

# Swansea University



SWANSEA UNIVERSITY  
PRIFYSGOL ABERTAWE

[www.swansea.ac.uk](http://www.swansea.ac.uk)

# Defining Coaching

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‘Coaching is unlocking a person’s potential to maximise their own performance.’

Whitmore: Coaching for Performance



# What is coaching not...



be lieve you can...

...make a difference  
in your community.

we do.

for more information on how to make  
your business ideas work call 01202 411300

burnley  
enterprise

## Management accounts

- Legal responsibility
- Inform decisions
- Know if projects/activities 'on track'
- Regular review
- Should show monthly budget against actual spend/income

HOW DO YOU DECIDE  
TYPE OF MONEY TO AP

STARTS WITH TARGET

TIME-CONSTRAINT

↓

CHEAPEST OPTION?

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MINIMISED LIST OF PREFERE

# Training

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Coaching is not about telling someone what to do, or teaching them how to do it.

The coach does not need to be senior to the coachee, or even be in the same field. They do not need to know the answers to the questions they ask.

The coach needs to be an effective questioner and listener





# Counselling

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Coaching is often confused with counselling.

Counselling generally is backward looking, helping someone to understand and deal with the events of the past.

Coaching is forward looking, and puts the coachee in control of their own development





# Mentoring

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Coaching and mentoring are often spoken of hand in hand but are fundamentally different.

A mentor is a more experienced person, assisting a less experienced person to develop in the workplace.

A mentor uses their own contacts and experience to offer a “hand-up” to a junior colleague, whereas a coaching relationship has no hierarchy, and the coachee is in control.

# Coaching at Swansea University

- Key to the Performance Enabling agenda
- Aim to embed a coaching culture throughout institution
- Additional bespoke arrangements for researchers

*“Providing the appropriate support, feedback, **coaching** and skilling to enable performance”*

# Coaching for Line Managers

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1 day of a 4 day mandatory training course for all new line managers

“Using a coaching approach to enable performance”

- Explanation of coaching and the benefits of coaching
- Using planned and unplanned “ad-hoc” coaching
- Effective questioning and listening skills
- Practice coaching



# Outcome (results) Focused

- Challenges participants to identify opportunities within their own teams where they can apply coaching techniques to improve performance



# Coaching models

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Coaching models are useful for new coaches to anchor and help shape their conversations.

They can also help established coaches to keep conversations on track and ensure that the outcome focus is retained.

There are many coaching models. Some of the most popular are FUEL, GROW and OSCAR. Swansea uses the OSCAR model.

# The OSCAR model

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**O** UTCOME

**S** ITUATION

**C** HOICES (CONSEQUENCES)

**A** CTION

**R** EVIEW



# SURF Research Coaching Scheme

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## Swansea University Research Forum (SURF) scheme

- Encourage research excellence
- Promote interdisciplinary relationships
- Maximise individual potential

# Outcome Focused

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- REF submission
- Preparing grant applications
- Supporting career development

# Benefits for coaches

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- Coaches are self-nominated
- Opportunity to broaden outlook
- Networking and relationship building
- New skills – training is mandatory for all coaches



# Testimonials

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*“Since participating I have secured both research council funding and a permanent position in the University” – Participant 2011*

*“It helped me to gain confidence and make a decision to go ahead with a research project that I may not have done otherwise” – Participant 2012*

# One to one coaching

- Available to all research staff
- Up to 3 sessions initially
- Priority for end of contract staff



# Benefits

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- Time and space away from workplace to go through issues
- Control is with the coachee
- Coachee sets topic for discussion
- Flexible – can change as sessions go on

# Topics

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1. Career progression/ development
2. Personal Effectiveness
3. Challenge or problem e.g. Workplace relationships



# Outcome focussed

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Signposting to training or development

Signposting to other services

Enable and facilitate decision making

Power in the hands of the coachee to define their own destiny.

Power of decision making.

I am **NOT** a  
product of my  
circumstances.

I **AM** a  
product of  
my decisions.

Stephen Covey

# Any Questions?

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