

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5ADCM Contributing to Coaching and Mentoring in the Organisation

Assessment: Portfolio of Evidence

Student Name: Jessica Rainbow

Student Number: 1904613

CIPD Membership Number: 54071923

Candidate name: Jessica Rainbow				CIPD Membership/registration No.: 54071923		
Qualification title: CIPD Level 5				Unique Learner No. (ULN): 1904613		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ADCM	Contributing to Coaching and Mentoring in the Organisation	1.1	121 process – conversations	EV1		
“	“	1.1, 1.2	Email to senior managers around succession plans	EV2		
“	“	1.1, 1.2	Succession plan template	EV3		
“	“	1.3, 1.4, 2.2, 2.3, 2.5	Email to stakeholders around implementing coaching and mentoring, and considerations, along with resources and guidance	EV4		
“	“	1.1, 1.2, 1.4, 2.2, 2.4, 2.5	Random sampling – investigating if coaching and mentoring is taking place	EV5		
“	“	2.1, 2.2, 2.4	Request for a member of my team to receive a mentoring session	EV6		
“	“	2.3, 1.4, 1.1	Advising to utilise coaching	EV7		
		1.1, 1.2, 1.3, 2.2, 2.5	Email evidencing coaching being incorporated into our performance management framework	EV8		
		1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4, 2.5	Coaching and Mentoring Workshop	EV9		
		1.4, 2.2, 2.3, 2.5	Suggestions for professional accreditation to my line manager	EV10		
		2.2, 2.3	Leadership behaviour guides	EV11		
		2.1, 2.2, 2.3, 2.4	Intranet - resources	EV12		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

J Rainbow

Date:

15/12/2021

1. Be able to assess the impact of coaching and mentoring activity within an organisation and make recommendations for further development. 1000/1500 words

Bluestone is a learning organisation and utilises a number of methods to enhance skills, knowledge and work performance. Given the nature of the business, being 365 days per year and fast paced, coaching and mentoring generally occurs informally under styles of management and coaching between colleagues. The types of coaching currently occurring within the business also include performance coaching, which links with our performance management framework of having regular informal conversations with team members, highlighting opportunities for coaching. Succession coaching is also occurring in pockets throughout the business and certain departments are carrying this out well, where talent has been identified and coaching is occurring to develop these individual in readiness for more senior roles. This is also supported by our succession planning where all employees are scored as an “A”, “B” or “C – A’s being our top performers, B’s demonstrating adequate performance, C’s are underperformers. For our A’s in our succession plans – we identify if the candidate is ready now, near term 12-18 months, mid term 18-36 months or long term 36-60 months. Once this is identified, the relevant learning and development interventions are applied including where appropriate coaching and/or mentoring initiatives. Formally, the “Directors of” have mentoring sessions with each board member and this is captured within their development plans. As part of our 121 approach, we also carry out random sampling – sent to a random group of employees for feedback on the conversations they are having alongside the training, or coaching/mentoring received or delivered. The response rate for this is limited and highlights specific departments where coaching is occurring which seem to be predominantly back-office roles and management positions. This could be due to the resource challenges and time constraints some of our operational departments are currently facing.

Coaching and mentoring is currently occurring ad hoc and on an informal basis within the organisation. With a coherent strategy, activities could support achieving objectives on an individual, team and organisational basis. Coaching has proven to be an effective tool in developing performance on an individual, team and organisation basis by unlocking capability and developing skills and confidence for high performance working. It can also help managers to get the best from their teams whilst engaging employees. Through ongoing feedback and discussion, individuals will benefit from self-confidence and self-awareness alongside developing strong communication skills. It can also allow them to grow their personal network within the business perhaps by working with individuals who the mentee or coachee wouldn’t usually engage with day to day. The mentee can also receive exposure to new and different perspectives and enable them to learn from other’s experiences, supporting inclusion by encouraging empathy and self-awareness, and developing skills to self-reflect (Guidarai, 2021). Coaching also offers a number of benefits to individuals, supporting various needs and establishing and acting towards achieving goals and increasing the likelihood for achieving the goals set around both skills and behaviours. Coachees can also experience an increased level of engagement, as it connects with them on a one-to-one basis with feedback and encouragement. Coaching also offers a safe place to gain perspective, where the coachee can have a safe place to talk through scenarios and receive guidance and support. Another benefit includes the coachee undertaking a deeper level of learning. It enables the coachee to learn about themselves, how they are perceived and address their behaviours, and provides opportunities for coachees to learn skills that can be applied in other situations, and for them to understand their own abilities. Coachees can also develop their own personal awareness on ways of making improvements and understand their opportunities for developments (Insala, 2021). The benefits experienced on an individual basis, support interpersonal skills to enable better working relationships within teams to achieve objectives collectively. As well as for individuals and teams, coaching and mentoring enables organisations to meet objectives. It firstly enables a positive company culture supporting learning, nurturing and growth. Company culture is vital in driving coaching and mentoring, which will filter through the organisation resulting in satisfied employees, which in turn supports overarching objectives for engagement and retention. Coaching and mentoring initiatives at Bluestone also support recruitment objectives, as this is an attractive benefit, particularly for millennials. It also supports inclusion objectives by offering exposure to varying perspectives, from diverse backgrounds and lived experiences, resulting in learning from each interaction. A more inclusive workplace can also be achieved from having ongoing conversations such as these, increasing empathy, self-awareness, and cultural competency. Coaching and mentoring can also support Bluesonte’s objectives for absence management, as there are

