

Coaching WITH
CONSCIENCE

THE BRITISH
Paralympic
ASSOCIATION

2023 CASE STUDY



Coach
ADVANCEMENT
BY TRACY SINCLAIR

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BACKGROUND

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

Coaching with Conscience specialises in offering high quality coaching and coaching related services in support of positive social impact and social progress.

Coach Advancement is on a mission to share the power of coaching with charities on a global scale and has been actively reaching out to charities inviting them to be part of this mission. In 2023, Coaching with Conscience partnered with The British Paralympic Association (BPA). The BPA understands the importance of supporting and developing their people by offering them the gift of coaching.

The BPA people benefited from a package of four hours of coaching spread over a period of six months.



THE INITIATIVE

In 2023, we agreed with BPA to pilot the Coaching with Conscience initiative and to offer their people a package of 4 coaching sessions of 60-minutes.

This offer of coaching was made available for registration in April 2023 for all of the BPA staff who wished to benefit from this offer.

- 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: [coachingfederation.org/ethics](https://www.coachingfederation.org/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 (see details outlined in the Associate Agreement).
- Are a member of Coach Advancement's alumni community.
- Either hold an ICF credential or are closely working towards their 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 tick 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)



28 coaches

offered coaching services



1 organisation

17 individuals

requested coaching

15* took up coaching

(had two sessions or more)

() one individual experienced setbacks and could not commit to coaching any longer and another was on maternity leave.*



59 hours

of coaching
were provided



10/15 individuals

completed the survey.

12/15 coaches

provided their feedback.

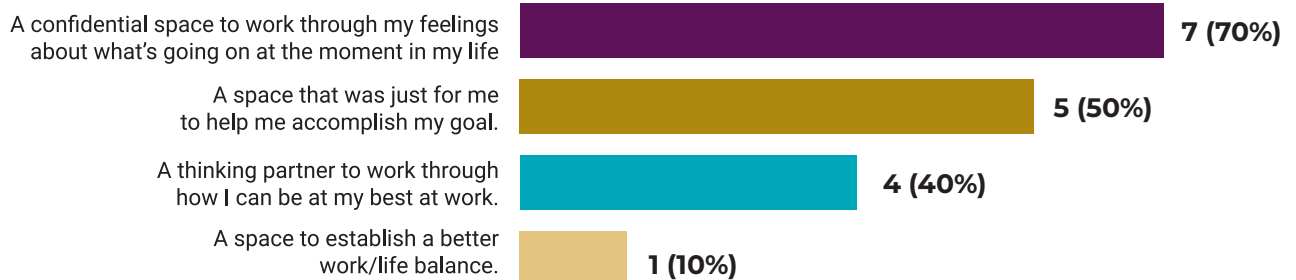
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BY TRACY SINCLAIR

What was it that you wanted to get out of coaching?



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

- Provided really useful perspective, and space/time to work through the issues I was dealing with at work.
- Firstly, we quickly narrowed my vague initial thinking down to a couple of better-focused aims. Having done that, I got a lot by having a reason to focus on those areas, rather than having them in the back of my mind labelled 'stuff that isn't right but I don't know how to address'. As a result of the coaching experience, I took some very significant steps towards overcoming long-standing difficulties. I also got a very helpful perspective on the concept of leadership and how my previous understanding of it had been narrow and blinkered. That will serve me well in future career moves.
- I found coaching to be a really positive experience which gave me the time and space to work through some of the challenges I was facing with a non-judgemental listening ear. I feel like I learnt a lot about myself and what motivates me and came away with a renewed sense of enjoyment about my work and a clear plan for the next twelve months.
- It was really helpful to clarify what I felt about where my career was headed and whether I want to take the next step, and I definitely got some concrete tips on project planning (e.g. breaking things down into manageable steps).
- Refocused my thinking and highlighted priorities for me across work and home life.
- It was great to take some time out to focus on my own personal work priorities in a neutral space. I really appreciated the thinking space and also the gentle nudge that I'm under-valuing my achievements and experiences.
- The sessions definitely make me think more about what I want — from work and in the future.
- Allowed me to take the time and space to actually think through and discuss issues. Stop and breathe and think!
- It allowed me time to focus on my current work situation and to think about future plans. To have someone that listened and was a sounding board was hugely helpful.
- Setting goals and holding myself to account on progress.

