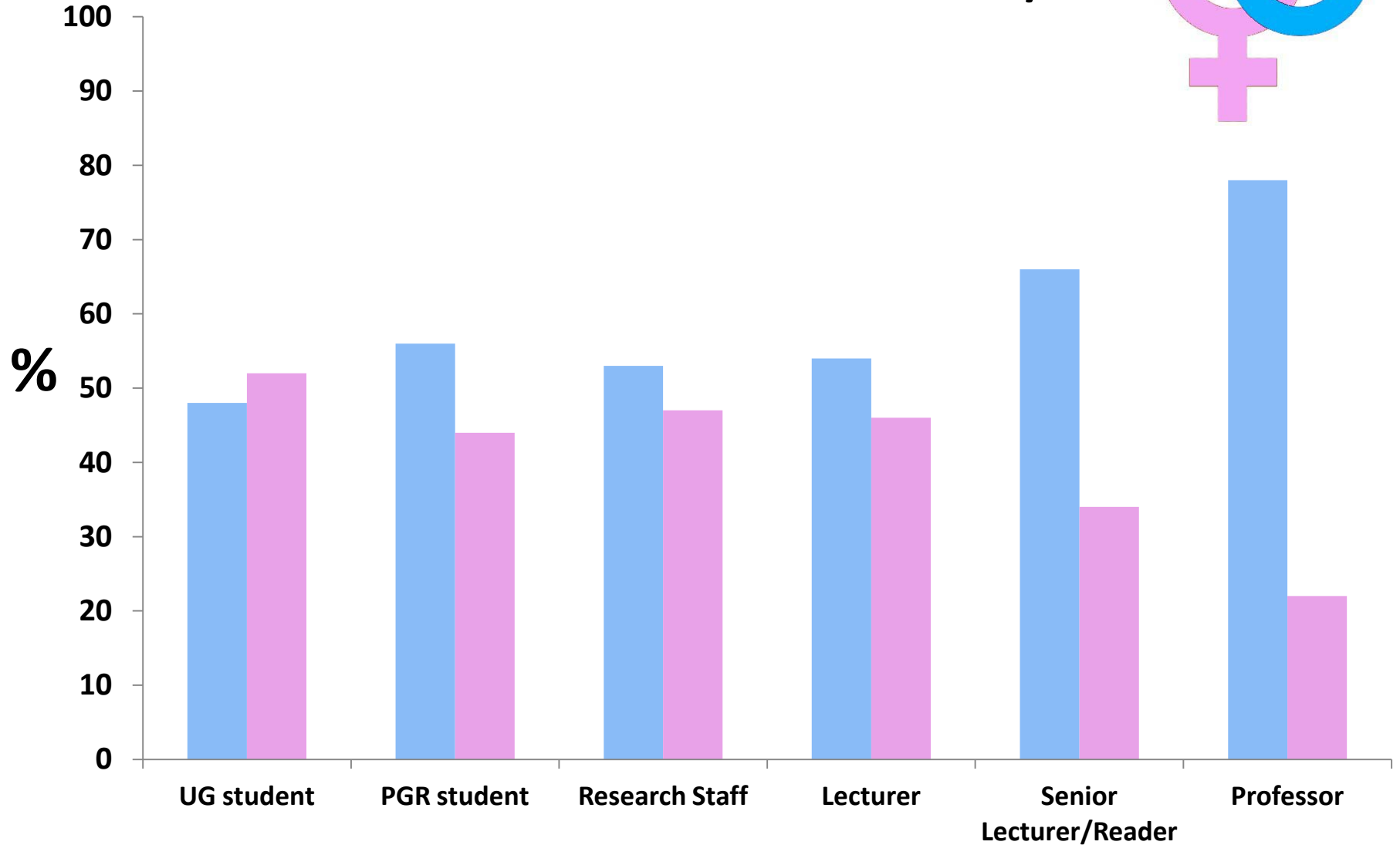
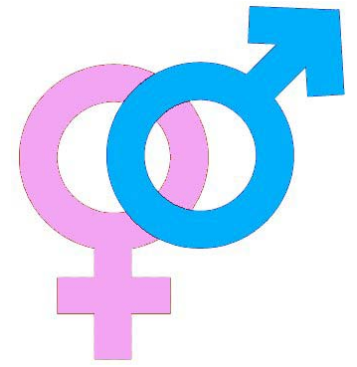


Is coaching the way to unlock female potential in Higher Education?