a number of benefits for employee's mental wellbeing, by supporting those who feel isolated, by increased self-confidence and support lower levels of anxieties within the workplace (HR Daily Advisor, 2021).

According to Fessell, Chopra and Saint (2020), the Covid pandemic has highlighted the importance of mentors, particularly with supporting individuals emotionally. The pandemic has changed the dynamics of mentoring, making the mentees wellbeing a priority focus for mentoring discussions. Equally as a mentor, ensuring self-compassion and self-care, not only to ensure mentors do not burn out, but to ensure they are modelling these behaviours for their mentees. The pandemic also changed our working dynamics and management styles, whereby much of our usual working activity has been transferred digitally resulting in colleagues working alone and losing touch with other people. Coaching in these teams is still achievable through digital platforms, continuing to provide emotional support and maintaining engagement, however this is a factor for consideration as we continue to work in new and innovate ways – ensuring coaching and mentoring can continue to develop and meet business needs. Bluestone's structure and culture supports coaching and mentoring activity, the majority of our management teams are home grown, therefore able to offer a high level of internal knowledge and skill to junior members of the team. The board team are all mentors, and it is already in place that senior management have regular mentoring sessions with the identified board member based on their needs. This demonstrates a learning culture from the top of the organisation. Bluestone is also keen to understand the effectiveness of people activity and interventions, therefore coaching and mentoring should have robust measurements to demonstrate any progress made towards a coaching and mentoring culture, the quality of coaching being delivered in the organisation, the ability of individuals being coaching, and the impact i.e. the return on investment of the initiative. Where robust measurements are not factored into the further development, senior management and the executive board may be reluctant to invest or continue with it. Coaching and mentoring have become a critical part of many Learning and Development offerings within organisations, as where this is internally sourced, it is cheaper and proven to be more effective than formal training. Whilst there is a financial benefit, consideration must also be given to the operational nature of the organisation and the current recruitment challenges faced. These have left teams working long hours, and management stepping in to support on the shop floor leaving little time for additional management activity or even the expected management activities. This must be a consideration if implementing an expectation of coaching and/or mentoring within teams, particularly teams such as housekeeping with over 300 employees and a handful of managers. Whilst there are many factors to consider, immediate, person-focussed interventions hold greater recognition of its value. When integrated with a coherent strategy, it can enhance learning and development alongside organisational development (Clutterbuck, 2021).

Coaching and mentoring at Bluestone is currently a scattered and disjointed series of activities and would benefit from being implemented as part of a coherent and integrated strategy. By implementing it in this way, it can enhance other aspects of the overarching learning and development strategy. The journey towards a coaching and mentoring culture is not guaranteed with having a strategic approach, however it is recommended. Within this, I would also recommend exploring a range of formats and applications to find the right models that fit the needs of the business. I would also recommend that employees are central to this and educating all employees on the value of coaching and mentoring activities, alongside how to coach and be coached will support engagement with the process. Further to this, I would recommend that it is embedded that all employees take responsibility for their own learning and given sufficient time for the process to have a positive impact. It is also recommended that considerations be given to the appropriate support is provided as and when it is required. This will vary however is a key factor as coaching and mentoring interventions will often disappear if there is no reinforcement. Some recommendations could be professional supervision, resources such as further reading and practical guidance on good practice, peer support groups, progression paths for coaches and mentors with considerations for professional accreditation. HR should also act as champions for coaching and mentoring alongside a steering group made of key stakeholders. Consideration around the structure that facilitates coaching and mentoring initiatives is also recommended for example the HR team being adequately training and having established professional qualifications and direct involvement from senior leadership acting as role models. Coaches and mentors can be sourced internally and externally. Whilst many organisations seek these internally, external coaches can be sourced and are often used for senior managers. However coaches/mentors sourced internally, should be given the training, support and time to conduct their role professionally. The main recommendation here is to ensure all components are linked within a strategic framework which addresses a number of key issues and addressing current business issues (Clutterbuck, 2021).

