

Tool 28: Coaching

Mentoring and coaching can help shape an individual's confidence, practice and values in a positive way. It can help workers to improve their awareness, and to set and achieve goals.

This tool helps you to use a coaching method to consider a situation.

You can use this in individual or group supervision to reflect on a situation and to identify options before deciding on an action. The aim is for the person close to the situation to be supported to decide on action rather than to be given solutions.

The example at the end of the tool can be used by supervisors in training to practice using the model.

Coaching model GROW

Use the coaching model to consider a situation.

The supervisee will present the situation.

Goal – Jointly agree the goal of any activity that the supervisee undertake

Reality – Spend 10 minutes discussing the reality; what are the factors that impact on achieving this goal?

Options – Spend 10 minutes identifying the options for how you will enable the goal to be achieved

What will you do – The supervisee identifies what their next steps will be

(Whitmore 1992)

Example situation for supervisor training

Use the coaching model to consider the situation below.

From your own viewpoint, consider the following situation.

Jess is a 40 year old social worker. She has been qualified for 15 years and has worked in three different local authorities in community social work and emergency duty. In the last local authority she was a team manager but then moved to your team as a social worker eight months ago.

Jess is white European – her father is English and her mother is Irish. She was brought up in a middle class home. Jess has no declared disabilities. She is a Catholic and is married but doesn't have children. Jess's family (parents, sisters and brothers and their children) are close and supportive.

Jess's style is quite activist and pragmatic. She has a large caseload and works quickly. Jess's supervision is usually quite task-focused.

Today, Jess has asked to discuss a particular case that she is concerned about.

Mrs Harlow lives alone in a council house in the North of town. She is 68 years old and divorced with two adult children who have moved away and do not visit.

Mrs Harlow is alcohol dependent and smokes approximately 20 cigarettes a day. She has chronic obstructive pulmonary disease and struggles to walk far.

Mrs Harlow was referred by the community nurse for support at home and because of concerns about her home. She has been collecting paper, objects and materials that now fill her house.

Jess visited Mrs Harlow and briefly reported back to you that: 'She was totally uncooperative; she barely spoke to me and just wanted me out of there, and her house was disgusting.'

Goal – The goal is to enable Jess to be capable and confident in working well with Mrs Harlow so she can promote Mrs Harlow's wellbeing.

Reality – Spend 10 minutes discussing the reality; what are the factors that impact on Jess achieving this goal?

Options – Spend 10 minutes identifying the options for how you will enable Jess to achieve the goal through your supervision with her

What will you do – Agree what the plan is for you as a supervisor going into the session