

ENHL Coaching Concept Model

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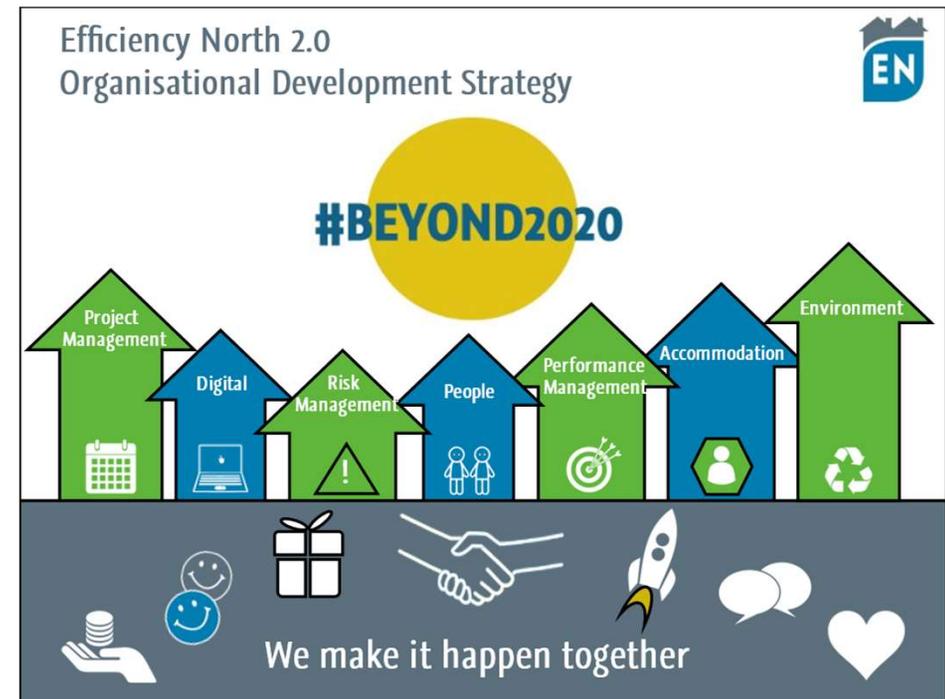
Background



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- ENHL's Organisational Development Strategy (EN2.0) was agreed by the Board in June 2021
- The strategy aims to enable the best performance environment to compliment the business strategy
- This formed the basis for initial thoughts around people development working from our existing Performance and Development Review Toolkit



Background



- The ideas of EN2.0 were then further amplified in the Good to Great Business Strategy
- A core strategic objective is to “Mature Corporate Capacity and Succession”
- This is further embedded in the Corporate Service Action Plan “Coaching an integral component of employee development plans”



Background



- The role that coaching plays in the delivery of the business strategy has been socialised with the ENHL Board and People Group
- There is tacit agreement to allocate resources to the delivery of a coaching model and this is to be built into the 2024 / 2025 Budget
- The EMT had a discussion dedicated to the matter in October 2023 and the matter was further discussed at the Strategic Planning Session with the support of an external presentation from DHU



Background



- In addition to coaching there is a recognised need to build the leadership capacity of the EN team
- Workforce and Succession planning require the development of wider management and leadership skills
- Practical training on skills like report writing, presentation skills, problem solving, managing change etc are required.



Proposed Coaching Model



Proposed Coaching Model



← **Group** →

← **Learning Activity** →

EMT

Managers

Non-managers

Coaching - Foundation

Coaching - Managers

Coaching - Leaders

Coaching – Champions
(Accredited)

External & Internal Mentoring

↑
Tools
↓

New Performance and Development Review Model

External 360 Review & Psychometric



Proposed Coaching Model



Learning Activity	Description
Coaching Foundation	A practical, two-day management coaching course that introduces the core skills of coaching, designed for those who want to get started in coaching and leaders and managers who want to take a coaching approach at work.
Coaching Managers	A two-day coaching course that equips managers with the skills to effectively manage people and performance with coaching at the heart of their approach.
Coaching Leaders	A day course that builds upon the managers coaching module and compliments this with the skills and attributes of leaders with an effective approach to coaching and how this can be complimentary to leadership styles.
Coaching Champions	An accredited, year-long programme taught over modules for those starting out on a career in coaching as well as experienced coaches wishing to deepen their practice and to become coaching champions within ENHL.



