

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding Coaching and Mentoring

Word Count: 1551

Student Name: Lauren Davies

Student Number: .

CIPD Membership Number:

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: L. Davies

Date: 29/05/2020

Unit Title	Assessment criteria number	Evidence	Evidence description
Contributing to Coaching and Mentoring	1.2	Calendar invite to new staff	This evidence is a calendar invite that I have sent to my new employees to coach them to the induction process.
Contributing to Coaching and Mentoring	1.2	Coaching briefing	This evidence has been produced by HR in Hywel Dda for managers to understand what coaching is and how to approach it
Contributing to Coaching and Mentoring	1.3	Performance wheel	This evidence has been produced by HR in Hywel Dda for managers to evaluate employees performance
Contributing to Coaching and Mentoring	1.3	Coaching notes	This evidence has been produced by HR in Hywel Dda for managers to use with employees in coaching sessions
Contributing to Coaching and Mentoring	1.3	The self-aware coach	This evidence has been produced by HR in Hywel Dda to make coaches self-aware
Contributing to Coaching and Mentoring	1.4	Screen shot of medical leadership and coaching program	This evidence is a screen shot of Hywel Dda Medical leadership and coaching program which was started in 2019.
Contributing to Coaching and Mentoring	2.1	Induction booklet	This evidence is an induction booklet which all new starters into the directorate will revive having attended the coaching session.
Contributing to Coaching and Mentoring	2.1	Email to consultant team	This evidence is an email from myself to my consultant team talking about digital implementation with the CIPD best practice attached.
Contributing to Coaching and Mentoring	2.2	Coaching and mentoring poster	This evidence is a coaching and mentoring poster that I advertised around the directorate
Contributing to Coaching and Mentoring	2.2	Growth model poster	This evidence is of a growth model poster that I sent to the consultant team to help influence their coaching and mentoring skills
Contributing to Coaching and Mentoring	2.3	Email to consultant team with the growth poster	This evidence is an email that I sent to the consultant team to help influence their coaching and mentoring skills
Contributing to Coaching and Mentoring	2.4	Email to consultant team regarding coaching champions	This evidence is an email to my consultant team explaining to them that they have been chosen as coaching champion's for the directorate

According to the CIPD (2016) Coaching and Mentoring can be effective to developing employees. The CIPD (2016) believe that both coaching and mentoring have grown in popularity with many employees using them to enhance the skills, knowledge and performance of their and people around specific skills and goals.

LO1- Be able to assess the impact of coaching and mentoring activity within an organisation and make recommendations for further development.

Within Hywel Dda University Health Board we do not have a specific Coaching and Mentoring policies with in our Learning and Development for Administrative staff. Our internal learning and development does not include administrative staff only Medical staff. There is a huge gap in our Learning and development plan which the health board should look at to make sure that everyone gets the same opportunity.

In February 2019 the Health Board introduced its Medical Coaching and Leadership program. Hywel Dda is committed to developing the leadership capability of medics and we pride ourselves on the suite of medical and multi-disciplinary leadership programmes we have created that promote, support and encourage continuous development and improvement.

Having looked into Coaching and Mentoring within my organisation I have found that as an organisation we mainly focus on the development of our Medical staff rather than our administrative staff however our Human Resources team have created documents for Managers to use with their staff for them to be able to coach and mentor their own staff.

Within the Health Board there are lots of opportunities for staff to develop their skills and progress within the NHS. As we cover the largest geographical area within Wales there are plenty of opportunities for staff to apply for posts across the 3 counties.

Within the Health Board there is a culture that as we don't have a direct coaching and mentoring policy it's up to the individual manager to coach and mentor their staff if they wish to develop them. The new documents that have been produced by the Human Recourses team within Hywel Dda are there to support managers to take up their own coaching and mentoring with the teams that they managed there is no direct approach from HR. The documents give managers a basic understanding of coaching and mentoring and advise them to be a self-aware coach. Hywel Dda human resources team also provide managers with basic tool to be evaluate employee's performance.

NHS Scotland (2018) believe that it's important to have a coaching and mentoring culture as it offers support to employees. It can be for specific work related issues, career planning and progression, performance improvement, work life balance and project development.

