



CTC COACHING POLICY

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1 Purpose of this Document

Changing the Chemistry (CtC) is committed to delivering a strong and sustainable member to member support network and helping each other is part of the CtC DNA. Often this results in members providing one-off coaching or specialist advice as part of supporting each other on their board journeys. This could be general support, e.g. help with networking, or more specific support, e.g. preparing a board CV. These types of ad hoc advice or guidance are fundamental to how CtC operates and such activities are not within the scope of this document.

The requirements detailed below will not apply in the case of any one-off coaching arrangements which form the bedrock of CtC's success to date and its future aspirations. However, in some scenarios members may benefit from more formal and longer term coaching support. The purpose of this document is to describe the arrangements for members to access such coaching support from fellow members who have volunteered to offer this service. It sets out what is available in terms of more formal coaching support, how to find a Coach, what the Coach will offer as a service, what is expected of all parties, and the process for managing quality.

In addition to the requirements set out below, all CtC Members are bound by the conditions they committed to when signing up to join CtC including the CtC Confidentiality Agreement¹, and Code of Conduct (which includes a Liability Waiver).

2 Overview of Coaching

For the purposes of this document, CtC is using the following definition from the "The Professional Charter for Coaching and Mentoring", developed by the European Coaching and Mentoring Council (EMCC) in partnership with the International Coach Federation (ICF);

Coaching is facilitating the client's learning process by using professional methods and techniques to help the Coachee to improve what is obstructive and nurture what is effective, in order to reach the Coachee's goals.

2.1 Identifying a need for Coaching

CtC members can access experienced Coaches to guide and support them to address specific development areas that they have identified in relation to their development as an effective Board Member or to support them in gaining a Board position e.g. to address a specific competency development need or to develop a more structured approach to their board journey or strategy.

The table below provides a sense of how the experience of mentoring and coaching differ, and CtC suggests you consider which approach will be most helpful with the area of development you have identified. If you decide that you need a mentor, please look at the CtC Mentoring policy, available in the Resources section of the CtC website. If you are unsure, then please consider a Catalyst, who can help signpost you to resources you might need, and help you decide what kind of mentor or coach might be useful for you.

¹ As documented in the CtC membership form



Coaching	Mentoring	Catalyst
Coaches will rarely offer or give advice; they provide encouragement and challenge to help the person develop and progress their board journey.	Mentors will often provide direction and advice and may “open doors” for Mentees.	Catalysts are experienced Board members who also have a good understanding of how CtC works, and what opportunities exist to support you in your Board journey.
Coaches need not have first-hand expertise of the skills, knowledge or behaviours that the Coachee is planning to develop.	Mentoring is usually a planned pairing of a more skilled or experienced person with a less experienced person.	A Catalyst will consider with you what you need in your next steps towards a Board role, and will help you decide what to do next.
Coaches help the Coachee to identify objectives and facilitate problem solving.	Mentoring involves helping Mentees to develop their career, skills and expertise often drawing upon the experiences of the Mentor in the process.	Catalysing involves challenging Catalysees and guiding them, both towards the work they need to do to achieve Board roles.
Coaches hold the Coachee accountable for committing to actions that will achieve their objectives.	Mentors act as role models and may focus on political skills and encourage self-development.	Catalysts will also help their Catalysees find ways to give back to CtC, as part of the peer support network

2.2 How do I find a Coach?

CtC currently has a number of volunteer Coaches from a range of sectors. For CtC members to identify themselves as a Coach, CtC expects them to fulfil the “Expectations of Coaches” set out in Section 4 below. To find the person who will be the best fit in supporting you with your development, take the following steps:

a) Search for a Coach on the CtC website

CtC Profiles are visible to all members and have been designed to assist you in identifying who might be a good fit for what you are looking to achieve. If you would like some support in finding a Coach, please contact coaching@changingthechemistry.org

b) Contact two potential Coaches

Contact the Coaches that you were drawn to and have a chat with them about what you are looking to achieve. If it feels like a good fit, then meet to discuss things in more detail, ask yourself:

- Could this person help me achieve my development objectives in an enjoyable way? Do they have a style that I’m comfortable with?
- Could they articulate their model of Coaching and offer examples of how they’ve helped others with similar requirements?

c) Contract with the Coach

The final step is to contract with the Coach that you wish to work with. The formal element of this is that both parties must sign the CtC Coaching Contract.



