



COACHING *for You*

2023 CASE STUDY

Coaching WITH
CONSCIENCE

POWERED BY

Tracy
SINCLAIR

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BACKGROUND

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

Coach Advancement by Tracy Sinclair has many ambitions, one of them being to use coaching for the greater good and to promote coaching for positive social impact.

In 2019, we started reaching out to charities to share our vision of making coaching accessible to everyone. When COVID-19 hit the world, Coach Advancement was quick to put together a coaching package that would support our fellow humans during this trial some time. The concept of Coaching with Conscience (CWC) was born.

Mind was the first organisation to benefit from our Coaching with Conscience offering.

Mind understands the importance of tapping into the power of coaching. Coaching has amazing benefits such as:

- Optimized individual/teamwork performance
- Improved communication skills
- Increased productivity
- Expanded career opportunities.
- Increased self-esteem/self-confidence
- Enhanced work/life balance
- Improved business management

Post-pandemic, Mind decided to continue with this offering on an annual basis and it became known as Coaching for You. We are proud to say that we have now completed our fourth annual round of this offering with Mind. In numbers, we have provided 649.5 hours of coaching via 104 Coach Advancement Alumni Coaches to 171 Mind employees.



THE INITIATIVE

Since 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 February 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 (see: [ICF Code of Ethics](#)).

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.

THE RESULTS (CLIENTS)



25 coaches

offered coaching services



1 organisation

18 individuals

requested coaching

17* took up coaching

(had two sessions or more)

(* one individual experienced setbacks and could not commit to coaching any longer)



66 hours

of coaching
were provided



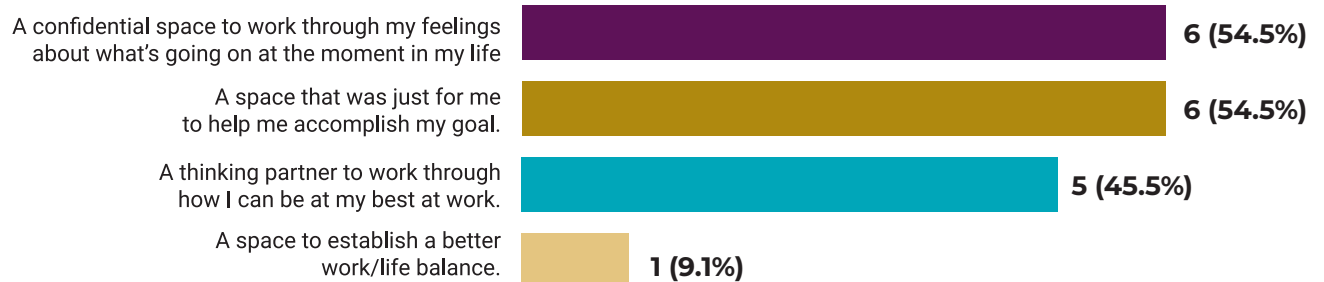
11 clients

agreed to share
feedback

13 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 were largely focused around reflecting on career goals and professional development.

- Helpful to discuss issues I faced at work and how to work through them.
- The coaching experience was one of learning and development. Conversations introduced creative ways of thinking about and approaching various scenarios.
- Opportunity to reflect, take stock and discuss my development needs and career goals with an objective third party. The focus of the coaching was on helping me work through my next steps after my current employment contract ends and the coach gave me lots of practical tips and activities to do between coaching sessions to help scaffold and structure my thinking. We then used the coaching sessions to explore my thoughts and she was able to push and challenge my thinking. This was really helpful. I am continuing to explore the themes that emerged from the coaching, implementing some of the development areas I identified with my line manager, and am looking at mentoring as a result.
- Dedicated time to focus on my career goals and current challenges.
- It was amazing. I had the greatest experience and my coach helped me organise my ideas and even helped me with my fears just by giving me practical things to do and to think.
- I have a clearer understanding of what I want the next three years of my career to look like. This was a result of honest conversation and dialogue.
- The coaching was helpful to talk about how to approach my goals and make them more manageable. It was also good to allocate time for this, as I don't often make the time otherwise.
- Some really practical tips on how to prioritise.
- I feel that my coach helped me to challenge my own perceptions and assumptions and gave me practical steps to action in order to help me further my goals/break through barriers. I felt more confident in my abilities as a result.
- I came out more confident in myself and my ability in my role. I had just started a new more senior role and coaching walked me through those tricky first months while I settled in.

