



The First NHS National Coaching Conference.

The Midlands Hotel, Manchester
Wednesday 10th March 2010





Making the business case for coaching: a case study from the legal sector

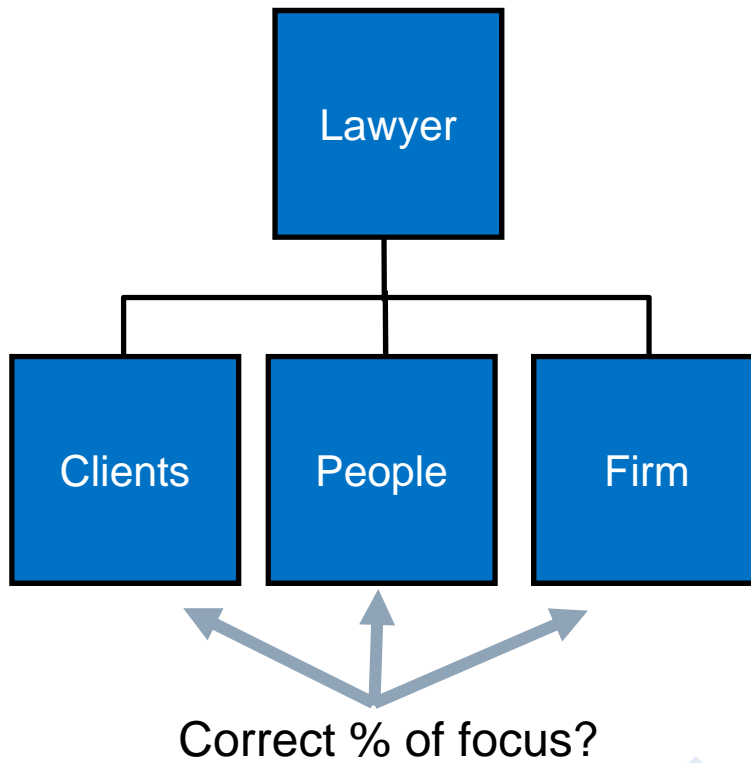
Nigel Spencer
Head of Learning & Development
10 March 2010





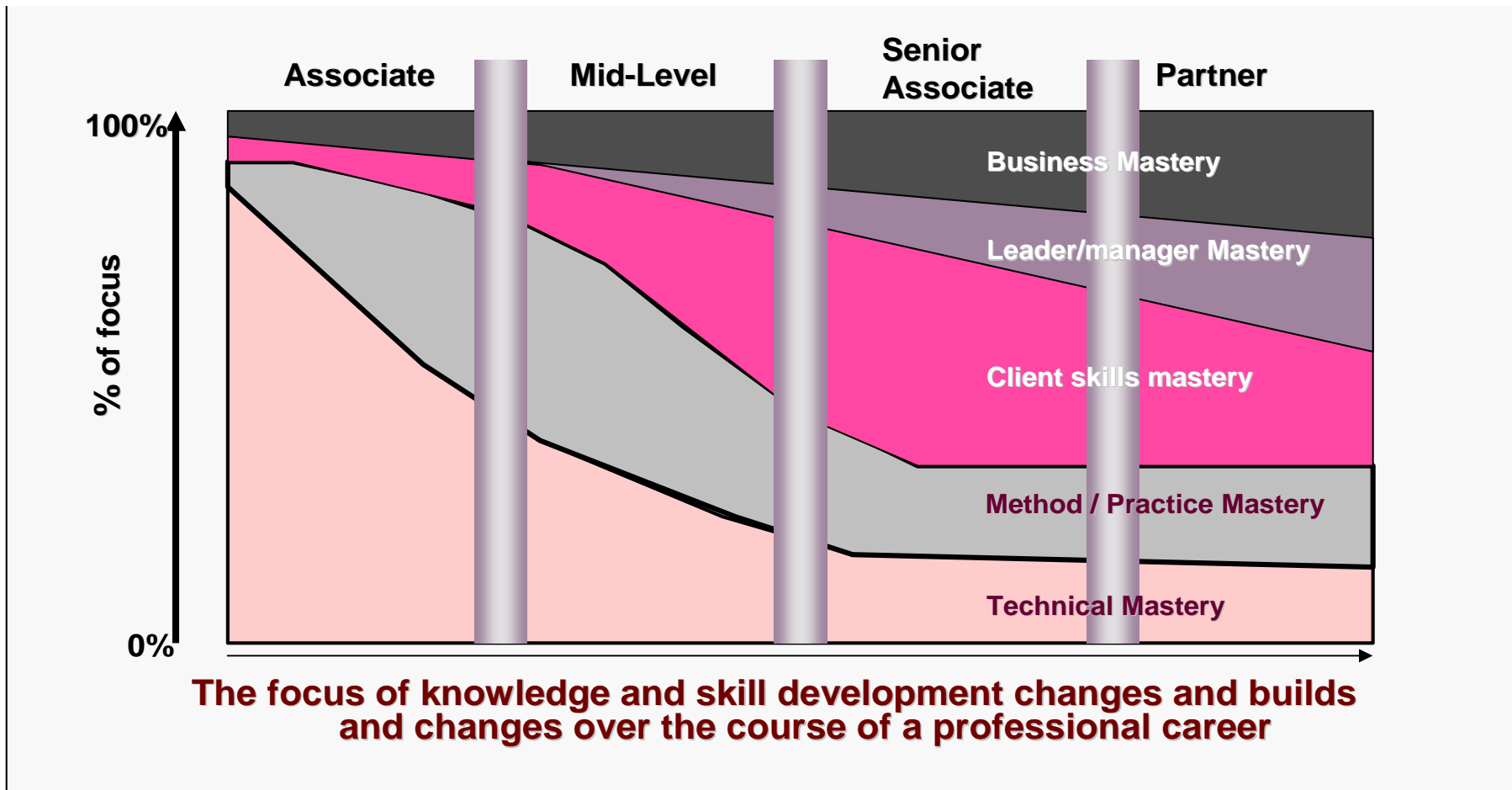
Development in a legal context

The dilemma of the 'producer-manager'





