

# **‘Getting the best out of everyone’ through coaching**

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**With support from North West Boroughs Healthcare  
NHS Foundation Trust**

# Learning Outcomes

- 1) To explore the difference between coaching and mentoring
- 2) To consider the benefits of coaching
- 3) To explore the GROW coaching model
- 4) To try out several coaching tools



# Mentoring vs Coaching

## Mentoring

- is 'a form of employee development whereby a trusted and respected person – the mentor – uses their experience to offer guidance, encouragement and support to another person – the mentee' (The Chartered Management Institute [CMI], 2011)

## Coaching

- is 'releasing a person's potential to maximise their own performance. It is helping them to learn rather than teaching them' (Whitmore, 2002)
- 'the art of facilitating the performance, learning and development of another' (Downey, 2014)

# Key difference



Mentoring is provided by an experienced, knowledgeable, **competent colleague** who has **worked in a similar field** so is able to pass on their wisdom as well as provide opportunities through their personal networks.

Coaching is different because the coach does not require experience, knowledge or competency within the client's occupational role.

Coaching & Mentoring Network (2019)

## **PULL**

Helping someone to solve their own problems

## **Coaching:**

Helping the person find their own solutions to problems.  
Non Directive.

Listening to understand

Reflecting

Paraphrasing

Summarising

Asking questions that raise awareness

Giving feedback

Making suggestions

Offering guidance

Giving advice

Instructing

Telling

## **Mentoring:**

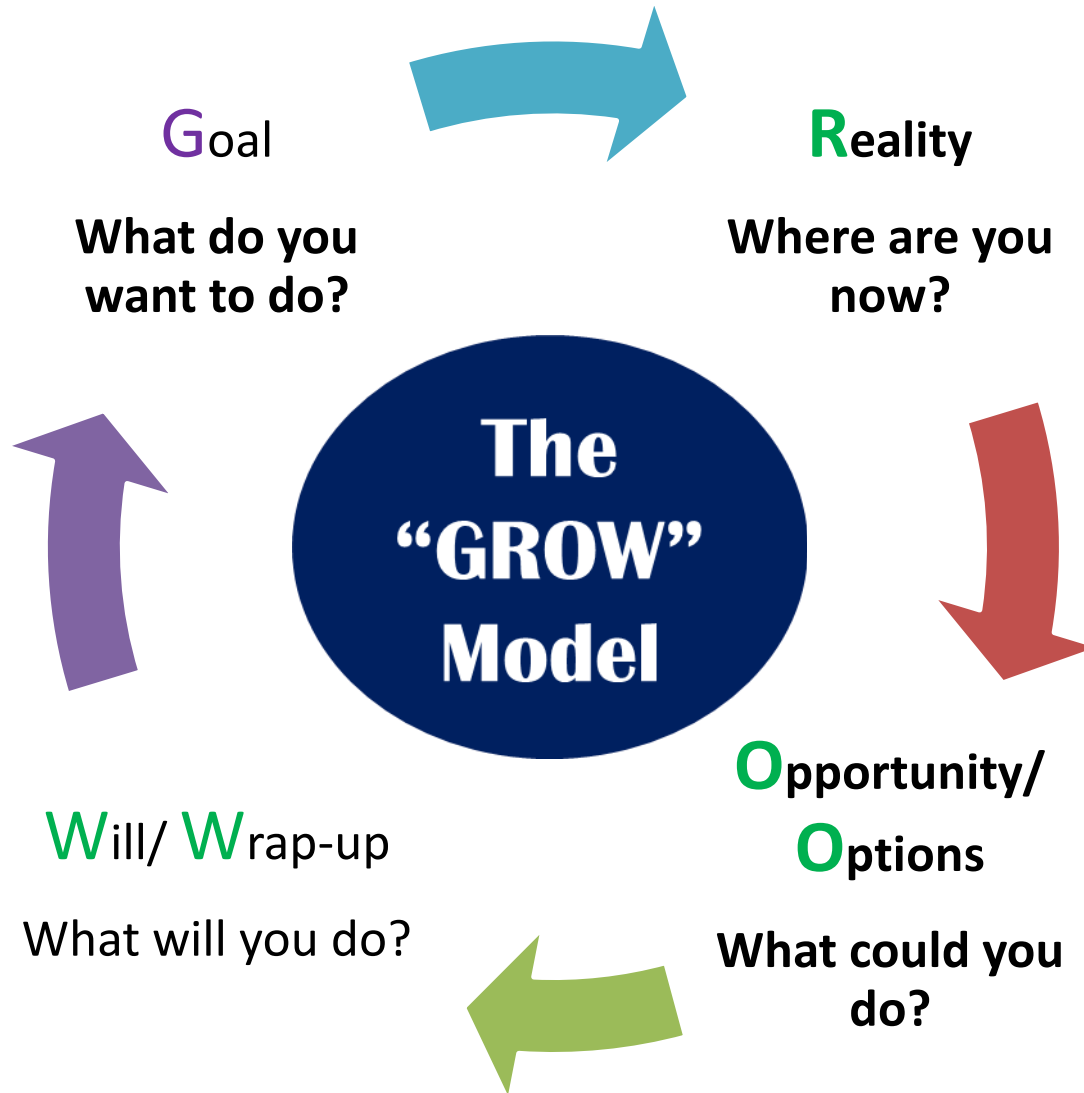
can, when appropriate, involve offering guidance and giving advice to help solve problems.  
Directive.