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

The most common responses from participants noted time and space to think and reflect.

- Having the space to chat things through in a non-judgemental way.
- The coach sending through relevant links/guidance after sessions and key questions and topics in advance of next sessions.
- My coach was adept in connecting my experiences to the works of expert minds, enabling me to discover alternative perspectives and potential resolutions to challenging personal and professional situations.

- Being prompted to get to a solution by yourself.
- Organising my thoughts and ideas and helpful tips to be more proactive.
- It was a great space to reflect after being asked the right questions. It helped me understand my true thoughts and feelings towards my career.
- It gave me reassurance and felt empowering.
- The coach providing a confidential and non-judgemental space / an outsider perspective on things.
- Showing that I had the answer myself, I just needed the space to work through it in my head to figure out what was right for me. This made me take more ownership of the solutions.

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

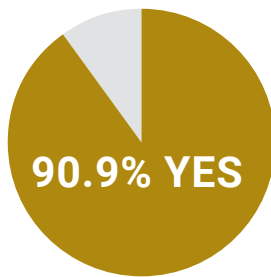
The most common responses from participants noted it would have been more helpful to have a specific goal or topic to work through with their coach.

- Some practical tasks setting or action planning to instil some accountability in working on what was discussed outside of sessions.
- More structure to the sessions.
- It was perfect.
- Some email follow up post session or just before the next session to remind myself of what was spoken about and what I wanted to focus on in the next session. More time to prepare would have been great.
- I think that I would have found it useful to have had a more specific goal or topic to talk through with my coach. I'm not sure that this was the right point in time for me to engage with a coach as I found it difficult to come up with things to talk about.
- I think I struggled a bit because I didn't have a specific goal in mind as it was my first-time doing coaching. I think next time, I would really think about a specific professional goal.
- Perhaps a bit more theory / real life examples to help me to open up in the beginning and also to aid with practical steps moving forwards.
- Maybe 5/6 sessions in the period so the gap between isn't so large. I also worried about what issue might not be right for coaching.

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

- It helped me become more self-aware which has then helped my relationship with my line manager.
- I now understand the benefits of coaching and will try, where possible, to use a coach going forward.
- The ability to zoom out and elicit conversation and/or information through the repurposing of questions/statements.
- Increased motivation and tools to avoid distractions.
- Thinking ahead and organising my ideas before making a decision.
- More confident with a plan in place for what I want to achieve in the near future. Will be able to ask myself self-reflection questions to monitor my success.
- I think coaching can be really empowering and it can help people reach decisions by talking them through, but ultimately making the decisions themselves.
- Improve the way I work.
- It's allowed me to grow in confidence and further my personal development goals as well as those of my line report.
- Remembering the tools provided in the sessions.

Would you engage in coaching again?



Testimonials about the coaching experience

- Coaching with my coach came through the use of my annual workplace learning and development budget. The coaching experience was just that — one of learning and development. Conversations introduced creative ways of thinking about and approaching various scenarios. Always engaging and encouraging, my coach frequently shared resources to support my growth and motivated me to explore them. My coach was adept in connecting my experiences to the works of expert minds, enabling me to discover alternative perspectives and potential resolutions to challenging personal and professional situations. Thankful for the opportunity to work together.
- My sessions were very useful. It was great to take some time out to really just focus on me and my professional sticking points. I was offered some really practical advice and really insightful models and frameworks that I will use going forward.



THE RESULTS (COACHES)

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

The most common responses included career planning and professional development.

- How to work better/smarter in the present and longer-term career planning.
- Work-related relationships; managing energy/workload/prioritisation.
- Professional development, designing own growth path, insecurities.
- Developing team members who have different needs. Supporting team members to be more confident to take greater responsibility. Managing the performance of team members and delivering “tough” messages or feedback when required. Giving constructive feedback. Adopting a coaching approach where appropriate.
- Work/life balance, work relationships.
- Wanting next step in career.
- Career changes /coaching on coping techniques & navigating a way forward from family trauma.
- Making decisions, expressing their needs.
- Getting recognised for promotion.
- Career planning, self-understanding
- Defining career path.
- Uncertainty on career goals. How realistic a promotion was. How to build knowledge on skills for a promotion.