Ruth Wootton (2019) explains that it's important to create a coaching and mentoring culture within an organisation to be able to retain top talent to nurture talented employees.

NHS Scotland (2018) also suggest that there are many benefit to employees who are coached these are as followed:-

- Better engagement and performance
- Organisational effectiveness
- Improved sense of direction
- Increased knowledge and self-awareness
- Enhanced ability to influence others
- Stronger motivation
- More confidence
- Increased resourcefulness

David Clutterbuck (2013) talks about how in recent year's group coaching has become popular and is an effective way to apply the principles of coaching to a team as a whole which would enable an organisation to develop a coaching and mentoring culture for the whole team instead of on an individual basis, create a shared purpose within the organisation, Increase levels of productivity to name a few. Hywel Dda health board may wish to look at holding group coaching instead of individual coaching sessions as it would reduce the cost.

As an organisation we will need to look the overall cost of coaching and mentoring. The cost of external coaching would cost so much more than using an internal coach however the organisational would need to make sure that the internal coaching is trained well and has all the support and resources that they would need to deliver coaching and mentoring. However now due to COVID-19 and the extra money that we have been given as an organisation we can employ an external coach to work with individual members of staff who could then train the wider team this would then ensure that the internal coaches would be training appropriately.

As external coaches cost so much the organisation may want to look at sending managers on an ILM course to further their knowledge in the specific area in the long run this would also save the organisation money.

According to the CIPD (2016) HR and line managers within the organisation need to work together to ensure that quality of the coaching and mentoring is at a good standard and

that the appropriate coach and mentee is used for the right employee. HR need to also work with the line manger to ensure that the process has been successful.

Within my directorate we try to identify individuals from PDRS who would like to progress within their career and try to find more challenging pieces of work for them to undertake. Although the organisation focus on a coaching and mentoring as such individual teams within the organisation do use their own methods to coach and mentor individuals by sending them on courses and training programs.

When new individuals join the directorate I take it upon myself to be a role model. I encourage active listening and give my employees constructive feedback when required.

Every August when we take on new members of staff I hold a medical staff induction to mentor the new employees and to make sure that they understand what is expected of them and what there responsible for.

My recommendations of what we can do to change coaching and mentoring within my organisation is that we need to create an organisational policy for administrative staff to be able to develop the same way as medical staff can.

Following on from an engagement survey that was undertaken with my employees they all felt that they had adequate opportunity to learn and develop within our directorate but could share they knowledge from past courses with the wider team and enable others to learn from them. As a manager I would like to introduce this on a Wednesday teaching session with our junior team.

An opportunity for the NHS to use coaching and mentoring would be due to the 2020 coronavirus pandemic the use of technology in the NHS is something that needs to be changed drastically. The use of a coach would help with the move to a more digital platform. A coach would help change the mind-set of the directorate.

Lauren Davies (Hywel Dda UHB - Service Support Manager)

Subject: O&G Medical Induction
Start: Thu 14/05/2020 12:00
End: Thu 14/05/2020 12:30
Recurrence: (none)

Hi all,

Please accept this invite in your diaries to attend our Medical Induction. In this meeting I will be discussing the roles and responsibilities of the job with you.

Handouts will be provided.

Many Thanks

Lauren

Coaching

What is it? – coaching skill can be used by managers to facilitate their staff to find their own solutions to problems

Why use it? – Coaching can help maximise performance in your team

Will it help me? – yes, as another skill to use when managing your staff.

What exactly will I cover in coaching training? The model being rolled out is the OSCAR model – this model goes through a process whereby the coach – you – establish from the person you are coaching

- What is the desired outcome
- What is the starting point
- What are the choices and the consequences of those choices
- What actions do you need to take
- And how will you review following the actions

When do I use it? Use it to manage performance – its about enabling your staff member so that they are thinking about and coming up with solutions, rather than you doing the job for them. If the staff member comes up with the solution their job satisfaction, sense of empowerment and motivation increases. Coaching can be used to improve the learning of a staff member. They identify that they have a learning need, and seek to remedy. Coaching can be used in a group setting within a team. To brainstorm a solution to a problem collectively. These are just some of the times that the OSCAR model of coaching can be used.