2. Be able to support the implementation of coaching and/or mentoring programmes within an organisation. 1000/1500 words

There are a number of known benefits to coaching and mentoring and it is utilised at Bluestone to enhance our management skills for example listening skills, understanding and how to provide high quality feedback, equipping management to better support teams. It is also beneficial for junior managers, who are learning how to balance the responsibilities they have recently obtained. It also enhances confidence by giving and receiving feedback providing a sense of where they are excelling in the role and where the development opportunities are. The same will apply for self awareness and general wellbeing by having supportive relationships with a coach or mentor. EV9 is a training session prepared for managers to introduce coaching and mentoring and promote the benefits of applying this within their teams. Some potential and current barriers at Bluestone include the culture and it not being viewed as a priority, a lack of understanding of its value, resistance from senior management, potential for low levels of skills and experience, and a lack of time and resource. EV4 is an email to stakeholders with some considerations for our approach to coaching and mentoring at Bluestone, highlighting addressing some of the current barriers including applying a strategic approach, educating those on it's value, having robust measurements to demonstrate return on investment.

According to CIPD (2021), developing an organisational approach to coaching means considering many phases depending on the context of the organisation, however at a minimum these will include the organisations strategy, how its positioned, its priorities and who supports coaching and mentoring. Once these have been addressed, this can be practically implemented looking at how and who will deliver. EV4 is an email to stakeholders with invested interest in coaching and mentoring highlighting its value and they key considerations in developing coaching and mentoring processes. EV9 supports this as it is a workshop for all employees – supporting management to understand their roles, and supporting employees on how to be coached and how to be mentored. EV10 is a suggestion for professional accreditation for management teams to support their skills and knowledge in coaching and mentoring. EV8 also demonstrates how it links to our performance management framework, by having regular conversations and identifying needs for coaching and/or mentoring.

EV1 demonstrates Bluestone's performance management framework and EV11 demonstrates the leadership behaviours expected and role modelling these. The behaviours fall under three areas – genuine care, true ownership and grow as a team. The particular behaviours relevant for coaching and mentoring include prompting 121 conversations if an opportunity arises that may benefit them, managing poor performance, driving teams to focus on achievements in order to shout about success and increase motivation, anticipating future skill needs and carrying out activities to address, providing opportunities to all employees with support and encouragement. EV9 is a coaching and mentoring workshop, and EV10 is suggested professional accreditation to support coaches/mentors to develop their skills and knowledge. Assist potential coachees/ mentees to understand and participate fully in coaching/mentoring programmes. According to CIPD (2021), coaching is often applied as day-to-day management activity, within one to one meetings and conversations, and this is definitely the case at Bluestone. However, it is also questioned if line managers are the right person for the role given the need for some distance and impartiality during the process. One consideration to overcome this, is for Bluestone to ensure there are structures opportunities for reflection either in group sessions or on a one-to-one basis, to support coaches and mentors to continuously develop their skills.

EV9 and EV10 demonstrate the intention to create the PowerPoint workshop into an e-learning module accessible for all employees and EV4 highlighting that consideration must be given to ensuring all employees have an understanding of coaching and mentoring and its value. It is vital that they understand how this will benefit them by promoting the benefits for their personal development. This can also be achieved through their ongoing 1:1 performance conversations with their line managers. Employees also have access to the "HR Hub" on the staff intranet, where employees are directed to for information, which has resources for coaching and mentoring (EV11). Employees who are due to be in receipt of coaching and/or mentoring activities should understand exactly what it involves, how it is managed by the stakeholders in the process, how it is an appropriate intervention for them (CIPD, 2021). Once coaching/mentoring begins, and if done well, coachees and mentees will begin to see the benefits for themselves e.g. increased self-confidence and self-awareness through ongoing feedback. They will experience an increased level of engagement, not just with the process but with the business it self, as it connects them on a one-to-to one basis with encouragement (HR Daily Advisor, 2021).

It is evident that the traditional training evaluations utilised at Bluestone, will not easily transfer for evaluating coaching and an alternative framework will need to be developed. The first consideration for any evaluation is to establish what Bluestone is seeking to prove i.e. are the interventions making real difference across the business and define the success criteria before selecting measures which collect data and show success. Qualitative data is also valuable in considering perspectives of different audiences for the evaluation. Surveys are a simple and not a resource heavy method in collating responses to coaching and/or mentoring and could be implemented as one of the 3 pulse surveys carried out annually. Another method could be face-to-face interviews. EV5 is random sampling sent out quarterly, this is to measure the 121 conversations occurring across the business, alongside any training, coaching or mentoring interventions received at delivered. Currently, this is the data collated, as we are in the process of developing our coaching and mentoring business approach. However it is evident there are a number of solutions to evaluating input. Based on the evaluations, it is also important to maintain momentum and continuously improve, which would be responsibility of the steering group made up of key stakeholders, to drive this forward.

