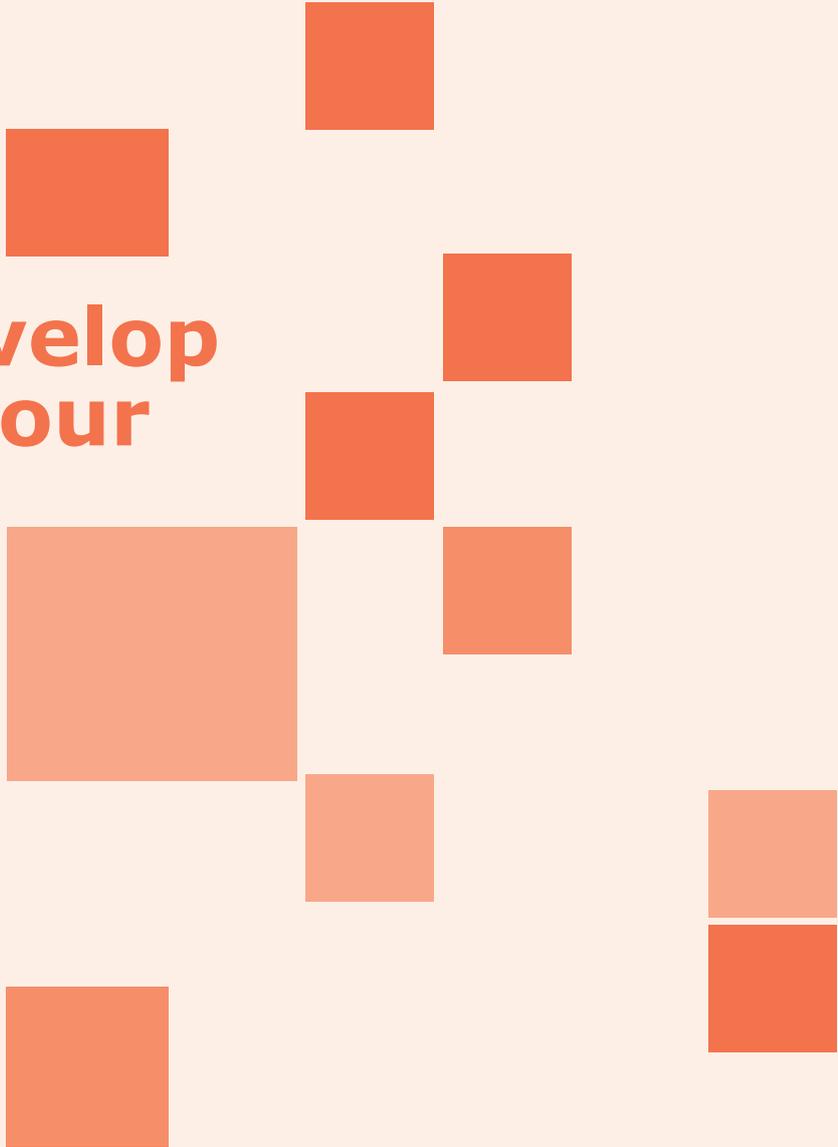




4. How to develop coaching in your organisation



In this section we cover issues relating the development of coaching in an organisation. Its purpose is to support those with a lead role for developing a coaching approach or who have a broader interest in how coaching might benefit social service organisations.

1. What are the drivers of developing a coaching approach in social services?
2. What is the potential impact of coaching for social services?
3. How is coaching used in other contexts and how might this be helpful for social services?
4. Making the case for a coaching approach.
5. Who and what is involved in developing a coaching approach?

After reading this section you will be able to:

- explain the rationale and drivers for developing a coaching approach in social services in Scotland
- describe the potential links between a coaching approach and the delivery of the vision and strategy for social services in Scotland
- demonstrate the rationale and drivers for developing a coaching approach and the potential links between a coaching approach and the delivery of the vision and strategy for your particular organisation
- make the business case for a coaching approach in your organisation
- explain the potential benefits of coaching for individuals, teams and the organisation
- identify who and what needs to be involved in the development of a coaching approach.