Proposed Coaching Model



Learning Activity	Description
New Performance and Development Review Model	Development and implementation of a new Performance and Development Review which embeds the established practice of agreeing annual achievements aligned to the business strategy but, furthers this with a tool that compliments the commitment to coaching.
External 360 Review & Metric	Externally facilitated 360 Review and Metric which will provide the basis for the personal development aspects of the new PDR model.
External and Internal Mentoring	Linked to the new Performance and Development Review tool, where it is agreed that those that would benefit from internal or external mentoring will be mentored by an internal or external mentor. It is expected that EMT members will be externally mentored, all other staff are likely to be internally mentored by a non-line manager. Training to compliment the mentor and mentee will be provided as part of the coaching foundation.

Partner Selection



Partner Selection



- Following discussions at the EMT, a sourcing exercise took place to identify suitably experienced and qualified organisations to provide proposals in response to the proposed coaching model
- From a longer prospective list, five organisations were engaged and four provided substantive responses to the proposed coaching model
- Through a process of further constructive dialogue, the responses were refined and shaped culminating in the preferred proposal from Fields of Learning
- Fields of Learning demonstrated through their proposals a thorough understanding of ENHL's coaching needs and provided intelligent and insightful proposals to meet and, exceed, our proposed coaching model



Fields of Learning

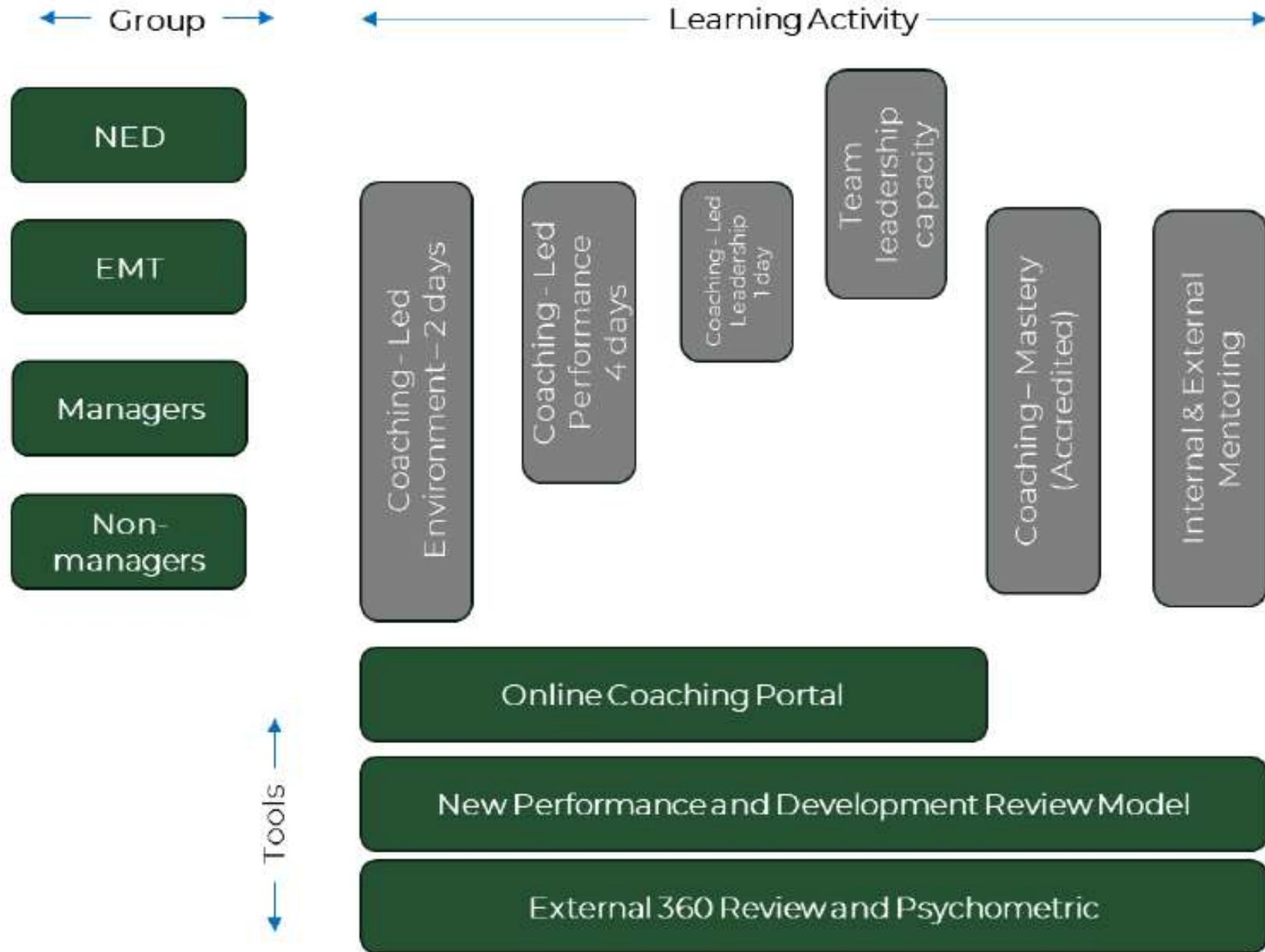
- Over 20 years in Leadership development, Coaching and Culture Change
- Close alignment to our values
- Strong, granular, methodical proposals
- Highly qualified team
- Highly accredited CMI, EMCC, ICF, APECS
- Impressive client base