The legal skills and career path



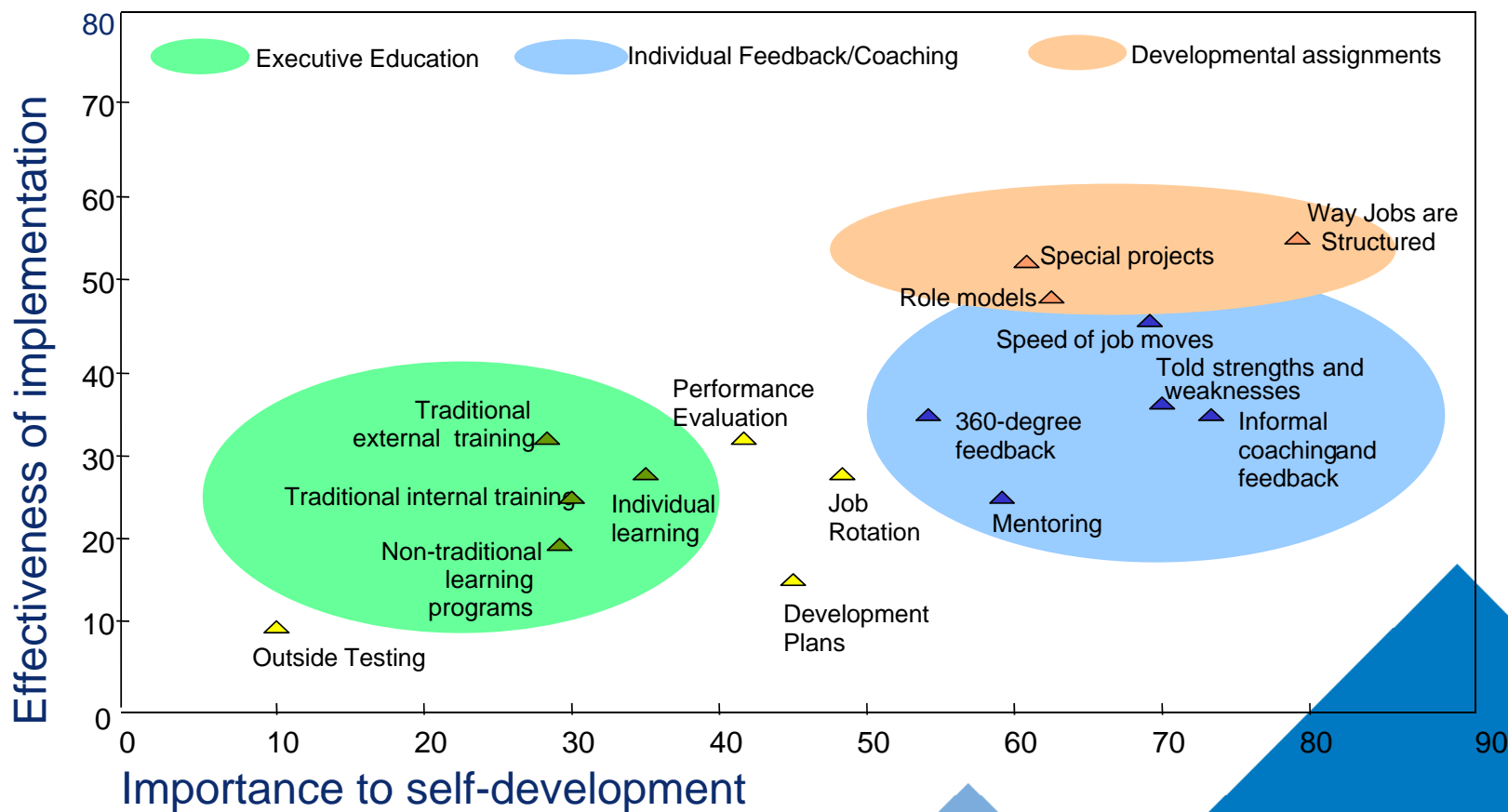


Our starting point, nearly 6 years ago...





What was my vision of best practice?



Source: *How Executives Grow McKinsey 2000*



Creating the individual development/coaching culture?

- Took any opportunity to put in 1:1 development and coaching skills into projects **with an agreed business focus/benefit:**





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Focused
especially on
Board/Executive
sponsored
projects





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 - Specific projects amongst fee earners and business service staff





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 - Increased partner programmes and embedded 360 feedback and coaching in these (avoiding jargon!)