Bibliography

CIPD. 2021. *Coaching and Mentoring | Factsheets | CIPD*. [online] Available at: <<https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet#7003#>> [Accessed 15 December 2021].

David Clutterbuck Partnership | author, speaker & thinker. 2021. *What every HR director should know about coaching and mentoring strategy | David Clutterbuck Partnership*. [online] Available at: <<https://davidclutterbuckpartnership.com/what-every-hr-director-should-know-about-coaching-and-mentoring-strategy/>> [Accessed 15 December 2021].

Fessell, D., Chopra, V. and Saint, S., 2020. *Mentoring During a Crisis*. [ebook] Harvard Business Review Publishing Corporation. Available at: <[http://file:///C:/Users/jrainbow/Downloads/Mentoring%20in%20a%20crisis%20-%20HBR%20\(1\).pdf](http://file:///C:/Users/jrainbow/Downloads/Mentoring%20in%20a%20crisis%20-%20HBR%20(1).pdf)> [Accessed 15 December 2021].

Guider-ai.com. 2021. *The Powerful Benefits Of Mentoring*. [online] Available at: <<https://www.guider-ai.com/blog/mentoring-benefits>> [Accessed 19 November 2021].

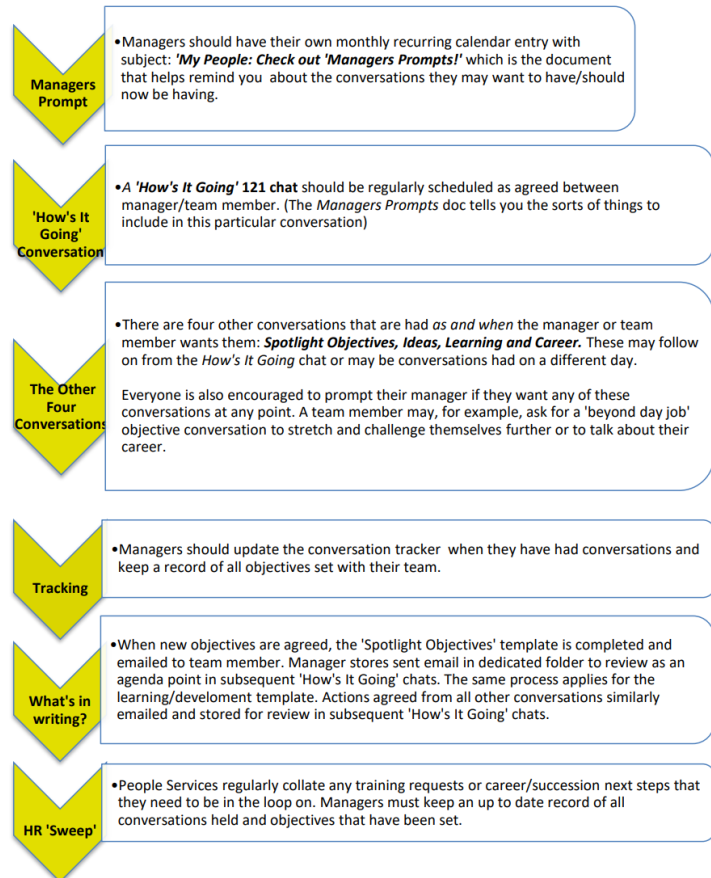
HR Daily Advisor. 2021. *6 Types of Effective Mentorship Programs and When to Use Them - HR Daily Advisor*. [online] Available at: <<https://hrdailyadvisor.blr.com/2018/04/16/6-types-effective-mentorship-programs-use/>> [Accessed 15 December 2021].

Insala.com. 2021. *6 Benefits of Coaching for Individuals in the Workplace (and Beyond)*. [online] Available at: <<https://www.insala.com/blog/6-benefits-of-coaching-for-individuals>> [Accessed 19 December 2021].

