



scottish social services
learning network **tayforth**

COACHING AND MENTORING RESOURCE GUIDE

TAYFORTH COACHING AND MENTORING PROJECT 2009

FOREWORD

The Scottish Social Services Learning Networks- Tayforth is one of four regional social services learning networks in Scotland, who provide an effective forum to enable workforce learning and development, which is a key contributor to improving services. Tayforth is the geographical area covered by the following local authorities: Angus, Clackmannanshire, Dundee, Falkirk, Fife, Perth and Kinross and Stirling.

Tayforth is funded by the Scottish Government to enable partnerships; sharing of knowledge and experience; facilitate new ways of working and promote sharing of resources across the range of social services employers and educators across the Tayforth area.

One of the main ways in which Tayforth engage with the workforce is by holding workshops and events on particular issues of practice which our partners and stakeholders have raised as being of concern. Throughout 2008/9 significant numbers of those attending our events indicated that they would welcome more information on how other organisations use coaching and mentoring to support and improve workforce development. In supporting this work we have produced a separate report which outlines how coaching and mentoring are being used to support workforce development throughout a number of organizations in Tayforth. This can be accessed through our website **www.learningnetworks.org.uk** or via the Tayforth office (contact details on back cover). In addition to this Report, we have produced this short guide to support partners in using coaching and mentoring.

We hope you find the guide informative and useful.

Anne Tavendale

Tayforth Network Manager

E: **atavendale@tayforthsssln.co.uk**

COACHING AND MENTORING RESOURCE GUIDE

Introduction

This guide is intended to provide brief coverage of current resource materials relevant to coaching and mentoring in social services organisations. There is an extensive literature base for coaching and mentoring, and this is by no means a comprehensive or exhaustive guide. The purpose for the guide is to provide relevant 'starter' information for organisations who wish to start using coaching or mentoring, or to further develop existing practice. The guide is concerned with the use of coaching and mentoring in a professional development context.

The guide contains details of;

- Text books covering both practice and research
- Journals
- Coaching and Mentoring organisations

SECTION 1: TEXT BOOKS

1.1: Coaching and Mentoring in Health and Social Care: The Essential Manual for Professionals and Organisations

Julia Foster-Turner

This book covers key principles and practice of coaching and mentoring and explains how this connects with current thinking in the Health and Social Care sectors. It offers comprehensive, step-by-step guidance on the process with a wide range of tools and techniques to explore. The book covers the breadth of most coaching and mentoring relationships, the organisational preparation and context needed to support them and the key factors to attend to in order to ensure quality.

Radcliffe Publishing Ltd; 2005

1.2: Coaching For Performance: Growing People, Performance and Purpose

Sir John Whitmore

This edition includes additional chapters on incorporating meaning and purpose into work, into goal-setting, and a spiritual approach to coaching, together with a final section on "Coaching the Organizations' Culture". Adopted by many of the world's major corporations, this work also argues for using questions, rather than instructions and commands, and following the GROW sequence - Goals, Reality, Options, Will - to generate prompt action and peak performance. It explores the dynamics of team development and it positions coaching as the essential team leadership skill.

Publisher: Nicholas Brealey Publishing; Mar 2002

1.3: Coaching Skills: A Handbook

Jenny Rogers

This is a revised and updated edition, and the content covers topics such as

- What is coaching?
- How is it different from therapy or counselling?
- What techniques does an effective coach use?
- Coaching and Change'
- An extended treatment on the nature of the coach-client relationship
- Reflections and advice on the psychology of what makes the client-coach relationship work

Open University Press; 2nd edition, 2008

1.4: The Case for Coaching: Making evidence-based decisions

Jessica Jarvis

This book is intended to help to make a business case for investment in coaching, based on sound data about where, and how, coaching will work and what the return will be on that investment. There is comprehensive coverage of current research on coaching.

Chartered Institute of Personnel and Development, 2006

1.5: Coaching the Team at Work

David Clutterbuck

Much has been written about coaching individuals, yet there has been little investigation of coaching teams at work. Even in organisations that have made strides towards becoming coaching cultures, the focus has been on the individual, not the team. In this book, David Clutterbuck bridges the gap between what is known about team learning and coaching and the practical experience of managers and team coaches. He answers such questions as how team coaching differs from individual coaching, what skills underpin effective team coaching, and how team coaching can be made a sustainable, automatic process.