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- Put in a development centre for associates ... with coaching embedded as follow-up

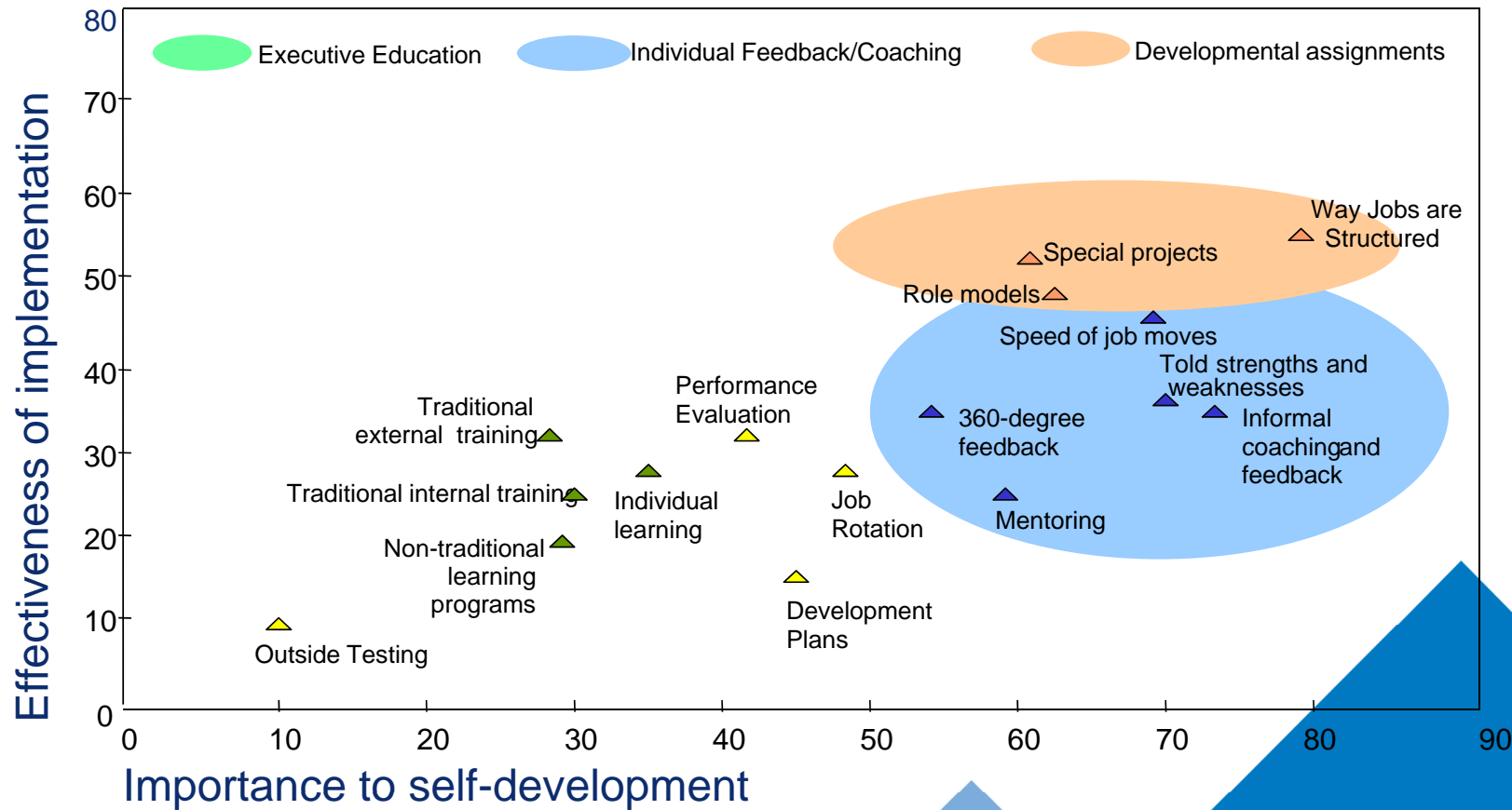


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 - Specific projects amongst fee earners and business service staff
 - Increased partner programmes and embedded 360 feedback and coaching in these (avoiding jargon!)
 - Put in a development centre for associates ... with coaching embedded as follow-up
 - Added in mentoring programmes – embedding into existing firm networks and emphasising same skills