Evidence 1 EV1

Doc No:	LD-SOP-007	The Bluestone Way	
Rev No:	003		
Created:	18/12/2019		
Last Review:	24/08/2021		
Next Review:	24/03/2022		
Owner:	S.Jaynes		

The Flexible 121 Process



Evidence 2 EV2

Subject

People Review - Private & Confidential

 Successional Planning Matrix A's.xlsx
77 KB

 Performance Management Matrix Cs.xlsx
76 KB

 Quarterly submission -blank.xlsx
22 KB

 Organisation Structure Sept 21.pptx
317 KB

From: Jessica Rainbow <jrainbow@bluestonewales.com>
Sent: 08 October 2021 16:26
To: Ross Mackintosh <rmackintosh@bluestonewales.com>; Sarah Davies <SDavies@bluestonewales.com>
Cc: Rebecca Rigby <rrigby@bluestonewales.com>
Subject: People Review - Private & Confidential

Hi Both,

Great to catch up with you yesterday to discuss 'all things people.' Whilst we know the hospitality sector (Bluestone included) is seeing significant resource challenges, it is crucially important to retain, invest and grow our existing people under the Bluestone Way Approach. I have captured some of the actions we agreed:

- RM / SD Complete the 'A ' successional planning document for Duty Managers and Senior Outlet managers to map across future talent for the F&B and business.
- Outlet Managers to complete the 'A' successional planning document for their respective teams within their own outlets.
- Complete the list of C employees.
- RM / SD to call in and record monthly Bluestone Way conversations and objectives using the quarterly submission document attached.

In addition I have attached a copy of the business org structure, feel free to edit to capture any future pipeline thoughts and aspirations.

I'll schedule a meeting within the next weeks to review, let me know if I can support in the meantime.

Evidence 3 EV3

[illegible]

Evidence 4 EV4

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Subject

Coaching and Mentoring

 coaching-mentoring-factsheet_20211215T104052.pdf
105 KB

▼

From: Jessica Rainbow
Sent: 03 December 2021 12:38
To: Stuart Jaynes <sjaynes@bluestonewales.com>; Heads of Department <HODs@bluestonewales.com>; Senior Team Meeting <seniorteam@bluestonewales.com>; HR Staff <hrstaff@bluestonewales.com>
Subject: Coaching and Mentoring

Hi Team

Just sharing the below article on “Mentoring During a Crisis”- which discusses how the Covid pandemic has highlighted the importance of coaches and mentors, particularly with supporting individuals emotionally. The pandemic has changed the dynamics of coaching and mentoring, making the mentees wellbeing a priority focus for mentoring discussions. Equally as a mentor, ensuring self-compassion and self-care, not only to ensure mentors do not burn out, but to ensure they are modelling these behaviours for their mentees. As we are aware, the pandemic also changed our working dynamics and management styles, whereby much of our usual working activity has been transferred digitally resulting in colleagues working alone and losing touch with other people. Coaching in these teams is still achievable through digital platforms, continuing to provide emotional support and maintaining engagement.

<https://hbr.org/2020/10/mentoring-during-a-crisis>

This highlights the value and importance more than ever of coaching and mentoring initiatives across the business. Whilst they are occurring in pockets on an ad hoc basis, one of the factors to be considered within the overarching business strategy is how a coaching and mentoring strategy could be implemented and integrated with other strategies such as talent management, performance management, succession planning and personal development plans, including the related activities which will have the greatest impact and the available resources to deliver these. The journey towards a coaching and mentoring culture is not guaranteed with having a strategic approach and first consideration to succeeding is exploring a range of formats and applications to find the right model to fit Bluestone’s needs.

Other key considerations for the business will include:

- Teams should be at the heart of any identified coaching interventions and will need to be educated on its value, alongside how to coach and be coached.
- Professional supervision, resources such as further reading and practical guidance on good practice, peer support groups, progression paths for coaches and mentors with considerations for professional accreditation for reinforcement of interventions
- Having robust measurements e.g., any progress made towards a coaching and mentoring culture, the quality of coaching being delivered in the organisation, the ability of individuals conducting coaching, and the impact i.e. the return on investment of initiatives
- Ensuring a structure in which facilitates coaching and mentoring i.e. HR functions being adequately trained and having established professional qualifications. Within the wider business, this also includes direct involvement from senior leadership acting as role models, a well-publicised strategy and a steering group made up of key stakeholders.

Linking all of the components within a strategic framework is key. This framework will aim to address a number of key issues including addressing the current business issues for example the pandemic.

I have also attached a CPD factsheet on coaching and mentoring for reference. I welcome your thoughts and will shortly be scheduling a teams meeting to discuss the next steps and identify a steering group to move this forward.

Kind regards,

Evidence 5 EV5

Subject

The Bluestone Way 1:1's

Good afternoon,

As you know one of the mechanisms in our new Bluestone Way 121 approach is People Services 'random sampling' to understand the volume of conversations our managers and team members are having.

Can you confirm which of the following conversations you have had in the last 90 days and which conversations you would like to have:

- How Are You?
- Objective setting and / or review
- Opportunity to discuss your ideas / how can we improve the way we do things in the team
- Learning / Training
- Career / Progression

The information you provide is used anonymously, and helps us build a good picture of how 'alive' 121s are and where further support for our managers may be useful.