4.1 What are the drivers of developing a coaching approach in social services?

Coaching has the potential to support the development of individuals, organisational culture and a collaborative approach to leadership – through empowering, enabling, fostering empathy, supporting, constructively challenging and seeking to understand others' perspectives.

'The structure and pace of work allows less and less time to think about what we are doing and why.... The antidote to this destructive cycle is the creation of reflective space. Coaching is an opportunity to call a halt to the frenetic pace of doing and to refocus on being. It enables people to challenge their routines, to take a critical look at what they are doing and why, to identify and commit to new performance goals and to work out how to overcome the barriers that prevent them being more effective in their work roles. It allows behaviours to be discussed, priorities to be established and mere busy-work to be laid down. Most of all, however, it brings performance to the fore.'

(David Clutterbuck and David Megginson, 2005, p7)

To deliver Social Services in Scotland – a shared vision and strategy 2015-2020 (Scottish Government, 2015) and embrace public sector reform, people who use and work in social services face opportunities and significant challenges. The opportunities are reflected in policies which focus on a strengths based approach and good conversation. Challenges include: the pressure of financial constraints and austerity; increasing expectations of services and for services to be delivered in new ways; and issues arising from the model of delivery and complexities in the market approach to care. Responding to these challenges will require strong leadership at all levels in social services. Expressing this leadership will encourage the use of creative, empowering and resilient skills and approaches.

The introduction of self-directed support is a core policy for social services in Scotland. Implementing self-directed support relies on enabling people using services, their carers and families to develop their own capacity to put leadership skills into practice. It relies on citizen leadership. This means people being able to express their needs and opinions about how services are delivered and developed. It means being able to influence decisions about things which affect them directly and taking responsibility for and exercising some control over their own services.

'Citizen Leadership is an activity... it happens when citizens have power and influence and responsibility to make decisions. Citizen Leadership happens when individuals have some control over their own services. It also happens when citizens take action for the benefit of other citizens.'

Principles and Standards of Citizen Leadership (Scottish Government, 2008, p8)

Social services are delivered by people in a diverse range of roles, working across many different organisations and collaboratively with others across the sector and beyond. With the integration of health and social care the need for effective collaborative working is even greater. Enabling self-directed support for people using services and working effectively with others across boundaries requires collaborative leadership from workers at all levels of social services.

The capabilities which are seen as fundamental to enabling this kind of leadership in Scottish social services are described in the Strategy for developing leadership capacity in Scotland's social services, 2013-2015 (Scottish Social Services Council, 2014):

- Vision
- Self-leadership
- Motivating and inspiring
- Empowering
- Collaborating and influencing
- Creativity and innovation.

A coaching approach can help individuals develop the personal capabilities to express citizen leadership, understand more about their challenges and make informed choices about their future. It can also help individuals develop their interpersonal skills,

capacity to understand and empathise with others and ability to draw on a range of influencing and leadership styles.

4.2 What is the potential impact of coaching for social service organisations?

As we have seen in section 2, there is strong alignment between the values of social services and the core principles of coaching. The focus on developing citizen leadership and more collaborative working could be supported by the development of a coaching approach at all levels across the sector. The development of a coaching approach could support the delivery of Social Services in Scotland – a shared vision and strategy 2015-2020 (Scottish Government, 2015).

'The process of strategic alignment ultimately leads to the alignment of individual and organisational ambitions and drives to succeed. Coaching and mentoring are the two most powerful ways of helping people undertake the inner dialogue that brings these potentially conflicting dynamics together.'

(David Clutterbuck and David Megginson, 2005, p6)

There is increasing use of coaching in social service organisations across Scotland. Typically, coaching is used as one way of supporting professional learning and development. In particular, it is used to support leadership and management development.

Investing in the development of coaching along the continuum from informal to formal (see Diagram A in section 1) does not only have benefits for those on the receiving end of coaching. Those who develop their capacity to use a coaching approach in their work or who develop as a coach will also find greater satisfaction and engagement in their work. Coaching and being coached are powerful forms of continuing professional development.

