Lincolnshire Knowledge and Resource Service

This search summary contains the results of a literature search undertaken by the Lincolnshire Knowledge and Resource Service librarians in:

February 2013

All of the literature searches we complete are tailored to the specific needs of the individual requester.

If you would like this search re-run with a different focus, or updated to accommodate papers published since the search was completed, please let us know.

We hope that you find the information useful. If you would like the full text of any of the abstracts listed, please let us know.

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Different applications of coaching and mentoring

Post appointment coaching
The first 100 Days Senior managers and directors often face significant challenges when moving to a new position within an organisation. Request from LKRS

D16. Using Coaching and Mentoring
Workforce Development Wales

Coaching and mentoring: doing more with less training budget
Mary Cowlett, HR Magazine 18 May 2011
As public sector organisations implement severe cuts and the private sector faces increased competition, all having to manage 'more with less', an increasing number of organisations are turning coaching and mentoring into their training and development solution of choice. - See more at: http://www.hrmagazine.co.uk/hro/features/1019491/coaching-mentoring-doing-training-budget#sthash.88OqWNn0.dpuf

Also http://www.hrmagazine.co.uk/hro/features/1019491/coaching-mentoring-doing-training-budget

Managerial coaching: a concept analysis
Vicki D. Batson, Linda H. Yoder
Article first published online: 25 JAN 2012
Aim. This article presents a report of a concept analysis of managerial coaching.
Background. Managerial coaching has been identified as a means for managers to give support to staff nurses, however, no clear delineation of what behaviours and attributes constitute managerial coaching or differentiate it from other career development relationships is provided in the current nursing literature.
Data sources. The CINAHL, ProQuest, Business Source Complete and PsycLit databases were searched for articles published between 1980–2009 using the keywords coaching, managerial coaching, nurse manager support, nursing leadership, self-efficacy, work environment and empowerment.
Review methods. A hybrid approach was used, incorporating both Walker and Avant’s method of concept analysis and King’s conceptual system and Theory of Goal Attainment to explore the meaning of managerial coaching. Inclusive years of search ranged from 1980–2009.
Findings. Managerial coaching is a specific dyadic relationship between the nurse manager and staff nurse intended to improve skills and knowledge as they relate to expected job performance. Antecedents and consequences are categorized at the individual and organizational level. Defining attributes, empirical referents and a model case are presented.
Conclusion. The theoretical definition for this concept helps to differentiate it from other types of career development relationships and will give a basis for nurse managers to understand what skills and attributes are necessary to establish an effective managerial coaching relationship with staff nurses. Conceptualization will also assist in developing empirical studies examining managerial coaching behaviours in the work environment.
How to use coaching and action learning to support mentors in the workplace.
NASH Sue; SCAMMELL Janet;
Nursing Times, 26.1.10, pp.20-23.
Using the example of mentoring preregistration student nurses, this article explores facilitation of learning in the workplace and examines the use of coaching and action learning to support mentors and the wider clinical team. Action learning and coaching are then explored, with the aim of maximising personal and team learning. These strategies can be easily transferred to other work based learning situations.

Talent Management in the NHS Managerial Workforce
National institute for Health Research January 2012
8.3.1.10 Coaching and Mentoring
Most stressed the importance of coaching and mentoring, although the difference between the two was not always clear, and for some ‘informal mentoring’ blended into ‘networking’ (below). The level of coaching and mentoring in earlier periods was not fully clear. While some respondents recalled the experience, others did not. Some of those who had not had a formal coach or mentor wished they had one. Coaching was seen as particularly important as times of reorganisation, and for new CE:
“I have used lots of people as informal mentors over the years.”
“I would have benefited from mentoring/coaching earlier in career.”
A few had more mixed views, with only one negative experience. The relationship between mentor and mentee was seen as important, with some relationships not working for some people. A few stated that they regarded an outside person as important:
“I have been semi actively looking for someone as a mentor. I have come to the conclusion that I really need to look outside the NHS for a mentor from the private sector.”
“I have had mentor arrangements with different level of usefulness. I think it’s partly about knowing how to use them.”

http://www.netscc.ac.uk/hsd/files/project/SDO_FR_08-1808-247_V01.pdf

Coaching and Leadership for the Diffusion of Innovation in Health Care: A Different Type of Multi-Organization Improvement Collaborative
Authors: Green, Paul L.; Plsek, Paul E.
Source: Joint Commission Journal on Quality and Patient Safety, Volume 28, Number 2, February 2002 , pp. 55-71(17)
Publisher: Joint Commission Resources
The authors describe an ongoing demonstration project, the Coaching and Leadership Initiative, which helps participating organizations in using and spreading innovative improvement ideas and in sustaining positive change.