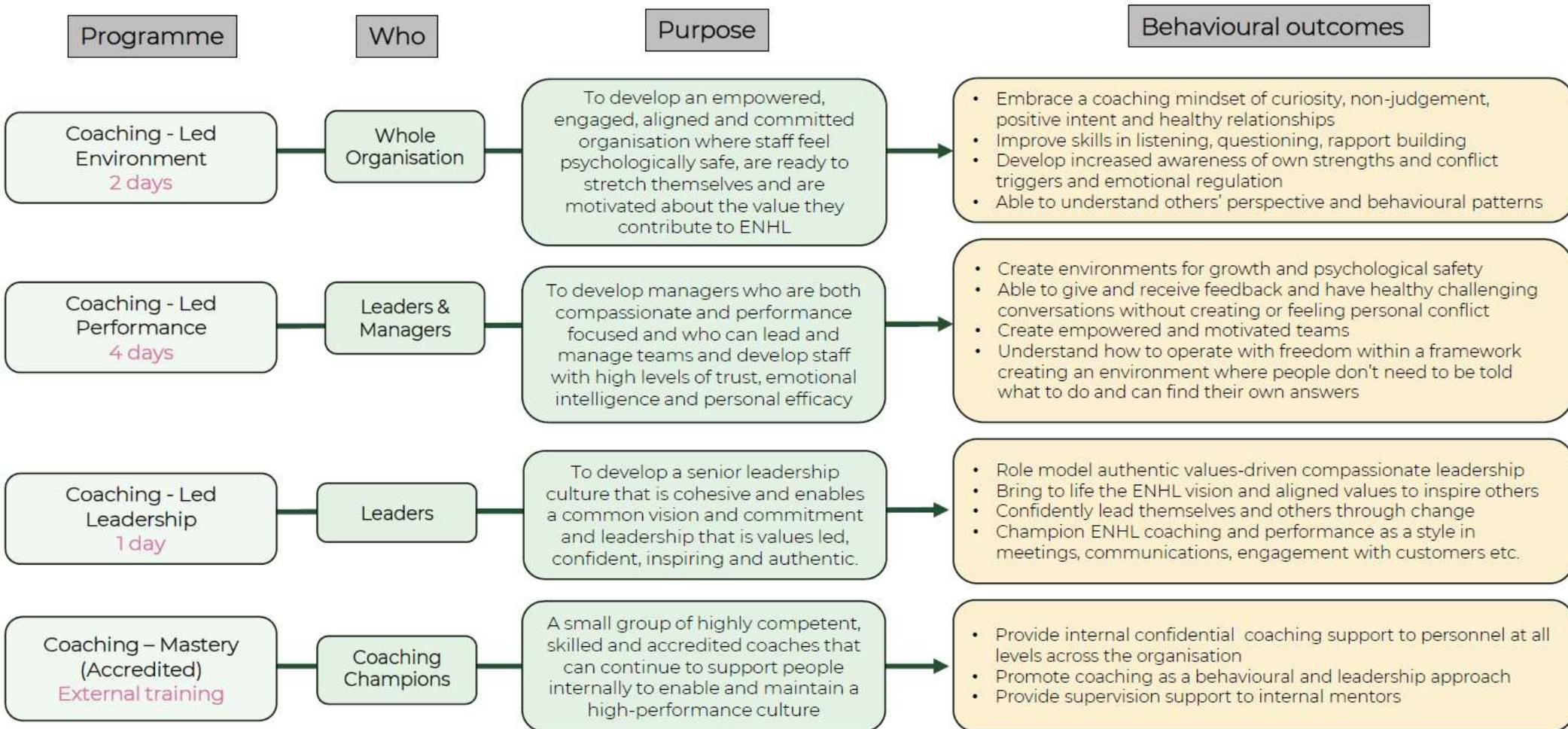
Go-ahead Coaching Model



Enhanced Coaching Model



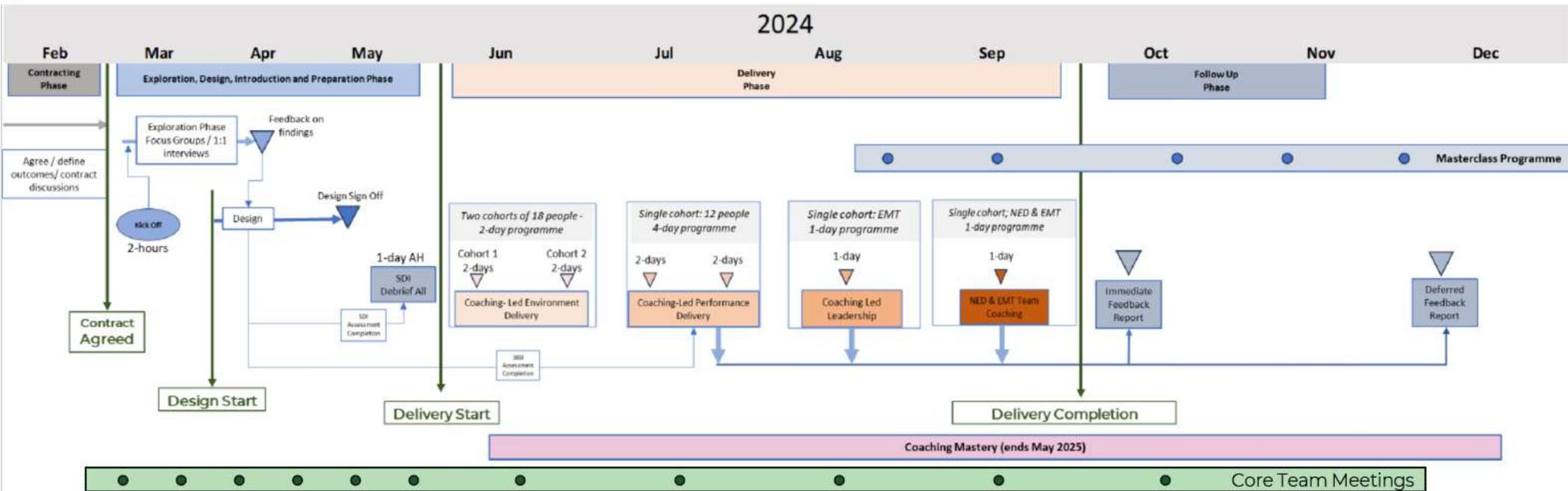
Enhanced Coaching Model – Behavioural Outcomes



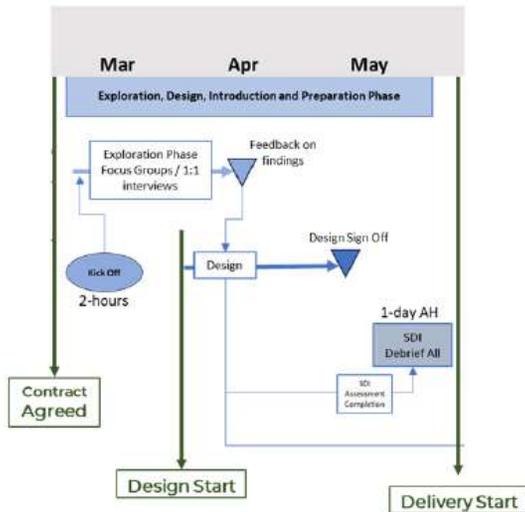
Coaching Programme Delivery



Overall Programme Structure



Exploration, Design, Introduction and Preparation Phase



Kick Off: Intent is to include all staff.
2-hour virtual session – led by FoL with CE intro
All Hands if possible or run twice to enable full availability

Focus Groups and Interviews: Intent is to include all staff.
3 x 1.5hr Focus Groups of 8 people - F2F all in 1 day
10 x 40min 1:1 interviews - virtual
Feedback report and feedback debrief to CE/EMT

SDI Debrief: Intent is to include all staff.
1-day experiential workshop on SDI inc Compare and Teams
All Hands if possible.