Rachel Cowen and Emma Gillaspay
University of Manchester



University of Manchester Gender Balance 2012/13



Careers in Research Online Survey 2013

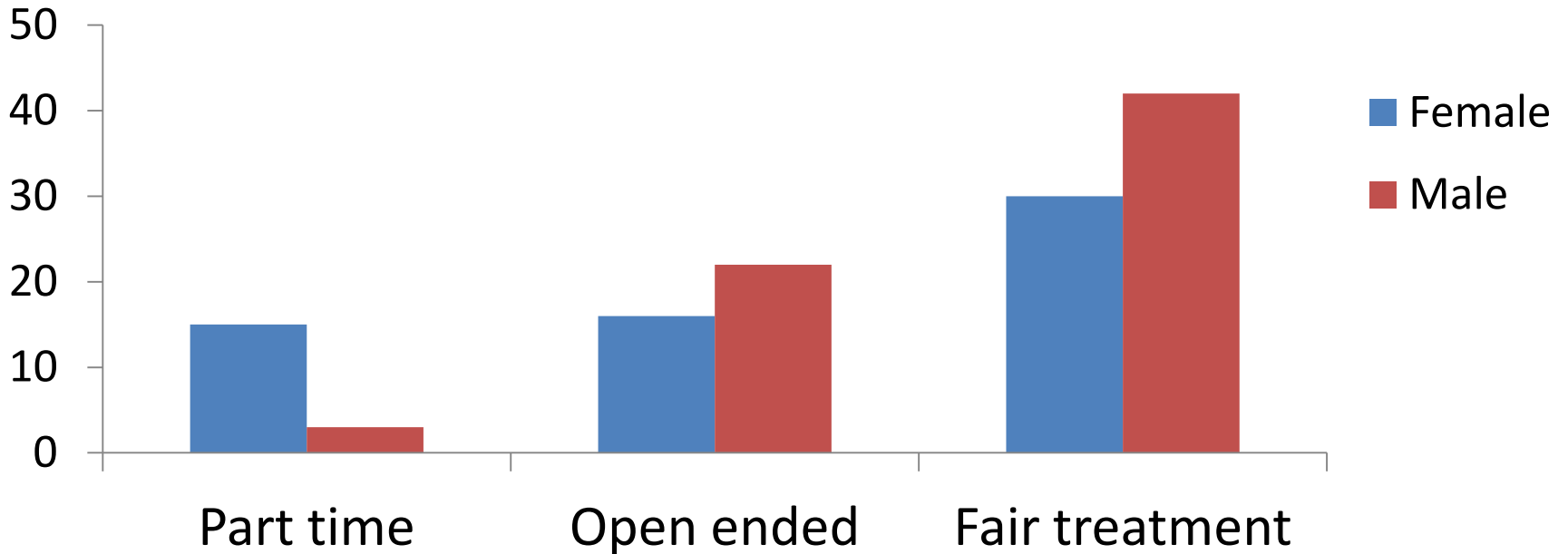
- >90% of researchers believe their institution is committed to equality and diversity
- Perceptions of unfairness regarding different aspects of employment, expressed more strongly by women

	% Disagree/strongly; females N=4264	% Disagree/strongly; males N=3590
Career progression/promotion	25 [18]	18 [14]
Participation in decision-making	22 [15]	17 [15]
Reward	21 [15]	16 [12]
Day-to-day treatment at work	11 [8]	7 [7]
Recruitment and selection	14 [8]	13 [6]

CROS 2011 results in square parentheses.

