

# Coaching in the HSE for the AFFINITY Project

## Underpinning Ethos

The underpinning philosophy of the coaching service is the belief in individual potential. The aim is to increase the individual's capability to use his/her resources to solve the problems and challenges blocking progress and development, and to create desired outcomes

All research and literature on organisational change and process improvement highlights the importance of the "human factor". Organisations don't change – people do. This requires leadership which can inspire staff, is credible and delivers results. The coaching service will support and challenge leaders to be effective in leading change and transformation.

Coaching may be effective where managers/leaders/professionals are:

- Taking forward service improvements or development initiatives
- Developing new working practices, roles and responsibilities as a result of organisational change
- Newly appointed to their role
- Seeking to develop their skills as part of personal/professional development
- Being developed for future succession.
- 

**See APPENDIX 1 for responses to Frequently Asked Questions (FAQs)**

## Is Coaching the most effective support?

Coaching may be an effective solution if the individual is motivated and where one-to-one support over a limited period of time would be valuable. Ideally, the referral to coaching should be supported by their line manager.

Other available alternatives may be more suitable and may also be explored by the individual and their line manager:

- a) Skills and knowledge training, e.g. in service improvement techniques, project management
- b) In-house training and development programmes
- c) E-learning
- d) Mentoring where advice and guidance is provided by someone more experienced.
- e) Line Manager advice and support
- f) Professional supervision
- g) Employee Relations
- h) Occupational Health

### **Eligibility for Coaching**

To be eligible to use the CONNECT Coaching Service, individuals should be employed within one of the CAWT partner organisations, must be supported by their organisation and meet one or more of the following criteria:

- In a clinical or service leadership/management/project lead role or be a specialist practitioner
- Leading service improvement/development
- Facing a work based challenge
- Be newly appointed to their role

The coach and coachee's first exchange is an introductory conversation. This will typically take place by telephone unless it is convenient to meet.

The purpose is for the coach to:

- Describe their philosophy and approach as a coach
- Define coaching and how it is different from other development methods
- Agree how the coaching process will work, e.g. number of sessions, whether by phone or face to face meetings, location, time of day, duration, recording of sessions
- Begin co-designing the coaching alliance by finding out what is important to the coachee and coach in terms of building an effective working relationship
- Agree confidentiality, ethics, feedback
- Ensure compatibility and discuss alternatives if necessary
- Share information on qualifications, background and supervision

### **Commence coaching?**

In the event that either the coachee or the coach thinks that the match will not form a sufficiently good coaching partnership, the decision not to proceed should be recorded online.

Potential reasons may include:

- a) Inappropriate use of coaching
- b) Conflict of interest
- c) Mismatch of client needs and coach approach.
- d) Other

### **Coach Contract**

The coaching contract is a clear working agreement between the coach and the coachee. It is the basis of good practice, setting out goals, roles, arrangements and timeframes. It is the reference point in the coaching partnership enabling the coach and coachee to check they are on track.

A simple written contract will be agreed and recorded between the coach and coachee covering:

- Goals and expectations
- Method, timing, duration and frequency of coaching sessions
- Ground rules e.g. confidentiality, feedback to line manager
- Ending Agreement: either party having the freedom to terminate the arrangement and inform each other
- Commitment to appointments: if there are two consecutive missed appointments the coaching relationship can be ended by the other party.

The coaching activity proceeds as agreed – ideally via telephone unless it is geographically close.

Sessions may last from 30 minutes to one hour. Sessions may be fortnightly, monthly or bi-monthly.

Any travel/subsistence claims must be agreed in advance by the relevant line managers, i.e. the coachee's line manager and the coach's line manager.

When the coaching contract is ended, a review discussion is facilitated by the coach. This should take place (by phone or in person), ideally within two weeks of the last coaching session and no later than four weeks.

This covers the following questions:

- How far have the agreed goals been achieved?
- How effective has the coaching process been?
- What are the next steps?

Coachees will be invited to complete an evaluation form on an interim basis and/or when the coaching contract is ended to help evaluate the coaching service and benefits.