Could you also confirm any of the following in the previous 90 days:

- Training
- Received coaching or mentoring
- Delivered coaching or mentoring

Please could you aim to return this to me by Friday 12 November 2021. Thank you in advance for your time and we look forward to your responses - Any queries – please get in touch 😊

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

Mentoring Session - Mel



Jessica Rainbow

To Debbie Rainbow

↩ Reply

↩ Reply All

➡ Forward



Mon 15/11/2021 12:35

Hello

How would you feel about doing a mentoring session maybe every quarter with Mel?

She has identified in her PDP you as a leader who could support her development.

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

Canaston Bridge

Narberth

Pembrokeshire

SA67 8DE

bluestone
national park resort



Evidence 7



Jessica Rainbow

To Ryan Goldsworthy



Gryff
Outlook item

↩ Reply

↩ Reply All

➡ Forward



Thu 08/07/2021 09:34

Hi Ryan

One for when you are back in the business.

I'm a little concerned at perhaps how this may have been handled based on the email below. Whilst we have genuine concerns the conversation needed to be handled with sensitivity and tact to gain a full understanding of the situation. Its difficult to gage an overview from the notes attached – there is no date/time, who was present, who said what etc, plus they should be done through the usual ROC process. Perhaps Liam just needs to understand that notes from meetings such as these are so important, even at an informal stage, as we may well be reliant on these if/when issues escalate.

I didn't want to copy everyone in – as this is a conversation for their line manager. It is never easy to have difficult conversations, we are all learning – I am sure all that is needed is some feedback and **coaching** around this.

If you need anything from the team – please let us know.

Thanks

Jess

Evidence 8 EV8

Subject The Bluestone Way - "How are you?"

 Managers Monthly Prompts Guide.pdf
1 MB

 Five Conversations Tracking.xlsx
30 KB

From: Jessica Rainbow <jrainbow@bluestonewales.com>
Sent: 12 July 2021 13:29
To: Abigail Wye <awye@bluestonewales.com>; Andrew Charlton <ACharlton@bluestonewales.com>; Claire Lewis <CLewis@bluestonewales.com>; Giles McNamara <GMcNamara@bluestonewales.com>; Helen John <hjohn@bluestonewales.com>; James McNamara <jmcnamara@bluestonewales.com>; Liz Weedon <lweedon@bluestonewales.com>; Marten Lewis <mlewis@bluestonewales.com>; Michael Frampton <mframpton@bluestonewales.com>; Neil Hillary <nhillary@bluestonewales.com>; Rebecca Rigby <rrigby@bluestonewales.com>; Sian Straczek <SStraczek@bluestonewales.com>; Simon Morris <smorris@bluestonewales.com>; Stuart Jaynes <sjaynes@bluestonewales.com>; Yvonne Buckingham <yvonne@bluestonewales.com>; Lucy Holroyd <LHolroyd@bluestonewales.com>; Gemma Burton <gburton@bluestonewales.com>; Matthew Mantripp <MMantripp@bluestonewales.com>;
Subject: The Bluestone Way - "How are you?"
Importance: High

Hi All,

Hope you had a good weekend.

As discussed at our leadership meeting last week, it has been almost five months since we re-designed and launched our performance review approach under The Bluestone Way. As part of our ongoing commitment in [launching The](#) Bluestone way performance review approach we would like each department and appropriate Line Manager to complete the attached 'Five conversation tracking' file and return no later than [Monday 26th July](#).

This will provide the business with a holistic view of the number of conversations that have already taken place and help us shape the future of our performance review process alongside our learning and development interventions, including coaching where needed. In addition to returning the tracking file any additional feedback you may have in terms of the process is greatly appreciated. The Managers Monthly Prompt guide has also been attached as a reminder of the 5 step conversations that should be taking place. Please forward to relevant Line Managers where necessary.

If you have any queries or challenges completing the attached please do not hesitate to get in touch.

Best Regards,
Jessica Rainbow
People Services Manager

Evidence 9 EV9

AutoSave Off

Bluestone Coaching and Mentoring Powerpoint.pptx - Saved to this PC

Search (Alt+Q)

Jessica Rainbow JR

FileHomeInsertDrawDesignTransitionsAnimationsSlide ShowRecordReviewViewHelp

Paste

New Slide Reuse Slides Reset Section

Clipboard

Slides

Font

Paragraph

Drawing

Editing

Voice

Designer

1

2

3

4

5

6

Coaching and Mentoring workshop

JANUARY 2022

Click to add notes

AutoSave Off Bluestone Coaching and Mentoring Powerpoint.pptx - Saved to this PC Search (Alt+Q) Jessica Rainbow JR

File Home Insert Draw Design Transitions Animations Slide Show Record Review View Help

Paste New Slide Reuse Slides Layout Reset Section

Clipboard Slides

Font Paragraph Drawing Editing Voice Designer

1 blueStone Coaching and Mentoring workshop

2 blueStone What are we doing at this session?

