



Welcome to our webinar

How to build a coaching culture – a justice perspective

This event will be starting shortly at 09.30



DIRECTION



STRATEGY



SUCCESS



Agenda



9:30

Welcome and Introductions

9:35

How a coaching culture can elevate workforce experiences in the justice sector

Sharon Nash, Senior Consultant, Skills for Justice

09:50

Building a coaching culture to support organisational performance

Dani Yeomans, Practice Consultant, Skills for Justice

10:05

Panel session: Perspective of coaching and how to apply in practice

Chris Burling, Principal Consultant, Skills for Justice, Alastair Wylie, Associate, Skills for Justice and Simon Gott, Organisational Consultant, Purpose Time

10:35

Developing the justice leaders of tomorrow

John Mark Williams, CEO, Institute of Leadership and Management

10:50

Q&A



How to Build a Coaching Culture
A Justice Perspective

What is a coaching culture?

*“A coaching culture exists in an organisation when a coaching approach is a key aspect of **how the leaders, managers, and staff engage and develop all their people** and engage their stakeholders, in ways that **create increased individual, team, and organisational performance and shared value for all stakeholders**” (Peter Hawkins)*

*“We’re calling a coaching culture a **culture of truth and courage** because a **coaching mindset** is necessary to ensure **honest communications that avoid alienating and discouraging people**” (Centre for Creative Leadership).**

*In essence, it is about a mindset that **puts conversation at the heart of human interactions.***

Behaviours include:

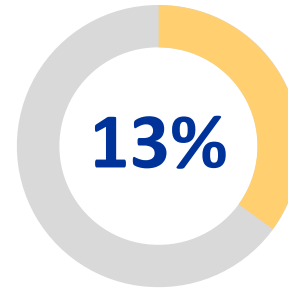
- *asking powerful questions*
- *active listening, listening with sincere intention to hear*
- *openness to different perspectives*
- *Act with genuine humility*

Why is a coaching culture important?

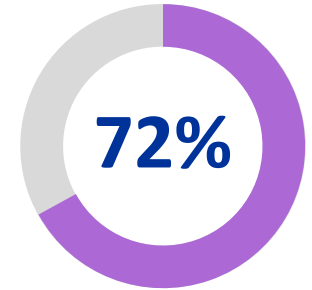
- Trust in public service is beginning to rise but so is public scrutiny in the leadership of organisations
- Reports from the Casey Review point to **'systemic and fundamental problems in leadership'**
- Similar reviews in other services have uncovered **'a culture of bullying and discrimination'**
- Exiting crisis mode: the **impact on morale and turnover**
- **Rising complexity and constant disruption** – need for leaders to adapt more quickly*
- **Command and control** leadership is becoming **less valued***
- The way we work is becoming more nuanced:
 - Blended working: the impact on culture and collaboration*
 - Multi-generational workforce – similar and different needs

Are we in an era of disengagement?

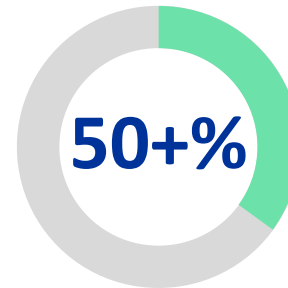
- Employee engagement levels in the UK are one of the **worst in Europe**
- **Only 13%** of the workforce is **engaged**
- **72%** are quietly quitting
- More than **50%** are looking for a new role
- **Only 28%** of employees **have confidence in the leadership** of their organisation to successfully manage emerging challenges
- **41%** of the workforce is **experiencing stress**



