

# Professional development in and through context



*Coaching as a positive means of improving understanding and practice among health and social care leaders*

Coaching is one of the key ways in which leaders across all sectors can work through their day to day practice in order to develop – and thence do their jobs better. However, there remains a view at large that coaching is an intervention that is primarily aimed to address poor performance. A glance at the world of elite sport tends to undermine this notion.

Quite simply, if you wish to improve your performance at work or if there is a specific skill you want to develop, coaching is the most effective way to do it. Usually undertaken across a defined period (months), coaching can be either directive or nondirective. The person being coached (the coachee) owns the goal, but the coach owns the process. Coaches may act as an expert and/or facilitator. The coach may be line manager but in most instances they will be another suitable person within or outside of the organisation.

It is a means by which a skilled individual (the coach) uses their expertise to support you (the coachee) to make sense of your practice and identify ways of doing it differently – and, in the long term, better. It is not a therapeutic activity; it is a relationship to support the coachee to do their work better, using their own experience as the raw material for that development

We have curated our extensive register of highly skilled coaches to identify a small group of individuals who are well equipped to offer coaching support to support the people leading the primary care workforce in these rapidly changing times. As part of their commitment to the London LLL Team, these coaches will have been accessing our extensive programme of CPD, as well as our coaching supervision sessions.

To match with a coach you will need to register on the website at <https://www.londonleadershipacademy.nhs.uk/ConneX/> and tick the Primary care box

Registration: Further Details

User Role\* (All | None)  Coach  Coachee  Facilitator  Mentee  Mentor

Working Days (All | None)  Monday  Tuesday  Wednesday  Thursday  Friday  Saturday  Sunday

Are you registering for the Primary Care coaching offer?  Yes  No

Professional Background (All | None)  Managerial  Medical/Dental  Nursing and Midwifery  Allied Health Professional / Health Care Scientist  Other  GP

Band\*

If you have any problems with the registration process please contact [shewranul.khan@improvement.nhs.uk](mailto:shewranul.khan@improvement.nhs.uk) who will be happy to help you resolve that.

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# About the programme and the coaches



## Checking the chemistry

It's important that the client feels comfortable with the coach and that both feel they can work together. So we will arrange an introductory session, where possible. If the coach feels that they are not the best person to work with the client, they will make this clear at the first session. Coaches usually work to a code of ethical conduct. You might also want to find out from the coach:

- *Their qualifications*
- *Their supervision arrangements*
- *Their professional membership*
- *Are they accredited by a professional body?*
- *What kind of coaching do they do?*
- *What kind of feedback have they had*

## The contracting process

Coaching relationships will typically be between four and six sessions, each lasting between 60-120 minutes each. These formal arrangements should be contracted between the coach and the coachee at the very beginning of the process.

Please also be reminded that coaching and mentoring is free of charge to NHS staff and that under no circumstances should coachees under this scheme be charged for coaching.

## Benefits derived from coaching

Our coaches offer support to leaders across the following topics:

- *Develop self-awareness*
- *Develop own resilience*
- *Improve performance and personal effectiveness*
- *Develop career direction and plan*
- *Manage the transition into a new role*
- *Improve relationships with colleagues, team members, and/or stakeholders*
- *Better understanding of how to navigate the wider health and social care systems*
- *Improve political awareness*
- *Better understanding of own leadership capabilities and how to develop them*
- *Managing how personal and work-life impact on each other*
- *Develop commercial awareness*
- *Personal support during a period of organisational change/restructuring*
- *Support for service development and improvement*
- *Develop skills in leading change and transformation*

## Other services

The London LLLL Team also offers access to mentors, who act in a wide variety of roles from sounding board to role model, from adviser to nurturer and coach. The mentor is usually more senior and/or experienced than the mentee.

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