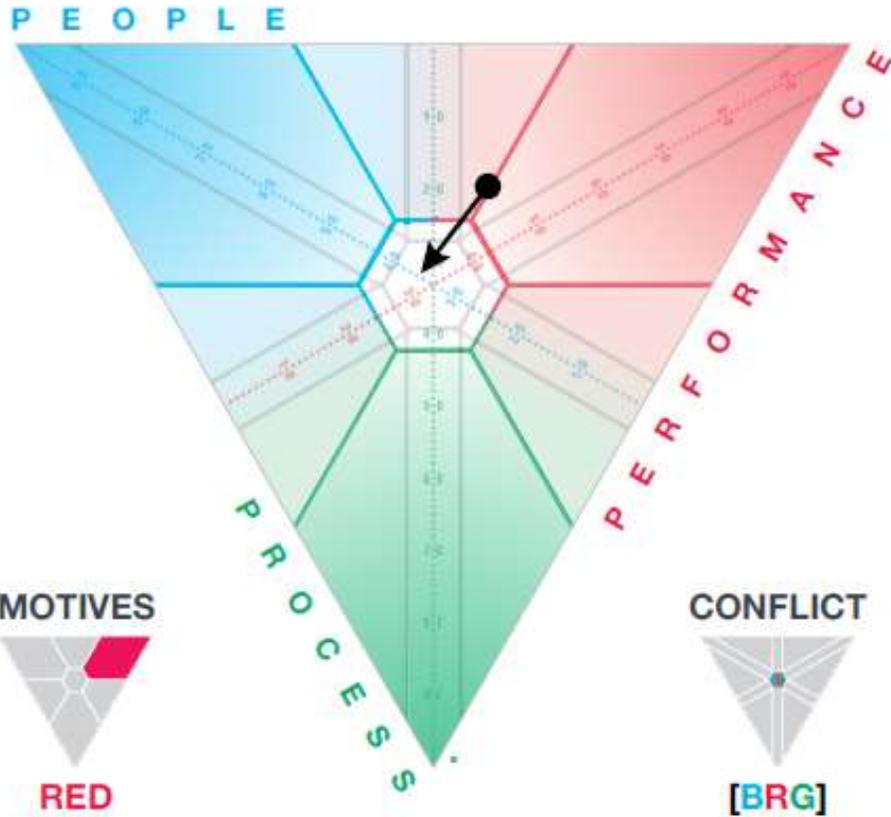
A launch event for the programme – run as an all hands update with CE introduction to create understanding and expectation of the programme and an introduction from FoL. Typically c2-hr virtual meeting, outlining purpose of programme, expected outcomes, staff input and engagement...etc Also explains detail of exploration phase and preparations for SDI and 360 assessments.

A listening exercise across the organisation. Focus groups to be held in person if possible and with agreed cohort mix. Interviews with a selected cross section of personnel can be virtual. Extraction of unattributed themes shared in FB report. Basis to build the training needs analysis (TNA) for the design phase.

An experiential 'relationship intelligence' event for the whole organisation. Avoids using valuable programme time and starts the work straight away by providing some common language and immediate self-awareness and team relationship understanding. High energy, memorable, impact event.



Strength Deployment Inventory (SDI2.0)



CONFLICT

Your Conflict Sequence (CS) arrowhead is based on your scores. It shows the order that you experience a desire to accommodate, assert, or analyze during three stages of conflict.

[BRG] [Blue or Red or Green]

You want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Your approach differs according to the situation, rather than following a fixed sequence.