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

- Having a non-judgemental, objective voice to help me look at my work from a different perspective. A really helpful, pro-active, sounding board for the thinking I needed to do.
- Having a safe space to talk about things that hold me back but that I don't usually have the time to address.
- I could not fault my coach, who hit the perfect balance between challenging me when I needed to be challenged, but also recognising when I was struggling and when I needed reassurance. I felt like she knew me instantly and was very quick to understand who I was and what I was looking for from the experience.



- Being forced to think about topics etc to bring to the table really enabled me to think about my weaknesses or things i was struggling with.
- Tools that the coach shared and just have dedicated time in diary to reflect on this - work so easily takes over otherwise. Someone holding me to account in some way.
- A great check and challenge opportunity to review my perception of myself, and also a good confidence boost when working through how to achieve my goal.
- Hearing myself say things out loud, even if I already had been thinking about them, was very helpful. It reinforced my thoughts and feelings.
- Giving me the time to think.
- Dedicated time to talk freely with an external person - not worrying about any negative impacts of what I might say as everything was discussed in confidence.
- The focus on myself and career progression. Often in on-on-ones it gets bogged down in programme delivery rather than the bigger picture.

What is one thing that would have made the coaching more useful or helpful? Why?

- Some advance guidance about the best ways to decide on and articulate the issues to be addressed.
- Online worked well; if a face to face somewhere in the process had been realistic, that would have been even better.
- More time!
- I don't think I really knew exactly what coaching was when I went in or how it worked, I think a more general intro on what is expected from both sides before starting would have been helpful!
- I think a bit more of an overview around what exactly coaching is — I found it was essentially all led by me, I needed to come in right from the start with my proposed agenda, how I wanted to use that session — I wasn't quite prepared for that at the first one.
- Maybe the coach taking notes of the conversation as there were some things that we spoke about a few times.
- My coach was great, and I can't think of how the sessions, could have been more useful.
- A bit more of a plan around what each session would cover.
- Face-to-face conversation.
- More sessions, and check-ins. An informal line of communication to the coach in-between meetings.

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

- It's had a positive impact on the way I approach problems or new projects.
- I'm approaching previously daunting situations with a new level of confidence, and I will carry that into the future. Having invested time and energy into the process, the learnings and "wins" have real value and I will ensure I keep them.
- There are practical tips I will use a lot but also I think that a better understanding of what I want for and from my future career has made me a lot less indecisive about potentially moving up at some point.



- Hopefully realise I need to set aside time for me to review these elements and not let things slip away from priorities.
- It has definitely given me a confidence boost that I am on the right path and can accomplish my goal if I just continue what I'm doing and push myself out of my comfort zone a little more.
- For me, I continue to think about the sessions and focus on some key helpful comments made by the coach.
- Making sure I take time to talk things through and not just go straight from thing on the to do list to the next.
- I'd like to do more sessions to hopefully continue the positive outcomes I have gained — mainly around allowing myself time to think!
- That's up to me to action and progress but being more structured with achieving goals and reviewing progress.

Would you engage in coaching again?



Testimonials about the coaching experience

- I was doubtful how much could be achieved in four online sessions but I found the coaching exceptionally helpful. My coach was great at homing in on the central issues and asking the right questions. As a result of the coaching experience, I took some very significant steps towards overcoming long-standing workplace difficulties. I also got a very helpful perspective on the concept of leadership that will be very helpful in the rest of my career. Thank you!
- Having never done coaching before I was really unsure of what to expect and was a little concerned it would feel like a therapy session but in fact it was a great space to talk through my professional goals and I was able to come to the conclusion that I am in fact on the right path. I'm really grateful to my coach for giving me the space to think about my achievements to realise that I am doing well and need to have more confidence in myself.
- I found the sessions hugely beneficial. My coach was a great listener and I really appreciated the time it gave me to think about things I wouldn't usually have time to think about!
- My coach took the time to understand my priorities and reflect back what I had said. Her advice was considered and made sense. The sessions were very positive and allowed me to understand where I can improve in a variety of areas such as goal setting and management techniques. Her input was of great value, and I am already applying some of the techniques offered.