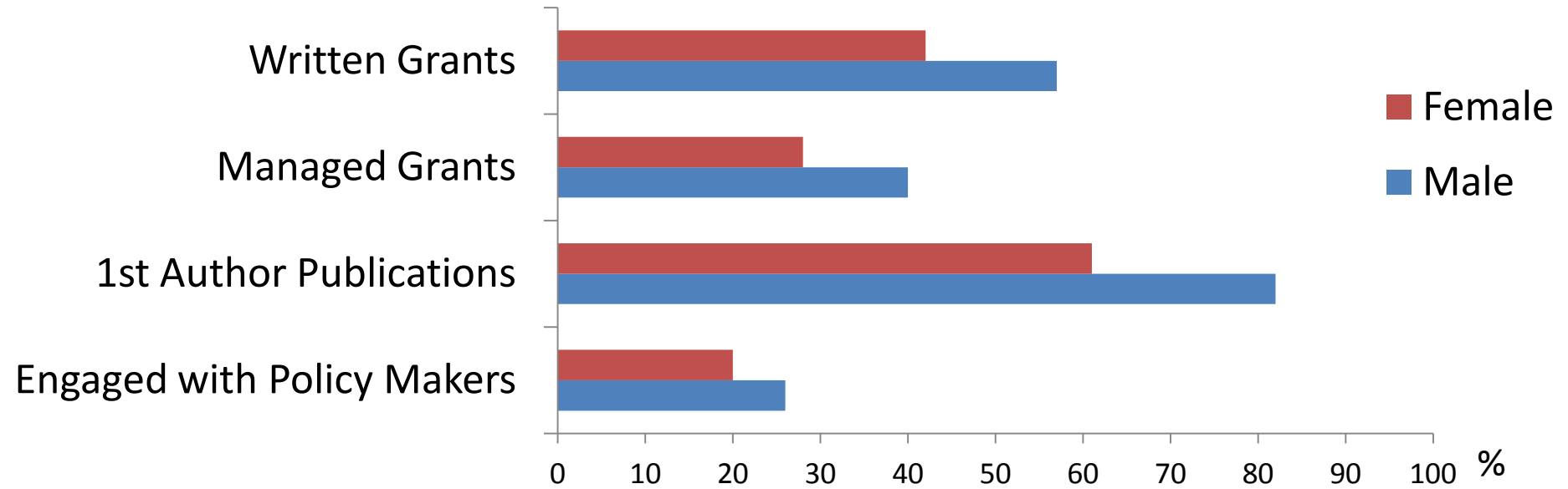
PIRLS data shows that this is also true for
female academics

Manchester CROS 2013 Gender Gap



- Day to Day Treatment 31% female, 42% male
- Decision Making 26% female, 33% male
- Career Progression 24% female, 35% male

Manchester CROS 2013 Gender Gap



- Aspire to a lectureship - 27% female, 43% male
- Confidence about getting it - 24% female, 34% male

What's behind the data?



Coaching as the Solution?

Coachee:

- Increased performance
- Higher motivation and commitment
- Rapid personal growth
- Higher quality of life
- Greater work/life balance
- Greater sense of purpose and satisfaction
- Improved communication and relationships

Coach:

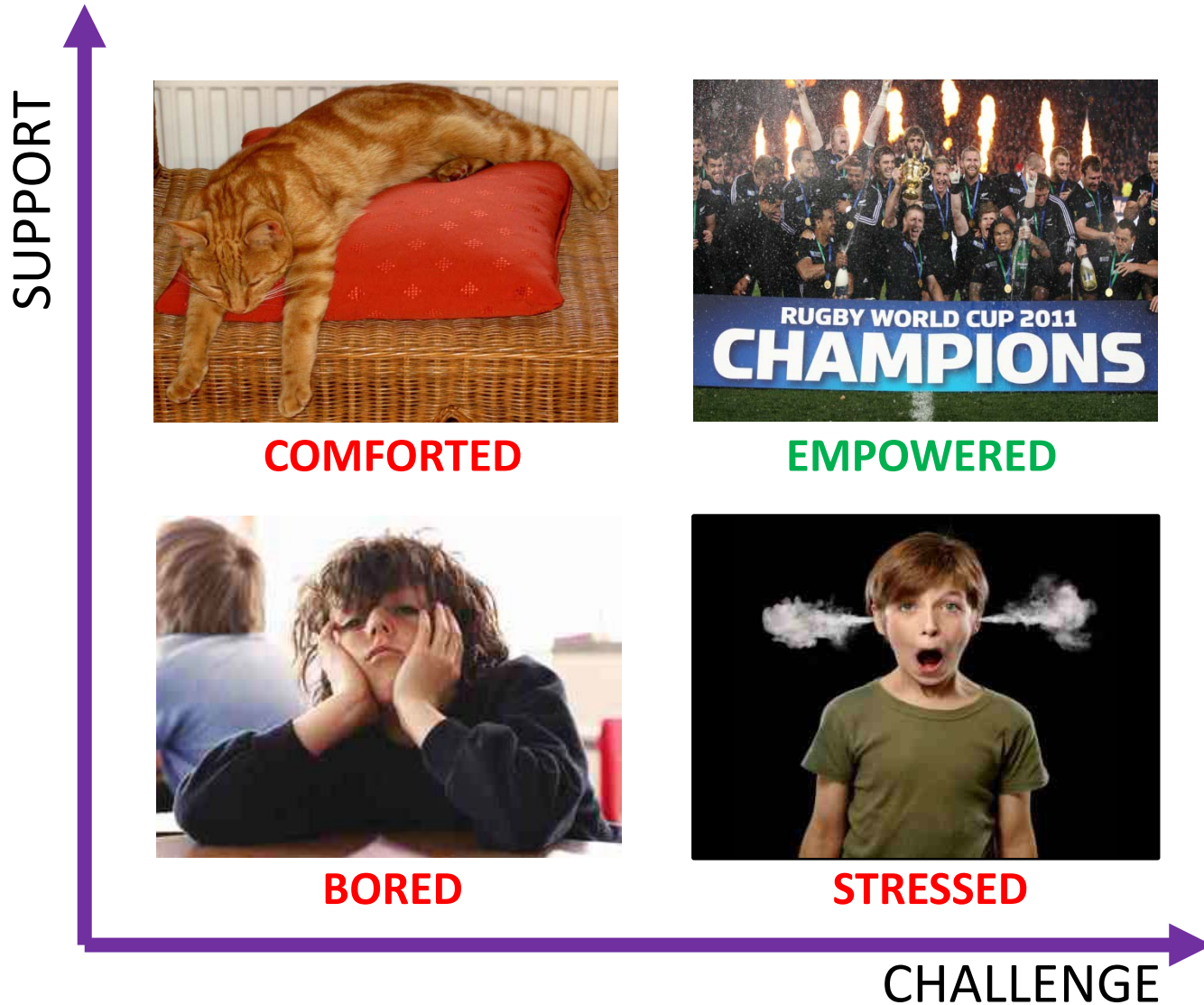
- Increased self-awareness
- Learning by listening to others
- A sense of satisfaction due to making a difference
- Intellectual challenge
- Improved skills e.g. listening, questioning
- Increased awareness of issues
- Enhanced ability to manage people and teams

Coaching Skills



Downey (2003) Effective coaching:
lessons from the coaches' coach

Challenge and support



Action

Goal
What do you want?

Reality
What is happening now?

Options
What could you do?

Will
What will you do?



Coaching and the Concordat

1. Recruitment and selection

- Clear goal setting
- Provides personalised development package

2. Recognition and value

- Individual support demonstrates they are valued
- Improves performance

3 & 4. Support and career development

- Encourages development of skills and constant learning
- Ideal for planning career paths

5. Researchers' responsibilities

- Creates empowered staff able to solve their own problems
- Increases self-awareness

6. Diversity and equality

- Can identify underlying trends and inequality of treatment
- Confidential environment

7. Implementation and review

- Contributes to evaluating impact of researcher development

Your Coaching Experiences



Executive Coaching Pilot

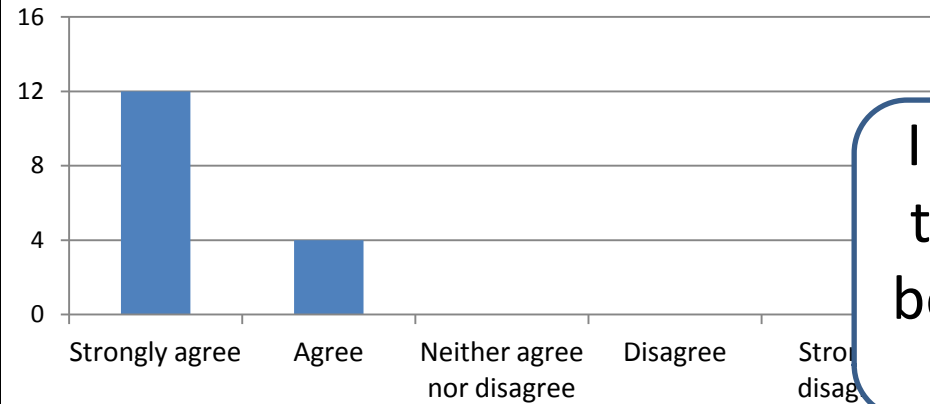
- 20 executives
- 5 males / 15 females
- 8 PSS / 12 Academics
- 9 ILM7 coaches
- Feedback to coaches individually
- Evaluation survey following pilot completion