3 STAGES OF CONFLICT	
1	[BRG]
2	[BRG]
3	[BRG]



RED: Performance

Assertive-Directing: You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

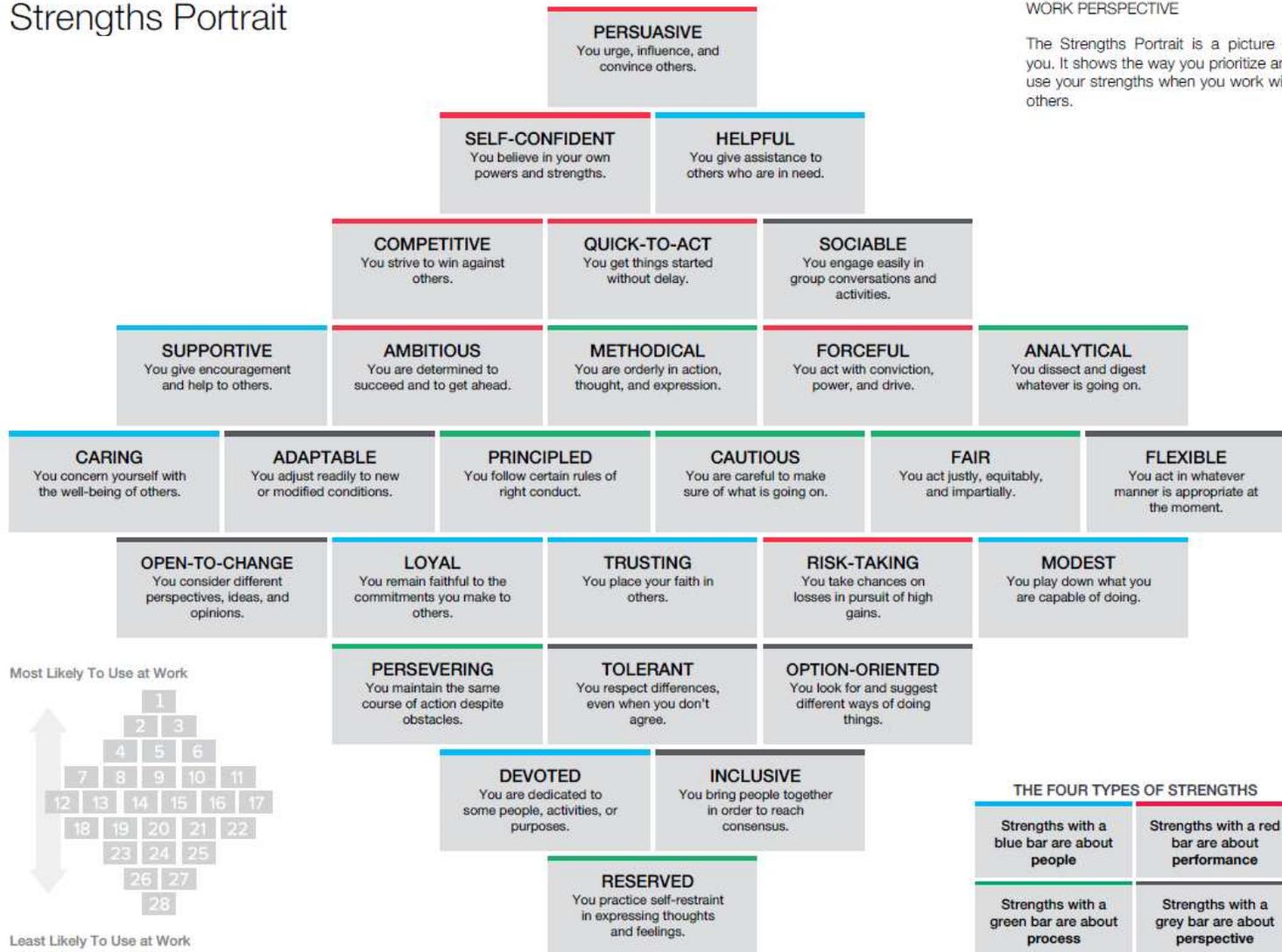
*Assertive: confidently self-assured and forceful.
Directing: giving authoritative instruction or guidance.*



Strength Deployment Inventory (SDI2.0)



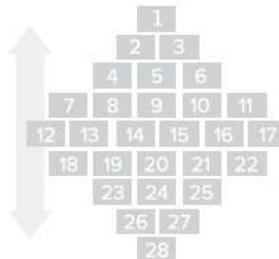
Strengths Portrait



WORK PERSPECTIVE

The Strengths Portrait is a picture of you. It shows the way you prioritize and use your strengths when you work with others.

