

Coaching network

Handbook for coaches

1. Introduction for coaches

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 which will meet quarterly.

About this handbook

This handbook explains how coaches can join the coaching network, the continuous professional development (CPD) opportunities available, how you can access supervision as well as providing information on our approach to coaching.

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

2. What is coaching?

There are many definitions of coaching, but the following provides an insight into what coaching is and what it can deliver.

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.

Working with a coach from the coaching network allows people to have a conversation with someone who is not responsible for allocating work and is not a direct line manager. Through the network, coaching offers a safe and confidential space to think and is not part of a performance management approach.

Coaching not only maximises the productivity of coachees by working on their strengths but can help someone to overcome any limiting beliefs and unlearn attitudes that are hindering their success.

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 the coach does not need to be a technical expert but will build an effective partnership with the person being coached.

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

3. Who can be a coach?

We welcome any coach who has completed their Institute of Leadership and Management (ILM) 5 or ILM 7 (or equivalent) to register with the coaching network as well as those working towards their coaching qualification.

Those with an ILM level 3 qualification will be given the opportunity to join the coaching network on completion of a level 5 qualification and will be given priority during selection processes for future cohorts delivered by the partnerships.

4. How to register as a coach on the coaching network

1. Register on the [coaching network platform](#) and agree to the terms and conditions. A 'how to' video and guide is available on the [coaching resources page](#).
2. Create your coach profile. Coachees will use this to search for a potential coach and the information you share will enable coachees to identify a good match. Sharing personal information may also help coachees to connect with a coach who has similar lived experience to themselves, for example, a person from an ethnic minority, a disabled coach or an ally. The decision on how much information you choose to share is a personal one and there is no pressure to share anything you are not comfortable with.
3. When selected by a coachee you will receive a notification through the '*my coaching network*' system. Please log into the platform to accept your invitations and arrange a chemistry conversation.
4. The chemistry conversation is an opportunity to assess the readiness of the person to receive coaching and the appropriateness of coaching as an intervention. It may be necessary at this point to signpost an individual to an alternative intervention.
5. Agree when and where you will meet with your coachee.
6. Begin coaching (we recommend up to six sessions).

5. Your commitment

As a coach within the coaching network, we ask you to commit to the following:

- be proactive in responding to requests for coaching (within two weeks of requests)
- be punctual and avoid cancelling meetings except in exceptional circumstances
- adhere to the [European Mentoring Coaching Council \(EMCC\)](#) or the [International Coaching Federation \(ICF\) code of ethics](#)
- adhere to your own organisational policies in relation to coaching but actively coach across organisations throughout Humber and North Yorkshire and / or West Yorkshire health and care partnerships
- commit to undertaking a minimum of 12 hours of coaching per year to maintain your practice

- undertake regular supervision - at least two hours of supervision for every 20 hours of coaching or six monthly as a minimum
- attend a minimum of two CPD sessions annually
- coaching is based on trust and openness and coaches must adhere to strict confidentiality unless there is a perceived risk to you or others
- the coaching network will not advocate a preferred coaching model for coaches to follow, the methods used by the coach will be based on preference and experiences, the coachee's needs, the situation and context
- as a minimum, coaches will offer a chemistry conversation and will set clear and specific objectives in order to evaluate the impact at the end of the agreed period of coaching, including recording any changes to objectives during the intervention
- if as a coach you feel that coaching is not the best intervention to suit the specific objectives the individual wants to achieve, you will signpost to more appropriate support

A template coaching contract, template goal setting and review document can be found on the [coaching resources page](#).

6. 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
- occasionally, a coachee may meet their goals sooner and so may choose to end the relationship when the work is complete
- both coach and coachee will be asked to evaluate their experience via the coaching platform
- 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.

7. CPD and supervision for coaches

Coaches are acknowledged, valued and recognised by the partnerships. In return for your time in coaching others you will be offered development opportunities relating to coaching.

Supervision is for coaches and other practitioners at all stages of their development. The focus and nature of supervision may change depending on the experience and skill level of each coach, but the need for supervision does not diminish with experience as a coach.

We expect all coaches to access regular supervision. We recommend at least two hours of supervision for every 20 hours of coaching or six monthly as a minimum

The coaching network provides a high-quality programme of CPD featuring masterclasses on a range of topics. Coaches registered on the coaching network can book to attend CPD sessions on the [event booking system](#). We recommend attending a minimum of two CPD events per year.

Although the coaching network provides access to a programme of supervision and CPD, coaches are welcome to complete their required yearly development through other providers. This could be within your own organisation or externally through the [NHS Leadership Academy's coaching offer](#).

8. Governance

The work and future direction of the coaching network will be led by a steering group which will meet quarterly and report to the Workforce/People Board.

The steering group will receive quarterly reports detailing the coaching activity, the key themes / drivers for coaching and an overview of the evaluation gathered. No personally identifiable information will be disclosed – confidentiality is a key principle for successful coaching.

Participating organisations will also receive a similar report for their organisation.

9. A coach's story

Here's what a local coach has said about their experience:

"As a qualified coach I'm able to support other leaders in what they do and their ambitions for the people who live and work here.

"I've already reaped benefits from becoming a qualified coach and not just in terms of building skills. A big plus is making connections. I'm connected to other like-minded coaches in other organisations which gives me information on what other organisations are doing. Coaching adds to your knowledge which is brilliant; you're creating a network which will help us all to work better across our area.

"Having a coaching qualification allows me to operate with credibility amongst peers and leaders. I can be of more service to more people.

"I'd recommend the coaching network to people who are genuinely interested in supporting other people. I'd recommend it for people who want to be part of a culture of coaching and really embed that practice. It is something that can be an absolute game changer in your career.

"I've used what I've learnt as a coach to help people overcome real barriers that they've faced. Whether that's at home or in the workplace, you suddenly

see the impact you are making and the real difference that coaching can make to people's lives."

10. 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.