

Principles of a Coaching Culture

VIP can help you to introduce a coaching culture by providing practical coaching skills workshops to your leaders, managers and supervisors to increase engagement and performance within your organisation.

Coaching thought-leaders and authors suggest the following factors are key to any coaching culture:

In his book, 'Creating a Coaching Culture' (2012, p22), Peter Hawkins offers a useful guide when he describes five different levels of a coaching culture within the organisation:

- **Artefacts:** The organisation champions the value of coaching in its strategy and mission. It is seen as a key leadership and management competency.
- **Behaviours:** A coaching style is used one to one and in teams to encourage engagement, problem-solving and development.
- **Mindsets:** There is a prevalent belief that people perform best when they are engaged with issues and challenges and helped to see options – rather than being told how to act.
- **Emotional ground:** There is energy within the organisation and a high level of personal engagement. Challenges are seen as an opportunity to learn and grow. There is high support and high challenge with a focus on helping people realise their potential.
- **Motivational roots:** The culture supports people who are committed to lifelong learning and development. There is a belief in people's ability and their potential to learn continuously, and that collective performance will grow as a result.

Hawkins goes on to describe the three key pillars of a coaching culture:

- **Coaching strategy:** firmly grounded in the organisation's mission strategy and development plan, and linked to other people's development activities.
- **Alignment with broader organisation culture change:** "a coaching culture is key part of creating a more general culture of continual learning and development" (2012, p26).
- **Coaching infrastructure:** with governance and management in place to ensure coaching is integrated into the way the organisation operates, for example a sponsor or steering group to ensure that the coaching processes are given direction and there is accountability for impact; a management group to drive and co-ordinate coaching activities; and a community of practice committed to the development and success of coaching throughout the organisation.

So, how does this work in practice? Coaching thought leaders David Clutterbuck and David Megginson believe that the following factors are essential:

- ensuring that people are rewarded for knowledge-sharing
- valuing and promoting coaching as an investment in excellence
- the top team are coaching role models (who seek and use feedback)
- there are dedicated coaching leaders who champion the coaching culture

VIP offers a range services and development workshops tailored to individuals and organisations to support the introduction of a coaching culture including providing practical coaching activities to enhance leadership skills. Content can be accredited to nationally recognised qualifications.

**Contact VIP to create a coaching culture in your organisation.
Peter Lewis VIP Coaching 07840 858 786 peter@vipcoaching.org.uk**