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# Coaching for You

A CASE STUDY

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Coaching WITH  
**CONSCIENCE**

POWERED BY

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# BACKGROUND

*Coaching with Conscience exists to have a positive impact on society and our environment through coaching.*

Coaching with Conscience started in 2020 when the world went into COVID-19 mayhem. The initiative came from a place of wanting to support our fellow human beings in the line of fire of the global pandemic.

A discussion with Adrienne Saunders, then Head of Learning and Development at Mind, resulted in a realisation about how much non-for-profit and charity workers would benefit from coaching support to manage the COVID-19 strain.

As soon as the coach offering was defined and announced, both the demand and the supply was significant. Within a week of this first conversation, the first coach-client match was made, and the following weeks were very busy ensuring that all requests were met within a short time frame. As the requests for coaching came in, it was satisfying and humbling to experience the rapid, positive, and generous response from our coaching community to be in service of those who needed support and someone to listen to how they were feeling and coping with what was going on.

This initiative provided key workers access to a pro bono virtual coaching package to:

- Provide support in safe and confidential conversations
- Express and work through their own thoughts and feelings about their experience
- Identify how their own needs can be met so that they can feel more resourceful and resilient in their role
- Gain perspective and clarity on how they want to be during this difficult time
- Explore their own personal and/or professional goals so that they can be the best they can be for themselves and others
- Feel supported and heard

Fast forward to today, Autumn 2022 and we have finalised our third round of Coaching with Conscience with Mind. Let's now look at how the initiative evolved since 2020.



# THE INITIATIVE

The Coaching with Conscience COVID-19 Initiative was truly successful and had a significant impact on Mind staff, so much so, that the initiative rolled out in 2021 and again in 2022.

From 2021 onwards, we agreed with Mind to offer their staff, coaching on an annual basis. Coaching with Conscience developed a special annual coaching package for the Mind staff called “Coaching for You”.

- This offer of coaching is made available for registration each January for any Mind staff who have not yet utilised their annual CPD benefit, which would then be allocated to cover the coaching engagement.
- The package comprises 4 x 1-hour virtual coaching sessions organised at time to suit the individual and the coach.
- Anyone wishing to take up this offer is matched with one of our coaches (this is a random matching process).
- The individual and their coach is then connected (via email or mobile number) so that they can make contact and agree together how they will work and how they will connect (e.g., phone, Skype, Zoom etc.).
- The agreement and the arrangements for coaching are made directly between the individual and their coach.
- The first coaching session is completed by the end of March and the final session completed by the end of June.
- The conversations are totally confidential and all that is asked is that the coach reports back how many sessions have been completed with how many people, with the start and end dates of the coaching package.
- Our coaches abide by the [ICF Code of Ethics](#) and maintain the strictest levels of confidentiality which is only breached under very specific circumstances.

## Roles and Responsibilities

Roles and responsibilities were defined as follows:

The **coach** was responsible for:

- Timekeeping of the session.
- Helping the client to set personal or professional goals that were meaningful, challenging and sustainable.
- Working with the client to find and use strategies to achieve those goals.
- Regularly reviewing with the client to ensure focus and progress were maintained.
- Offering the client valuable observations to share what they were seeing, hearing or feeling.
- Asking powerful questions to facilitate the client's progress.
- Exploring actions for the client to take to further their progress.
- Enabling the client to see things from a different perspective.
- Encouraging, supporting and "being" with the client throughout the coaching relationship.
- Confidentially maintaining the content of the coaching sessions (within the limits of the law) and appropriately secure under the Data Protection Act.
- Monitoring ethical issues of coaching that may have occurred.
- Co-creating a positive learning relationship, encompassing respect, encouraging autonomy and enhancing the coaching experience.
- Ensuring a high level of professionalism in all interactions.

The **client** was responsible for:

- Attending scheduled coaching sessions on time and understanding that a session would be shortened accordingly as a result of late arrival.
- Working with the coach to develop appropriate coaching goals and strategies that will enable them to achieve those goals.
- Approaching the coaching sessions with an open Mind and a willingness to engage in the process.
- Understanding that their progress will be greatly enhanced by appropriate preparation

in advance of the coaching sessions and by allowing some time for any relevant actions in between sessions.

- Letting the coach know what was/wasn't working in the coaching partnership.
- Ensuring they were in an appropriate, quiet and private location for their coaching session.
- Co-creating a positive learning relationship, encompassing respect, encouraging autonomy and enhancing the coaching experience.

