

Key questions to consider

1. How is our organisation likely to benefit from a coaching culture?

Consider developing a coaching culture if there's progress to be made in the following areas:

- Have we got the balance right between 'task' and 'people'?
- Would our customers, stakeholders and partners say that we have a good, professional relationship with them?
- Do we deal quickly, professionally and effectively with any issues that arise with our customers, stakeholders or partners?
- Have we resolved any long-standing people issues within our organisation/divisions/teams?
- Do we deal quickly, professionally and effectively with any issues that arise within our workforce?
- Do we look for, build on, and maximise the potential of our people?

2. Is now the right time?

Consider going ahead if:	Consider delaying if:
There are long term issues with people that are not being effectively addressed	The organisation is in the middle of change and new teams/divisions have still to be established
About to implement major change that will impact on how people work together	The potential benefits would be outweighed, at this time, by the costs, including disruption
Just completed major change and new teams/divisions are in place	There is considerable resistance to the idea of using coaching techniques: better to address underlying issues first
The organisation feels 'stuck' and people are going through the motions	There is a need to link coaching to a cycle of wider personal development programmes
There are no good reasons to delay!	There are other good reasons to delay it!

3. How do we maximise benefits and minimise costs?

There is no one approach to implementing a coaching culture which can be thought, very loosely, as the routine use of coaching techniques within an organisation which supports their use.

This will vary with each organisation. The following are some examples that reflect different forms of implementation:

- In a large organisation, it may make sense to pilot coaching within a team or division. Build in appropriate measures of success and honest evaluation so as to support wider provision in the organisation.
- In a small or medium sized organisation consider using coaching for specific purposes: perhaps to support a person who has been newly promoted, or has recently changed teams, or has had particular difficulties with a customer account. Monitor what has been learned and see about widening the application through the organisation as needed.
- In organisations that support outreach, or contractors on different sites, or ad hoc project teams, consider developing coaching techniques/skills among the managers with responsibility for these teams or contractors. In this instance, coaching is an effective way of addressing personal needs related to the task and ensuring that the organisation is aware of particular pressures on individuals who may operate away from the site or who may struggle to fit into a team.
- Start with the top team and use co-coaching as a way to better understand each other's ways of working. Coaching techniques do not have to be linked to lines of authority and are just as effective with peers.