I entered into our coaching contract **not knowing what to expect or what I might gain** from the experience. I was pleasantly surprised to find my coach both friendly and professional, taking the time to explain the process and answer my incessant questioning. Once we had truly began, the rationale became much clearer and we were able to identify an area to concentrate on which just appeared from our conversation. I was repeatedly asked to justify what I had said and **encouraged to question and re-question my thoughts**. This process **often led to changes of opinion and solutions to otherwise unfathomable problems would emerge**. The sessions were conducted in a relaxed manner, in quiet surroundings enabling peaceful reflection and confidential thoughts and opinions to be shared.

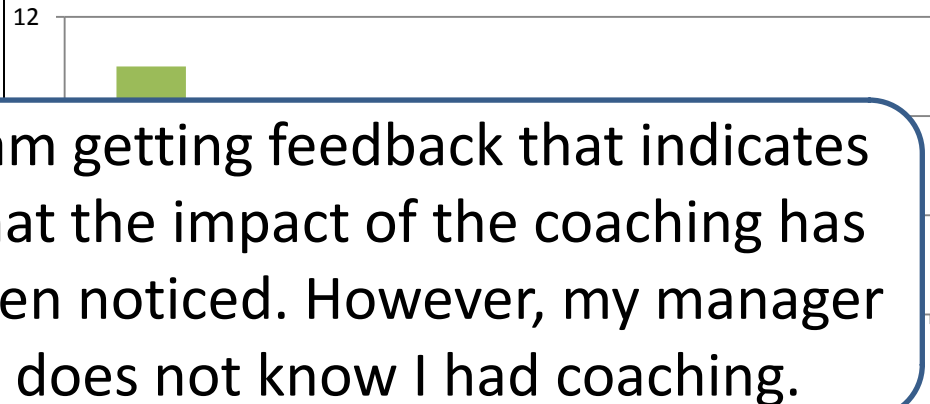
Whilst somewhat **cynical at the beginning**, as to the benefits of allocating a significant fraction of my time to this process, I completed the final session feeling that we had 'both' achieved something tangible. I had **conquered an in built fear**, something I had perceived to be a problem to me for many years, but had learned through the sessions to have no basis in fact. I am happy to say this is **no longer a barrier** to my progress. For my coach, I would hope she has also enjoyed the sessions as much as she appeared to. It's helpful to know it's not a chore. .