Most Likely To Use at Work



Least Likely To Use at Work

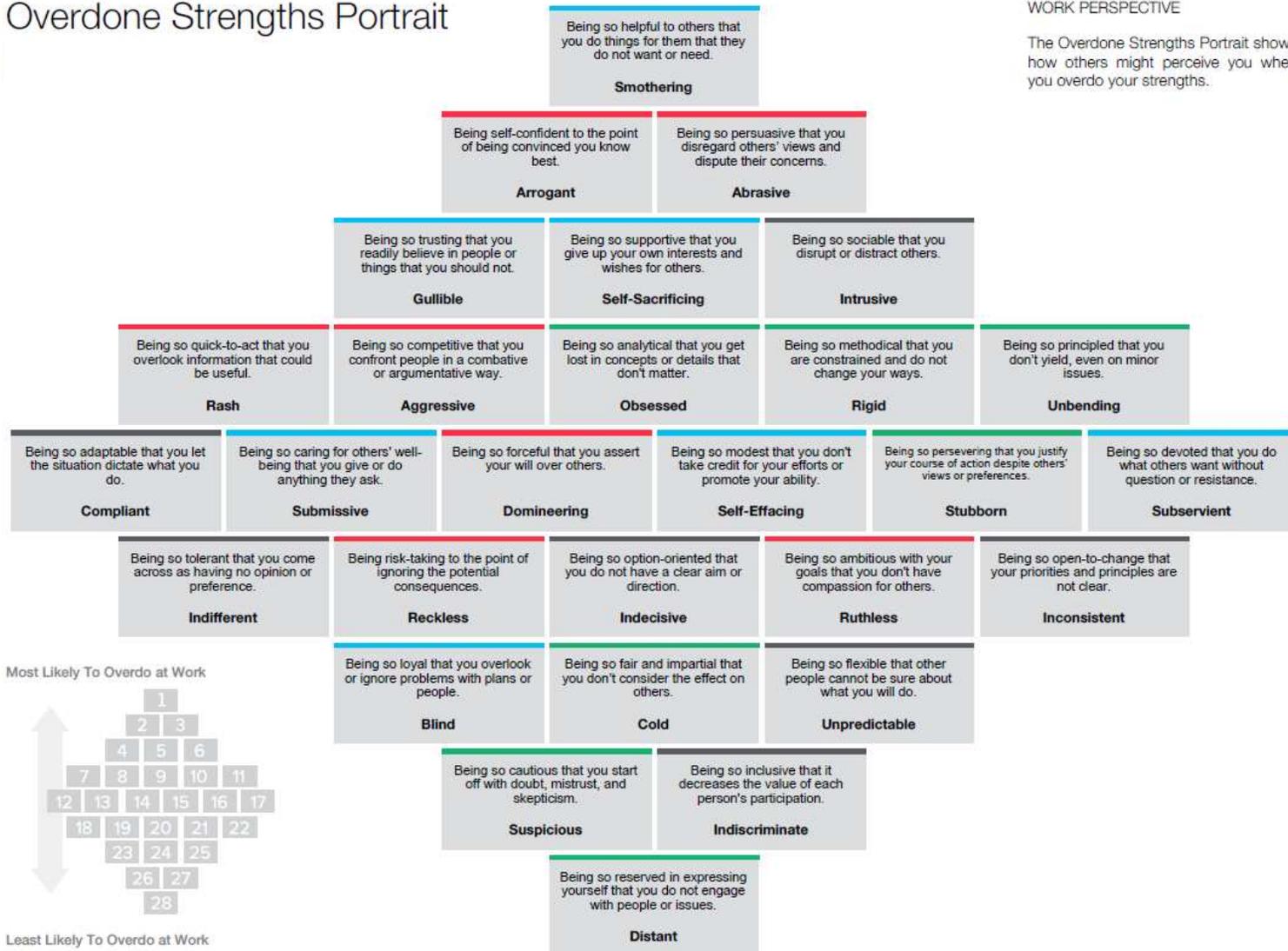
THE FOUR TYPES OF STRENGTHS

Strengths with a blue bar are about people	Strengths with a red bar are about performance
Strengths with a green bar are about process	Strengths with a grey bar are about perspective