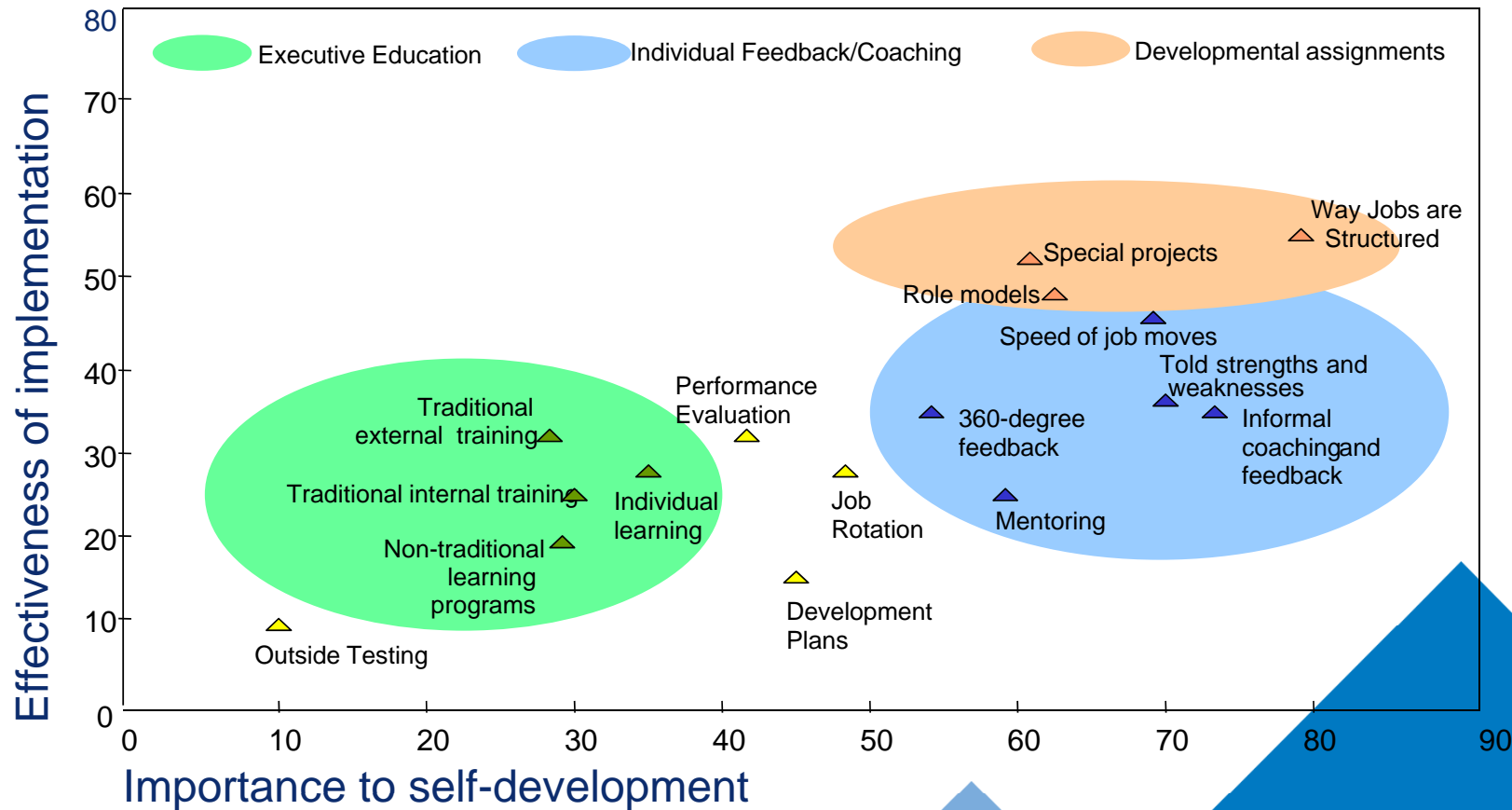
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Source: *How Executives Grow McKinsey 2000*



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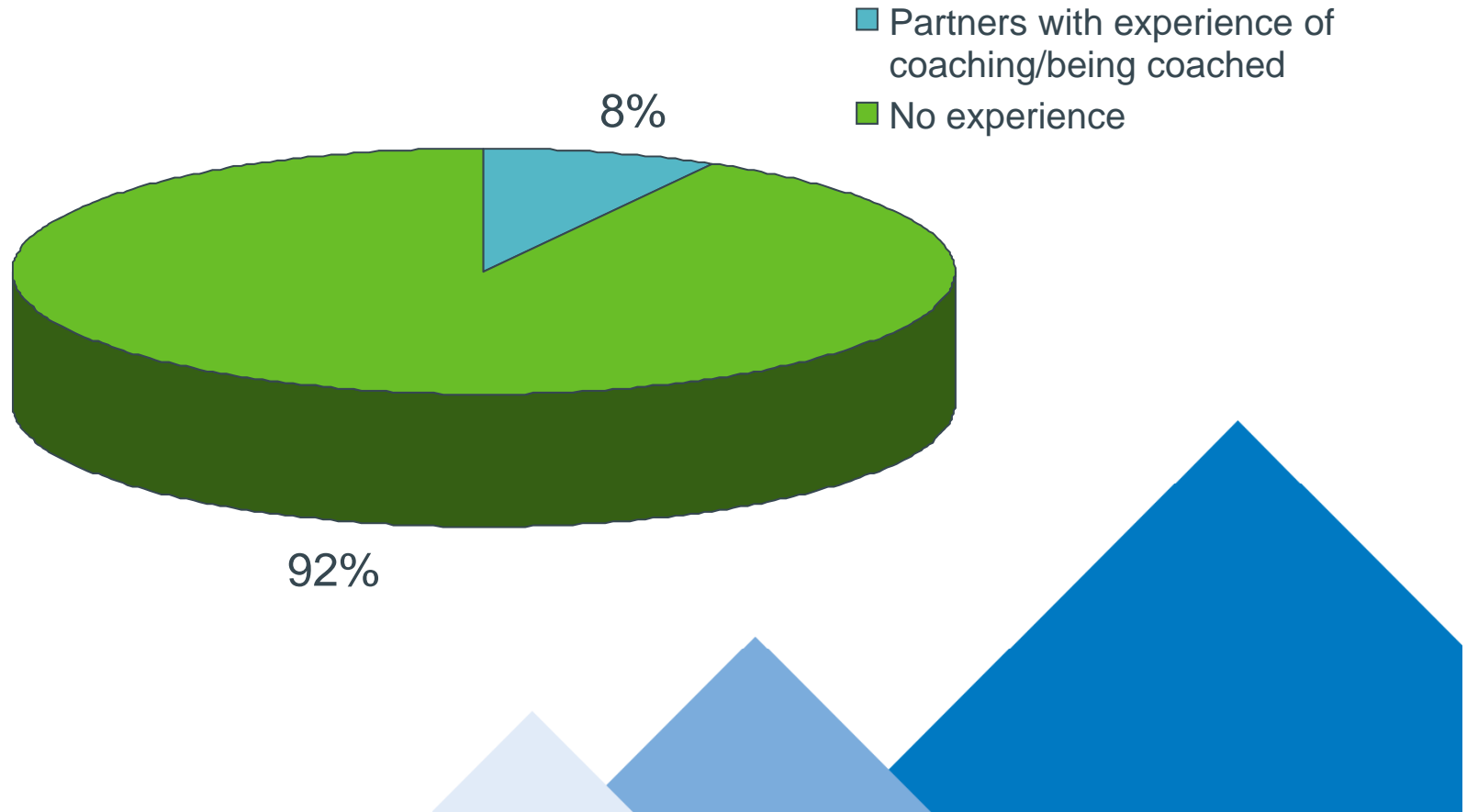


How has the 'coaching culture' grown?