Quantitative Data

I would recommend coaching to a colleague

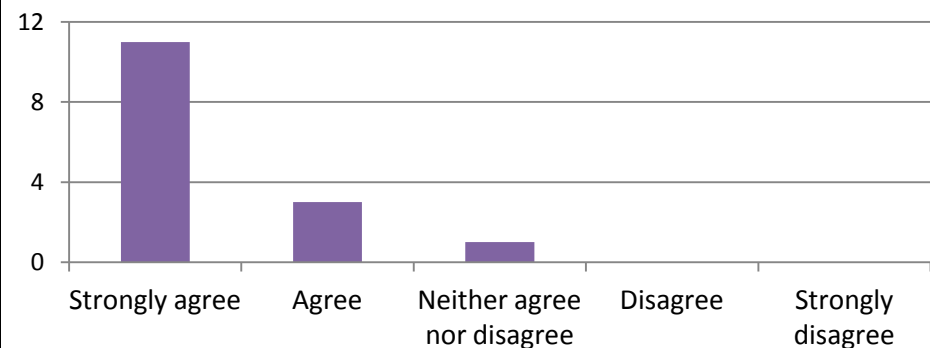


The coaching was of practical value to me in my role

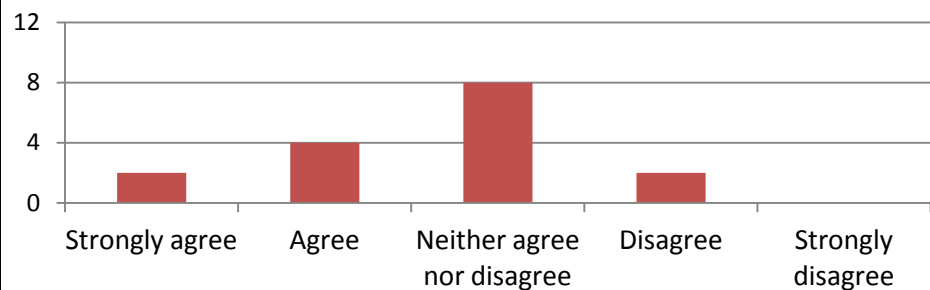


I am getting feedback that indicates that the impact of the coaching has been noticed. However, my manager does not know I had coaching.

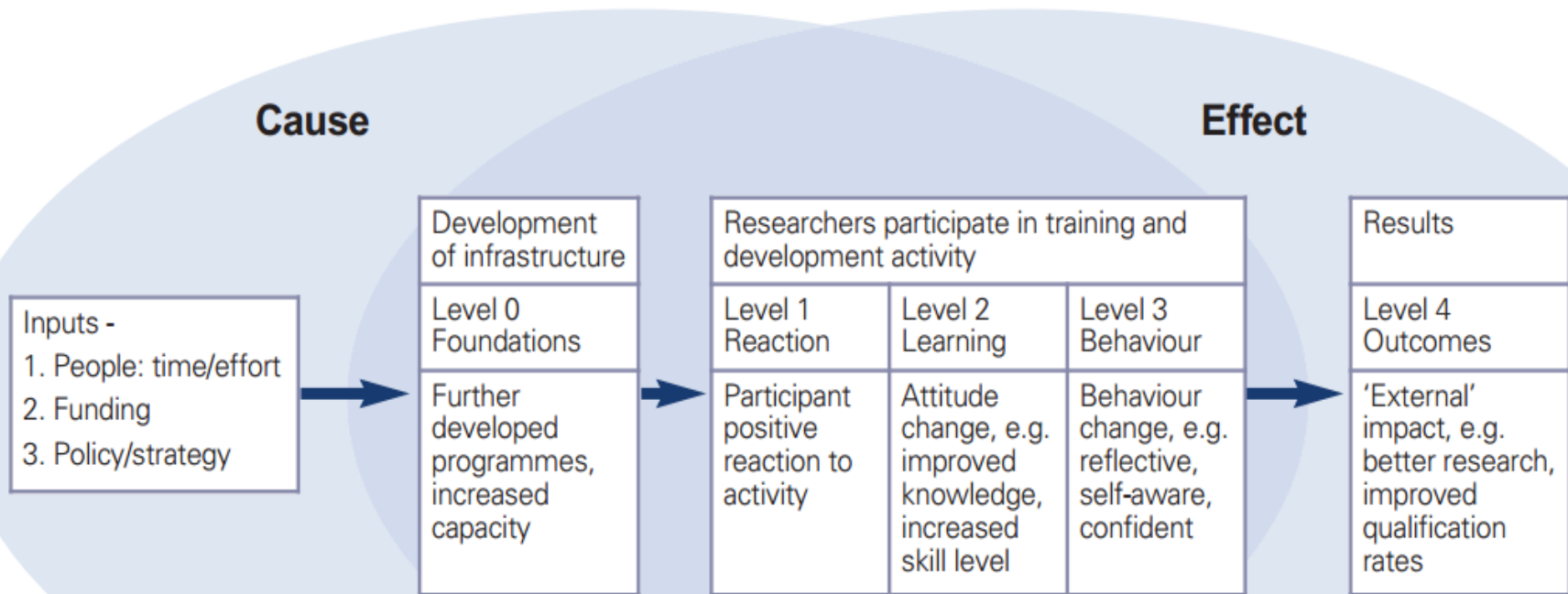
I gained new insights and learning about my situation through the coaching



My manager or others have identified that my job performance, attitude or approach has developed from the one to one coaching



IEG Impact Framework



Evaluating Coaching