## Agreement with Our Coaches

Each year in November, we make an announcement to our Alumni coaches via email and newsletters, inviting them to offer their coaching services for this initiative. We ask each coach to tell us how many clients they feel they can take based on the agreements, arrangements and criteria associated with this initiative. In order to underpin the integrity, safety, professionalism and quality of these services, to be eligible for the initiative, we ask coaches to meet the following conditions:

- Are a member of the International Coaching Federation and you agree to abide by the [ICF Code of Ethics](#)
- Have access to a computer in a private space with Wi-Fi and video conferencing facilities.
- Have appropriate professional indemnity and public liability insurance in place to operate as an independent coach (details outlined in the Associate Agreement).
- Are a member of Coach Advancement's alumni community.
- Either hold an ICF Credential or are working towards application (having logged at least 60-hours of client work).
- Can attend at least one of the free supervision sessions that we organise for them as part of this process.



# THE SURVEY

Once each coaching client has completed their coaching package, unless they had opted out, they are sent a survey to share their feedback. The survey questions are as follows:

1. What was it that you wanted to get out of coaching? Please check all that apply.
2. What do you feel you took out of the experience of coaching? In what way was the coaching helpful to you? Please share an example or be as specific as possible.
3. What was most helpful about the process of coaching? And why?
4. What is one thing that would have made the coaching more useful or helpful? Why?
5. What ongoing impact do you think this coaching will have for you and/or others?
6. Would you engage in coaching again?
7. Would you be prepared to offer a testimonial about your coaching experience? If so, please feel free to share this below:

# THE RESULTS (CLIENTS)



**21 coaches**  
offered coaching services



**1 organisation**

**15 individuals**  
requested coaching

**13\* took up coaching**  
(had two sessions or more)

*(\* two individuals experienced setbacks and could not commit to coaching any longer)*



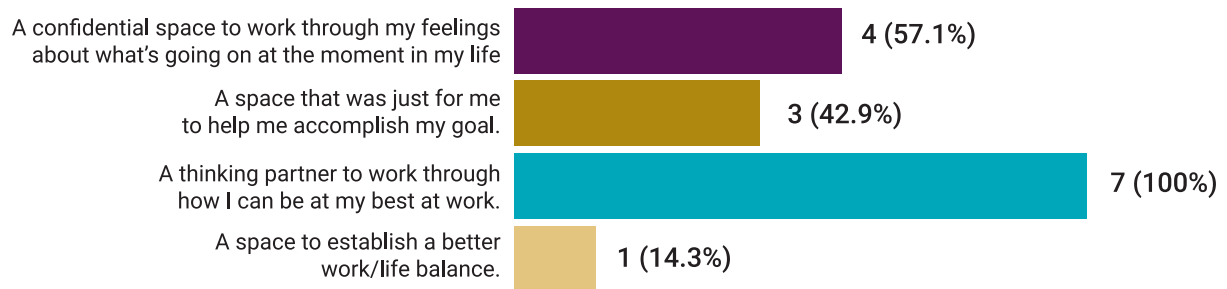
**52 hours**  
of coaching  
were provided



**7 clients**  
agreed to share  
feedback

**10 coaches**  
submitted surveys

## What was it that you wanted to get out of coaching? (Please check all that apply)



## What do you feel you took out of the experience of coaching?

*Responses from participants included themes of time and space to think and reflect, increased confidence and reflecting on career goals. Here are a few:*

- Took out the ability to get to really tangible ways for me to explore and start to make progress against my goals.
- It helped me to understand how I work best and what I need to put in place to try and keep less stressed.
- It challenged my thinking and encouraged me to see certain situations in different ways.
- Time to work through specific next steps to help me achieve the move from my current role to a new role at Mind.
- A safe space to talk through challenges at work and discuss the best approaches.

## What was most helpful about the process of coaching? And why?

*The most common responses from participants noted time and space to think things through, acquiring insights and new ways of thinking, a place to grow. Here are a few:*

- Having the space to talk through my thoughts about something and crystallize my thinking and next steps.
- My coach shared lots of tools, models and resources that I could continue learning from.
- Have that dedicated time to think through challenges and opportunities to do with my career/work development.
- The unexpected directions that we went in, which I'd never have explored alone.
- Having someone to share thoughts with, which made me realise things about myself I hadn't thought of before.
- The thought provoking and kind challenges that helped me be specific and name things I would normally not explore.
- We discussed the concept of the 'stretch zone' versus the 'comfort zone' and the 'panic zone' and what may be in the stretch zone for me. This was particularly helpful.