What will I need to do before coaching? Speak with the staff member to establish the scenario

And then what? How does it work? Arrange to meet the staff member – plan the session beforehand – key to having a good coaching session is for you to think about what you want your staff member to get out of it – it is important to think of what questions you can ask your staff member before the session to enable them to come up with the answers – include lots of open questions, what, when, who, how much – to gather facts and probe for detail.

When not to use coaching? Don't use it on new staff who are getting to know the organisation. But staff who have been in post for 9 months or more and who have "found their feet" in the organisation can be coached.

Im interested what do I do now? Workforce have been trained on the OSCAR model and are happy to share this knowledge with you to roll it out within the organisation. Lunch and Learn sessions will be organised to go through the model in more detail-

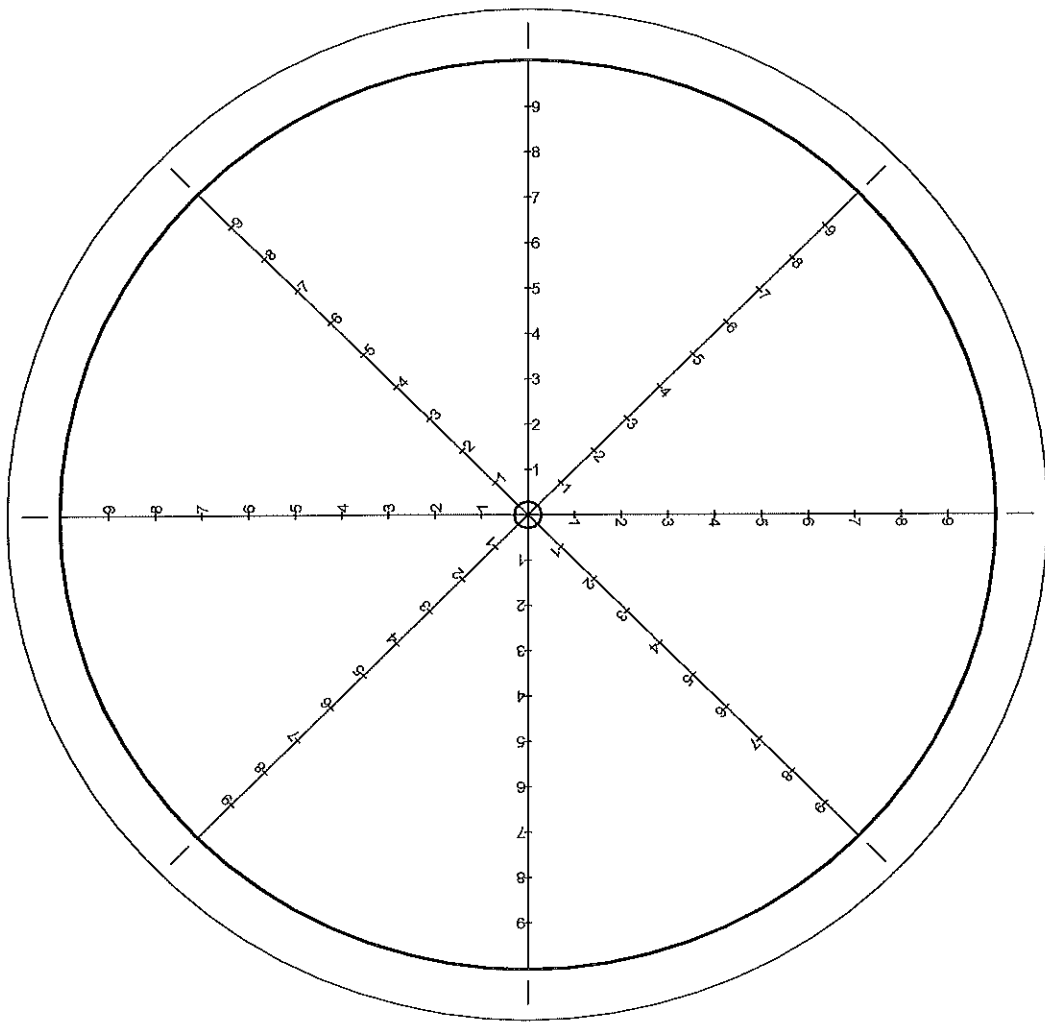
What will the lunch and learn be like? It would be an informal learning session over lunch – to take an hour or perhaps a little more - Workforce will go through the model and how to use it. Giving an overview and information on the model, using roleplay to show you and others the benefits of the model and the scenarios in which you can use it. Further support can be organised if required.