The Scottish Coaching Collaborative (one of the key work streams of Workforce Scotland) has a clear view about the opportunities and potential benefits for individuals who work with a coach. See the Scottish Coaching Collaborative Coaching Handbook (Workforce Scotland, 2014).

There is increasing recognition that developing a coaching culture is not only beneficial to individuals working in the organisation but that it can lead to improved organisational performance.

Gauging the impact of a coaching culture on the performance of an organisation will include important measures such as:

- levels of engagement and motivation
- workers' health and wellbeing
- increased capability and self-awareness
- increased confidence and resilience.

'A coaching culture exists in an organisation when a coaching approach is a key aspect of how the leaders, managers, and staff engage and develop all their people and engage their stakeholders, in ways that create increased individual, team, and organisational performance and shared value for all stakeholders'.

(Peter Hawkins, 2012, p21)

4.3 How is coaching used in other contexts and how might this be useful for social services?

There is evidence of widespread use of coaching across the public and private sectors in the UK and increasing use of internal and team coaching in particular (Ridler and Company, 2013). The nature of coaching and how it is used in different contexts varies widely.

There are some broad characteristics associated with the current use of coaching (Jenny Rogers, 2004).

- Coaching is typically used as an approach for **personal development**. It is focused on enabling performance improvement in a work context. It is definitely **not** a remedial measure or a formal performance management process.
- Formal coaching is still more commonly used for **people in middle and senior management positions**. There is evidence of increasing use of internal coaches who may work with a wider range of people at all levels of an organisation.
- While many organisations still make use of external coaches, especially for those at senior or executive levels of the organisation, many are now **developing more internal coaches**.
- The impact of coaching is still mainly identified at the level of the **individual's development**, rather than on organisation-wide performance or organisational development. However, there is increasing interest in considering the wider organisational impact of developing a coaching approach.

'Coaching is a particularly powerful tool in the modern workplace – one that has proven to be a highly effective way of developing individual and organisational performance by unlocking capability. At its best, this key management tool can deliver considerable benefits, helping managers get the most from their teams, boosting employee engagement and developing high performing workplaces.'

(Institute of Leadership and Management, 2011, p1)

4.4 Making the case for a coaching approach

For those considering the development of a coaching approach in their organisation, there are some key questions to start with (Peter Hawkins, 2012).

- How are we currently using coaching in the organisation and what impact does it have?
- What are we hoping to achieve through developing a coaching approach at individual, team, organisational levels?
- How will the development of a coaching approach support the organisation in delivering its vision and strategy?
- How could we build on our current coaching capability and capacity?
- What needs to be in place to support the development of a coaching approach?

You may find it helpful to review the readiness of your organisation for coaching. See the *Are we ready to coach?* resource on the SSSC Step into Leadership website.

In making the case for the development of a coaching approach, consider the following questions in relation to your organisation.

Purpose

Coaching or developing a coaching culture is not the end in itself. But coaching will support people to think differently. It will help people realise the value of reflective practice. It will support the development of 'direct communication' and 'respectful challenge'. An informal coaching approach can support people to have different kinds of conversation.

What main purpose are you developing a coaching approach for?

- How does a coaching approach support the achievement of your organisation's strategy?
- How does a coaching approach support the development of leadership capacity and capability in your organisation?
- What are you looking to change or develop in the culture of your organisation and in what ways could coaching support the shift?

Need and measurement of impact

What is the need for a coaching approach in the organisation?

- What are the common issues people are struggling with and how could coaching help them resolve these issues?
- How will a coaching approach benefit individuals at different levels of your organisation?

- How will a coaching approach benefit teams and collaborative team-based working across the organisation?
- What will the benefits of developing a coaching approach be for the organisation?
- What will your measures of impact, return on investment and value in relation to the implementation of a coaching approach be?

Sponsorship

What is the authorising environment for a coaching approach?

- Who needs to sponsor the introduction or development of a coaching approach?
- What evidence will convince the sponsor(s) of the potential value and impact of a coaching approach?
- What resources do you think you will need to support the development and roll-out of a coaching approach?

Positioning

What is the strategic context for coaching?