As a result of the coaching, it is expected that the coachee will experience a number of benefits, which are likely to include:

- Progress with expediting their leadership challenge or service improvement project
- Increased confidence and self-belief
- Increased self-awareness
- Increased thinking and analysis skills
- Able to use a goal-centred problem solving approach with own team and colleagues in the workplace
- Improved relationships with others
- Increased awareness of the benefits of coaching

### **Expectations for Coachee**

- Uses coaching to support their leadership development and change management learning
- Fulfils agreements made at the contracting stage
- Informs the coach promptly if postponement / cancellation is necessary
- Engages in the coaching work, is prepared and follows through on actions from sessions
- Evaluates the coaching service and benefits

## The Connect Programme

Cross Border Organisational Development Network

---

### Coaching FAQs

#### ***What is Coaching?***

Coaching is a growing field and increasingly recognised by individuals and organisations throughout the world. Coaching is future orientated and aims to help people when they feel stuck and want to bring about personal change in their lives and work, to shift their perspective, reflect on their choices and realise their individual potential.

Coaching is a powerful relationship for people wanting to make important changes in their lives, careers, businesses or organisations. It is a relationship where the total focus is on you and on what will help you achieve your goal. This is where the Coaching relationship is unique. There is no other relationship in our lives that offers this level of support, encouragement, challenge and feedback.

It is also future focused, it does not want to focus on past experiences which may have been helpful or unhelpful but instead takes the learning from these experiences to help to set out a new path for the future.

#### ***Is it the same as Mentoring?***

No, in the mentoring process the Mentor is assumed to have the answers for the problems that you may have but in Coaching the coach assumes that you know best what will work for you, that you have your own answers and the challenge for the coach is to shine a light on these and help you to identify these for yourself.

#### ***Is it the same as Counselling?***

Coaching is not Counselling, and if there are issues that a Coaching meeting identifies as being more appropriate for counselling then the coach will suggest that this might be something to consider. Counselling is a process designed to look into the past to sort out difficulties that may have occurred but Coaching accepts that the past has already occurred and is more interested in the path and direction that can be set for the future.

#### ***Is it the same as Consulting?***

The consultant asks questions in order to gain information and clarity to be able to diagnose the issue. The difference between consulting and coaching is that the consultant is the expert and provides advice, ideas, and business development suggestions. A coach asks questions and listens deeply allowing the client to access their own internal wisdom and gain clarity for him or herself. The client is considered to be the expert on him/herself.

#### ***Is it the same as Training?***

No, training is a form of teaching with the purpose of developing skills and knowledge in a particular field. It usually involves some demonstration and the opportunity to practice and receive feedback on skill or knowledge development.

---

Project part funded by the European Union's European Regional Development Fund through the INTERREG IVA Cross-Border Programme managed by the Special EU Programme Body.

# The Connect Programme

Cross Border Organisational Development Network

---

## ***What can I expect in a coaching meeting?***

The Coach will take the time to get to know who you are, what is important in your life, your working role, business or organisation. They will be curious about what makes you tick, what concerns you may have and what might be holding you back from achieving what you want. They will do this by asking helpful questions and sometimes challenging your thinking about issues. They will do this in a supportive and encouraging way with the focus being on *your* needs. The coach will encourage you to set out some clear objectives for yourself that will help you to achieve the growth and learning you desire. The coach will not tell you what to do or provide advice and solutions rather they will believe that you have all your own answers and that you are the expert on you, your life and your work.

## ***What about Confidentiality and coaching?***

The nature and content of the discussions which form the coaching process are deemed to be private and personal to the individual client and as such will not be discussed with a third party without the express permission of the client. The caveat of this being that the coach reserves the right to notify the relevant body if the client is behaving unlawfully or is likely to cause damage to self, others or the organisation.

## ***How do I measure success of coaching?***

Essentially when you experience the movement, growth and change you want in your life, work or business then this is a measure of the success of coaching. A further measure of success is the sustainability of these changes into the future.

## ***How do I know my coach is a professional coach?***

They will have completed an accredited coach training programme with an accrediting body such as the International Coach Federation (ICF) and they may have achieved a credential such as ACC, PCC or MCC from ICF. They will demonstrate that they are committed to professional supervision and Continued Professional Development.