

# SWANSEA BAY UNIVERSITY HEALTH BOARD

## Coaching Framework



**Policy Owner:** Director of Workforce & OD

**Approved by:**

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Coaching has gained much popularity in recent years as a highly effective, flexible and efficient means of helping people to develop, both personally and professionally. Swansea Bay UHB is committed to supporting our staff at all levels to develop, grow and achieve their full potential by developing a coaching culture throughout our organisation.

The aim of this framework is to clarify what coaching is, the benefits to our organisation and to identify how the commitment to a coaching culture will be achieved. It is supported by the Coaching Policy which explains how coaching can be accessed and the roles and responsibilities of all parties involved.

### 1. Overview: What is Coaching?

Timothy Gallway [1975] describes coaching as ‘unlocking a person’s potential to maximise their own performance’. Coaching usually consists of a series of one-to-one structured conversations between the coach and coachee, the topic of which is determined by the latter.

Through a combination of active listening and powerful questions, the coach will assist the coachee in clarifying their thinking around a chosen topic, supporting them to identify the best course of action to take. While it is a supportive relationship, coaching often involves a strong element of challenge from the coach to coachee to enable them to disrupt old thinking patterns which may be holding them back, to hold a mirror up to unhelpful behaviours and to develop confidence and skills in addressing challenges and securing success.

Your coach need not be an expert in your occupational field. They are not there to provide answers but to provide an environment in which you are supported to access your own best thinking. It is important to note that a coach is not there to give advice, nor are they necessarily trained to provide therapy or counselling.

You can find out more about coaching in the Academi Wales Sowing Seeds [Coaching: Developing People for Success in Public Service Delivery](#).

#### **Who should access coaching?**

The short answer to this question is ‘anyone’, at least, anyone who is interested in furthering their professional development by engaging in focussed discussion, accepting challenge and reflecting on new ways of thinking or operating.

#### **What is the difference between coaching and mentoring in the workplace?**

Workplace coaching	Workplace mentoring
Structured in nature with meetings scheduled on a regular basis	Usually more informal. Meetings take place as and when individual needs guidance or support
Usually short term and focussed on specific development goals relating to performance at work	Longer term and takes a broader view of the person as a whole focussing on career or personal/professional development
Coach does not need direct experience of clients formal occupational role	Mentor tends to be experienced and/or knowledgeable in the field and is often more senior in the organisation although this is not a pre-requisite.

## 2. How can coaching help us achieve our organisational aims?

The Organisational Strategy 2019-30: Better Health, Better Care, Better Lives sets out our organisation's purpose as 'Together, improve wellbeing and healthcare for all'. One of the strategic aims which contributes towards this is to 'Support better care through excellent health and care services achieving the outcomes that matter most to people'. This is supported by the Workforce & OD priorities as set out in the Integrated Medium Term Plan 2019-22:

- 'Excellent Staff: a workforce which meets our service needs, leads and supports change and is fully engaged in all we do and where staff are practising at the top of their competence'.
- Leadership, Culture & Values: How we improve organisational performance through leadership, development and culture.

Coaching is a well-established method of providing effective, tailored development support to staff. By introducing coaching as a development method, we aim to empower, motivate and develop staff to improve their personal performance.

Our investment in the development of coaching skills at all levels within SBUHB will ensure that staff are able to benefit from coaching support and also to develop the foundational skills to support others through using a coaching approach.

Ultimately our aim is to develop a culture across the organisation in which coaching is seen by all staff as a positive way to develop themselves, their teams and their services in support of the values of SBUHB and to provide the very best health care for the community we serve.

## 3. Coaching and our Values

The ethos and fundamental principles of coaching also align particularly well with, and support the practical application of, our organisational values.

Caring for each other	Seeing people as individuals. Coaching respects the unique needs and perspectives of the individual and encourages self-care. Flexibility to meet the needs of each person.
Working Together	Taking the time to listen, understand and involve people. This is a skill that can be taken forward from the coaching relationships and be used in other interactions with colleagues and patients. Give constructive feedback and be open to and act on feedback ourselves.
Always Improving	Skills to challenge and hold each other to account. Develop the skills to choose a positive attitude by challenging ourselves and our habitual thought patterns. Seek out learning, just-in-time, develop the skills we need, when we need them to deliver our best possible service to the patient.

#### 4. Creating a Coaching Culture



In order to create and embed a culture of coaching within SBUHB, it is helpful to approach implementation at a number of levels.

##### a) **'The way we do things': Developing coaching skills across the organisation.**

Culture can be defined as 'the behaviours we demonstrate and demonstrate that we value'. In order to embed a culture where coaching skills are routinely used, an organisation must provide the appropriate skills development and support and also ensure that working practices allow for and encourage the use of these skills. Moving from an instructional style to a coaching style, particularly in areas such as managing performance can be challenging for many managers. It is important, therefore, that coaching is integrated with other elements of management practice such as PADR's, team building and service development.

Where are we now?

- Nearly 1000 managers and aspiring managers have developed basic coaching skills through the highly regarded 2-day course 'Coaching with Impact'.
- The topic of coaching and the benefits of a coaching approach to leadership and management is covered as part of the leadership development programmes Footprints & Bridges.