- Coaching releases an individual's capacity for choice and taking responsibility. In this way coaching can be counter-cultural and highly challenging in some organisations. How ready for coaching is your organisation in terms of the culture?
- How will people see the introduction of a coaching approach? How ready are they to engage in a coaching approach?
- What types of coaching will be included in your coaching approach: informal and formal? Are you intending coaching to be used in an inclusive way at all levels of the organisation? Or are you intending to use coaching in a more targeted way for groups or individuals at a particular level of the organisation?
- Who will be involved in coaching?
- Where will coaching sit alongside other developmental approaches such as mentoring, training and leadership development?
- How will coaching be positioned alongside the organisation's human resources and management processes including: line management; performance management; mediation?
- How do you need to summarise or present the positioning of a coaching approach in your organisation? Do you need to develop a coaching strategy or framework?

Scope

What will be the scope of your coaching approach? How will you raise awareness about your coaching approach across the organisation?

Developing capability

Where will you focus the development of coaching capability across the organisation? You could focus on the development of core coaching skills for a wide range of workers

across the organisation. Or, you could focus on the development of internal qualified coaches who are able to do formal coaching with individuals and teams. Or you could do both.

Managing demand

- What is the demand for developing a coaching approach in conversations between individuals and groups of workers and with people using services?
- What is the demand for internal coaching provided by qualified coaches? What are the sources of this demand: workers; line managers; leaders?
- What is the need (if any) for external qualified coaches? Where could you source external coaches? From the Scottish Coaching Collaborative? From partner organisations in your area?

Building capacity

- How far and quickly do you need to spread a coaching approach across the organisation?
- How will you spread the development of core coaching skills for use in coaching conversations?
- How will you spread the adoption of coaching as a leadership style used by leaders at all levels of the organisation?
- How will you identify and select potential internal coaches? How many internal coaches do you need to develop?

4.5 Who and what is involved in developing an organisational coaching approach?

Having made the business case for coaching, there are a number of practical requirements involved in developing an organisational coaching approach. How formal the practical requirements need to be will depend on your chosen mix of informal and formal coaching.

Lead role

It is advisable to nominate a lead for the development of a coaching approach who is supported by an advisory group including people from different parts of the organisation who have a keen interest in the potential of coaching.

Communication

You will need to think about how you raise awareness of an informal and formal coaching approach. Your communications need to explain the intended purpose of coaching and its positioning alongside other developmental and management processes. If people are interested, how can they get involved?

Processes

If you are planning to use internal coaches to undertake formal coaching one-to-one or with teams, then you will need to design a process for selecting and matching coaches with coachees and for managing the internal coach service. You will need to put a governance framework, set of standards and code of ethics in place for your coaching service.

Seek advice from other organisations with internal coach services about their paperwork and management processes. See the websites of the coaching professional bodies for examples of codes of ethics (see links in section 5).

Sourcing development

If you are planning to spread the use of informal coaching, it is advisable to arrange training sessions to support the development of the values, behaviours and core skills for coaching. Your assessment of demand and readiness will help you decide how many training sessions will be required over what period.

If you are planning to use internal coaches, you will need to arrange formal coach development. Get advice from other social service organisations and the Scottish Coaching Collaborative about the kind of coach development programme, such as whether it needs to be accredited and what it should comprise.

Support and ongoing professional development

Having invested in the development of a group of internal coaches, it is advisable to make sure you make the best use of their skills and capacities. You can do this by giving them regular coaching work. You could involve them in the development of coaching skills across other groups of workers as well as matching them with coachees for one-to-one coaching. Your internal coaches are also your ambassadors for the coaching approach.

It is advisable to provide continuing professional development and coaching supervision for internal coaches. By making these arrangements you will make sure that coaches are able to practice coaching safely and sustain their learning. Development sessions around coaching practice could be opened up to a wider audience so it helps you spread the word about the impact of coaching across the organisation.

Toolkits

What resources will you put in place to support those who are using coaching skills in an informal way?

Coaching framework

It is good practice for individuals who have undertaken formal development as a coach to use a clear framework to underpin their approach to coaching. The use of a coaching framework will be covered in any credible coach development programme. New and developing internal coaches should be encouraged to sustain their learning and development around their practice of coaching.