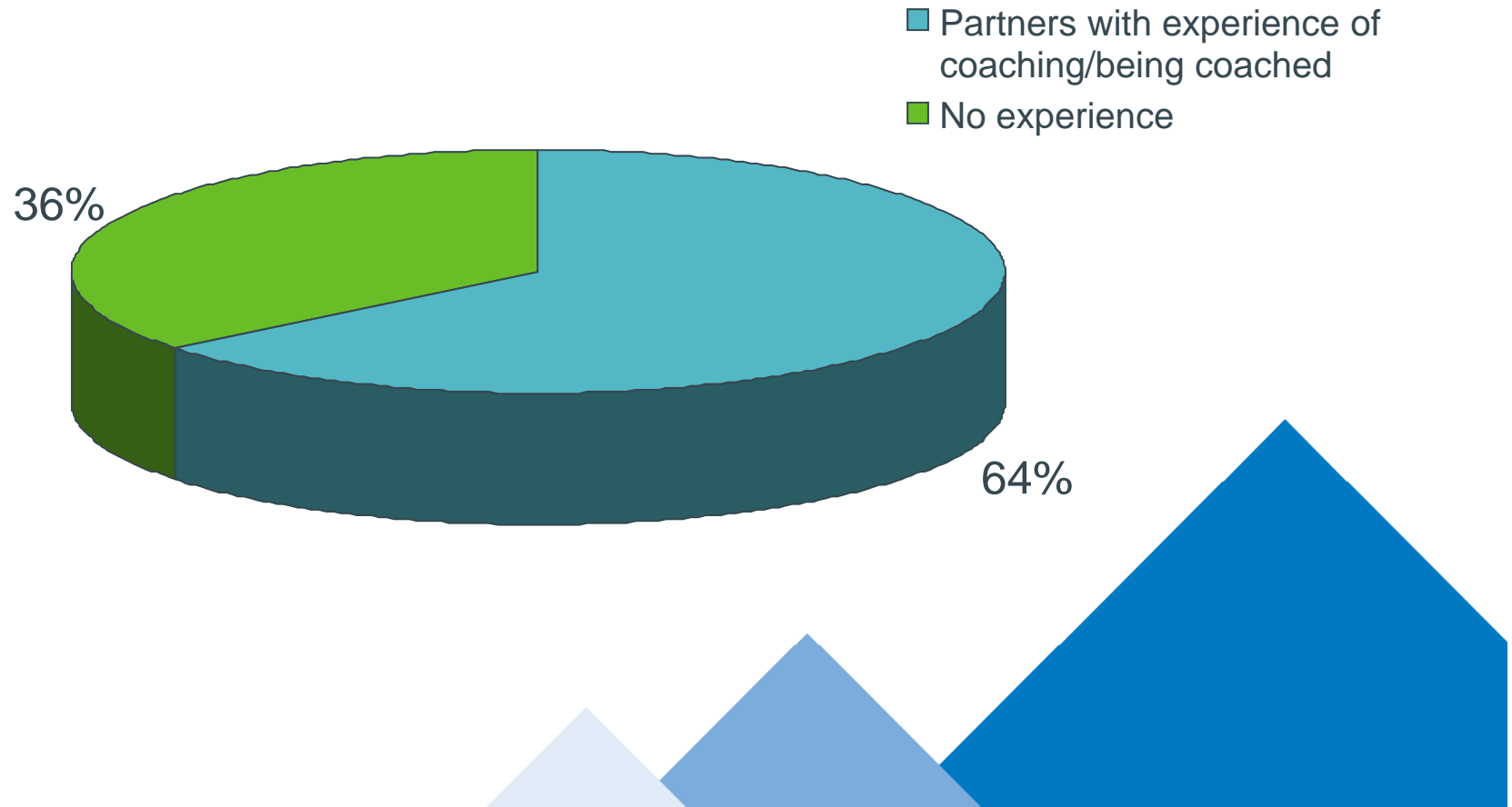


Experience of being coached - 2004



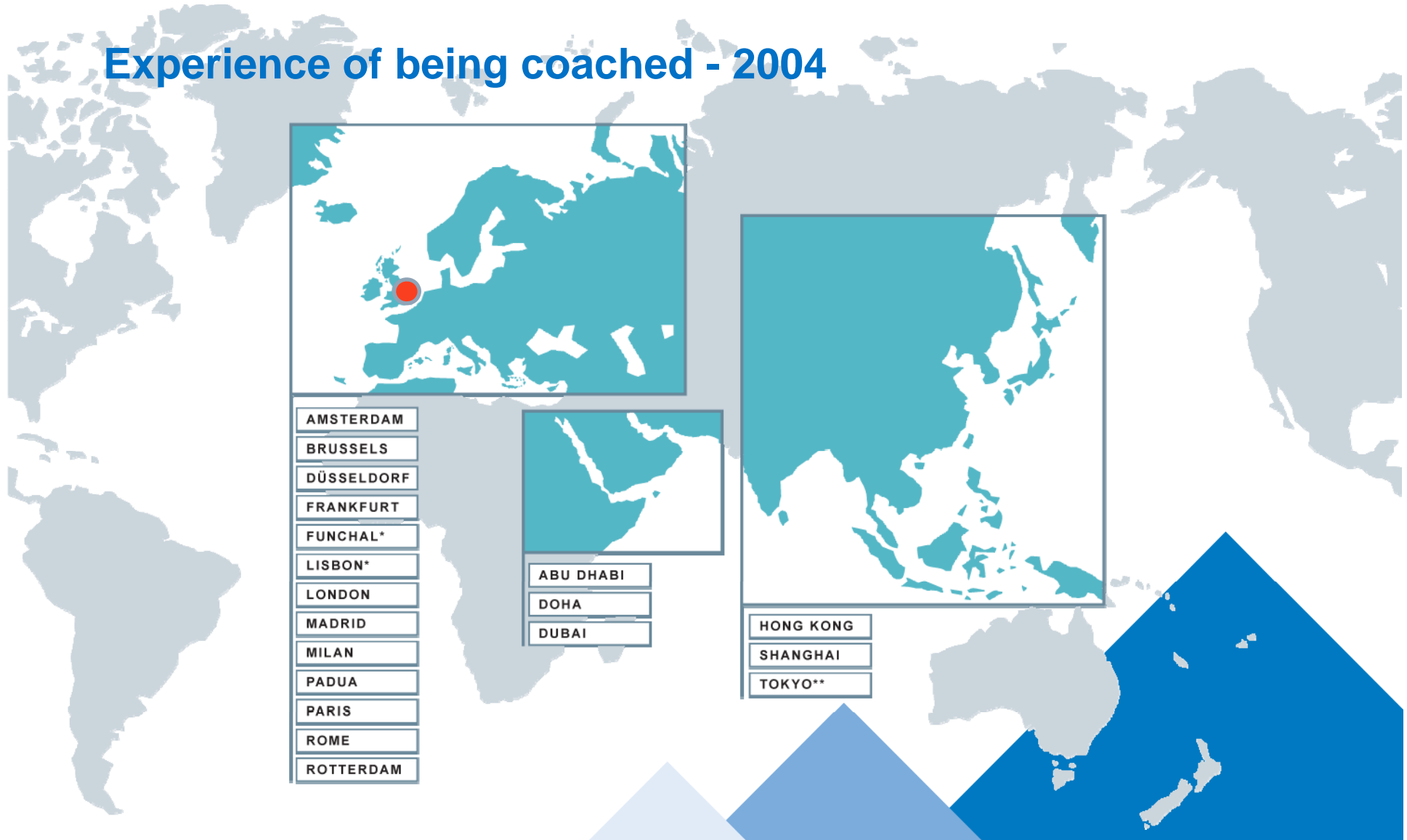


Experience of being coached - now





Experience of being coached - 2004