When will this be? - We would aim to schedule this in the last quarter of this year –

Using the Performance Wheel

Name:

Date:



Label the rim of the wheel with up to eight of your key performance areas/outcomes. Rate each area on a level of satisfaction from 0 – 10.

Coaching Notes

To be used by the coach during the coaching session

Coachee name:

Date:

Outcome: (What do you want to achieve)

Situation: (What is the current situation?)

Choices and Consequences: (What options can you choose from? What are the likely consequences of each choice? What are the best options to choose?)

Actions: (Based on your choices, what actions are you going to take, when, and on a scale of 1 to 10 how committed are you to taking them?)

Review: (What date will we review your progress and what steps are you going to take to review your progress?)

The Self Aware Coach

An excellent coach is aware of their own learning style – as well as that of the coachee. Your style as coach and the style of the coachee has a huge impact on the successful use of coaching techniques. Here are the main points to be aware of for each of the Honey and Mumford learning styles.

Style	Be aware of your own style:	Be aware of your coachees style:
Theorist	Telling the coachee what to do! This coach has a tendency to set the agenda rather than to follow the coachees. Remember that coaching follows the coachee's agenda and is for their benefit. This coach has a tendency to think they know the 'right' answer for the coachee. They may be tempted to try to make the coachee 'fall into line!'	This coachee may find it difficult to appear anything less than in total control. Ensure you focus on their agenda and their desire to meet their objectives and results. This coachee often benefits from receiving clear feedback and being asked challenging questions about the impact of their style on others.
Activist	Pushing too hard too fast! This coach has a tendency to want the coachee to come up with lots of actions, when the coachee may need more time simply to think things through. This coach has a tendency to take over and not let the coachee come up with their own ideas!	Ensure actions are directed towards the agreed outcome. Ensure you challenge this coachee and make them think through the consequences of their actions. Don't let them get too carried away!
Reflective	Not pushing hard enough! This coach has a tendency to let the coachee take the lead, when the coachee may need sharper questioning to help them clarify their thoughts and actions required.	Allow sufficient time for each question to be considered. Do not expect the coachee to come up with a set of actions until they have thought everything through.
Pragmatist	Pursuing the first choice you think is the right one for the coachee! This coach has a tendency to push forward with the first 'pragmatic' idea that the coachee comes up with, when the coachee may need more time to think through a wide variety of options and their consequences.	Ensure many options are considered. Do not allow the coachee to become focused on the first option they think will work. Help the coachee to see the impact that their 'self-imposed rules' have.

Medical Leadership Development at Hywel Dda

This page in Welsh/Y dudalen hon yn Gymraeg

Rhaglen Ddatblygu Arweinyddiaeth Feddygol Hywel Dda

Hywel Dda is committed to developing the leadership capability of medics and we pride ourselves on the suite of medical and multi-disciplinary leadership programmes we have created that promote, support and encourage continuous development and improvement.

Hywel Dda is an organisation that aims to deliver a healthcare system of the highest quality, with excellent outcomes for our patients and our population. We value our staff and the work that they do and want all staff, at all levels, in all roles, to feel competent and empowered to make the changes that they know will improve patient's experience and outcomes of care.

To achieve this aim, Hywel Dda needs a community of doctors from across the organisation that can lead the development and delivery of excellent clinical services.



New Consultant Programme

Upon commencing in post all newly appointed consultants will be enrolled on a one year development programme. The

LO2 – Be able to support the implementation of coaching and/or mentoring programmes within an organisation.

