



Case study - Enabling workforce development using coaching, 1-1 training and mentoring

From performance management to a staff development programme, to success for new managers

1. Overview:

City and Islington College wanted to support all New Internally Promoted Managers.

- In partnership, the college and The Learning Moment designed and delivered a programme of Management Coaching and Mentoring/Skill Sessions that included bespoke 1-1 training.
- **‘From the College’s perspective, it is about helping managers to make the leap into management and understanding what is different about their new role. It is also about helping them with understanding how they have to behave very differently when managing what were their peers and the need to put some distance into the relationship.’ Claire Collins, Director HR & Comms**

The Learning Moment (previously called Team Training) wanted to help new managers ‘hit the ground running’ with excellence, in really tough circumstances, often with teams in crisis.

2. Background:

The college has:

- clear and wide, relevant management competences in place - used in recruitment and Professional Development Reviews.

The College chose to:

- provide early, focused support for these managers, spanning the period immediately prior to the early stages of their promotion using a blend of Coaching, Skills Sessions and Virtual Learning Resources.



- enable the managers effectively to deal with future and present challenges and goals that CIC managers commonly face.
- use a more proactive approach, that minimises the need for reactive support later.
- ensure that the managers would build on their previous leadership experience, enabling them to both find their own leadership and management solutions and to learn from other sources.
- provide support where new managers are leading teams who have been through challenges.
- do their best to enable excellent performance management *of all* these new managers, rather than targeting a few.