Experience of being coached - now



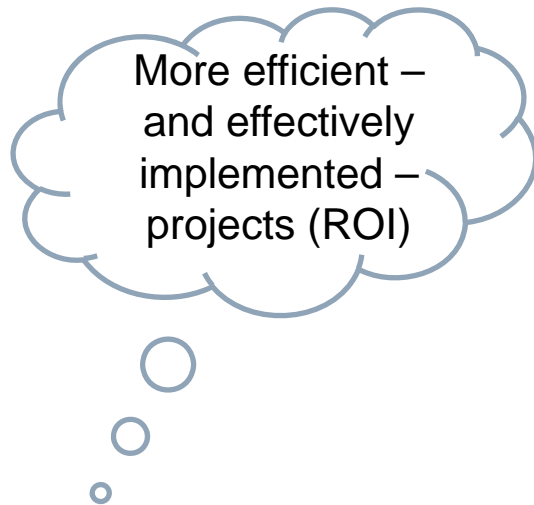


What have we gained?



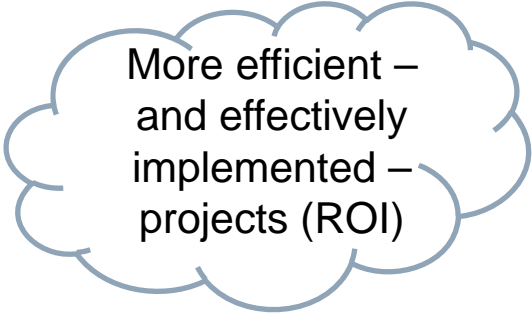


What have we gained?

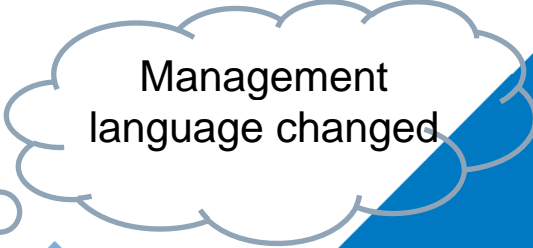





What have we gained?