To promote coaching and mentoring within my directorate I have created posters and placed them around the directorate to advertise the benefits of coaching and mentoring.

When starting our move over to a digital working I emailed all employees to discuss the move over to a new way of working and also attached the CIPD (2016) best practice for coaching and mentoring as am I expecting these senior employees to coach the other members of the team through the digital implementation process.

Due to the coronavirus pandemic the whole directorate is expected to work more and is now under more pressure than ever. I used the grow model to support my staff to ensure that everyone understand why we need to do more.

As I have an expectation that my senior employees will coach and mentor the middle grade team through the change process I have asked them to be coaching champions to raise awareness of coaching within the directorate. I have also offered my employees the option to start an ILM course to help with coaching and leadership.

To ensure that my organisation continues to have a coaching and mentoring culture we will continue to use our coaching champions within the directorate.

To review the coaching and mentoring process within our directorate I will use the Kirkpatrick's (2016) four level evaluation. I will measure my employee's reaction, learning, behaviour and results.

Following Kirkpatrick's (2016) four level evaluation I will look at the following with my employees:-

Reaction- I will ask my employees the following questions to measure how engaged and how much they contributed-

- Did you feel that the training was worth your time?
- Did you feel that it was successful?
- What were the biggest strengths and weaknesses of the training?
- Did you like the venue and presentation style?
- Did the training session accommodate your personal learning styles?
- What are the most important things that you learned?
- From what you learned, what do you plan to apply to your job?
- What support might you need to apply what you learned?

Learning- What have my employees learnt and what haven't they learned. I need to evaluate exactly what I want my employees to have learnt from the session.

Behaviour- Behaviour will help me to understand how well people can apply their training but it can also reveal where people many need help.

Results- By this point I would be analysing the final results of how the coaching and mentoring is going within the directorate.

Obstetrics & Gynaecology Department



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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

INDUCTION 2020

Obstetrics & Gynaecology

Annual Leave

All Annual Leave is requested through Intrepid and is authorised by Lauren Davies and Lisa Humphrey. Annual Leave needs to be applied for with 6 weeks' notice. Any Annual Leave outside of the 6 week rule will not be authorised unless there are exceptional circumstances.

All oncall shifts must be swap appropriately with member of the team before the leave will be approved. We DO NOT locum out shifts for people to take leave.

Intrepid

Intrepid is an online system where you can book your Annual Leave. All Intrepid Problems are dealt with by Medical Staffing.

You should have received your log in details by now. If not please let me know.

WhatsApp

Please provide me with you mobile phone numbers so that I can add you to our WhatsApp group. This group is for the rota and any locum shifts will be posted in the group.

The Rota

The on call rota is always available and you would have received a copy already. We work on a 11 week rolling rota and are starting this week on week 2. The weekly rota comes out every Wednesday/Thursday from myself. There is a key at the bottom of the rota to explain what everything means.

If you have any problems with the rota please contact me as soon as possible for it to be changed.

Locums

Locum shifts are available and will be put in to the reinvent WhatsApp groups when available.

The rate for the locum shifts are as followed:-

SHO- £40

Middle Grade- £60

The above rates are inclusive of travel and accommodation

Locum claim forms are submitted to myself by 1st of every month to receive payment.

Sickness

All sickness must be reported to me before 9am to arrange for any cover needed.

You will always need to self-certify yourself regardless of how many days off you have had. A return to work interview will also need to be completed as soon as you start back work.

Swaps

Swaps can be done via a swap form which is available from my office. Before any Annual Leave requests will be authorised a swap form will need to be completed and signed off by myself. The swap will then be noted on the rota

Accommodation

Accommodation requests can be made through myself for on call rooms. The accommodation keys are available every day from 3pm at the main desk or out of hours in the porters lodge. All requests for accommodation need to be made by 2pm at the latest.

Locum ADH Forms

All Locum ADH Forms need to be claimed within 3 months of working the shift, after 3 months the claims will not be paid by payroll.

All Locum ADH Forms must be submitted by the 1st of each month to ensure that they reach payroll on time.

Lieu Days

Lieu days can be claimed when you have worked bank holidays. The forms are available from myself and are then passed onto Medical Staffing to update your intrepid accounts.