Nicholas Brealey Publishing; 2007

1.6: Everyone Needs a Mentor: Fostering Talent in Your Organisation

David Clutterbuck

Mentoring is a cost efficient and sustainable method of fostering and developing talent. Talented employees can be stretched to perform even better by exposure to high performing colleagues. Experience can be passed on more effectively one-to-one. Employees from groups that are under-represented in the organisation can be supported and developed by talking to others who have overcome similar barriers. This book shows you what mentoring is and how it differs from coaching. It shows you how to make the business case for mentoring and then how to set up, run and maintain your mentoring program.

Chartered Institute of Personnel and Development; 2004

1.7: Coaching at the Sharp End: The role of line managers in coaching at work

Valerie Anderson

Evidence from CIPD research shows that line managers are increasingly being expected to deliver coaching in the workplace. The CIPD commissioned researchers at the University of Portsmouth Business School, who set out to investigate what this means for organisations and for line managers. Through a mix of discussion groups, in-depth case study interviews and survey research, they examine how coaching is contributing to the effectiveness of line managers and to good people management practice.

The report looks at:

- benefits of coaching as a management technique
- characteristics of a coaching management style
- obstacles to managers fulfilling a coaching role
- factors influencing their ability to do so effectively
- the perspective of line managers.

Chartered Institute of Personnel and Development, 2009

1.8: Learning Alliances: Tapping into Talent

David Clutterbuck

Many organisations in the early twenty-first century aim to create a climate of development where helping others to learn is natural, expected and - hopefully - quite unremarkable.

In his book, *Learning Alliances*, David Clutterbuck provides a clear, integrated framework to help organisations get the most out of one to one development. He looks in detail at coaching, mentoring, counselling, tutoring and buddying, and how these and other development practices can benefit a business.

Chartered Institute of Personnel and Development, 1998

1.9: An Introduction to Coaching for the Health and Social Care Sectors

Dilys Jones, Peter Murphy

An Introduction to Coaching Skills for the Health and Social Care Sectors focuses on coaching as a way of motivating and developing the skills and expertise of people on an everyday basis for the benefit of the person concerned and for the organisation. This training resource covers the background to coaching in the health and social care sectors, the uses and benefits of coaching, and how it can be used to improve and enhance the existing performance of individuals, teams and organisations. The resource also examines other applications of coaching and how to set up a coaching approach in an organisation, as well as how to measure success.

Pavilion Publishing; 2007

1.10: Excellence in Coaching: The Industry Guide

Jonathan Passmore, María Alicia Peña, Philippe Rosinski, and Alex Szabo

A collection of leading-edge contributions from some of the finest modern coaching practitioners and experts

Chapters cover: coaching in organisations; coaching models and approaches; professional issues. The book provides an introduction to approaches to coaching including: the GROW model: NLP: cognitive behavioural coaching; solution focussed coaching.

Kogan Page Ltd; 2006

1.11: Coaching & Mentoring

Eric Parsloe & Monika Wray

This text focuses on two key techniques for managers today: coaching and mentoring. In a practical style the author helps readers to develop skills and build confidence in coaching and mentoring with the help of checklists, examples and supporting theory. Each chapter concludes with a how-to section providing an easy means for readers to check their progress and a thought-provoking interactive interview.

Kogan Page; 2000

1.12: Co-active Coaching: New Skills for Coaching People Toward Success in Work and Life

Laura Whitworth, Henry Kimsey-House, Karen Kimsey-House, Phil Sandahl

Co-coaching is distinctive in that it involves both the coach and the client; it is also referred to as personal/professional coaching because it addresses the whole person (the whole of their life).

The authors provide a model of coaching accompanied by a set of skills and techniques. The book gives extensive guidance about how to be highly effective in coaching. About 75 pages are devoted to "The Coach's Toolkit," consisting of forms, checklists, exercises, resources and a glossary.