- Defining coaching and mentoring
- Coaching contract and building trust in the coaching relationship
- Setting goals
- Developing options
- Effective Feedback
- Overcoming obstacles

3 Coaching and mentoring – the difference

4 Coaching vs Mentoring

5 Coaching

6 Click to add notes

Evidence 10 EV10

Subject

Coaching and Mentoring

 Bluestone Coaching and Mentoring Powerpoint.pptx
2 MB

Sent: 7 December 2021 09:47
To: Stuart Jaynes <sjaynes@bluestonewales.com> Debbie Rainbow <drainbow@bluestonewales.com>
Subject: Coaching and Mentoring

Hi Stuart

Please see attached proposed session for the senior leadership – we could also input this onto flow as an e-learning module. The presentation offers a basic overview, however the CIPD offer the below ~~elearning~~ or face to face introduction to coaching sessions which would be beneficial once we have identified coaches within the organisation.

shop:optima&shop=coaching

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Introduction to Coaching
Develop your coaching skills and the confidence to adopt a coaching approach with this research-led virtual learning programme.

Find out more

Face-to-face courses



Introduction to Coaching
Develop your coaching skills and the confidence to adopt a coaching management style.

Find out more

Many thanks
Jess

Evidence 11 EV11

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

GENUINE CARE		
We show genuine care for ourselves, our team, our guests, and the environment.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
I can be seen as a 'downer'/having negative energy which can impact morale of people around me.	I'm perceived as friendly and approachable, say 'hello' to people, get to know the team and others on a personal level.	I'm seen as someone with great empathy, a 'mood lifter' who can inspire others to feel great about themselves.
I cut corners with the recruitment and interviewing process; stick to my 'standard script' and can often 'rush to recruit'.	I follow a thorough recruitment and interviewing process focusing on quality rather than rushing to get someone in.	I suggest and get involved with different ways of attracting, interviewing and testing potential employees.
I don't plan induction, activities are last-minute and the new starter is often left with little to do or confused!	I follow a thorough induction process with clearly defined measures and milestones.	I bring new things to induction that other peers don't, exposing new starter more to what others do and how pieces fit together.
I'll generally meet targets and expectations – may, however, only be 'just enough to get by'.	I'll generally work to beat agreed team targets and expectations.	I agree stretching targets and goals and will always strive to achieve and exceed them/encourage others to do so.
I may be too overly involved in team in a way that is difficult for others to know who the manager is or alternatively be too 'hands off'.	I'll roll up my sleeves and get involved in team activity from time to time as needed – I have a good working knowledge around what they do.	I strike right balance in getting involved in team activity to help motivate versus stepping back and allowing them to carry out activity/resolve their own issues etc.
I don't always pay much attention to the workload someone has – be it too little or too much.	I pay careful attention to make sure everyone has the right amount of workload.	I anticipate future workload, how this impacts people and what plans need to be in place.

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

I show little regard for difficulties a team member may be experiencing outside of work.	I support the team around domestic issues or where emotional support is needed (in continuing consultation with HR).	I suggest/make the right adjustments to help employees through difficult times and will support others where their roles are impacted.
I'll often take for granted my good people and perhaps not stimulate their role any further or give them too much to do.	I'm conscious that good people may get demotivated or even leave and will often talk about new work opportunities with them.	I'll expose my good people to higher profile/more complex activity even if it puts me in the background more!
I ignore dips in morale or have to have it brought to my attention by others.	I can spot where team morale is dipping and put in place activities to address.	I regularly check in with the team to understand biggest obstacles to morale to 'nip things in the bud' early on.
I would rather deal with what is going on in front of me each day rather than taking a step back to review service levels.	I will often review service with the team: is it doing what it should, is communication the right quality, get their feedback etc.	I'll work with my colleagues/peers to help them review their own service provision/where it may conflict with what we are doing.
I defend my team as appropriate but sometimes even when the team or an individual is in the wrong.	I defend my team but only when it is right to and will help positively progress a situation.	I'll take steps to ensure individuals and my team do not repeat mistakes that impact clients/other teams.

