

# Coaching Services to Enable Organisations to Manage Change



MCW offers a range of coaching services for organisations that want to enable their people to have greater flexibility, to think and act more innovatively, and to adapt more effectively to change.

1. Leadership Coaching
2. Coaching Skills Training
3. Group Coaching for Transition
4. Shifting an organisation to a more coaching-based culture

*A 2011 ILM survey showed 92% of coached managers found their performance improved and 80% of organisations are using coaching, with another 9% planning to in the near future. See MCW's view on ['Does Coaching Work?'](#)*

## Leadership Coaching

- Any changes you are facing need to be led from the top, and may require a shift in skills and behaviour from your leaders and senior managers.
- From our work, leaders have reported that coaching gives them the opportunity to reflect and develop new ways of thinking and focusing their resources.
- Whether it is an adhoc intervention or integrated into a whole coaching programme, leadership coaching has huge benefits for the individual and the organisation as a whole.

## Coaching Skills Training for Managers

Your managers now need to do more with less. This means they need to empower and motivate their teams to think differently and provide excellent results despite ambiguity and change. Equipping them with a coaching skillset increases their ability to get more out of their people. MCW runs ILM-endorsed Coaching Skills Training.

## Group Coaching for Transition (also see our [ATTUNE](#) product)

Often the issues and challenges being faced are common to a group of people, therefore group coaching can be a cost effective way of enabling people to increase their awareness and commitment to new courses of action.

## Why Use Making Change Work?

- We have a track record of making this work for other organisations (e.g. see an example re: London Borough of Camden). We ensure coaching provides real and tangible benefits for your organisation.
- We offer an excellent value proposition with flexible and innovative ways of working to increase the return on investment for you. E.g. full coaching days, skills transfer, and phone coaching.
- Our people are expert, professional and passionate. We use an associate model and have created the perfect balance of robust infrastructure and bespoke flexibility.
- Effectiveness – we are a firm of behaviour change consultants, so our coaching attitude is commercially focused and framed by our contextual understanding of organisations going through transition.

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**Situation:** Over the coming years, London Borough of Camden (LBC) realised they would require resilient individuals, teams and functions able to respond to the on-going programme of change. Specifically:

- The ability to deal with and manage peoples' uncertainty, denial, and anxiety about the future
- To create new options as compelling alternatives to outmoded strategies
- To manage the political challenge of diverting resources from yesterday's products and services and investing in new ways of doing things

The organisational and leadership style needed to shift to a more coaching based one, to support and enable the leadership and management practices for a more people-centred culture for the development of 'manager as coach'. The scope and the emphasis of the programme expanded to cover 3 areas.

- A. Provision of Coaching Skills Training to senior and mid managers (population of approx. 2000)
- B. Provision of 1 on 1 coaching to top 90 directors and managers
- C. The development of the **Camden Coaching Academy**, whereby MCW would train and accredit an internal pool of coaches, creating a sustainable coaching resource within the organisation

**What we did:** We embarked on 6 phases of work:

1. A Discovery Phase where we reviewed the desk research, previous coaching initiatives, Future Leaders strategy and behavioural competencies, and engaged with the internal communications function
2. Development of the Coaching Skills Training (CST) workshop; pilot session for senior managers; development of train-the-trainer material
3. Main roll out of CST workshops to senior managers and then mid managers
4. 1-2-1 Coaching for Directors and Assistant Directors, followed by the top senior management population
5. Development and delivery of learner support modules including coaching clinics and master classes
6. Launch of the Camden Coaching Academy to create a pool of internal LBC coaches

**Impact:** Measurement of impact is on-going following the launch of the main programme in Q1 2011

**Snapshot of feedback from 1-1 coaching programme:**

- *"Coaching has given me the confidence and the impetus to deal with some seemingly intractable management problems within my service."*
- *"It freed me up to think about myself and my goals, and unlocked my energy and ideas for how I could support my staff through these challenging times."*
- *"It has helped to anchor me in order to better support my staff in dealing with significant change".*

**Snapshot of feedback from coaching skills programme:**

- *"It gives a way of challenging people to think positively and constructively rather than revelling in obstacles".*
- *"Enlightening myself, to be able enlighten others"*
- *"It made me realise that I don't need to know the person's job to be able to manage and coach them".*
- *"Easily the best and most successful course we provide" (L&D Manager)"*