

# The coaching effect – improving the Board's performance

Presentation to EOA Conference Roundtable

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## Agenda

A little more about us

Board performance – challenges

Coaching

Benefits/case studies

Team Coaching

Questions and Round Table discussion

## About OPM

- We became 100 per cent employee-owned during 2006, as our co-founders retired from the company
- The company's shares are held by the employee share ownership trust (ESOT) on behalf of all its employees
- One of the Sunday Times *100 Best Small Companies to Work For*
- Providing mentoring support to a number of the pathfinder mutuals announced by the Cabinet Office.



## The Board's performance - challenges in running co-owned and employee-owned organisations

- Sustaining a culture that ownership matters
- Models that work in terms of employee representation and shared power
- Getting engagement and involvement right
- Role-modelling behaviours that the company requires



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## Coaching -

- Coaching allows greater personal insight into capacities, skills, attitudes and values, and can help explore innovative and creative approaches to 'old' problems.
- Coaching can also lead to greater leadership capability, improved performance and better relationships with key stakeholders
- Coaching supports the employee/co-owned organisation agenda by:
  - Offering frameworks for decision-making and considering new structures
  - Developing "coaching" skills such as clarifying processes & expectations, listening & questioning that are essential for partnership working, employee engagement,



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## Coaching - benefits

ACCA

INSIGHT SERIES

**The coaching and mentoring  
revolution – is it working?**



## Coaching - benefits

“Research has demonstrated a positive correlation between the implementation of successful coaching and mentoring programmes, and corporate profit. Consequently, we may infer that by not implementing such programmes effectively, many organisations are not maximising their return on human capital employed.”



*ACCA “The coaching and mentoring revolution – is it working?” 2009*



## The benefits of coaching

### Individual level:

- Increased individual performance
- Higher motivation and commitment
- Better management of change processes

### Team level:

- Improved team efficiency/performance
- Clearer vision development and objectives
- Improved team spirit and conflict management

### Organisational level:

- Higher profitability/ return on investment/ productivity/ sales
- Better staff motivation and retention
- Less absenteeism
- Buy-in to organisational values and behaviours

From “Excellence in Coaching”, Jonathan Passmore based on studies by Skiffington and Zeus 2003, Fillery-Travis and Lane 2006, CIPD study 2006



## Team Coaching -

- sustainable and effective response to helping senior level teams address the leadership challenges they face, as well as building the team's capacity
- a comprehensive approach to working with the various aspects of effective team functioning and recognises they are all inter-related, wherever the initial focus may be.



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## Individual Coaching – case study

### Need

A challenging timescale for structural change available to the Board was being quickly whittled away by a mix of political pressures and competitive forces

### Solution

Coaching the lead director about the board strategy for communicating with staff and trades unions, in order to safeguard the quality of relationships with customers and other stakeholders

A series of monthly coaching sessions with agreed actions over a five month period



## Team Coaching – case studies

### Need

Team to be more equipped to handle the strategic challenges ahead

### Solution

A series of away-days to work with real-life issues and changes in behaviour in-between with back-up coaching

Providing better conditions to strategically think and work together on some tough financial choices that have to be made,

Sharing collective leadership more through working on the issues together, rather than just relying on the Chief Executive or Board.



## Round Table

The initials OPM stand for Office for Public Management, but we actually stand for much more:

### We stand for results.

Working methods matter, but results matter more. That's why our single-minded aim is to help people in public services get real results that make a difference.

### We stand for learning.

People in public services need access to new thinking. That's why we share learning through our work, carry out research into public service delivery and publish our ideas.

### We stand for people.

By helping leaders and managers in public services develop their skills, we help all people. That's why we provide personal and professional development and coaching.

### And we stand for value.

We believe in effective use of resources and we are determined to deliver value for money. That's why we're a not-for-profit organisation, fully owned by all our employees.