The impact of executive coaching and 360 feedback on leadership effectiveness
The conditions, skills and practice for coaching at a senior and strategic level

A Managers and mentors Handbook to practice 200-/2910
A good all around guide to all areas of mentoring,

Coaching supervision: maximising the potential of coaching
February 2006
Reports on research into good practice in coaching supervision, illustrated by case studies
The contribution of effective coaching and mentoring on organisational performance
http://www.cipd.co.uk/hr-resources/research/coaching-supervision-maximising-potential.aspx

A review to define a coach’s presence and explore its impact upon the coaching relationship and how this is developed.
The Global Coaching Survey, Bresser, Bouch and Stradmann (2009), reports there are now at least 43,000 business coaches worldwide. With such a large number of coaches in the market place; what differentiates a master coach from the norm? From my own experience as a coach and a buyer of coaching services for organisations, I have been curious for some time as to how to answer this question. Over the past few years I have gained more clarity from the execution of a number of executive coaching assessment centres where I observed a large number of coaches and one area which has differentiated them is their presence.
Request from LKRS

Coaching: the evidence base
September 2012
Examines the four dimensions of an evidence-based approach to coaching and mentoring and makes a number of recommendations.
http://www.cipd.co.uk/hr-resources/research/coaching-evidence-base.aspx

Does coaching work? a report prepared for the Coaching at Work conference
September 2005
An overview of coaching as practised in 29 UK organisations. Provides preliminary answers to the question 'Does coaching impact on individual and business performance?'
http://www.cipd.co.uk/hr-resources/research/does-coaching-work.aspx

The New Leaders Transforming the Art of Leadership into the Science of Results
Daniel Goleman, Richard Boyzatis and Annie McKee
2003, Time Warner Paperbacks

How can coaching and mentoring be evaluated?

Real world coaching evaluation: tools for coaching insight
September 2010
The use of coaching is steadily increasing, organisations are failing to capture its value by neglecting to evaluate it effectively.
http://www.cipd.co.uk/hr-resources/practical-tools/coaching-evaluation.aspx
Real-world coaching evaluation a guide for practitioners

September 2010

Coaching is becoming part of normal management practice but organisations are failing to evaluate it effectively and demonstrate its impact. This guide sets out to embed effective evaluation practice.

http://www.cipd.co.uk/hr-resources/guides/real-world-coaching-evaluation.aspx

Coaching & Mentoring Impact & Benefits of Coaching and Mentoring Shrewsbury and Telford Health Libraries

A literature search completed by Shrewsbury and Telford Health Libraries. See attached

Skills and behaviours required for ethical practice in coaching and mentoring at a senior and strategic level

Ethical guidelines

The Association of Executive coaching and supervision
A detailed resource on this matter

http://www.apecs.org/coachingEthicalGuidelines.asp

Managing Coaching for Results and ROI

How a Systemized Approach to Coaching Can Help Organizations Get a Better Return on Their Investment When Coaching Is No Longer an “If” but a “How?” See attached

Ethics in Coaching

Jonathan Passmore & Lance Mortimer

Ethics is less discussed than models and theories, but is a critical aspect of leadership coaching. Despite its critical nature, it is rarely featured in research papers or in coaching conference papers when compared with evaluation of programmes or coaching models. It’s relative low profile in the coaching literature and in conversations between coaches may be due to the fact that by their very nature ethics is unclear and ambiguous.


Strategic and operational issues relating to coaching and mentoring for individuals and organisations

Executive coaching Strategies for Leading in turbulent Times

Special supplement global focus vol03, issue 03 2009
Coaching is in heavy demand but organisations are constrained by the current financial crises. Request from LKRS

Guidance series: Mentoring Framework NHS Education for Scotland 2005

This framework has been developed as a resource for organisations that may be considering offering mentoring opportunities and provides:

- Description of mentoring
- Advantages of mentoring for both the mentee* and mentor**
- Practical considerations
- Phases of the mentoring arrangement
- Things to be aware of.
Human Resources, Organisational Development and Workforce Development in the NHS: A Review of Recent Research

Human Resource Management, Organisational and Workforce Development in the NHS From current thinking to future models The NHS has been trialling a coaching/mentoring programme for leaders and this is about to be evaluated in the near future. Depending on the outcomes of that evaluation the NHS will need to make decisions regarding support for further roll-out or consider alternative ways of supporting the development of leadership capability.