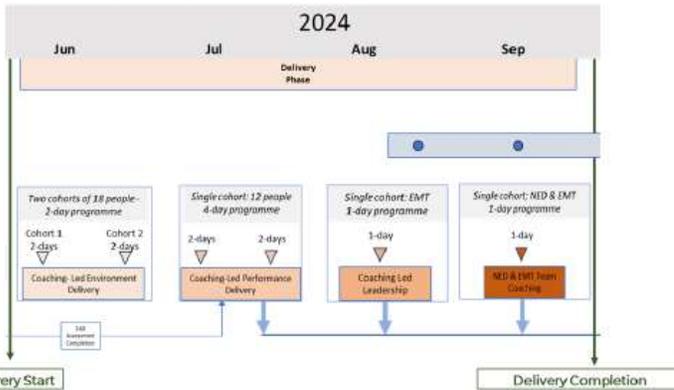
Strength Deployment Inventory (SDI2.0)



Overdone Strengths Portrait



Delivery Phase



Coaching Led Environment:
2-day programme for all staff in 2 cohorts
4 days total delivery.

Coaching Led Performance:
4-day programme for all managers/leaders
Split into 2 x 2-day modules. Includes 360deg assessments

Coaching Led Leadership:
1-day programme for all EMT members
Off site – 1-day module.

NED & EMT Team Coaching:
1-day programme for all NED & EMT members
Off site – 1-day module.

1:1 Coaching:
Individual Coaching for all Managers and Leaders
4-hours coaching (over 3 sessions) per person, incl 360 deg

2 days delivered x 2 with max 18 in each group. To include a mix of management grades across each cohort. (To review if any concern with this during diagnosis)
2 days either consecutive or split across 1- 2 weeks (Can run consecutive cohorts across a 2-day period for travel economy)

For 12 people: 8 EMT members and additional 3-4 managers. 2 x 2day modules. Managers receive 360 reports mid module. Ideally 4-6 weeks between each Performance module to allow reflection, learning and practice.

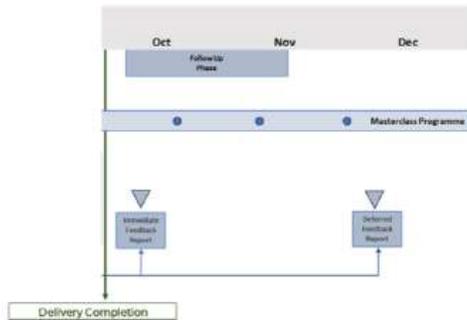
For EMT members only – 1 day. This could be expanded to include all managers x 12

A team coaching day to share the programme experience with NEDs and run as a leadership team coaching event. This could be adapted to be NEDs only

We believe there is value in providing all management (x12) individual coaching (similar to our NATO model). 3 x sessions before, between and after 'performance' modules. Benefits: personal development focus on leadership shadow, shift to empowerment & coaching and gaining experience of being coached to coach others. Also allows 360 review support in session 2.



Follow Up Phase



Coaching Mastery (ends May 2025)

Masterclass Programme:

1-day or ½ day F2F or virtual sessions focused on specific topics:

- Communication / presentation skills (F2F only)
- Mentoring skills
- Imposter Syndrome

Content to be defined during TNA to allow a selection of topics / support to specific post programme development needs for individual growth and CPD. This phase could support longer term partnering with input such as refresher training for the programme / new SDI days for onboarding

Immediate feedback Report

Post programme delivery report on attendance, impact and relevance.

Data captured through programme delivery and post session feedback via survey monkey (SM) questionnaire. Report and CE briefing

Deferred feedback Report - via Survey Monkey

9 months post programme report on programme impact on engagement/culture/empowerment

Data captured through follow up SM and input / alignment with your internal Employee Engagement data or other metrics and report and CEO briefing. Will help define future partnering support.

Coaching Mastery Programme:

9-month accredited coach programme for 2/3 people
Leading to full coaching qualification

12-days F2F over 9-months plus 2 x virtual supervision sessions. Fully accredited coaching qualification. Requires significant additional work in coaching hours, CPD, written submissions and learning reviews.



Next Steps



Next Steps



- ENHL's budgetary allowances have been provided for with the proposed coaching model delivery straddling 23 / 24, 24 / 25 and 25 / 26 financial years
- The proposed coaching model will be shared with the People Group for information and comment and the ENHL Board for information in March
- The initial stage of the Exploration, Design, Introduction and Preparation Phase of the programme is to commence in March and complete in the month
- Programme updates will be brought to the People Group and ENHL Board throughout its delivery with a detailed evaluation of outcomes upon its completion