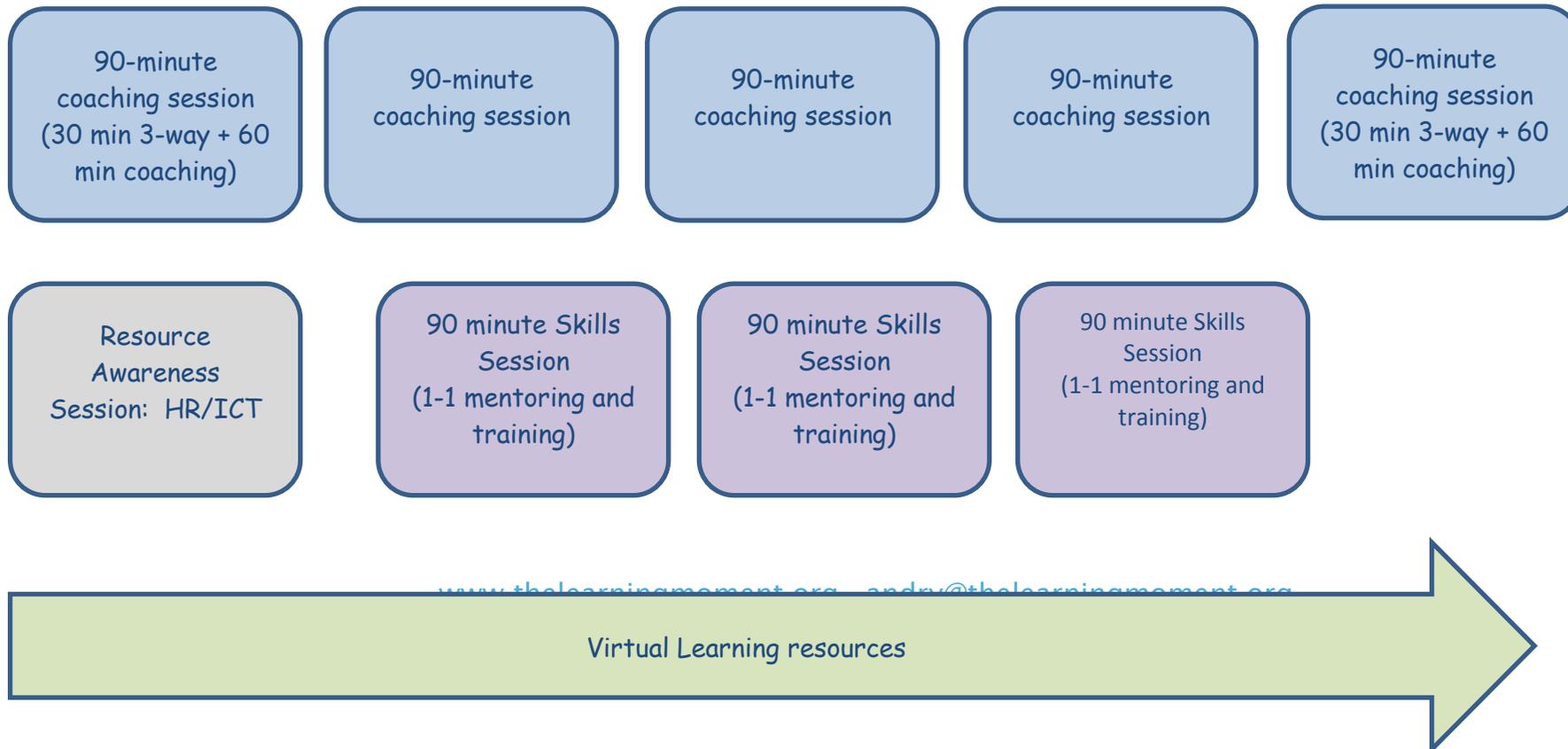
3. Stages of development

The college began to design a programme that was cross organisational, drawing on the resources of HR, ICT and external providers for mentoring, training and coaching. They invited The Learning Moment in to design the part of the programme focusing on coaching. The Learning Moment also suggested skill sessions (bespoke 1-1 mentoring and training on specific subjects). The aim was that each individual receive a tailored package according to their needs.

- In partnership, the college and The Learning Moment designed and delivered a programme of face to face Management Coaching and Skill Sessions, to include: initial assessment, progress reviews and programme evaluation and manager's feedback.
- The Learning Moment designed a range of one-to-one skill sessions covering many subjects including: line-managing people who have previously been your peers, handling negotiation and persuasion conversations with senior staff, managing challenging conversations with staff at all levels, delegation time-management and prioritization etc...
- **SEE OVERLEAF DIAGRAM FOR EXAMPLE PROGRAMME**

Example Bundle

- 5 x Coaching Sessions,
- 3 x Skills Sessions (1-1 mentoring and training)
- Resource Awareness Session (e.g. HR/ICT)
- Virtual Learning Resources (on-line mini library)





Feedback from Learning and Development team:

- *“I believe in one-to-one interventions. I think it’s been really useful. It’s been a very positive intervention. The sessions are spread over a few months, so evaluations can be viewed as long-term. The feedback has been very positive. It’s been a really good way of engaging new managers and helping them settle in to new roles.” Aleksandra Skalimowska, Learning and Development Advisor.*

Manager’s feedback:

- *“Every time we met for this coaching and support programme, it served a purpose for what was going on at the time. ... I have changed and so the team are now working more towards something than they were before and they can see that there can be change. We are implementing a new database to streamline our processes... I’ve changed and learned that you have to speak up and now we have better rapport with the other teams - that’s down to me. We didn’t know what other teams did and how it linked. Now, we understand each other’s work and how it fits. Now we are linked with other departments... I organised meetings and communicated with my staff too, about those other teams.” Tiya Gemechu*
- *“I also learnt that I can line manage people who are previously my peers... My coach made me think about things and kept asking questions to help me realise things and find my own answers, not giving me the answers. I will miss it!” Mirka Hanakova*
- *“Throughout my coaching I used the skills that were focused on to improve my communication skills and resilience within the job. “*
- *“I can now help my team to change... what I believe in has now happened and come to fruition”*

5. Key learning:

- Proactive one-to-one New Management Coaching and Skills Sessions, really enable workforce development and prevent future challenges, confrontations and enable a group of staff to ‘hit the ground running’.
- Interventions providing intensive performance management support, right at the beginning of a new role, can really have positive impact on individuals, teams and departments - The Learning Moment have experienced that happening.



- In addition, really drawing on internal expertise and external expertise, creating a combined programme (drawing on internal college resources and external supplier resources and expertise), really brings about faster and longer lasting results.
- It helps if the outcomes for a Performance Management Programme for each individual, are fully negotiated, rather than given by one party or the other, or rushing the negotiation.