THE RESULTS (COACHES)

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

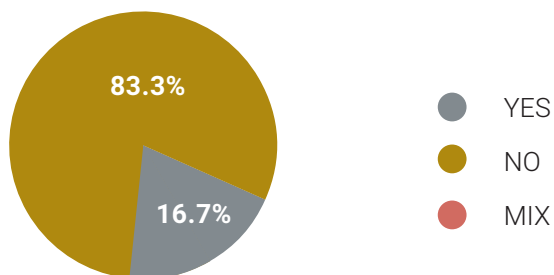
- Perceived lack of promotion opportunities when working within a small organisation. How to get promoted was the main theme.
- Work-life balance, development of skills (mainly leadership), focus areas for future.
- Adapting to new roles and challenges and enhancing their skills and knowledge for the benefit of the organisation and themselves.
- Expressing her needs to others. Giving constructive feedback to others. People pleasing. All of these within life and work.
- Lack of resource due to current economic conditions, often headcount freeze, extra pressure on staff – stress and time management. Another common topic: career progression.
- Clarifying in which direction to take their career in the future. How to overcome blocks in self-perception. Enhancing leadership skills and learning new ones.
- Feeling valued at work. Self-confidence. Next steps after the Para's.
- Career.
- Career development.
- Work/life/cost of living balance. Career planning
- Potential change of jobs.
- Confidence in being able to progress to the next level of seniority; Understanding/approach on how to ask for training in leadership; Peers who can share same experiences and grow together; Being able to reflect on seeing themselves as leaders rather than managers.



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

- I found it interesting to work on one main issue in depth over a number of weeks.
- As always, I learn and develop along the process. My client was well structured, so we had plenty of time and came far although we only had four occasions.
- Really interesting to coach someone in an organisation I knew nothing about! I felt privileged to offer coaching to a client in an organisation supporting those with disabilities to participate in sports.
- I love the work that is about the human being at the heart. The things they find tough and challenging to do which a part of them screams no at. The things that then make the biggest, meaningful and lasting difference to them. The real work that needs to be done so they can be their best selves.
- I love the fact I am coaching individuals who wouldn't normally have access to coaching. Makes the process even more rewarding.
- It's been meaningful and rewarding work. The client was very committed to the coaching process, so it felt like a partnership of equals and there was a real sense of progression and new thinking by the client.
- Great to work with someone outside of my industry. Interesting working with someone on whether they should retire or not.
- It was fabulous working with a great client. I learnt lots from the coaching process. Very Satisfying.
- Gaining experience coaching in a different sector.
- Real satisfaction in helping a client to access her own resources and grow hugely through self-awareness.
- It was quite challenging as the client mostly looked for advice and less for coaching.
- A huge amount. One of the areas I am particularly interested in as a coach, is supporting young professionals to grow and fulfil their potential. This work has given me the opportunity to do that, which is wonderful. I always learn from these experiences, and they strengthen my coaching, which is excellent as well.

Have the clients you are working with been coached before?



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

- It was an honour to be able to offer this as part of CWC. I don't think there was anyway my client would have been able to access coaching without it. Thank you for the opportunity.
- I am just grateful for getting the opportunity, and I hope my client is satisfied as well. She left the last session with "happiness".
- Being able to support and coach those in the charity sector, has personally fulfilled me as a coach and made me reach out to other charities to offer my coaching.



- I truly enjoyed being part of it. Thank you for giving me this opportunity!
- The client was well placed to get value from coaching. Support was provided in how to make the most of a coaching relationship. The client was fully engaged and open which enabled progress.
- The client seemed to be little committed, she rescheduled the sessions or cancelled the last two sessions.
- Nothing to add, except thank you for the opportunity.
- I feel very privileged to be a Coaching With Conscience coach and to work with people who are giving so much in the roles that they do. This 'giving back' to those that give to others is very satisfying and fulfilling work to do.
- I think four sessions isn't enough. Ideally, we would offer six sessions total over a six- or three-month period. Big thank you for giving me this opportunity.
- It's a real pleasure to work with charities in the CWC initiative.
- Really appreciated the opportunity to work with the BPA. I volunteered at London 2012 and am a huge believer in the power of sport to unite and inspire.





CONCLUSIONS

Our conclusion is that this first initiative for BPA has been successful in that it has allowed the individuals to find a safe space to work through their emotions and explore how to achieve their career goals. Based on feedback, we could explore offering a package of six (6) sessions which will 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 Tracy directly at 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 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.

Sinan Rabee

Jina Kim-Prunera

Egle Kaceviciute

Karen Hayes

Daniella Tramontin

Gillian Gabriel

Jayne King

Deborah Moore

Joanna Pollard

Kim Wells

Mary Farebrother

Milena Keskin

Anki Roth

Caroline Orr

Maryanne Matthews

Becky Mills

Finally, thank you to The British Paralympic Association 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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