## What is one thing that would have made it more useful/helpful and why?

- I really liked when my coach challenged my thought process, this could have been done more.
- If I'd taken better notes of what came up in our conversation! My coach was great at kindly and sensitively picking up on when I was re-treading ground.
- More sessions for consistent progress.
- Nothing springs to Mind. My coach was warm, supportive, and professional.



## What ongoing impact do you think this coaching will have for you and/or others?

- I will continue to be an advocate for coaching.
- I will encourage my team to sign up, I think it's great.
- More confidence! Also, some great ways of approaching challenges.
- It helped me to see why I have certain traits in my work and that this is actually a strength. I think it will make me a better line manager and leader.
- Helping me to plan more effectively and hopefully reducing stress.
- It is part of my ongoing professional development so I think it has contributed to me getting a bit clearer on what I can take on and what is too much.

## Would you engage in coaching again?



## Testimonials about the coaching experience

- It helped me to understand myself better, especially what motivates me and why. I can see my strengths in a way I've never viewed them before.
- My coach was a great coach, she created a safe space for us to explore big questions and helped support me to get to tangible options to explore; adapting to shifts in emphasis and supporting both in shorter term but longer term goals.



# THE RESULTS (COACHES)

## What are the main challenges your clients are facing/bringing to the coaching?

*The most common responses included confidence issues, changing role and career progression, managing anxiety/stress/uncertainty, career concerns and finding work/life balance.*

- Confidence issues.
- Changing role and taking on more responsibility, working with a new boss, shortage of people resources, having time to think strategically rather than operationally, dealing with very high workload.
- Where am I heading? (Career planning) How do I navigate tricky conversations? How do I show up as my best self? (Leadership styles) How can I feel more confident? (confidence/imposter syndrome)
- Stress and uncertainty or prospects on short term contracts.
- Fulfilment, cultural dynamics, and confidence.
- Expectations from society on their career progression, managing stress and anxiety with their job and career moves, pregnancy related impacts to their job, anxiety fueled by change.

## What has this kind of work meant for you as a coach?

*Common phrases used were “rewarding experience”, “it was a privilege”, and contributing something “meaningful” during this time.*

- It's very meaningful work, being able to provide a space, time, and safe, objective container for clients to think clearly, identify priorities and move their objectives forward.
- Great to be coaching and watching someone progress with their aims and career plans.
- The ‘transactional’ (how do I...) and the ‘transformational’ (what's really going on underneath) work became so apparent in the work. I much prefer the transformational. I am not a career, how do I get from A to B, task type coach. I can do it, but I find the transformational, makes (to me) more of an important difference much more satisfying and challenging. Some of the work (second two sessions) with this client highlighted this for me.
- For me this coaching work meant a welcome opportunity to offer coaching opportunities to a broader client base and to participate in an established programme as an associate.
- It was both very fulfilling and enjoyable to be able to make a contribution in this sector.

- Feels good to be supporting people doing meaningful work.
- As a manager coach I absolutely loved our conversations with my coachee; I believe I could support my client.
- I valued the frame and structure of the offer and have enjoyed being part of it. Just felt we were getting to the real issues as we ended, so sense 6 sessions would have enabled a bigger shift/clarity to happen (and perhaps not of course).
- I self-reflected (thanks to our Supervisor and the coaching supervision group) that 1) I was relying too much on my own intuition rather than asking the client what they needed from me and 2) I was frustrated by the difference in pace from this client to other clients I've worked with in the past. After learning this I stepped back to understand those elements and what I could do differently as a coach and a person to better approach these.

## What else would you like to tell us about this work?

*The coaches find it a privilege to be able to coach Mind staff. The supervision was also much appreciated and welcomed.*

- Working with a mental health charity is a privilege. The clients really do give their all to the work, which can be an issue as self-care is probably lower on their agenda than in other organisations.
- It is a privilege to be coaching for an organisation like Mind, who have a hugely important community role with their mental health work.
- It is a privilege to be coaching for Mind, as they have such an important role with their community mental health work.
- It increasingly matters to me who the coachee works for if the organisation is sponsoring the coaching. So, to coach employees of an organisation that is close to my heart matters. So, I love it. I welcome and appreciate the supervision session that comes with the work. Great. Thank you so much for the continued opportunity to be involved in this sort of great work.
- Big thank you to our Supervisor and the supervisory group, and an even bigger thank you to all those involved in making this happen. I'm hugely appreciative of the opportunity to learn and grow as a coach, as well as be part of someone's journey!



# CONCLUSIONS

Our conclusion is that this initiative running for the third year has been successful in that it has allowed the individuals to find a safe space to share and explore how to achieve their goals.