See resource 3 in section 6 for further information around the development of coaches.

An organisation practice case: developing a coaching approach in Angus Council

Background

Angus Council has developed its approach to coaching over the past eight years and now has a framework and process for formal coaching and widespread use of informal coaching by people at all levels of the organisation. The need for new ways of working and interacting was the inspiration for introducing a coaching approach. Creating a coaching culture was not the end in itself. Inspiring people to have different kinds of conversations and find their own creative solutions was one sustainable way of enabling the organisation to achieve its strategic aims.

Approach

There have been three key elements involved in introducing and implementing coaching in Angus Council:

1. building support for a coaching approach and getting buy-in from a range of stakeholders
2. developing our coaching offering and developing coaches
3. developing coaching skills across the organisation.

1. Building support for a coaching approach

Our vision is for coaching to become the predominant style of leading, managing and working together and to create a culture in which people feel empowered. It represents a commitment to grow the organisation and the people in it by unleashing their creativity and energy.

Executive level sponsorship has been critical for the development of a coaching approach. We secured this by making clear the systemic purpose of coaching. Using a coaching approach helps break down the organisational silos and supports the Transforming Angus strategy. Coaching is clearly set in the context

of performance, how to help people to give more of their potential.

2. Developing our coaching offering and developing coaches

In our approach to developing coaches we collaborated with our partners in Perth and Kinross Council, NHS Tayside and Tayside Police (collectively the Tayside Public Sector Coaching Alliance). Together we have developed our bank of internal coaches, our coaching processes and supporting paperwork and a joint code of ethics. Formal training for coaches has been provided and together we make sure we have robust processes in place to maintain and develop the standards of our internal coaching. We have developed supportive relationships across the coach community and continue to share our experiences and learning through regular continuing professional development and formal coaching supervision.

Credibility of coaching delivery has been crucial to the effective implementation of our coaching approach. We have achieved this by using high quality training for coaches and encouraging them to develop and consistently apply a robust coaching framework underpinned by psychological theory. We have provided opportunities for managers to see good quality coaching in action in support of their learning.

3. Developing coaching skills

We support managers to develop coaching skills as a way of improving how they perform their line management role. We are clear about the boundaries between formal coaching, mentoring and a coaching approach within the line manager role.

What is involved?

- A one-day coaching course for frontline managers.
- A three-day foundation course in coaching skills for managers.
The course was based on a sound psychological framework which has supported the application of a consistent coaching framework by all coaches working in Angus Council. The course includes:
 - contracting
 - skills of coaching
 - a demonstration of coaching by an experienced qualified coach
 - lots of coaching practice
 - use of qualified internal coaches to provide high quality feedback on the trainees' coaching practice.
- Workshops held six months after the course to refresh participants' learning and revisit key principles.

Impact

The spread of formal coaching provided by internal qualified coaches and informal coaching by line managers as part of their role is having a gradual positive impact on the culture of the organisation. There is now a community of 15 qualified and experienced coaches. The coach network meets once a quarter for continuing professional development and supervision. Each coach is typically working with three to four coachees over a year and in the past year there have been 50 one-to-one coaching relationships.

The use of coach training is contributing positively to the council's continuing professional development and talent management by providing a creative and sustainable way of developing and motivating managers.

Coaching releases people to exercise choice and responsibility. Coaching is supporting people at all levels of the organisation to have different kinds of conversations, develop better work relationships and more effective team-working. In this way the coaching approach is supporting the achievement of the council's Transforming Angus strategy.

Organisational Development Facilitator, Angus Council

Questions for reflection at the end of section 4

1. What is your understanding of the reasons for developing a coaching approach in social services in Scotland?
2. What relevance do you think a coaching approach in social services has for the people who use services and for the people who work in social services?
3. What difference do you think developing a coaching approach could make in your organisation?
4. What is your own interest in coaching? As a coach? As someone seeking coaching? As someone who wants to develop more of a coaching approach in your organisation?
5. What more do you need to know about coaching?