

## Strategic Discussion Paper JSCC – Coaching and Mentoring

18th June 2018

### **How the council continues to develop coaching as an alternative to more traditional methods of Learning and Development.**

Coaching and mentoring are well established within NHDC and have been used for several years often as an alternative to more traditional methods of training. Coaching can cover a wide variety of development areas and support people to think through challenges and opportunities.

In a constantly changing environment there are considerable demands on Learning and Development. As such coaching and mentoring are potentially cost effective development tools. Using internal coaching, or developing the coaching skills of managers can provide a cost effective method to enhance skills, knowledge and work performance.

There are now 17 Institute of Leadership and Management accredited coaches across the Council. Coaching supports NHDC's principles of continuous improvement and has helped to maintain its status as a recognised Investor in People. In addition our approach has been the subject of an article in 'Coaching at Work' magazine.

Employees are able to request coaching through their line manager or directly by contacting HR.

The four most popular reasons for using coaching are:

- To aid leadership development
- To improve on the job performance
- To build on good performance
- To focus upon skills and capability improvement
- To explore career development needs

In addition, individuals can benefit from coaching through developing their potential, increasing confidence and greater self-awareness. The focus on the individual's personal needs will improve motivation and self-belief, making employees feel valued and empowered.

Whilst the culture and acceptance of coaching is evolving within the Council there is more to do in terms of people taking the opportunity to be coached. A Coaching Steering Group works to raise the profile of coaching and to promote its benefits. In addition we have 'meet the coaches' sessions during the induction workshop.

Various barriers can inhibit the success of coaching, including individual resistance, time pressure and lack of senior level support these barriers are addressed regularly at the group. Next steps:

- Increase awareness of Coaching and access to it including through the RPR process
- Continue to make the process as easy and confidential as possible
- Offer all apprentices and new starters access to a coach
- Consider coaching and mentoring when looking at Learning & Development Needs
- Continue to offer supervision for all accredited coaches
- Continue to provide managers with coaching skills
- Use 'Insight' to promote insight maybe using case studies that people are happy to share.