2.3 Matching Coaches

CtC's involvement is limited to providing the platform to enable you to identify the pool of Coaches and enabling members to share their profiles on the CtC website to facilitate the connection between members seeking coaching and the volunteer Coaches who are contributing their time to support CtC achieve greater diversity of thought in the boardroom.

It is the responsibility of you, the CtC member, who has a development need to identify the most appropriate Coach.

3 Common Themes arising in Coaching

Confidentiality is paramount in all Coaching engagements as per the Code of Ethics and the Contracts referred to below. Subject to ensuring full confidentiality is maintained, CtC may gather anonymous data from Coaches to enable the CtC teams to appropriately target and design development activities and events e.g. feedback from Coaches could indicate topics for a useful Masterclass.

4 Coaching

4.1 Expectations of Coaches

The first step for members volunteering to be a Coach is to complete and submit their completed CtC Coach Profile to the Coaching Supervisory Group via the email coaching@changingthechemistry.org. It is the Coach's responsibility to ensure that the proposed Coaching focus is aligned with CtC's Board development activities as part of the organisation's charitable objects.

Coaches must be willing to take calls from CtC members who are seeking coaching, to discuss potential fit and availability, and if required to have an initial chemistry meeting either face to face or via phone or Skype. When contracting with a Coachee, it is expected that 3-6 hours of coaching over a period of up to six months will be offered free to the Coachee. The duration and number of sessions will be what is agreed as appropriate by both parties.

Coaches are responsible for monitoring their own workload, and if the Coach is unable to take on any additional Coachees, they should update their CtC Profile accordingly.

4.2 Expectations of Coachees

The success of a coaching relationship depends to a significant degree upon the Coachee's attitude and commitment. Coachees are expected to take the lead in the partnership, to be proactive and to work in order to achieve success. In addition to the Coaching sessions, a Coachee must commit to doing the work outside of the sessions. As part of each coaching session, a Coachee will identify actions to be completed.

If on completion of the agreed sessions, it is felt that additional coaching would be valuable, then the Coachee should discuss any requirement to purchase additional sessions with the Coach and this would be subject to a new and separate contract (outside of the support offered by CtC).

There is an obligation on Coachees not to abuse the limited resources CtC has and it will be at the discretion of the Coach to refuse to work with a Coachee who is making multiple uses of the Coaching service.

4.3 Documentation

Before beginning work, Coaches and Coachees must review and sign the Changing the Chemistry Volunteer Coach Programme - Coaching Contract which can be found in section 8. This makes explicit the commitment and expectations of the coaching relationship.

On signing the contract, the Coach is required to send an email providing the names of both parties and the start and end date of the contract to: coaching@changingthechemistry.org. This information will be used to monitor demand for coaching by CtC, seek feedback and to track who has benefited from this service.



4.4 Supervision Arrangements and Continuous Professional Development

It is expected that Coaches are responsible for their own continuous professional development (CPD) and supervision. The frequency of supervision and requirements for ongoing learning will be affected by the frequency of their practice and level of training and requirements of any registering body. Coaches should ensure that they are supervised by a suitably trained and experienced supervisor and, if a member of a peer-supervision group, should ensure that it is properly constituted and facilitated, with sufficient time for all members to be able to reflect on their practice.

Coaches should undertake ongoing learning to maintain and develop their professional practice by participating in relevant and appropriate training and CPD. This might take the form of training courses, attending workshops or reading and reflecting on journal articles. It is expected that Coaches with lower levels of training have a higher requirement for CPD. Coaches are expected to evaluate the quality of their practice, for example through peer assessment or feedback from clients.

6 Quality Management

Coaches are expected to practise ethically, within their own competence and with care for the well-being of their clients. To support the quality of the coaching offered by CtC, all Coaches must subscribe to a professional Code of Ethics as detailed below in addition to the CtC Code of Conduct, and for the rare instance when expectations are not met, a complaints procedure has been developed to resolve difficulties.

6.1 Complaints Procedure

If a Coach does not meet the expected standards of behaviour or if there is a concern about practice, a complaint may be made using the CtC Complaints Procedure found on the CtC website.

6.2 Approval of Coaches

All Coach Profiles and Coaching Questionnaires will be reviewed and approved by the Coaching Supervisory Group. The Coaching Supervisory Group is approved by the CtC Board and membership is reviewed on a triennial basis. It must have membership of at least 3 members with a quorum of two.

If a Coach is approved, then this questionnaire will be stored by the Coaching Supervisory Group (on the CtC membership platform) to provide to members who ask for help in finding a Coach. Approved Coaches will be invited to join the CtC Coaches' Members Group and will be asked to update the CtC Contribution field in their Member Profile to Coach.