Contact Numbers

Medical Staffing- 01267 229640 EXT 8040

Dynevor Ward- 2591

Labour Ward- 6060

Picton-2783/2784

Antenatal Ward- 2592/2030

MLU-8640

MLU WGH-017203306

SCBU-2567

The GGH Team

Dr N Piskorowskyj

Mr L R Shankar

Mr I Abdelrhman

Dr R Goel

Miss G McSweeny

DR S Premkumar

Elaine Betts secretary to Dr M Elbadrawy- 01267 227165

Julie Jones secretary to Dr N Piskorowskyj-01267 227786

Megan Hyles secretary to Dr R Goel-01267 227786

Laura Lewis secretary to Dr L R Shankar & Dr S Premkumar
-01267 283183

Christine Bowen secretary to Mr I Abdelrahman- 01554 783287

Diane Lewis & Christine Smith secretary to Miss G McSweeny – 01267 227785

The WGH Team

Mr R Husicka

Dr C Link

Mr D Sanyal

Dr T Amin

Sally Morris-Pritchard secretary to Mr R Husicka- EXT WGH 3983

Angela Murphy secretary to Dr C Link- EXT WGH 3663

Jane Swindlehurst/Myron Mason secretary to Mr D Sanyal & Dr T Amin - EXT WGH 3504

Lynne Jones EXT WGH- 3283

Tania Warlow EXT WGH 3254

Who we are

- Lisa Humphrey -Service Delivery Manager for Gynaecology and Sexual Health- 01267 248669 EXT (8669)
- Sarah Rees- Senior Nurse Manager for Gynaecology- 01267
- Lauren Davies- Service Support Manager for the Women's and Children's Directorate- 01267 283197 (1797)

Where to find us?

We are based in

Room 67

Teilo Ward

Glangwili General Hospital

Carmarthen

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: Letchuman Shankar (Hywel Dda UHB - Consultant); nicola piskorowskyj (Hywel Dda UHB -); Geraldine McSweeney (Hywel Dda UHB - Consultant - Picton Ward); Manal Elbadrawy (Hywel Dda UHB - Consultant)
Subject: Digital Implementation- Best Practice to follow
Attachments: CIPD Best Practice on Coaching and Mentoring.pdf

Hi all,

As you are all aware by now as of Monday we are going digital. The majority of routine outpatient appointments will now be done via 'Microsoft teams'. You will be leading the implementation of this and there is an expectation that you will coach and mentor your colleagues through this process.

To help guide you I have attached the CIPD guide to best practice.

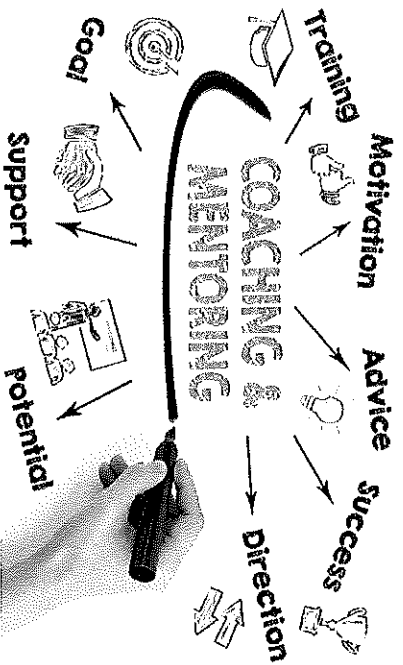
Many Thanks
Lauren

Lauren Davies
Service Support Manager For the Women and Children's Directorate
Bwrdd Iechyd Prifysgol Hywel Dda/Hywel Dda University Health Board
Adeiladau Teilo/Teilo Buildings
Ysbyty Cyffredinol Glangwili General Hospital
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E-bost/E-mail: Lauren.davies13@wales.nhs.uk



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Wales

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Hywel Dda
Hywel Dda University
Health Board



Should we use Coaching and Mentoring within our directorate?