More efficient –
and effectively
implemented –
projects (ROI)

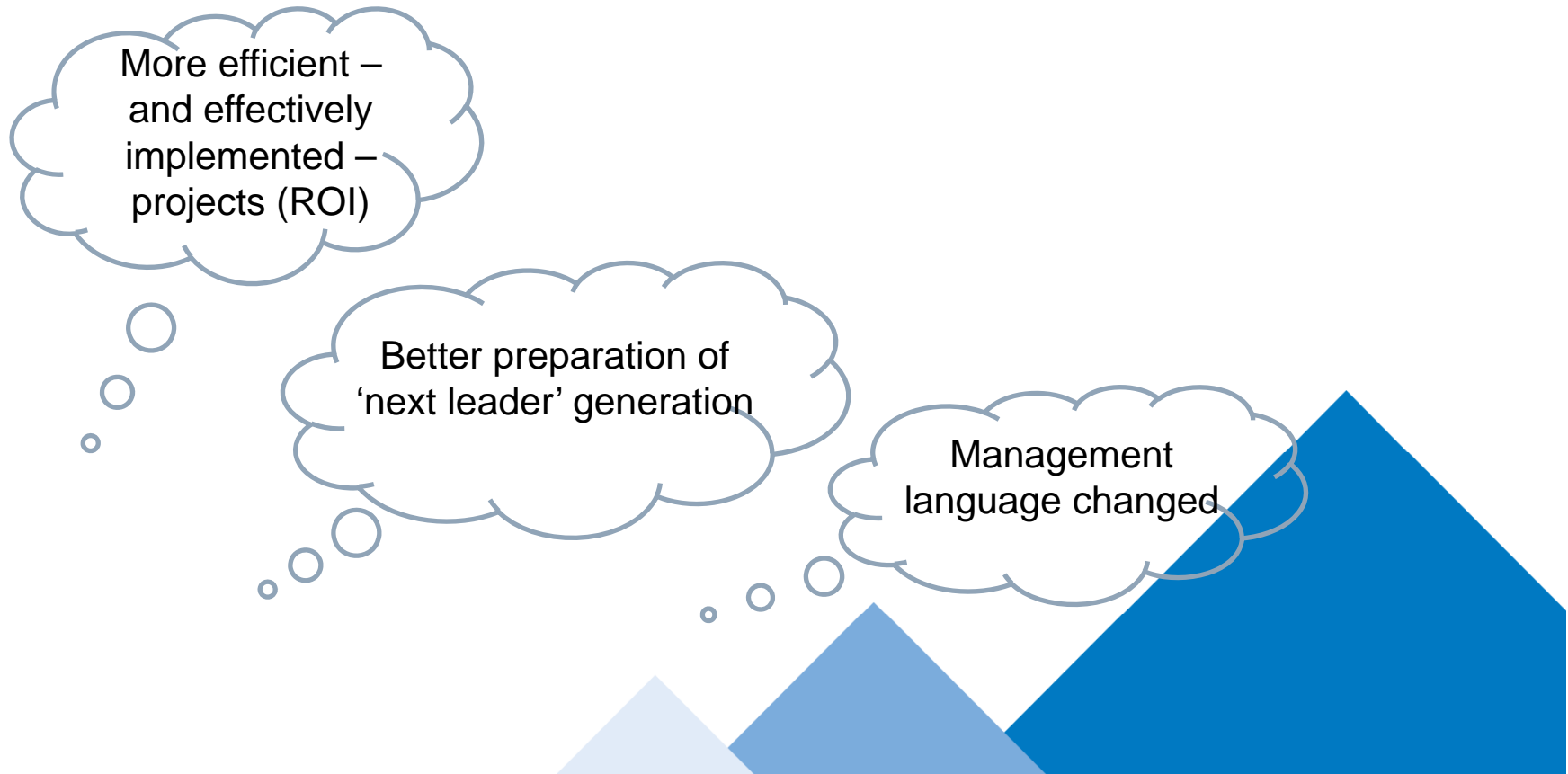


Management
language changed.