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

- Great to connect with those working in the Charity Sector and help them with their challenges by partnering with them through coaching.
- Not really any different to any other coaching relationship / work
- An enriching experience, learning with the client.
- It's very rewarding to witness clients growing in awareness and confidence, supported by some new tools, and to experience how their thinking is stimulated through coaching. In addition to hear, that they have received value from the coaching and are putting their insights into practice.

- Exploration and reflection.
- It's given me a huge amount of confidence (up till this, I'd only ever worked with internal clients at my company). It somehow feels very different when money is changing hands for a session. It's also helped me feel I'm giving something back.
- Really grateful to have the opportunity to do this both professionally to continue to work on my coaching and personally to give something back.
- Brings more depth.
- It is always rewarding to empower others to find their way, their desires, their voice and to witness their progress and increased confidence and courage.
- Stimulating, also gave me exposure to different organisational set ups and hierarchy.
- The joy of working with someone who is really committed to the process and prepared to invest in exploring outcomes to take her forward. The opportunity to dig beneath the surface to enable the client to access resources she didn't know she had.
- It was rewarding to see my client grow and own her new narrative over the few months.
- Experience coaching as an external coach (majority of work has been as an internal coach).

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

- I enjoy and value being part of this initiative which is reaching out to charities and third sector organisations as this appeals to my purpose as a coach. Coaching shouldn't just be for those who work in well-funded corporate companies.
- Would love to stay involved with Mind; have greatly enjoyed how much the clients have invested in the work and supporting them.
- It seems to be of great value for the coachee.
- In my experience, because the clients have actively chosen coaching as the way to use their development budget, they seem very committed to gaining as much as possible from the four sessions, reflecting on their learning and experimenting with new approaches.
- Great opportunity to quieten the conversations to allow the client to pause and reflect.
- I really benefitted from the experience, thank you. My client derived value from the sessions and I'm pleased to say, achieved the goal she had set for herself. The supervision was thought provoking.
- The number of sessions was good for me.
- Really enjoyed it. It was quite different and goals were achieved in the short period.
- Thank you for the opportunity to work with others who give so much in the work they do. It feels like giving back and meaningful.
- The supervision was really helpful.
- Keep doing it.
- Thank you for the opportunity. As part of the coaching programme with the four sessions, there seemed to be different ways the coaches had the chemistry session – either giving 30 minutes on top or being part of the four sessions. I wonder if this needs to be clearer for everyone so that Mind is getting the same format from everyone or if it's okay to be flexible as coaches work differently on this. Just more clarity on expectations on if its four sessions plus chemistry or the four sessions includes chemistry session.



CONCLUSIONS

After running this initiative for the fourth year, we continue to see that it has been successful in allowing individuals a safe space to work through their emotions and explore how to achieve their career goals.

Based on the feedback given, we could explore offering a package of six sessions to enrich the experience as a whole.



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, or get in touch with Lara Langman at lara@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.

Anna Hiett

Becky Mills

Deborah Anderson

Deborah Moore

Emma Hackette

Gillian Gabriel

Himanka Rana

Jayne King

Joanna Pollard

Joris Wonders

Tim Rogers

Mary Farebrother

Milena Keskin

Noreen McDonnell

Sigga Ólafsdóttir

Sophie Bruas

Sue Till

Vanessa Sadler

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 [Coach Advancement 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.

About Tracy

Tracy Sinclair, MCC is co-founder and CEO of [Coach Advancement by Tracy Sinclair](#). She co-authored [Becoming a Coach: The Essential ICF Guide](#) (2020) and hosts the [Coaching in Conversation podcast](#). In 2020, she founded Coaching with Conscience to have a positive impact on society and our environment through coaching.

Tracy is dedicated to the development of the coaching profession and the coaching community and has served in both local and global boards and workgroups for the International Coaching Federation. She was awarded an [ICF Coaching Impact Award for Distinguished Coach](#) in 2023, named one of the [Leading Global Coaches](#) of the Thinkers50 Marshall Goldsmith Coaching Awards (2019, 2021), and was a finalist for the [Thinkers50 Coaching and Mentoring Award](#) (2021). She is also a member of the Marshall Goldsmith 100Coaches and a trained coaching supervisor, mentor coach and ICF assessor.



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