

# Case study - Senior Leader Coaching Programme 19/20

- **Jo Mould**
- **Osbalwick Primary Academy**
- **Deputy Head**

## **What was the focus for your development/ Why did you want to take part in the programme?**

I was attracted to the programme as I felt coaching was an area of leadership that I needed to develop, especially as I move into the realms of Senior Leadership. I am a confident mentor and can offer advice when asked, but guiding people through coaching was something I didn't have a lot of experience with as a leader, but had had positive experiences of being coached.

## **What impact has the programme had on you? Your organisation? Colleagues you work with?**

The programme afforded me the gift of time to develop new skills and to reflect on my leadership in terms of coaching others. The programme taught me a new skill set with opportunities to practice these with peers in a supportive, non-judgemental environment.

I find myself now employing these skills on a day to day basis in a variety of situations, not just in 1:1 coaching. I am now more guiding in certain situations, allowing others to find their own pathway through issues or situations. I hear myself putting into practice what I learnt in everyday conversations – being more direct to be kind, knowing that silence is thinking time for others, asking short questions to prompt further thinking or speaking from others.

People have responded positively to my approach – with appreciation and satisfaction when their situation is resolved. They feel empowered and have an increased confidence when conversations are over as they feel they have “solved” their own situations and come to their own conclusions. It has strengthened my relationships with colleagues – some of which were tricky initially, before this programme.

## **What do you know now that you didn't know before you started the programme?**

A lot! I have learnt a whole new skill set, including the power of silence, the power of questions of 3 words or less, the power of allowing others to sit, think, reflect and respond with me as a supportive presence, that I don't have to provide all the answers, that others will be empowered and more confident if they are allowed the same gift of time, of being in the moment with them as they work their way through their own issues/situations.

## **What are your next steps? (Include supporting other colleagues to develop their leadership using a more open coaching approach etc)**

I am employing this new skill set on a day to day basis in a variety of conversations and situations. Moving forward, I would like to be able to use coaching to develop more colleagues, particularly in situations such as training, performance management, monitoring of teaching and learning.

I would also like to develop colleagues – especially Middle Leaders and younger colleagues – to grow in the coaching approach, to help them appreciate the benefits of the approach both to themselves and to others that they are supporting in a variety of situations.

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## **How has EborHope TSA supported you in the programme?**

EborHope TSA have been very supportive – none more so that still facilitating the training despite being in the middle of a pandemic! The main facilitators as well as the lead trainer were all very supportive and excellent role models in the use of the coaching approach during the programme.

## **In a sentence, what's the biggest piece of learning/insight you've had from the programme that you'd like to share with others (SLT/colleagues, friends, male colleagues, female colleagues etc)?**

The most insightful take away I have from this programme is that I don't have to provide all the answers!

I now have the skillset (and permission!) to sit quietly, in the moment, with the coachee and am able to guide and gently prompt them to forge their own pathway through a situation or conversation so that they retain complete ownership over that initial situation or conversation and also the outcome. I am now able to afford the gift of time, quiet and presence to others to clarify their thinking and to create a manageable pathway through a situation.