

Developing and Implementing Coaching and Coaching Cultures

This one day workshop will be held on 10th June 2008, Four Training Centre, Golborne, near Warrington.

Overview

The workshop is designed for anyone with a strong interest in this hot topic, especially HR, Learning and Development specialists, Organisational Development practitioners, and senior managers. It is open to those from all sectors - private, public and not-for-profit. It will draw on the extensive experience of the tutor team, the latest literature and research findings and, just as importantly, participants' own experiences and unique organisational locations.

Participants' organisations may be at the early stages of considering the best ways of introducing coaching to their organisations, or they may be further down the track and wanting to maximise and spread the benefits achieved so far. It may be that you are wondering about one or more of the following questions:

- A small number of senior people are receiving coaching provided by external executive coaches. They seem to be benefiting, but is it having much impact on wider organisational performance?
- You have invested in both externally provided executive coaching and coach training, but are the results patchy and there is little clarity about how, or whether, much internal coaching is happening?
- What is the role of the line manager in coaching direct reports? How is this different from internal peer coaching and externally provided coaching?
- Is external coaching taking the place of good line management?
- What kind of infrastructure of support and expectations needs to be established to ensure coaching happens internally on a regular basis and clearly relates to the attainment of key business objectives?
- How can we develop realistic evaluation programmes from the start that can both help to create and demonstrate return on investment (ROI)?

There will be a mix of input, discussion and full participation during the day. The workshop design also embraces the key finding that each person or group of people, who want to promote and lead the development of coaching and a coaching culture, are doing so in a unique set of circumstances in their organisations. There is no 'one best way'. Each strategy needs to be crafted in the specific context.

The Purpose

The purpose of the day is to enable participants to clarify their own understandings of coaching cultures and the part they can play in improving individual and organisational performance. From our own work, as well as our knowledge of the wider field, we have identified a number of key strands, steps and activities that play a key part in moving towards coaching cultures. These will be described and participants will be encouraged to review these in terms of the opportunities and dilemmas of implementation in their own organisations.

The Tutors

The workshop will be led by David Wilkinson and Dr Annie Medcalf. David is currently writing a book on this topic, due for publication before the end of the year. Relevant draft material from this book will be available to participants. Both Annie and David have considerable experience of working in organisation development (OD) roles both within major organisations and as external consultants and facilitators. They bring this much needed OD perspective to the successful development of coaching in the organisational context. Further information about the tutors is given below.

The Content

During the day we will address a number of interrelated themes and streams of activity that play a significant part in developing coaching cultures. These will include:

- What is a coaching culture and what would its key features be in our organisation? How can we find out?
- What kind of strategy is needed? For example, is it realistic to initiate and lead it from the top down? Or is a more 'organic', evolving approach more appropriate?
- How does or should the coaching intervention link and marry into other HR and business interventions?
- Assessing organisational readiness and coachability.
- Developing internal capability: who does what, what is the range of different 'role' options here, and who is coaching who? Who provides the training, supervision and support? What is the best (and most cost-effective) balance of internal and external provision?
- The critical importance of evaluation and return on investment (ROI) studies. The case for starting with evaluation.

The Growing Interest

People who experience good coaching sessions, whether as coachee or coach - and ideally in both roles - find they are engaging in conversations that lead to new levels of understanding, insight, meaning, trust and performance. The question that frequently arises for people when they think of the bigger picture of their organisations is, "what if all our conversations were like this?" Couldn't they all have this kind of impact and this kind of openness and integrity? What would it be like if team meetings, one-to-one conversations with colleagues and peers, with managers, and people in other departments had these qualities? And what would be the impact on both individual and collective performance? This would take coaching far beyond the confines of the more bounded and formal coaching session - very valuable and key as these so often are. It would become the fabric of everyday conversations and the core of how things are done - the culture of the place.

This tantalising and hugely attractive idea is being talked about by more and more people. It is also evident, from our own work and direct experience and from external sources, that a number of organisations are on the way to these kinds of transformation.

Tutor Profiles

David Wilkinson

I am an executive coach and hold a post graduate diploma in coaching psychology. I am also an experienced coach trainer. Until recently I was a retained associate at Peter Bluckert Coaching.

My working experience includes many years working in higher and further education, local government and for the past sixteen years, freelance consultancy across public, private and not-for-profit sectors. I have worked variously as action learning and whole systems facilitator, educator, action researcher, social policy influencer and writer. My passion is for better working across boundaries and hierarchies, and between organisations and communities. I care a good deal about social justice and the environment.

Over recent years clients include The Environment Agency, The Neighbourhood Renewal Unit, The Cabinet Office, The Office of the Deputy Prime Minister, Durham County Council, Bradford Vision, The Bradford Water Management Enquiry, Building Schools for the Future, The Northern Rock Foundation, and the many public and private sector clients linked to my coaching work.

I have written many published reports on behalf of clients. I have also written:

- 'Implementing Holistic Government: Joined-up action on the ground' with Elaine Appelbee. Policy Press 1999
- 'Leading Change: A guide to whole systems working' with Margaret Attwood and Mike Pedler. Policy Press 2003
- Implementing Coaching Cultures (in press). This is scheduled to be published by Management Books 2000 later this year.

I have a busy life now including the wonders of grandchildren. I am also endeavouring to stay fit enough to keep up with Annie - see below!

Dr Annie Medcalf

I am an executive coach and organisational consultant based in York where I run a coaching consultancy. I have a PhD in organisational change and also hold a postgraduate diploma in coaching psychology. I am currently studying for a Masters degree in executive coaching.

My background is lately in Organisational Development. I was Head of Organisational and Individual Learning at Nestle Rowntree for 5 years before setting up my own business. I now work across the UK and Europe as an executive coach and consultant, and I am currently spending about a week a month working in sub-Saharan Africa. In the past I have practised as a lecturer and a Learning & Development specialist. I am particularly passionate about making and supporting effective and sustainable interventions in organisations which make a difference to them in the medium and long term - a difference to their organisational performance and the effective management and engagement of staff.

My clients include Toyota, Aviva, DTZ, Nottingham Building Society, Siemens, University of York, University of East London, the Probation and Prison Services, and the Department for International Development.

This year I am dividing my time outside work trying to get fit by doing the Coast to Coast walk and attempting to swim across the Lake District and mentoring girls at a local school.