coaching is also not appropriate for dealing with performance issues.

5. How do I Arrange Coaching?

To apply for internal coaching firstly discuss your development goal with your line manager to ensure that they support your application. Then complete and submit the coaching application form to OD. (NB. The application form can be accessed via the Coaching and Mentoring webpages.)

OD will make contact to confirm receipt of your application and to discuss your goal to ensure that coaching is the most appropriate form of development. You will then be matched with an internal coach who will arrange to an initial introductory meeting.

6. The Coaching Process

The Introductory Meeting

The introductory meeting is not a coaching session. It is a chance for you and your coach to meet and get to know each other with the aim of you both developing a level of trust and respect for each other. If 'chemistry' is not achieved this is not a personal reflection on either party simply an acknowledgment that there could be limited personal connection and therefore potentially limited coaching success.

The introductory meeting is an opportunity to discuss your coaching goal(s) in more detail and to agree the practicalities of the coaching sessions. These include:

- **The logistics** of coaching sessions including the frequency, duration, approximate number and location of meetings.
- **Roles and responsibilities** within the coaching relationship. (See below for more details.)
- **Agreement of Ground-rules** at the beginning of the relationship, to avoid misunderstanding later on. These will include the expected length of the commitment and methods of communications between meetings.
- **Commitment:** Time availability and commitment to the coaching process will be explored. A coaching relationship can involve several sessions over several months and it is important that both parties can fully commit.
- **Confidentiality:** All discussions are confidential and can only be repeated with the consent of both parties. The possibility of exceptions to this will be discussed. The coach does, however, reserve the right to challenge and report unethical or immoral activities and actions.
- **Recording outcomes:** The coachee is responsible for taking agreed actions between coaching sessions and is therefore expected to make notes of these actions. It is also usual for the coach to record what has been talked about and the goals set for action as this will form the basis of the next meeting.
- **Boundaries:** Coaching is not a substitute for and does not involve counselling or psychotherapy. The coaching process does not involve 'telling' or 'advising' a coachee what to do. Through the coaching process the actions and solutions set and carried out are the coachee's own choice and responsibility.

Your coach may send you some questions in advance of the meeting to help frame this discussion.

After the meeting you will both decide whether or not you wish to continue with coaching and work with your appointed coach. If you are happy to proceed you should confirm your decision to your coach so that you can arrange the ongoing coaching sessions.

However, if you wish to continue with coaching but do not think that you can work with your appointed coach please contact OD to discuss your reasons and request an alternative coach. If you decide that coaching is not for you, please contact your coach and OD.

Coaching Sessions

During your first coaching session you and your coach will discuss and agree a coaching contract. This establishes your goals, the logistics of how you will both work together including duration, frequency and location of meetings, confidentiality and expectations of each other.

After you have both agreed the contract you will commence work on your goals. Your coach will ask what you want to work on at the start of each session and, using coaching questions and techniques, will help you to understand your goal or issue in more detail and from different perspectives. You will explore possible options and identify actions that enable you to achieve your goal.

You can expect to finish each session by agreeing actions that you will take prior to the next coaching session. You are accountable for achieving these actions.

Roles and Responsibilities

Role of the Coachee

To work with your coach to achieve your objectives and in doing so:

- To be prepared to take risks,
- To be open to being challenged,
- To protect and make this time important,
- To carry out agreed actions,
- To suspend any beliefs that may interfere in achieving my goals, -
- To keep going, even when it gets tough.
- To be honest,
- To honour your commitments.

Role of the Coach

The coach's responsibility is to support the coachee to improve themselves to the best of their ability. In doing so they will set up a coaching contract at the beginning of the relationship and ensure that this is adhered to. In addition your coach will:

- Work with you in absolute support of you and your abilities.
- Have high expectations for you and want the best for you.
- Believe in your potential,
- Help you to define a plan of action for achieving your goals,
- Respect and hold your confidentiality,
- Encourage you to believe in yourself and in your ability,
- Keep you on track,
- Challenge and stretch you.

Role of the Line Manager

The coachee's line manager plays a key role in helping the coachee to determine their coaching goals / priorities and supporting them to implement actions. The line manager is required to sign coaching applications, thus endorsing the request and commitment.

After all coaching sessions have concluded both the coachee and the Line Manager will be asked to provide feedback to OD. This will require the Line Manager to comment on any changes that the coachee has made as an outcome of the coaching and the outcome of these changes.

Role of OD

OD are responsible for managing the coaching back, including:

- Diagnosing whether coaching is the appropriate development intervention for the applicant,
- Matching the coachee with an appropriate coach,
- Developing and maintaining a bank of coaches (internal and external),
- Monitoring and evaluating coaching interventions,
- Recording and reporting on the impact of coaching activity.

7. Evaluation

Coaching is usually a short term (i.e. over several months) intervention. After all agreed sessions have concluded the coach will notify OD who will contact the coachee and their line manager for feedback on the experience and the changes that have been made.

This feedback is reported on to demonstrate the impact of coaching and to inform any changes to the internal bank offer.