## **PUSH**

Solving someone's problem for them

Downey, 2014

# Coaching Model - GROW



Whitmore, 2002

Coaching

Self-awareness

Self-development

Development of others

# Coaching Questioning Funnel



Open

Probing

Fact finding

Hypothetical

Clarifying

Summarising

Closed

# To identify a goal start with DISCOVERY

- Work with a partner  
– one coach and one coachee
- Start to build rapport with your coachee.
- Discover and then define using the T Model.

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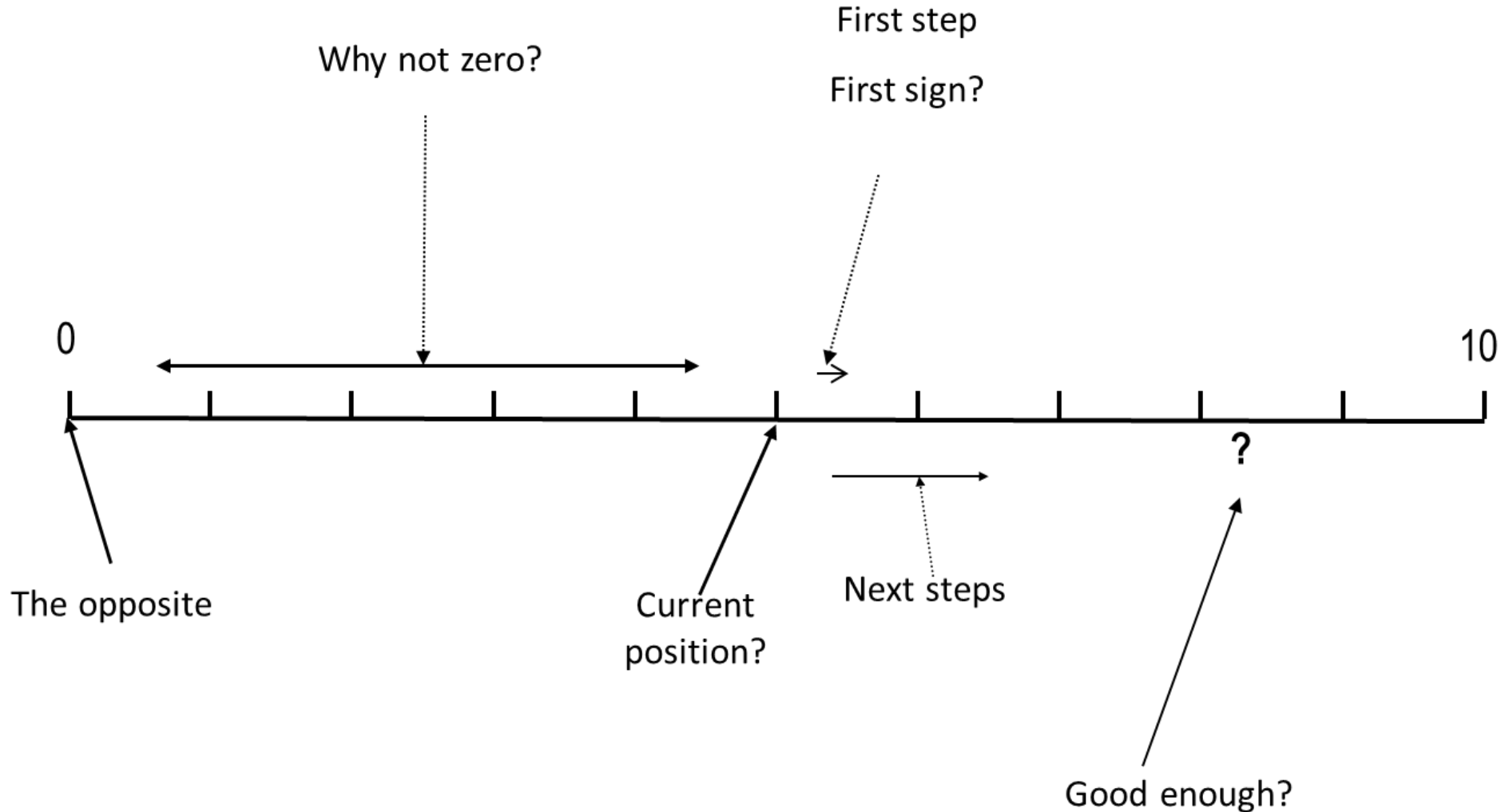
# GOAL