It is possible that different approaches will be needed depending on the specific local circumstances. If coaching is found to be a useful support for developing leadership within the NHS then HR will need to consider how more coaches can be developed and how Trusts can be encouraged to take up the programme. To ensure that any actions taken are effective (and also cost-effective) it is advisable to explore and assess the various development options, as, in keeping with other developmental activities within the NHS, there has been limited examination to date of the effectiveness of the various different approaches to leadership and management development. Analyses demonstrating effectiveness of leadership development is likely to encourage greater take-up of leadership programmes.

http://chain.ulcc.ac.uk/chain/documents/NHSI_HR_REPORT.pdf

Towards a Framework for mentoring in the NHS 2005
Sheffield Hallam University
Covers all key areas of request
http://scottishmentoringnetwork.co.uk/assets/downloads/resources/Towards-Framework-Mentoring-NHS.pdf

What is the East Midlands Mentoring Network?
The East Midlands Mentoring Network was established to provide a service both for people who want to provide coaching and mentoring services and for those seeking them. It includes senior individuals, internal to the NHS, willing to offer their services freely as part of their leadership role.

This site contacts many resources for mentoring and coaching.
Coaching
An resource looking at many different forms of coaching e.g. team coaching, executive coaching, developing a coaching culture, HR awareness and capability development
http://www.gpstrategiesltd.com/services/coaching/index.shtml

Connectiing for Health
A large resource on mentoring and coaching
http://www.connectingforhealth.nhs.uk/systemsandservices/icd/informspec/careerplan/phi/personal/learningweb/personal/mentoring/index_html

Coaching in organisations
October 2007
Reports initial findings from CIPD research into coaching provision in UK organisations.
http://www.cipd.co.uk/hr-resources/research/coaching-organisations.aspx
Literature review: coaching effectiveness – a summary
Research into leadership 2005
This literature review demonstrates the importance of coaching relationships and provides practical examples of how effective coaching can be established, ranging from individual requirements to organisational needs. However, an extensive review of this area has revealed that there is limited empirical evidence available and the literature is almost entirely based on authors’ experiences of delivering coaching programmes and their personal and professional experience of coaching relationships. Models of coaching do not take account of the diversity inherent in organisations that seek to employ coaching as a management development strategy. For individuals and organisations to create and sustain effective coaching relationships a wide-ranging non-linear model is required, which is based on heterogeneous rather than homogenous methods of development. Establishing effective coaching relationships requires an in-depth examination of the needs of individuals, as it is necessary to determine exactly what is required from a coaching relationship in order to ensure that the intervention is designed effectively and appropriately. Whilst it is essential to examine the effectiveness of coaching it is also equally important to examine dysfunctional coaching relationships. Examining the impacts of dysfunctional relationships will help to highlight where potential problems can occur and how such problems can be overcome.

Request from LKRS

Does coaching work?
Personnel Today, 10th January 2006
Paul Kearns looks at coaching and asks whether it delivers a valuable return on investment 'More than a third of employers have no idea what executives are learning when they use coaches to improve the productivity of senior staff. A survey of more than 15,000 organisations by Brunel University and Performance Coaching International, reveals that 38 per cent of coaches were given a free rein and that the employer had no idea if what was being taught was in line with overall strategy. The findings will concern employers, which are increasingly using coaching in a bid to improve productivity and retain top talent.'

Request from LKRS

Coaching in Organisations
This report summarises the initial findings of CIPD This Research Insight was written by Ann Knights research into coaching provision in UK organisations and Alex Poppleton of Ashridge Centre for undertaken in collaboration with the Ashridge Centre Coaching. for Coaching. The research was launched in April 2007 and will conclude in spring 2008 with the publication of the final 'research into practice' report. This report outlines:
• the story of the research:
•why this research and why now
•the research approach
•the initial findings:
•an overarching challenge
•key themes raised by the research so far: some challenges
•coaching in practice: case studies highlighting how two organisations structure their internal coaching offers
•some early conclusions about good practice: structuring coaching services.

Request from LKRS
Creating a Coaching Climate
by David Clutterbuck, Copyright Clutterbuck Associates 2003

Every significant study of effective managers concludes that those managers, who get the most out of their teams, spend a high proportion of their time and energy coaching others. Effective managerial coaches are able to delegate more, to create a stronger sense of purpose within the team and to motivate the performance of others. Even more important, perhaps, they free up time so that they can focus on the most important tasks, instead of fire-fighting or doing jobs that could be done by their direct reports. See attached

Coaching And the Future
The journal from the NHS Institute for senior leaders
A special supplement, April 2008

Coaching and the future examines the current role of coaching in the NHS, how it is used, its benefits, and its growing importance in helping managers develop as leaders. See attached

Introduction to mentoring
Contents

1. What is mentoring
2. The benefits of mentoring
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8. Reading List / Useful websites Request from LKRS