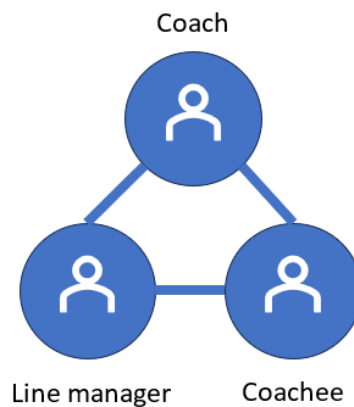


## 3-Way Coaching

### Ways of Working

November 2023



### 3-Way Coaching

There are situations when a line manager needs a team member to develop or change a practice, skill or behaviour in order for the individual to succeed in their role. The line-manager has identified that the development need is not for mentoring (advice and guidance) or training (improving a technical competence). The line-manager would like the team member to be coached to address this particular development need and has arranged for a period of 3-way of coaching. 3-way coaching is therefore different to 2-way coaching as the manager is legitimately setting part of setting the agenda for the coaching.

Before a 3-way coaching relationship can be established the following actions need to have taken place.

1. The line manager has spoken explicitly to their team member about their developmental needs or concerns and discussed why a coaching approach to their development would be of benefit.
2. The team member has agreed to be coached and enter into a 3-way coaching relationship with a qualified coaching professional from within the University of Warwick Internal Coaching Scheme.

3-way coaching commences with a 121 conversation between the manager and the coach, then the coach and the team member, followed by a 3-way contacting conversation between the coach, line manager and the team member (referred to as the Coachee)

### 3-Way Coaching Contracting

A 3-way contracting conversation is especially important if the coachee has been 'directed' to coaching or coaching is being used to address a performance issue. This helps address any concerns that there is a hidden agenda in which the coach is colluding either knowingly or unknowingly with the line-manager.

The key aspects of a 3-way contracting conversation are to establish and agree:

- a shared understanding of the objectives and expectations of the coaching relationship.
- the joint ownership of the coaching goals between the Coachee and the Line-manager
- how the Coachee will share updates with the Line-manager about what has taken place through the coaching conversations.
- that in the course of the coaching conversations the Coachee may also discuss other matters that are important to them but are not necessarily part of the Line manager's agenda.
- that the Coach will not provide feedback or assessment to the Line manager unless this is explicitly agreed with the Coachee.
- that the Line-manager will assess the impact of the coaching through their observations of the day-to-day achievement or behaviour of the Coachee.
- the frequency of coaching meetings between the Coach and Coachee.
- the frequency of follow-up meetings between the Coachee and the Line-manager.
- the scheduling of a further three-way meeting between the Coachee, the Line-manager and the Coach to review progress at the midpoint and at the end of the 3-way coaching relationship.
- that there will be an evaluation form to be completed by Coachee and Line manager at the end of the relationship. This feedback will be shared with the coach.

and identify if:

- there is a potential conflict of interest that prevents an effective coaching relationship.
- there are wider factors created by the context that the Coachee works within that it would be beneficial for the Coach to be aware of or could limit the ability of the Coachee to achieve their coaching goals e.g., departmental strategy goals and priorities, local climate.

### **Conflict of Interest or lack of coaching 'chemistry'.**

Rapport and trust between the Coach and Coachee is essential to the establishment of an effective coaching relationship. If the Coach or Coachee do not feel there is a natural rapport within the relationship either party are able to request the establishment of a new coaching relationship. This would occur without any judgement on either party.

If the Coach or Coachee identify a conflict of interest at any point during the coaching relationship it must be declared to the Coach, Coachee and Line-manager. The Coach will request a new coaching relationship be established for the Coachee. This is without any judgement on either party.

All 3 parties within a 3-way coaching relationship have obligations.

### **Line Manager's Obligations:**

- Support the Coachee as they experiment with new ways of working, some of which may be successfully effective and others which may not, whilst also acknowledging attempts to positively change their behaviour to work towards their coaching goals.

- Scheduling regular 1:1s with the Coachee to ensure that they are receiving the support they need to apply their learning and to experiment with new ways of working.
- Be aware of organisational and departmental barriers that may limit a Coachee's ability to achieve their coaching goals.
- Offer confidentiality for the Coach and Coachee around the relationship and only invite colleagues into the coaching arrangement when all parties agree to do so.
- Be respectful of the time of all parties involved in the 3-way coaching contract and provide a minimum of 72 hours' notice if there is a need to reschedule a coaching meeting.
- Understanding the boundaries of coaching and accept that coaching is not mentoring, careers advice, training or counselling.
- Be open to feedback from the coachee, where line-manager approach could be contributing to any issues that emerge through the coaching intervention.

#### **Coachee's obligations:**

- Be respectful of the time of all parties involved in the 3-way coaching contract and provide a minimum of 72 hours' notice if there is a need to reschedule a coaching meeting.
- Understanding the boundaries of coaching and accept that coaching is not mentoring, careers advice, training or counselling.
- Take responsibility for and control of their own learning.
- Participate actively in the coaching sessions.
- Be challenged and move outside of their comfort zone during the conversations.
- Identify and/or participate in the need for personal change.
- Discuss and agree what they want to achieve and why?
- Commit to change.
- Gather and reflect on the feedback from others.
- Be open and honest with the coach (and self) about their thoughts and their progress.
- Experimenting to learn.
- Keep a learning log to track their progress.
- Taking time between coaching sessions to reflect on their learning.
- Do not expect to be told what to do or given solutions to the coaching goals.

#### **Coach's obligations:**

- Everything discussed in the coaching sessions will be kept in strict confidence and will follow the EMCC (European Mentoring and Coaching Council) and ICF (International Coaching Federation) Joint Code of Conduct.
- Be respectful of the time of all parties involved in the 3-way coaching contract and provide a minimum of 72 hours' notice if there is a need to reschedule a coaching meeting.
- Contract over the confidentiality of the coaching relationship and what will and won't be shared with whom.
- Facilitate a discussion where there are differences of opinion or expectations, to deepen understanding.
- Helping both parties to agree a review/feedback process – how will they know there has been a shift?
- Help the Coachee work things out for themselves and avoid giving instructions on how to act.
- Help the Coachee establish what they need/want and how they might access it.
- Avoid jumping to conclusions or being judgemental.

- Help the Coachee explore options – the advantages / disadvantages of different courses of action.
- Encourage the Coachee to reflect on specific experiences in order to learn from them.
- Actively listen and help the Coachee to explore their own ideas without imposing those of the Coaches.
- Ask questions to encourage the Coachee to explore issues more deeply.
- Encourage the Coachee to set learning objectives.
- Help the Coachee identify, prioritise and plan how to meet their development needs.
- Provide constructive feedback when appropriate.
- Listen, stay curious, notice and reflect back any cultural barriers to coaching e.g. discouragement of coaching within the working day; perception of coaching as a remedial tool.