- Explore the various challenges and select one goal you would like to focus on.
- Ensure your goal is SMART



# The solution-focussed scaling tool (British School of Coaching)

- Demonstration



Coaching

Self-awareness

Self-development

Development of others

# The solution-focussed scaling tool in action

1. Start with the problem solved – what would 10 look like? How would you feel? How would you know you had reached your goal? What difference would it make?
2. Where do you sit along the scale?
3. Explore the strategies already developed? What can you build on?
4. Where on the scale is 'good enough'?
5. Action Plan – What actions can you take to move you up the scale? Who/what can help you? Timeframe? How will you look after yourself during the process?
6. On a scale of 1-10 how likely are you to implement your actions?

# Your coaching toolkit: a coaching model and four tools

## **GROW** Model

- Funnel Questions **G**
- Discovery **G** (T Model)
- Define **G** (T Model)
- SMART **G**
- Scaling tool **ROW**



# Benefits of coaching? It improves...

1. Morale and motivation
2. Workplace performance
3. Individual-level outcome categories [e.g. performance and well-being]
4. Areas relating to 'dealing with unexpected events, difficulties and unforeseen situations, clarifying personal goals and generating solutions'
5. Happiness with career direction and progression, as well as being aware of own strengths and challenges
6. Performance measures e.g. 'well-being, coping, work and career related attitudes'
7. Productivity and reduces staff turnover
8. Service improvement through increasing coachee's confidence, ability to articulate their vision, influencing others and clarity of their leadership purpose
9. Skills and behaviours, team performance, productivity, job satisfaction, business performance

# Impact of coaching within North West Boroughs Healthcare NHS Foundation Trust

Coaching for Medical Leadership

Cohort = 12 International Clinical Fellows in Psychiatry

Pilot Programme

Introduction and overview (theory)

X 3 coaching half days with trio work and videos

X1 targeted “Ethical Dilemmas” coaching session

Evaluation and feedback session

# Feedback

I will definitely recommend this to doctors from all specialities. This will help facilitate effective communication within team and improve team efficiency. Mike has been incredible in ensuring the sessions are engaging. Role play was particularly well facilitated with productive feedback.

# Feedback

"The sessions were quite informative and prepared me to look at the coaching in a different perspective.  
The role play was good experience."



# Evaluation

## *Focus group feedback - themes*

- Leadership and coaching is a new concept they have no access to previously in training
- They are unfamiliar with MDT working and coaching has been very helpful in skilling others to come up with solutions
- They no longer feel the role of the Dr is to 'fix' team issues themselves
- This reduces their level of stress and helps them empower others
- This has been essential in helping them transition into working within the NHS system
- It has helped them to develop the concept of reflection in their own practice
- They have most enjoyed the practice coaching sessions/ role play and would like this to continue
- They think all specialities would definitely benefit from the coaching programme as part of the Edge hill programmes
- They think it may be useful to mix specialities in coaching groups

Role Play Based  
**Engaging**  
Felt Quite Personal  
Hands on Experience  
Time Management Educational  
Improved Confidence Exhilarating  
Subtle Reflective **Enriching**  
**Ethical Aspects**  
Helpful Example Based  
Learning Experience Informative  
Relevant Well Structured  
Extremely Useful  
Personal Experiences **Interesting**  
**Good Discussions**  
**Interactive**

WordItOut

**Next Steps.....**

Resilience

Emotional Intelligence

Self Awareness

Energy management

# Coaching conversations – application to the workplace (IHI, 2017)

- ‘What matters to you?’ conversations are rich, learning conversations — not intended to communicate information, but rather to listen and learn.
- **Steps:**
- **Establish the purpose of the conversation** – Ask: ‘What matters to you?’ (Open Questions)
- **Build on assets and *bright spots*** – Ask: ‘What makes a good day?’ (Discovery) **Identify unique impediments, the ‘pebbles in their shoes’** – Ask: ‘What gets in the way of a good day?’ (Funnel Questions)
- **Co-design the next steps** – Ask: ‘What should we tackle first’ (SMART objectives)
- **Use improvement science to test approaches** – Ask: ‘What actions should we take? What will the outcome look like?’ (Scaling Tool)

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