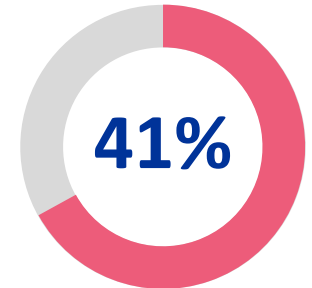
Engaged



Quiet quitting



Actively looking

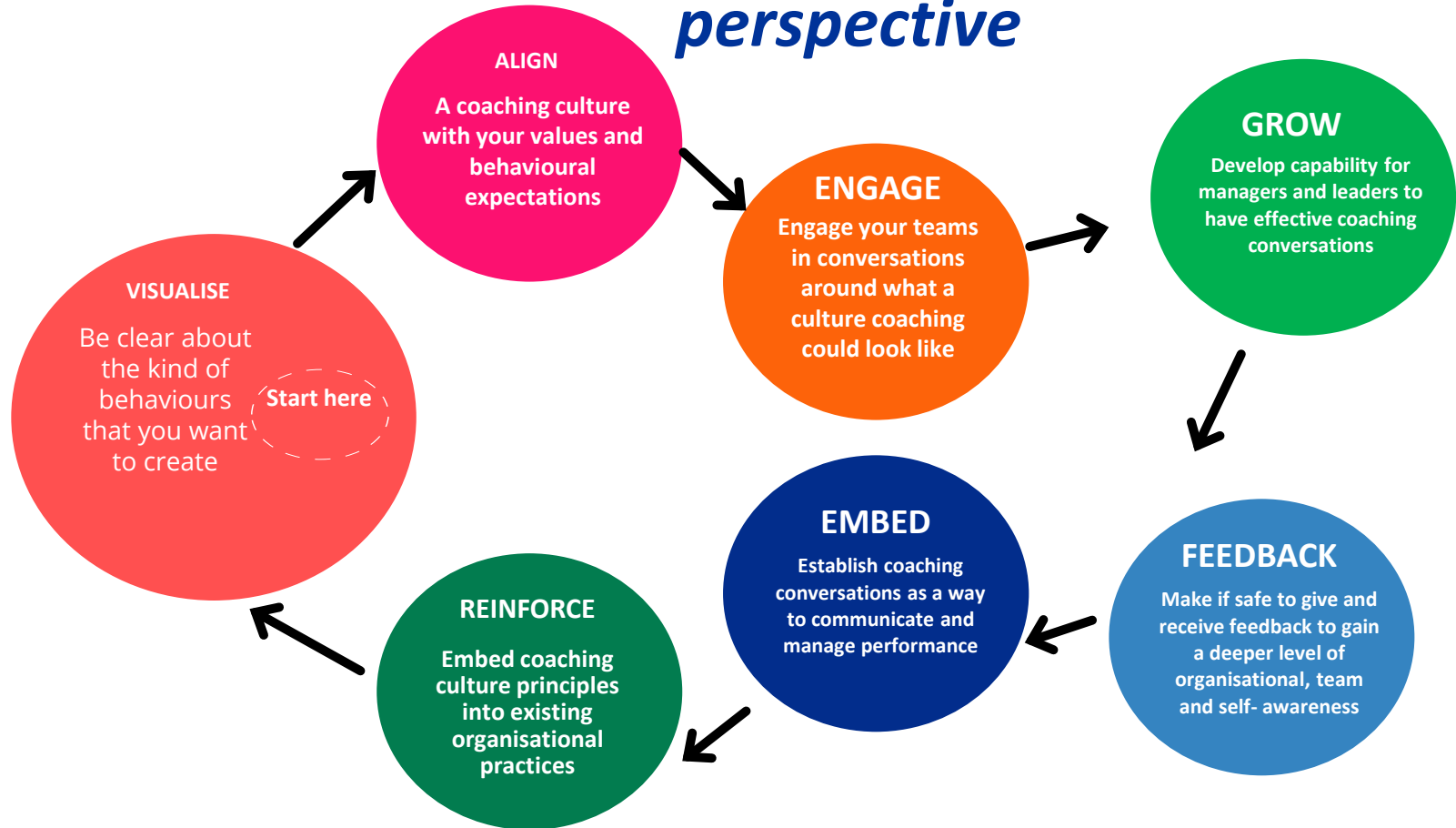


Experiencing stress

How can a coaching culture can help to mitigate leadership challenges?



How to build a coaching culture: An organisational perspective



How to Build a Coaching Culture

A Leadership Perspective

"The only skill that will be important in the 21st century is the skill of learning new skills. Everything else will become obsolete over time." Peter Drucker

1

Ask

2

Help to create the
right mindset &
Behaviours

3

Ask powerful
questions

4

Give feedback
In the
moment

5

Create focus
with a clear
purpose

6

Put wellbeing
first

7

Empower and
trust remote
employees

So, the question that I would like to leave you with is; how can you develop these qualities, in yourselves, and inspire others to do the same?