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

TRUE OWNERSHIP		
We take ownership of an issue. We take the lead, involving others and taking reasonable risks to make a difference and without blaming each other.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
I sometimes plan on a daily/weekly basis but very much deal with the 'here and now'.	I have a longer-term plan in place for the dept/team that will drive achieving results.	My longer-term plans in place consider the Company strategy rather than my preference.
I will often communicate unpopular decisions but will tell the team that I am 'the messenger' rather than it 'coming from me!'	I'll make/convey unpopular decisions if I need to for the good of the Company or the team and do so in my own name rather than blaming others.	I will often sell the benefits of unpopular decisions to ward off any team discontent.
I often have little regard for costs and expenses and generally think about the benefit to myself or my team.	I consider the financial impact of decisions I take/other proposals on the wider business and whether things are affordable.	I will often carry out deeper analysis around costs so that benefits outweigh them.
121's with my people are very irregular and I will often wait until prompted to follow the process.	I follow the Company 121 process for ongoing performance/ development/expectations/objectives discussions with my people.	I'll often prompt 121 conversations (even if people don't want them) if I spot an opportunity that may benefit them.
I can often let poor performance slide or fail to 'nip things in the bud' in a timely way.	I'll manage poor performance early on before it deteriorates further.	I manage poor performance so well that people will remark that the individual is 'totally different' performance or behaviour-wise.

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

GROW AS A TEAM We share our knowledge with others. We celebrate successes, acknowledging the contribution made by others. We seek out learning in every opportunity, identifying and trialling ways to do things better.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
I only talk about my own achievements and am less effective at describing what the team has done.	I communicate successes within and outside of the team; I pick out key individuals for praise.	I passionately drive the team to focus on achievements in order to shout about their success and increase motivation.
I often keep the 'status quo' going so that everyone continues to do what they always have.	I regularly consider the mix of skills in the team and get people to cross-train to reduce reliance on any one person.	I anticipate future skill needs and start activity early on to address this.
I sometimes only give nice work to my 'favourites' in the team.	Opportunities are consistently given to the team based on strengths/development needs.	Opportunities are given to all and employees are actively encouraged where they may be initially resistant.
I'm not always sharing information others need which can cause confusion and team 'dramas'!	I communicate the right info to the team at the right time so that everyone is clear/no ambiguity.	I anticipate issues that team may have and manage upwards/across to be able to deal with team questions/concerns.
My team are often confused about new decisions/developments and I often struggle to answer their questions or have a 'just do it' approach!	I keep people informed and up-to-date when faced with change and can handle questions well and deal with resistance without it resulting in discontent/escalation.	I anticipate where there may be resistance to change and gain commitment from others early in the change process.
I only encourage collaboration with other teams for self-interest or when mistakes are made.	I encourage others often to collaborate across the business and learn from other teams.	I'm always seeking to understand my own team's impact on other teams to minimise issues and maximise teamwork.

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

I'm often having to be too involved in the detail of day-to-day team activities; may be difficult to take a day off without coming back to problems.	My team can generally manage themselves without too much day-to-day management and can resolve most issues.	Very few issues escalated to me as team are able to and like to resolve things themselves.
It is rare for me to recognise when someone has done something really well and I may even take credit for it!	I regularly recognise high performance in the team and will 'shout about it'.	I will put my people forward for awards/recognition etc.
It is often rare for me to take an interest in what the competition is doing.	I'll often talk about what the competitors are doing and how we can stay one step ahead and encourage the team to do so too.	I will often look to incorporate my 'beat the competition ideas' into existing projects or suggest potential new projects cross-business.
I often have to be prompted by others around improvements required in my team/function.	I am often thinking about service, internal efficiency and other best practice improvements needed in the team and have an active plan in place.	I propose improvements across the organisation that will help us achieve our goals more quickly and effectively.

Evidence 12 EV12

http://intranet/hrpublic/Manager%20Resource%20Centre/Home.aspx

HR Hub - Home

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Job Descriptions

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The Bluestone Way

Bluestone Bus Information

Staff Wellbeing Sessions

Lists

Social Calendar

Tasks

Training Room

Training

POD Calendar

Discussions

Team Discussion

Recycle Bin

All Site Content

Managers Resource Centre

Browse below to find tools, templates and resources.

Performance Management

PIP Template 2019.docx

The Bluestone Way Guidance Document 001.docx

Bluestone Way - Review Documentation 280120.docx

Challenging-conversations-and-how-to-manage-them.pdf

Table-Challenging_conversations_and_how_to_manage_them_APRIL-2012.pdf

HR Tracking.xlsx

Five Conversations Tracking.xlsx

The 121 Process - Bluestone Way.pdf

Managers Monthly Prompts Guide.pdf

Coaching and Mentoring

Coaching-and-Mentoring-Toolkit-.pdf

coaching-mentoring-factsheet_20211215T104052.pdf