To ensure a consistent standard of Coaching is provided, members' use of the term 'Coach' and 'Coaching' in the CtC Contribution field of Member Profiles will be monitored by members of the Coaching Supervisory Group annually.

6.3 Suspension of Coaches

If circumstances require that a Coach be suspended or removed as a Coach then, following confirmation from the Coaching Supervisory Group, a member of the this Group will delete the individual's Coach profile from the bank of profiles held by CtC, remove them from the Coaches group, and request that individuals update their Member Profile to remove Coach as their CtC contribution.

6.4 Requirements for Coaches

The approach CtC has agreed with regard to essential requirements for Coaches is:

- Coaching training
- Relevant experience as an Executive Coach
- Professional Indemnity Insurance
- Regular Coaching supervision
- Agreement to comply with the European Mentoring and Coaching Council (EMCC) and Association for Coaching (AC) Global Code of Ethics for Coaches & Mentors. This can be found at https://emccuk.org/wp-content/uploads/2014/03/EMCC_Global-Code-of-Ethics_2016.pdf .



7 Coach Profile for Volunteer Coaches - Guidelines for Completion

Thank you for applying to be a volunteer Coach to CtC members, the process has three steps:

1. Complete and submit your CtC Coach Profile.
2. Your application is reviewed and approved by the CtC Coaching Supervisory Group.

7.1 Submit your CtC Coach Profile

Your CtC Coach Profile will be visible to all CtC members who request help with coaching. Please complete the template overleaf to provide your profile. You may provide as much or as little information under each heading as you wish; most Coach profiles, however, run to two pages at most. The information below provides some guidance on completing each Section.

Biography

Provide a brief overview of your professional background and experience, and how you became a Coach.

Coaching Approach - Stance and Style

Describe how a client might view the experience of being coached by you? e.g. How does your expertise help goals to be achieved? What beliefs or philosophy underpins your coaching work? e.g. How directive is your coaching? Are you informed by a particular theoretical approach? Do you have a philosophical basis for your practice? Do you typically use validated tools?

Coaching Training and Qualifications

Relevant to coaching: what training, qualifications, professional memberships, and accreditations do you have, and at what level? How many hours of coaching have you undertaken?

Coaching Specialisms

Describe your preference or particular expertise in the type of work you undertake. E.g. personal impact, leadership behaviour, focus on life challenges, impact on work, confidence and self-esteem building

Recent Engagements

Provide a brief description of some recent engagements. Include the Sector, the Coachee's role, and the outcome of your work (typically between 4 and 6 examples).

When you have completed your CtC Coach Profile please send it to coaching@changingthechemistry.org

7.2 Profile Reviewed by the Coaching Supervisory Group

Your Coach Profile and response to the Coaching Questionnaire will be reviewed and approved by the Coaching Supervisory Group.

Coach Profile for Volunteer Coaches

Name:		Telephone:	
Email:		Website:	
Town / Cities: (where would you be willing to travel to?)			

Biography

Coaching Approach - Stance & Style

Coaching Training and Qualifications



Coaching Specialisms

<h2>Recent Engagements</h2>

8. Changing the Chemistry Volunteer Coach Programme - Coaching Contract

DEED dated:

PARTIES

- (1) [NAME OF COACHEE] of [ADDRESS OF COACHEE] (“Coachee”);
- (2) [NAME OF COACH] of [ADDRESS OF COACH] (“Coach”);

Background

- A. Changing the Chemistry (CtC) Is a peer support network and within the membership has a number of volunteer Coaches. The Coach has skills and/or experience relevant to the requirements of the Coachee. Given the importance of the relationship between the Coach and Coachee, a professional approach is taken to ensure expectations are clear.
- B. The Coachee wishes to access the Coach in order to gain guidance and support for their Board development.
- C. The parties agree that the relationship between them shall be as set out in this agreement.