Davies-Black Publishing; 2nd edition 2007

1.13: Coaching at Work: Powering Your Team with Awareness, Responsibility and Trust

Matt Somers

Matt Somers is a coaching practitioner who has worked with a wide range of organisations across the UK. This text outlines a coaching model designed to enable people to use their potential to transform the organisational performance. This approach to coaching represents an effective way of developing sustainable high performance as it is an intervention that is both performance focused and yet performer centred.

John Wiley & Sons 2006

SECTION 2: COACHING AND MENTORING ORGANISATIONS

2.1: Association for Coaching

<http://www.associationforcoaching.com/>

The Association for Coaching is an independent non profit organisation with the goal to promote best practice, raise awareness and standards across the coaching industry, while providing value added benefits to its members – whether they are professional coaches or organisations involved in Coaching

2.2: The Coaching and Mentoring Network

<http://www.coachingnetwork.org.uk/>

An independent portal site, providing information about the latest developments in coaching and mentoring.

2.3: International Coach Federation

<http://www.coachfederation.org/>

The International Coach Federation (ICF) is the largest worldwide resource for professional coaches and the source for those who are seeking a coach. It is a non profit organization formed by individual members-professionals who practice coaching, including executive coaches, leadership coaches, life coaches and many more, from around the world.

2.4: The Scottish Mentoring Network

<http://www.scottishmentoringnetwork.co.uk/>

The Scottish Mentoring Network is a principal resource for information and advice on running effective mentoring projects in Scotland.

2.5: European Mentoring and Coaching Council (EMCC)

<http://www.emccouncil.org/>

The European Mentoring & Coaching Council (EMCC) exists to promote good practice and the expectation of good practice in mentoring and coaching across Europe.

2.6: International Mentoring Association

<http://www.mentoring-association.org/>

The International Mentoring Association (IMA) promotes individual and organizational development through mentoring best practices in public and private institutions, businesses and industry. This diverse and dynamic worldwide organization unites a broad cross-section of hundreds of individuals interested in the theory and practice of mentoring.

SECTION 3: JOURNALS

3.1: Coaching At Work

Published by the CIPD, Coaching at Work is directed at all those involved in coaching. The magazine is published six times a year and each issue includes a mixture of coaching theory and practical advice.

3.2: Coaching: An International Journal of Theory, Research and Practice

Coaching is an international, peer-reviewed journal dedicated to the theory, research and practice of coaching. It is engaged in developing novel insights, advancing research, and exploring applications. It offers an international forum for debates on policy and practice. Broad and interdisciplinary in focus, the journal publishes original research, reviews, interviews, techniques and case reports. Special sections or special issues cover key topics or themes.

3.3: International Journal of Evidence Based Coaching and Mentoring

The International Journal of Evidence Based Coaching and Mentoring is a free access, international peer reviewed journal, which is published bi-annually online in February and August. The aim of the journal is twofold: firstly, to provide evidence-based, well-researched resources for students, professionals, corporate clients, managers and academic specialists who need to be at the forefront of developments in the field; and secondly to offer an accessible discussion platform for the growing number of coaching and mentoring practitioners seeking to validate their practice.

3.4: International Journal of Coaching in Organizations

The *International Journal of Coaching in Organizations (IJCO)* welcomes professional coaches and coaching clients to a forum focused on the disciplined practice of coaching within organizations. Published four times a year, the *IJCO* has been created to meet the needs of the professional coaching community

<http://www.ijco.info/index.php>

3.5: Training Journal

<http://www.trainingjournal.com/news/subject/Coaching.html>

An online resource and magazine aimed a learning and development professionals. The magazine's philosophy is 'to deliver informative, timely and practical content of the highest quality to assist anyone involved in workplace L&D'. The website contains a coaching section featuring a wide range of articles relating to current coaching practice.

Registration and subscription may be required to access all areas.

Scottish Social Services Learning Network - Tayforth

Anne Tavendale, Network Project Manager

**Office 3, Factory Skatepark
15 Balunie Drive
DUNDEE
DD4 8PS**

Telephone: 01382 504194

Fax: 01382 503223

Email: info@tayforthsssln.co.uk

Adrian Snowball, Adrian Snowball Consulting

Telephone: 01333720225

Mobile: 07766313714

Email: adrian@asnowball.co.uk