What's next?

- The recently launched Managers' Pathway programme incorporates Coaching with Impact as a core module. This will ensure all new managers understand the emphasis placed on these skills as part of their essential toolkit and also that they are equipped with the fundamental skills needed to incorporate a coaching style into their practice.
- Offer 1-1 coaching as a part of other senior-level leadership development courses e.g. Bridges or the Consultant Development Programme. This will ensure that

managers and leaders are exposed to coaching and have the opportunity to experience it first-hand.

- Work with Service Improvement to ensure that coaching is highlighted as an important tool in supporting change, both as a means of generating creativity and innovation but also in assisting staff to sustain their resilience in adapting to change.

## **b) 1-1 Professional Development Coaching:**

In any organisation, development which is bespoke and tailored to the individual, such as coaching, is highly regarded and often aspirational but can also come with a high price attached. By developing our own people with the qualifications to provide a professional coaching service, we not only invest in their growth and capabilities but at the same time provide a more cost-effective and sustainable solution towards meeting the demand for high-quality management and leadership development.

A significant investment was made in 2019 to develop 2 additional cohorts of qualified coaches by commissioning the ILM Level 5 Certificate in Coaching & Mentoring. In addition to this, the L&OD Team was expanded to include an additional person to support our drive forward with the coaching agenda in SBUHB. Previous to this, a limited service existed with approximately 10 – 15 active coaches & coach supervisors providing coaching on request. Access to this service was administered through the L&OD Team but this was largely ad-hoc and responsive as the limited availability of coaches prevented widespread promotion of the coaches in order to keep demand at a manageable level. Qualified coaches worked largely independently and accessed supervision as required [although this was not mandatory]

Where are we now?

- By June 2020, both cohorts will have completed [or be near completion of] their qualification resulting in an internal network of around 30 qualified coaches.
- A system has been developed to ensure all coaches, once trained, are supported through a scheduled programme of CPD and supervision. This will ensure that coaches do not feel isolated in their practice and have regular interaction with their peers. It will also enable them to build on their learning and develop increasing confidence in their skills. In turn, this will help to ensure coaches do not become inactive through lack of interaction, confidence and momentum.
- Access to coaching has been simplified with all available coaches displaying a profile on the L&OD intranet page. This includes their contact details so prospective coachees can contact them directly.

What's next?

- Engage in partnerships with other local public services with the aim of pooling resources wherever possible.
- Streamline administration of the network and utilise our IT capabilities to design a system for accessing and evaluating our coaching services.
- Utilise CDSM software in partnership with HEIW to create an online supportive community for the coaching network

### c) Executive Coaching:

While the skills of coaching remain largely constant regardless of what level the coachee is working at, it is recognised that those at an executive level may require a different approach at times. For example, the highly sensitive nature of the work they undertake might prevent them from feeling able to talk openly with an internal coach. Many people at a senior level also appreciate a coach who has experience and an in-depth understanding of working at a similarly senior level.

Where are we now?

- Currently, senior managers and executives are able to access qualified coaches from across public services through the All Wales Coaching Network – hosted by Academi Wales. Executive Coaching is also available at a fee via private consultancies.

What's next?

- Continue to increase the executive coaching opportunities available to us through the development of strong partnerships with both local and national public services to make best use of the available funding and resources.
- Negotiate reciprocal arrangements with partner organisations to provide external coaching to leaders with no fee attached.

	Where are we now?	What's next?
Developing Coaching Skills across the organisation	Nearly 1000 managers trained in Coaching Skills through 'Coaching with Impact'.	Embed 'Coaching with Impact' into Manager's Pathway. Integrate 1-1 coaching with existing leadership development programmes. Promote the benefits of coaching as a resource to help manage change successfully.
1-1 Professional Development Coaching	Up to 30 coaches qualified at ILM L5 by June 2020. Structured network of CPD and supervision in place for all coaches. Direct access to coaches via the L&OD Intranet page.	Development of local partnerships to identify potential for sharing resources. Develop an online system to streamline management of the coaching service. Develop e-community resource for the coaching network to share resources and provide support.
Executive Coaching	Access to All Wales Coaching Network via Academi Wales.	Increase participation in national networks to contribute to and benefit from external coaching provision for senior leaders.

### 5. The way forward:

By September 2020 we will have:

- A qualified, well-supported professional network of 30 internal coaches, providing a valuable service across the health board and beyond.

- Embedded the offer of coaching into a minimum of 2 leadership development programmes.
- Developed an online system to streamline access to coaching and minimise the central administration required.
- Contributed to the All Wales Coaching Network by sharing resources from our internal pool.
- Developed a further 200-300 managers in applying foundational coaching skills via Coaching with Impact.

6. Evaluation & Governance:

This framework will be monitored and evaluated on a number of levels to ensure progress and identify learning points. This will include;

- Progress against specific actions identified within the framework
- Coach and coachee evaluations of coaching service provided
- Outcomes achieved as a result of engagement in coaching service
- Uptake of formal coaching across the organisation to ensure equal opportunity in accessing the service.

The W&OD Committee shall be responsible for overseeing delivery of the framework and monitoring progress.