The Business Case for Coaching
Dr Alison Carter
Structure of this session

• Collecting and presenting the data for a business case: Organisational examples
• Some evidence from the research literature
• Impact of coaching: Hitesh and Lesley share their individual stories
The Mountain of ROI

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Making a compelling case

• Utilise sound credible data
• Be clear about where and how coaching does/will work
• Use examples relevant to your context
• Identify what results can be expected from the investment in coaching
• Do not underestimate the power of a good ‘story’
Example 1: focus on what your audience cares about
Example 2 “before”: presenting your evidence visually

Source: Institute for Employment Studies, 2009
Source: Institute for Employment Studies, 2010
Example 3: using evaluation data

• 50% of clients reported positive outcomes which have:
  • financial benefit to the NHS, or
  • quantifiable benefits to patients
• Actual £110,000 benefit to one organisation through cost savings being achieved early (98% cost for region)
• Expected continuation of service to supply home oxygen to patients in one region
• Best-estimate return of 5.6 times investment
Does coaching work?

- Grant (2009)
  - enhanced goal attainment, resilience and well-being at work
  - reduced stress and depression
- Ladegard (unpublished)
  - directly and indirectly reduces strain by enabling the individual to alter the stressors causing the strain
  - improvement in perceived demands of the job
- IES study 2010-12 of 100 clients in 15 organisations
  - more aware of motivations, improved personal effectiveness, more effective on specific projects, greater confidence in role
  - increased job satisfaction, engagement & well-being at work and sustained over time
Useful resources

Podcast on effective coaching via IES or Harvard websites
www.employment-studies.co.uk/audio/icrf2_small.mp3
Jarvis et al. (2006) The Case for Coaching, CIPD

Coming soon…
Passmore et al. (2012) International Handbook of the Psychology of Coaching, Mentoring and Career Development, Wiley
Thank you...
The Impact of Coaching: Personal experience

Lesley Munro, Area Director
Southern Health NHS Foundation Trust
Coaching Conversations - A Life Changing Skill

Dr Hitesh Kothari
Coaching Conversations

General Practitioner
Specialist Forensic Medical Examiner
Commissioner for Diabetes for Liverpool
On Diabetes Retinopathy Board
Coaching Conversations

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Course Attended in 2011 (Northwest Leadership Academy)

Coaching Conversations—Five Day residential course.

PB Coaching—Geoff Pelham and Pauline Clare Lead Tutors
Coaching Conversations

Intense Five Day Modular Course
Twelve General Practitioners from all over England.
Lots of Theory and even more practice in coaching, in groups of three
Lots and lots of reflection.
I began my Journey of Self Awareness
I began to learn to manage my emotions.
Started to learn to LISTEN more

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Coaching Conversations

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Coaching Conversations – Impact on my Work

As a General Practitioner:

Lots of opportunity to practice – Patients with Chronic Diseases, patients in crises,…

Every Tuesday afternoons, I have a clinic with 30 minute appointments, Patients with complex problems, Alcohol dependency and drug dependency issues.

Also offer coaching on Tuesdays 45 minute appointments Motivational Interviewing.
Coaching Conversations

In this complex ever changing world, leadership has very little to do with being the smartest person in the room.
Coaching Conversations

STOP

WHEN FEELINGS OF ANGER START

THINK

OF RANGE OF OPTIONS

ACT

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Mindfulness Meditation
Moment to Moment awareness cultivated by paying attention (Jon Kabat-Zinn)
Mindfulness Based Stress Reduction and Mindful Leadership.
Duldzin Kadampa Centre, Liverpool
Buddhist Meditation Centre
Coaching Conversations

This is a journey into self awareness and Self Understanding.

I learn more about myself everyday
I have never been as relaxed as I am now.
I am still learning and will continue to do so.
Coaching Conversations

I would like to thank Northwest Leadership Academy for offering me opportunities that have been truly life changing.

I would also like to thank Geoff Pelham and Pauline Clare of PB Coaching who have been inspirational and have set me on the path of self realization.