

# **NHS Grampian Coaching Bank**

#### What is coaching?

Coaching is a time-limited series of one-to-one conversations that provides an opportunity for you to pause, think, reflect and plan.

## Coaching is...

- flexible no two coaches are the same and there is no set plan for sessions. Each individual will work with their coach to set the pace and goals for their sessions.
- non-directive coaches do not tell clients what to do or offer advice. They support people to make their own decisions. It is an equal partnership.
- non-judgemental there is no 'right' answer.
- voluntary it is not a referral service, you must be willing and keen to engage with coaching as it will not be of benefit if you don't want to participate.
- confidential your coach will not discuss anything about your coaching with anyone, including your manager, without your consent. The only exception is if the coach is concerned that you may harm yourself, others or the organisation.

## Coaching isn't...

- counselling or therapy sometimes coaching is not the best option.
- teaching, mentoring or advice giving the coach won't tell you what to do.
- a substitute for performance management.
- a quick fix or easy option it can be hard work and a challenging experience, it is also very rewarding.

## Who will my Coach be?

All the coaches are NHS Grampian employees, from a range of professions, and have undergone training to qualify as coaches. All coaches receive supervision and participate in CPD events to ensure that they continue to develop their practice; they all work to an agreed code of ethics. We aim to match you with someone in a different work area to reduce the potential for conflicts of interest.

# Who is coaching for?

Coaching is available to anyone in the organisation. You will usually need the agreement of your manager to ensure time is allocated during your working hours and there is support outwith the coaching sessions. Occasionally your manager will not be the best person to support you. In these cases an appropriate sponsor can agree to take on this role.

#### When would coaching be beneficial?

Coaching can support your development in a range of situations and is offered to support the following work-related topics, though this is not exhaustive:

developing more
 effective relationships
increasing confidence

leadership development

 new appointment, promotion, redeployment or increased responsibility within current role  outcome of 360° feedback process;

 feedback following interview or assessment centre

# How much time will I need to commit to coaching?

Before beginning coaching you need to ensure that you will be able to commit to the process outlined below. Most coaching sessions last for one hour and take place on MSTeams but you may also have to factor in time to travel to a private space. Coaching sessions are usually 4 - 6 weeks apart, though they can be more frequent if this is appropriate to you and your situation. You will also need to consider any time in between sessions that you will need to reflect and prepare for your coaching sessions. The final meeting and evaluation are important parts of the process that you and your manager or sponsor commit to.

#### What is the process?

## Discussion

Discuss coaching with your manager. In some circumstances it may be appropriate for a sponsor to take the place of your manager in each of the following stages.

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# Initial Enquiry Form

Once you have decided that you would like to apply for coaching there is a two-part application form to be completed – one part for your manager and one part for you. There should be discussion between you and your manager when completing the form. The forms are available from the Coaching Co-ordinator on <a href="mailto:gram.coaching@nhs.scot">gram.coaching@nhs.scot</a>



# Matching

Once your form has been received, the Coaching Co-ordinator will contact you and your manager / sponsor to discuss your application. If it is agreed that coaching is appropriate the Coaching Co-ordinator will suggest a coach for you — we aim to minimise conflicts of interest by matching with a coach outwith your profession and area of work. Once you have identified a coach you would like to work with you will be introduced to them by email.



# Chemistry Meeting

The coach will contact you to arrange a chemistry meeting. This is an opportunity to talk through the coaching process and how you might work together. It can also be an opportunity to discuss any connections you might have to see if they might get in the way of having a successful coaching relationship. Following the meeting you should either confirm to the Coaching Co-ordinator that you are content to work with that coach or ask for another coach to be suggested.



This meeting is a conversation between you and your manager supported by the coach. It is an opportunity to: discuss expectations of coaching and clarify any uncertainties; ensure appropriate support is in place in the workplace; and agree objectives for the sessions. Following the meeting, the coach will confirm in writing what you have agreed. This communication will include a copy of the ICF code of ethics.



# **Coaching Sessions**

You and your coach will agree specific arrangements for your sessions. Usually the coaching agreement is for 6 coaching sessions of one hour each and 4 - 6 weeks apart. You do not have to complete all 6 sessions if you feel you have met your objectives in fewer. Occasionally a limited number of additional sessions can be arranged if required. In both cases this would be discussed and agreed between you, your manager and your coach.



Final Meeting

The final meeting between you and your coach is used to reflect and review progress towards your objectives and consider any ongoing support requirements that will result in sustainable change.



You and your manager or sponsor are asked to complete an evaluation. This is used both for the individual coach to reflect on and improve their practice and for evaluation of the NHS Grampian Coaching Bank as a whole.

For any queries at any stage please contact the Coaching Co-ordinator via <a href="mailto:gram.coaching@nhs.scot">gram.coaching@nhs.scot</a>