It is AGREED as follows:

1. The Services

- 1) The Coach has agreed to provide Coaching services, as described in Schedule 1, comprising 3-6 hours of Coaching to the Coachee, the duration and number of sessions will be what is agreed as appropriate by both parties, on the terms of this agreement. CtC’s involvement has been limited to enabling the Coachee to identify the Coach and make the connection between the Coach and the Coachee through the CtC membership platform (accessed via the website). CtC will not provide any services to the Coachee under this agreement.
- 2) The services will consist of meetings and/or phone/video calls and/or email communications between the Coach and the Coachee, content of which will be as agreed between the Coach and the Coachee.
- 3) The Coach shall not at any time be obliged to provide or continue to provide any Coaching services to the Coachee, but if and to the extent that they do so, such services will be provided free of charge.
- 4) The Coachee shall not at any time be obliged to request or receive Coaching services from the Coach.
- 5) The existence of this agreement shall not prevent the Coach and the Coachee entering into a new and separate agreement whereby the Coach provides services to the Coachee on a fee-paying basis, but if such an agreement is entered into, it shall replace and supersede this agreement, which will automatically terminate.

2. Liability

- 1) The Coachee shall not at any time be obliged to act on any information, suggestion, advice or guidance given by the Coach as part of the services, but if and to the extent that they do so, they shall do so at their own risk. The Coachee hereby unconditionally and irrevocably waives any rights of action they may have as against the Coach in relation to any such information, suggestions, advice or guidance.
- 2) The Coachee is advised to take independent financial, legal or other appropriate professional advice before acting on any information, suggestion, advice or guidance given by the Coach.
- 3) The Coachee acknowledges that any services provided by Changing the Chemistry and the Coach pursuant to this agreement are provided free of charge and in good faith. The Coach will not be liable to the Coachee or to any third party for any loss, damage, costs or liabilities suffered as a result of this agreement, the existence of the relationships between the parties or the services provided. Nothing in this clause shall limit or exclude any liability for death or personal injury, or which results from fraud.



3. Term

- 1) This agreement will continue in force for six months or until terminated by either party by written notice to the other sent to the addresses given above.

4. Intellectual Property

- 1) The Coach shall retain ownership of all intellectual property owned by the Coach.

5. Professional Standards and Insurance

- 1) The Coach warrants that he/she has the necessary qualifications, ability and expertise to provide the Services and will perform the Services in a professional manner, in particular: complying with the EMCC's Code of Ethics and CtC's Code of Conduct.
- 2) The Coach shall maintain, at his/her expense, Professional Indemnity insurance sufficient to cover all of his/her obligations under this Agreement in a minimum amount of £1,000,000.

6. Confidentiality

- 1) The Coachee and the Coach will keep in strict confidence the existence and content of this agreement and the content of the Coaching Sessions between the Coach and Coachee
- 2) Both parties will keep in strict confidence all and any information of a confidential nature which it obtains about either of the other parties as a result of the arrangements contemplated by this agreement. This clause shall not apply in relation to any information that is already available in the public domain other than as a result of a breach of this clause by any party.

7. Miscellaneous

- 1) Nothing in this agreement is intended to, or shall be deemed to, constitute a partnership or joint venture of any kind between both parties, nor constitute any party the agent of another party for any purpose.
- 2) A person who is not a party to this agreement shall not have any rights under or in connection with it.
- 3) This agreement shall be governed by, and construed in accordance with, Scottish law, and the parties irrevocably submit to the exclusive jurisdiction of the courts of Scotland.
- 4) Clauses 2, 4 and 6 shall survive termination of this agreement.

This deed is delivered by each party when (and shall not have effect until) it is dated. Sign and date two copies, with each Party retaining a copy for their records.

Start date of the Agreement:

Coachee Signature:

**Coach
Signature:**

Date Signed:

Date Signed:

Schedule 1 - The Services

Duration and Nature of the Relationship

The Coaching relationship is expected to last for six months from the start date.

Throughout the working relationship the Coachee can count on the Coach to be honest and straightforward in asking questions and making requests. The Coachee commits to finding an appropriate environment for the Coaching sessions that is free from distractions and that allows the Coachee to be fully present to participate.

Frequently and place of meetings

We expect to meet (Frequency) for (Duration), and the first session will take place on (Date and Time) at (Place).

Goals and Objectives

The goals and objectives of the Coachee are to:

(1)

(2)

(3)

(4)



13 Document Control

Version 1.0 created 18 January 2017.

Version 2.0 created 11 May 2017 to include details around how BuddyPress is being used to support the Coaching & Mentoring policy. No change to the process for members to access Coaching support just additional information added on how BuddyPress is supporting this, and where to find documents and where to send them. Also reflects the switch from Developing Members Committee to Members Support Committee.

Version 3.0 created 10 January 2020 to separate out Coaching and Mentoring and reflect changes in the structure of CtC and the CtC website.

Version 3.1 includes edits and clarifications and removal of mention of Buddypress (which is now referred to as the membership platform).