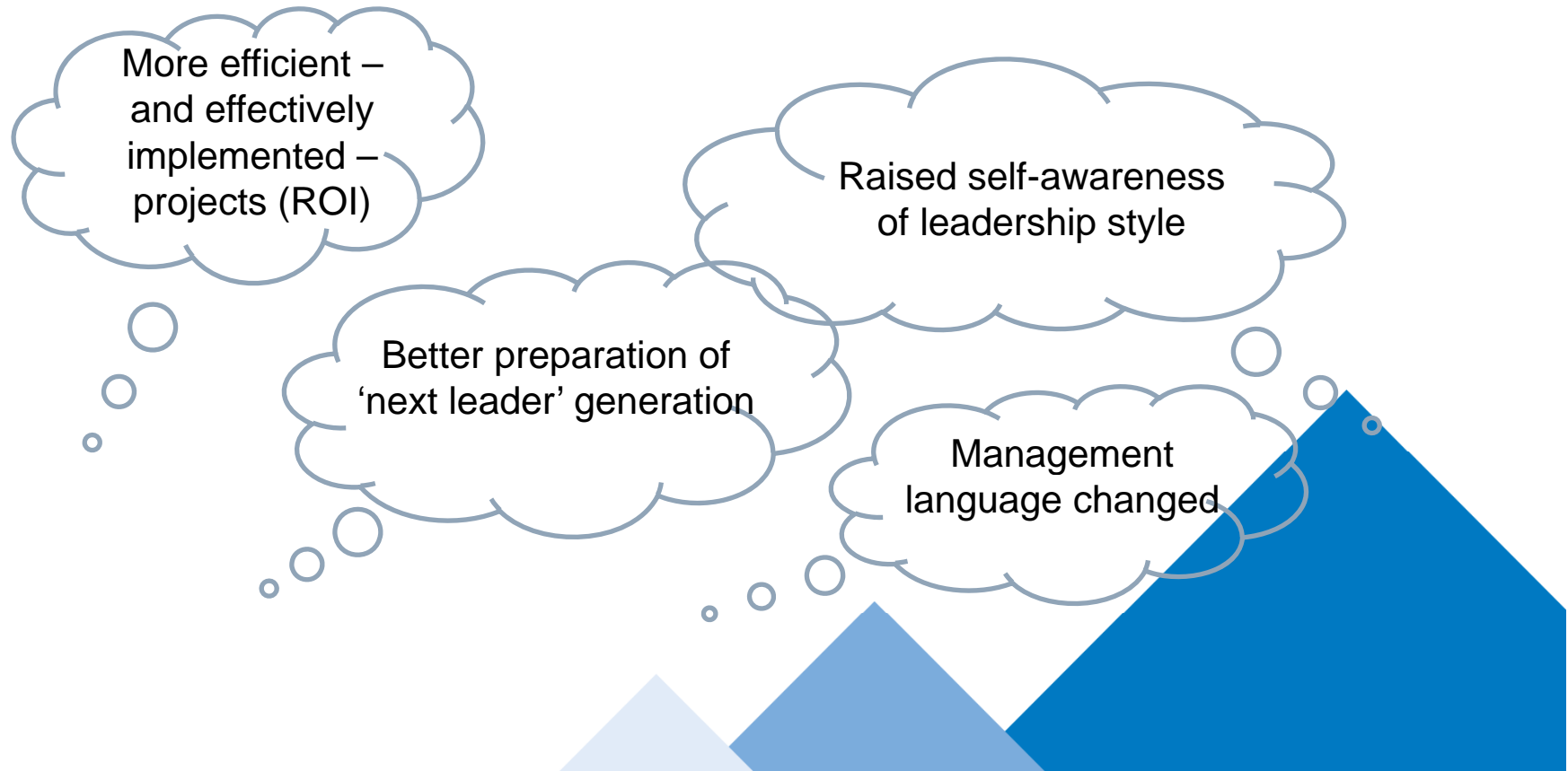


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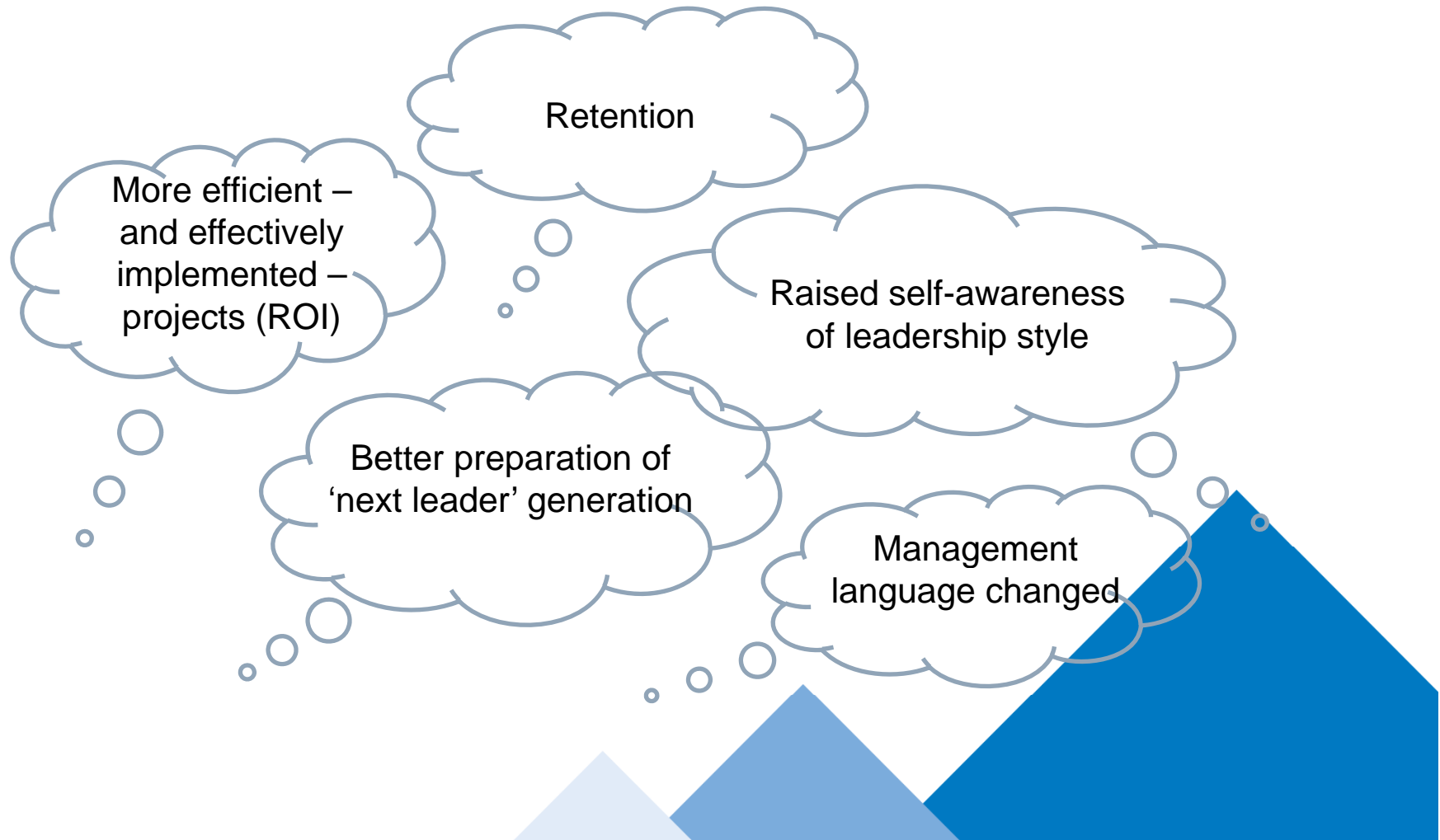


What have we gained?





What have we gained?





simmons-simmons.com
elexica.com