Recommended Reading

CASPAR CRAVEN

Be more HUMAN

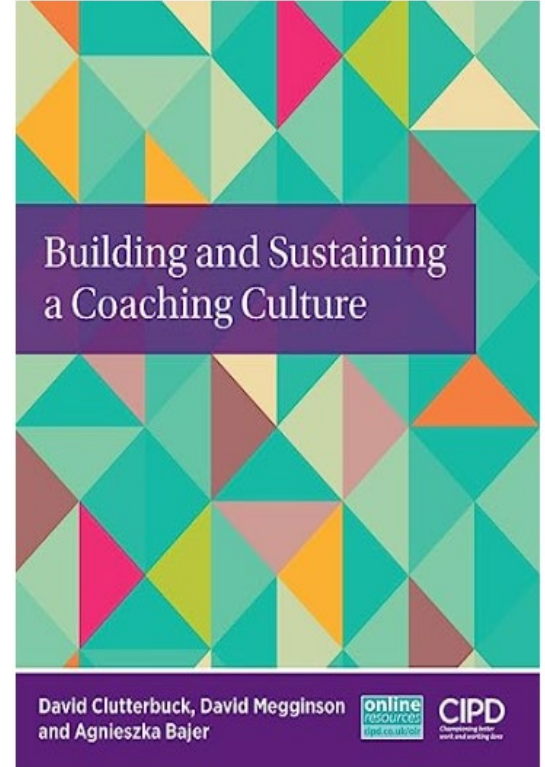


Rethinking the Rules of
High-Performance Teamwork

WHITE PAPER

Truth and Courage
Implementing a Coaching Culture
with Better Conversations Every Day

By: Douglas Riddle



Please contact us if you would like to have further conversation about creating a coaching culture



Dani is a certified Coach and Work Psychologist. She has partnered with professionals across sectors and roles, supporting others in their wellbeing, leadership development and career.

dani.yeomans@wdtrust.org.uk




Currently completing the highly regarded Professional Certificate in Executive Coaching course at Henley Business School, Chris is a thinking practitioner and learning specialist.

chris.burling@wdtrust.org.uk



Sharon is an accredited Executive and Leadership Coach whose passion and purpose is to help leaders to tune into their true source of power and move forward with a clear sense of who they are and what they bring to leadership.

sharon.nash@wdtrust.org.uk



Building a coaching culture to support organisational performance

Speaker: Dani Yeomans, Practice Consultant, Skills for Justice

GOAL

TEAMWORK

DIRECTION

STRATEGY

SUCCESS

Organisational Performance

THE ABILITY OF AN ORGANISATION TO REACH ITS
GOALS AND OPTIMISE RESULTS, PARTICULARLY IN
TODAY'S VUCA WORLD

TO MAKE COMMUNITIES SAFER



This Photo by Unknown Author is licensed
under [CC BY-SA-NC](#)

Individual & team benefits



Performance (Bozer, Sarros & Santora, 2013)

Sense of responsibility for change (Whitmore, 2002)

Enhancing wellbeing (Jarosz, 2021)

Enhances work-related outcomes e.g., goal attainment
(McDowall et al., 2021)

Enhanced communication & relationships (ICF, 2009)

Organisational benefits



Stronger success with change management initiatives (ICF & HCI, 2018)

Retention of employees (IES, 2009)

Service quality improvements (Institute of Employment Studies, 2009)

Increased employee wellbeing & reduced sickness (Van de Voorde, Paauwe, Van Veldhoven, 2011; IES, 2009)

Improved performance (Bozer, Sarros & Santora, 2013)

Fewer safety incidents (Gallup, 2017)

Application

Challenge: Stolen off-road bikes and antisocial behaviour.

Approach: Collaboration & partnership

- Connected with Rivers & Canals Trust, council, residents & an external training organisation.
- Advocated to get self and colleague on SMARTWATER training.
- Communicated effectively with team to coordinate patrol and monitor situation.

Application

Outcome:

- ❖ 3-month mark majority of those stolen after the initiative started had been seized.
- ❖ 6-month mark, no further reports.
- ❖ Significant reduction in logs of anti-social behaviour by locals.

- ❖ = safer communities
- ❖ = increased capacity for other jobs
- ❖ = increased community trust

Ripple effect:

- Success of the initiative travelled to local policing areas and even neighbouring forces who reached out to the lead officer.
- Started conversations on how they can work effectively together to manage this issue at a wider level.
- Lead officer coordinated SMARTWATER training for officers across areas.

Takeaway questions

How is your organisation 'performing' right now?

What could be different?

How might moving towards a coaching culture support you, your colleagues and overall organisational performance?



[This Photo](#)

[CC BY-SA 3.0](#)

Panel session: Perspective of coaching and how to apply in practice

Speakers: Chris Burling, Principal Consultant, Skills for Justice, Alastair Wylie, Associate, Skills for Justice, and Simon Gott, Organisational Consultant, Purpose Time

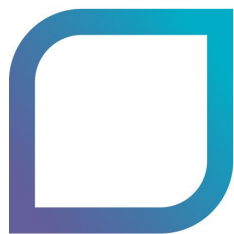


Developing justice leaders of tomorrow

Speaker: John Mark Williams, CEO, Institute of Leadership and Management

Any Questions





**SKILLS FOR
JUSTICE**



info@skillsforjustice.org.uk



0117 922 1155

Thank you for attending



www.skillsforjustice.org.uk/



Skills_Justice