Benefits of Coaching

- Improvement in individual's performance, targets and goals.
- Increased openness to personal learning and development.
- Increased ability to identify solutions to specific work-related issues.
- Greater ownership and responsibility.
- Development of self-awareness.

Benefits of mentoring

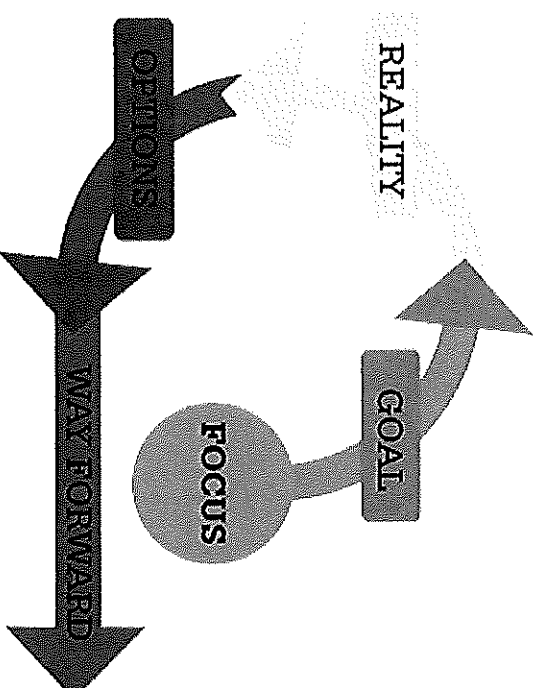
- Gain practical advice, encouragement and support.
- Learn from the experiences of others.
- Increase your social and academic confidence.
- Become more empowered to make decisions.
- Develop your communication, study and personal skills.
- Develop strategies for dealing with both personal and academic issues.



The Grow Model

The grow model is a simple but powerful framework which would structure coaching and mentoring

The key is to set a Goal which is inspiring and challenging, not just SMART (specific, measurable and achievable in a realistic time frame). Then move flexibly through the other stages, including revisiting the goal if necessary. The final Will element is the barometer of success. It converts the initial desire and intention into successful action.



Goal- What do you want?

Reality- Where are you now?

Options- What could you do?

Will- What will you do?

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: nicola piskorowskyj (Hywel Dda UHB -); Letchuman Shankar (Hywel Dda UHB - Consultant); Manal Elbadrawy (Hywel Dda UHB - Consultant); Geraldine McSweeney (Hywel Dda UHB - Consultant - Picton Ward); Ganeshselvi Premkumar (Hywel Dda UHB - Consultant O&G)

Subject: Guidance to Coaching and Mentoring

Attachments: Grow model poster.pptx

Hi all,

Following conversation regarding coaching and mentoring staff through the new digital implantation change I have attached some guidance on the grow model.

Please see attached

Many Thanks
Lauren

Lauren Davies
Service Support Manager For the Women and Children's Directorate

Bwrdd Iechyd Prifysgol Hywel Dda/Hywel Dda University Health Board

Adeiladau Teilo/Teilo Buildings

Ysbyty Cyffredinol Glangwili General Hospital

Caerfyrddin/Carmarthen SA31 2AF

Rhif ffon/Tel: 01267 283197- EXT 1797

E-bost/E-mail: Lauren.davies13@wales.nhs.uk



GIG
NHS

Bwrdd Iechyd Prifysgol
Hywel Dda
Hywel Dda University
Health Board

Lauren Davies (Hywel Dda UHB - Service Support Manager)

To: Islam Abdelrahman (Hywel Dda UHB -); L Shankar (Hywel Dda UHB - Obs & Gynae); roopam; nicola piskorowskyj (Hywel Dda UHB -); Richard.Husicka@wales.nhs.uk
Subject: Digital Implementation Coaching Champions

Dear all,

You have been chosen to be coaching champions for the directorate. This will mean that you will need to actively encourage coaching and mentoring within the department.

We will be in touch shortly to discuss plans for our coaching champions

Many Thanks
Lauren

Lauren Davies
Service Support Manager For the Women and Children's Directorate

Bwrdd Iechyd Prifysgol Hywel Dda/Hywel Dda University Health Board

Adeiladau Teilo/Teilo Buildings

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