

Coaching network

Handbook for coachees

1. Introduction for coachees

Humber and North Yorkshire and West Yorkshire health and care partnerships are committed to creating the right culture and conditions for all colleagues to reach their potential and make the best contribution they can to improving outcomes for patients.

We believe that coaching is one of the key ways we can support development, enable people to build new skills and encourage a diverse workforce in which talented people maximise their potential and their contribution to our local communities.

Humber and North Yorkshire and West Yorkshire health and care partnerships have forged an alliance to create a coaching network. The network will facilitate coaching to take place across organisations in both regions and build a culture of professional coaching provision for people who work in health and care.

We are committed to supporting increased diversity and will actively ensure that our coaching register is inclusive and is an effective tool to support the development of under-represented groups.

We want to ensure that the coaching network is relevant to all health and care workers and will take active measures to monitor and redress any imbalance. The work and future direction of the coaching network will be led by a steering group made up of a number of representatives from partner organisations which will meet quarterly.

About this handbook

This handbook tells you how to join the coaching network and access a coach. It also details our approach to coaching and what to expect.

If you have any feedback about this handbook or questions about the coaching network please email hny.wellbeing@nhs.net.

2. What is coaching?

Coaching is a way of having conversations with another person that are safe, supportive, confidential and challenging. It can be a thought-provoking and creative process and will help you to maximise your personal and professional potential.

Coaching enhances our awareness of 'what is really going on'; guiding us to choose responsibility for the actions we will take to achieve our personal goals and helping us to evaluate the consequences. It is less about telling people how to do something and more about enabling and building the capabilities we need to succeed.

You may have a line manager or supervisor who uses a coaching style already. Working with a coach from the coaching network allows you to have a conversation with someone who is not responsible for allocating work to you or to whom you report directly. It offers a safe and confidential space to think and is not part of a performance management approach.

People might access a coach to improve how they relate to their circumstances, to achieve their goals or to explore new ways of approaching situations.

Central to the philosophy of coaching is a belief in the potential of the person being coached to improve their own performance and develop their own solutions. This means a coach does not need to be a technical expert in your work but will build an effective partnership with you.

Topics for discussion in a coaching relationship may include:

- career development
- change and transition
- disputes, disagreement and relationships
- executive coaching
- health and wellbeing
- inclusion, equality and diversity
- leadership and management
- personal effectiveness and interpersonal skills
- returning to work following an absence such as maternity leave or sickness
- confidence and self-esteem
- work / life balance

For more information about what coaching is, what to expect and how it differs from other interventions please visit our [coaching resources page](#).

3. What happens during a coaching session?

A skilled coach will use a combination of questioning, listening, observation and feedback to create a conversation with you that is rich in insight and learning. They will encourage you to do what you need to do to move things forward.

Coaching lasts for a defined period (we recommend up to six sessions) and focuses on specific work-related skills and goals. Goals will be set at the start of the coaching relationship in a way that works for you.

At the end of the series of coaching sessions you and your coach will evaluate these goals together and you will also be asked to complete an evaluation form within the coaching system.

Coaching is based on trust and openness. The content of your sessions is confidential unless there is a perceived risk to you or others.

4. Who is the coaching network for?

Our coaching network is a platform to help people connect with skilled, knowledgeable and experienced coaches. Any colleague working in health or care within Humber and North Yorkshire or West Yorkshire can register to receive coaching.

5. How do I apply?

You can apply by following these steps:

1. Register on the [coaching network platform](#) and agree to the terms and conditions.
2. Search for a potential coach using the search function and find someone you'd like to connect with by reading each coach's profile.
3. Invite your preferred coach(es) to a chemistry meeting. This is an opportunity to see whether you will work well together and who you'd like to work with. You can invite more than one coach to a chemistry meeting.
4. Once you've decided who you'd like to work with, agree when and where you will meet with your coach.
5. Begin coaching (usually up to six sessions).

6. Your commitment

When beginning coaching, there are some things we must commit to in order to get the best out of the experience:

- coaches all give their time and services free of charge so there is no financial barrier to getting the support you need
- coaching is being undertaken in each coach's own time and that of their organisation so please be punctual and avoid cancelling meetings except in exceptional circumstances
- if a coach feels that coaching is not the best intervention to suit the specific objectives you want to achieve, they will signpost you to more appropriate support
- at all times you take responsibility for yourself and the actions that result from coaching

7. Ending the relationship

There may be circumstances where your coaching relationship comes to an end:

- a coaching relationship will usually be expected to finish after the six sessions are complete. However, if you meet your goals sooner you may choose to end the relationship when the work is complete
- there may be a situation where either the coach or coachee, on reflection, decides that the coaching relationship is not as productive as it could be and so either party may seek to end the coaching before the sessions are complete. Where this occurs, there is an expectation that an honest and supportive conversation takes place to end the coaching
- if either party have any concerns during or after coaching these can be directed to hny.wellbeing@nhs.net for the coaching lead to address

8. A coachee's story

Here's what one person taking part in coaching has said about their experience:

"I'm from a voluntary and community sector organisation working with the NHS. I signed-up to receive coaching because I wanted to work through some things happening at work but I didn't want to speak with a coach from my own organisation.

"The coaching network is good because it can be more beneficial to speak with somebody outside of the organisation.

"I chose a coach and we arranged to meet virtually. We went through what we each wanted to get out of the sessions and how it would work going forward. The coach did a really good job of explaining what to expect and we set realistic goals together.

"There was a benefit straight away. I've got another perspective on things I'm dealing with. I feel reassured that the issues I'm facing are real and that they affect other people and that they are important. I've also gained useful techniques for how to handle situations.

"I've learned a huge amount about myself. I am doing things differently. I've learned techniques for managing team members. I feel more confident about tackling conflict within my team.

"I've also got better at work / life balance. I'm more accepting that you have to make choices.

"I have already recommended coaching to others. This is a great way to get to know someone else from another organisation, get practical support and help

you come up with changes that you want to make and will stick with. It's been good for me and good for my service."

9. Further support and information

We are committed to ensuring all colleagues have equitable access to learning and development opportunities. Each of us is an individual and our needs and experiences are unique to us. We would ask anyone who is considering taking part in the coaching network as either a coach or a coachee to truly respect and value the diversity of our people and approach each conversation with kindness and compassionate curiosity.

If you would like any support to access the coaching network or would like to discuss this with someone before you make a decision, please email hny.wellbeing@nhs.net for a confidential but informal chat with a member of our friendly team.

There is no 'one size fits all' approach to when, where and how successful coaching takes place and we'd encourage both our coaches and coachees to discuss and arrange any reasonable adjustments that might assist someone to take part.