# A CALL TO ACTION

Coaching with Conscience has already created a database of coaches within our community who have stated that they are prepared to continue to support initiatives such as the one outlined in this case study.

There are many, many challenges that we face in our current times, and we believe that coaching can be leveraged as a tool for positive change and contribution.

We want to connect with:

- More coaches who meet our criteria for this kind of work and who would like to be involved in future projects of this nature.
- Charities, non-for-profits and other organisations and initiatives that are seeking to utilise coaching as a powerful vehicle for positive social support and change.
- **But most importantly – organisations, trusts, benefactors and other sources of funding so that we can bring the coaches and their clients together.**

## Who can help us continue to empower those supporting our communities?

Contact us to learn more about how you can partner with us. Visit the Coaching with Conscience website at [coachingwithconscience.com](https://coachingwithconscience.com), or get in touch with Tracy directly at [tracy@tracysinclair.com](mailto:tracy@tracysinclair.com).

# ACKNOWLEDGMENTS

Stephen Clements offered pro bono coaching supervision services to the coaches participating in this initiative. Thank you, Stephen!

Lara Langman provided the administrative support for this initiative as well as being one of our Coaching with Conscience Coaches. Thank you, Lara!

Thank you also to the continuous vibrant and engaged coaches we work with. These initiatives would not be possible without your enthusiasm and love for coaching and people.

Lauen Andrews

Karen Hayes

Cathy Lawson

Tim Rogers

Mary Farebrother

Egle K Holton

Fiona Mayhew

Vanessa Sadler

Gillian Gabriel

Kaceviciute

Rich McKay

Emma Hackett

Jayne King

Sinan Rabee

Finally, thank you to Mind for wanting to offer this service to its employees and for working closely with us, enabling this initiative to come to fruition and continue to grow and develop.

# ABOUT



Coaching with Conscience exists to have a positive impact on society and our environment through coaching. We believe that every organisation should have access to high quality coaching, and we specialise in offering coaching and coaching related services in support of positive social impact and social progress.

We focus on working with charities and non-for-profit organisations to provide access to a full range of professional coaching services with fee structures that are accessible. We also liaise with institutions and organisations to seek funding so that we can offer some of our services on a pro bono basis wherever possible. In this way we also support the for-profit and corporate sector to use coaching as a powerful and valuable tool to meaningfully meet Corporate Social Responsibility (CSR).

Coaching with Conscience is part of [Tracy Sinclair Limited](#). Tracy Sinclair formed a business focussing on leadership development more than 20 years ago, having spent the

previous 10 years in leadership positions within American Express, Lloyds Register and Bank of America. Initially, the business was aimed at supporting organisations with large scale change programmes and project management associated with process improvement, global streamlining and best practice initiatives.

During the first 10 years of operation, the focus of delivery was increasingly on the development of human resource as the most vital element of successful organisational change and growth. The introduction of coaching related services was a natural addition and evolution for the business in 2005. Today, Tracy works with carefully chosen partnerships and highly experienced and qualified individuals to bring organisations a wide range of services to support the growth and development of an organisation through enabling the potential of its best asset – its people.

Learn more about Coaching with Conscience at [coachingwithconscience.com](http://coachingwithconscience.com).

## About Tracy

Tracy Sinclair is a Master Certified Coach (MCC) with the International Coaching Federation (ICF). She is also, a trained Coaching Supervisor, Mentor Coach and ICF Assessor. Tracy trains coaches and works with managers and leaders to develop their coaching capability. She works as an international Corporate Executive and Board Level Coach, a leadership development designer and facilitator working with a wide range of organisations. Tracy also specialises in working with organisations to support them develop coaching culture. Tracy has co-authored a book, [Becoming a Coach: The Essential ICF Guide](#), published in 2020 which provides a comprehensive guide to coaching for coaches at all levels of skill and experience, the psychology that underpins coaching and the updated ICF Core Competency Model. In this same year she founded [Coaching with Conscience](#) which exists to have a positive impact on society and our environment through coaching. She also offers pro bono personal development and coaching programmes to young leaders (18-25-yrs).

Tracy was named as one of the [Leading Global Coach winners of the Thinkers50 Marshall Goldsmith Awards of 2019](#) and was a finalist for the [Thinkers50 Coaching and Mentoring Award in 2021](#). She is also a member of the [Marshall Goldsmith 100 Coaches](#). She was the President of the ICF United Kingdom Chapter from 2013-2014 and was a Global Board Director of the International Coaching Federation since 2016, serving as Treasurer in 2017, Global Chair in 2018, Immediate Past Global Chair in 2019, and Vice Chair and Director at Large on the Global Enterprise Board in 2021.



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