

<b>Client</b>	<b>London Borough of Camden</b>
<b>Nature of the Engagement</b>	<p>Over the coming years, London Borough of Camden (LBC) will require resilient individuals, teams and functions able to respond to the on-going programme of change. They will need:</p> <ol style="list-style-type: none"> <li>1. The ability to deal with and manage peoples’ uncertainty, denial, and anxiety about the future</li> <li>2. A deep understanding of what is changing and being willing to address change that impacts on the status quo</li> <li>3. To create new options as compelling alternatives to outmoded strategies</li> <li>4. To manage the Political challenge of diverting resources from yesterday’s products and services and investing in new ways of doing things</li> </ol> <p>To meet these objectives, the borough needs to support and develop self-aware and confident individuals, forming a cohesive and resilient leadership team, effective at the political interface and worth following by the wider organisation, its communities and partners. The organisational and leadership style needs 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’.</p> <p>Our engagement scope focused on two key areas: coaching skills training for the senior manager population and provision of executive coaching for top 25 directors and assistant directors. After starting work, the scope and the emphasis of the programme expanded to cover 3 areas.</p> <ol style="list-style-type: none"> <li>1. Provision of CST to senior and mid managers (population of approx. 2000)</li> <li>2. Provision of 1 on 1 coaching to top 90 directors and managers</li> <li>3. 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.</li> </ol>
<b>Key Stakeholders &amp; their challenges</b>	<p>The programme’s key strategic sponsor was the Deputy CEO, with the whole leadership team also committing to the work. Operationally, H.R. / L&amp;D were responsible for developing the programme to help make the cultural shift. The challenges faced are all the typical ones in any cultural change initiative, compounded by the fact that they needed to be seen to be financially responsible and politically sensitive to the current climate.</p> <p>Our initial discussions with LBC uncovered a previous attempt to embed coaching skills that had come off the rails due to lack of buy-in and perceived benefits. The MCW work needed to overcome this from the outset as well as integrating with two existing programmes aimed at developing future leaders and embedding key desirable behaviours</p> <p>LBC was and still is facing huge challenges to do ‘more with less’, with many senior managers feeling the pressure. The challenge was for coaching to be seen as something that could realise immediate short term benefits in addition to supporting a longer term cultural shift. We saw this in practice from the outset when needing to overcome resistance to spending any more than ½ a day at a time on developmental activity.</p>
<b>Approach &amp; Methodology</b>	<p>Our approach began with the MCW Discovery phase during which:</p> <ul style="list-style-type: none"> <li>• We reviewed the desk research, previous coaching initiatives, Future Leaders</li> </ul>

	<p>strategy and behavioural competencies.</p> <ul style="list-style-type: none"> <li>• We engaged with the internal communications function</li> </ul> <p>Following this, we embarked on five phases of work:</p> <ol style="list-style-type: none"> <li>1. Development of the Coaching Skills Training (CST) workshop; pilot session for senior managers; development of train-the-trainer material and bespoke workshops for HT and internal communications</li> <li>2. Main roll out of CST workshops to senior managers and, following great feedback, to middle managers</li> <li>3. 1-2-1 Coaching for Directors and assistant directors, followed by the senior management population</li> <li>4. Development and delivery of learner support modules including coaching clinics and master classes</li> <li>5. Launch of the Camden Coaching Academy</li> </ol>
<p><b>Team deployed and skills required</b></p>	<p>The programme was led by a MCW director and team of 6 consultants were used for this assignment, with the following skills required:</p> <ul style="list-style-type: none"> <li>• L&amp;D Programme design and instructional design</li> <li>• Train the trainer skills</li> <li>• Internal communications consultancy</li> <li>• Training skills</li> <li>• Executive coaching</li> <li>• Account Management; stakeholder management; project management</li> <li>• ILM assessor skills</li> </ul>
<p><b>Impact</b></p>	<p>Measurement of impact is on-going following the launch of the main programme in Jan 2011, and 1-1 coaching started in July 2011. As of September 2011, we have run:</p> <ul style="list-style-type: none"> <li>• 19* 2 day coaching skills workshops (each with 8-12 attendees)</li> <li>• We are coaching 54 senior managers</li> </ul> <p><b>Snapshot of feedback from 1-1 coaching programme:</b></p> <ul style="list-style-type: none"> <li>• <i>“Coaching has given me the confidence and the impetus to deal with some seemingly intractable management problems within my service.”</i></li> <li>• <i>“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.”</i></li> <li>• <i>“It has helped to anchor me in order to better support my staff in dealing with significant change”.</i></li> </ul> <p><b>Snapshot of feedback from coaching skills programme:</b></p> <ul style="list-style-type: none"> <li>• <i>“It gives a way of challenging people to think positively and constructively rather than revelling in obstacles”.</i></li> <li>• <i>“Enlightening myself, to be able enlighten others”</i></li> <li>• <i>“It made me realise that I don’t need to know the person’s job to be able to manage and coach them”.</i></li> <li>• <i>“Easily the best and most successful course we provide” (L&amp;D Manager)</i></li> </ul>