

Leadership and Management Development

Internal Coaching Information for Line Managers

What is coaching?

Coaching provides staff with the opportunity to work one-to-one with a coach to develop their skills, awareness and behaviours in order to achieve full performance and potential at work.

What should I do if one of my staff wants coaching?

- Firstly, have a conversation with your member of staff about why they want coaching and their learning and development needs.
- Coaching is non-directive and does not provide the member of staff with answers, instead it encourages them to think differently, come up with their own ideas, and may challenge their perceptions. So it is important to consider whether coaching is the right form of development for them.
- It is also important that you share with your member of staff any areas of development, performance or behaviour that you believe they should be aware of and that you would like them to work on during their coaching.
- If you both agree that coaching is appropriate, your member of staff can request a coach through the Leadership and Management Development (LMD) webpages.
- Once the coaching sessions have been completed (up to 6 in total), have a review conversation with your member of staff. This should explore what they have learned through the coaching and how they will implement this at work. What will they do differently? You may have already noticed changes or improvements in their behaviour or performance, in which case you can feed this back to them.
- Build the review of learning outcomes into regular one-to-one conversations.

Expectations of coachees

Members of staff who request coaching are expected to agree to the following:

- Discuss their learning and development needs with their line manager before the coaching.
- Review the impact of the coaching and how they will apply their learning after the coaching with their line manager.
- Understand that coaching is non-directive and that the role of the coach is not to provide answers or solve problems.
- Understand that coaching is not training, mentoring or counselling.
- Commit to the contracting with their coach.
- Record their coaching goals, reflections and progress. (Their coach will facilitate this).
- Be open and willing to consider change.
- Consider new ways of learning and working which might challenge their thoughts and ideas.
- Be honest with their coach, particularly if something isn't working for them.
- Provide feedback to their coach.
- Take responsibility for decisions and actions agreed during coaching sessions.

- Arrive on time for coaching sessions and give at least 24 hours' notice if they need to cancel a session.
- Understand that the coaching may be withdrawn if two sessions of coaching are missed or cancelled without the required notice.
- Contribute to the evaluation of the coaching which includes providing feedback to Leadership and Management Development initially after the coaching has ended and 6 months after the coaching has ended.

Contact

If you have any questions about the coaching you can get in touch with Leadership and Management Development via imd@warwick.ac.uk.