

Coaching and Mentoring

For Primary Care

Dr Julie Glenn

**Coaching
for
Primary Care**

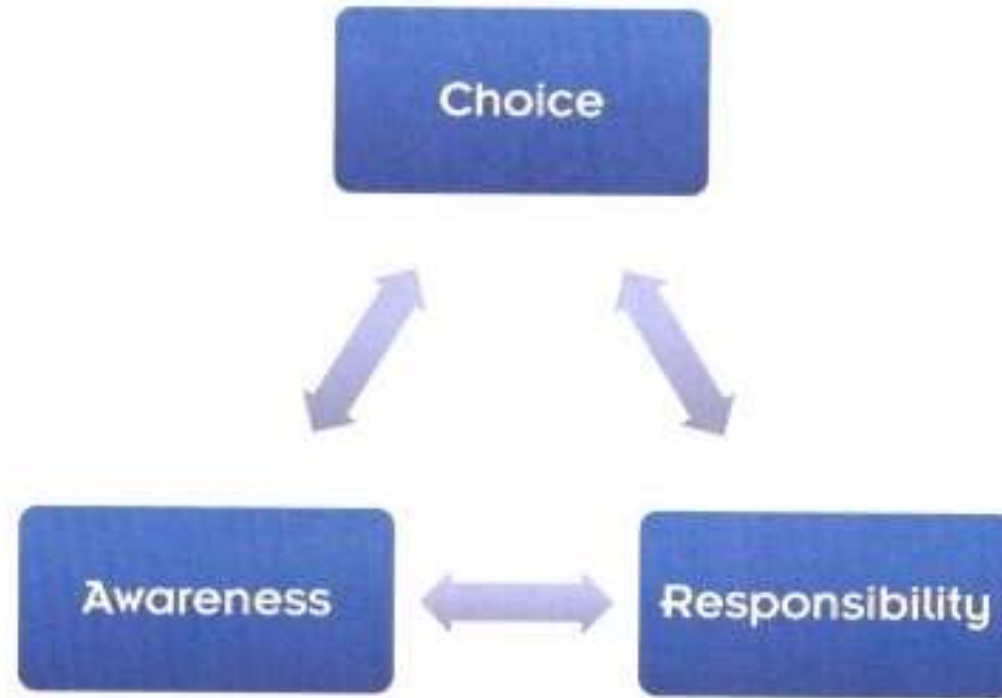
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graph TD; A[Coaching for Primary Care] --> B[Self: Personal support and development]; A --> C[Patient: Health Coaching]; A --> D[Team: Development and support];
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**Self:
Personal
support and
development**

**Patient:
Health
Coaching**

**Team:
Development
and support**

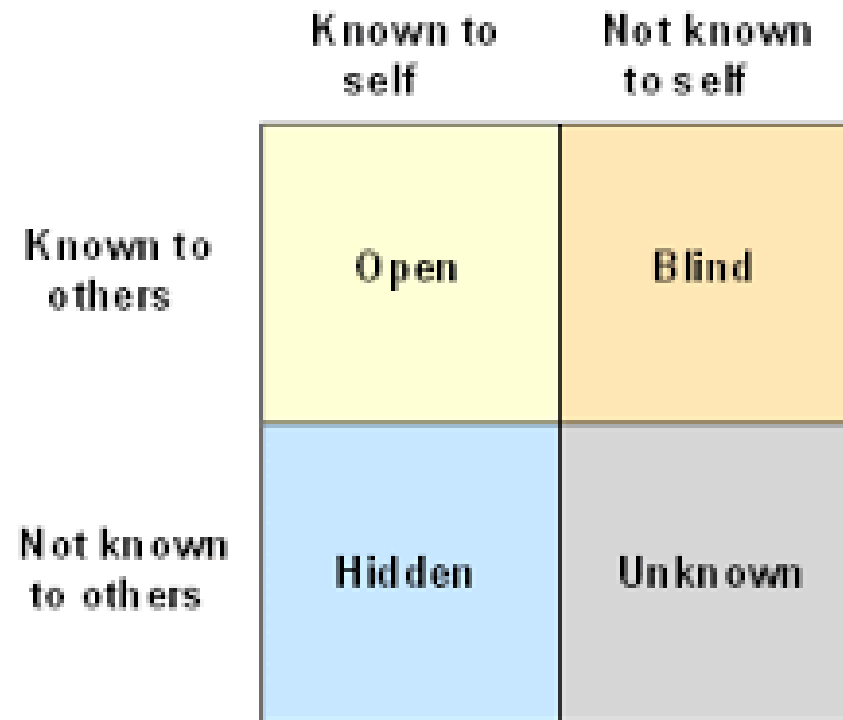
What is coaching?



Source: John Whitmore

Coaching is a reflective conversation that supports an individual or team to understand their own wants and needs better and to help them develop and/or achieve a goal or goals, positively change behavior, and/or develop or build on existing skills.

Johari Window



Coaching or Mentoring?

- Both relationships are ‘helping’ relationships based on trust, where the coach or mentor uses active listening and skillful questioning to facilitate learning or development.
- A mentor will have skills and knowledge relevant to the conversation and may, when appropriate, share their knowledge and experience with the mentee.



Fundamental Coaching Skills

- Listening
- Skillful questioning
- Coaching models

“The quality of your attention determines the quality of other people’s thinking.”
NANCY KLINE



Listening

Are you listening with the intention to understand or with the intention to respond?

Steven Covey

Four Levels of Listening:

Listening Attentively – are we giving our full attention?

Listening Accurately – do we fully understand the issue?

Listening Empathically – do we appreciate their feelings/can stand in their shoes?

Listening Generatively – is our listening helping them to think more clearly, positively and transformationally?

Listening Exercise



- Work in pairs
- Choose a topic that interests you
- Spend 2 minutes talking about your topic while your 'listener' gives you their full attention
- Swap roles

Feedback from the exercise:

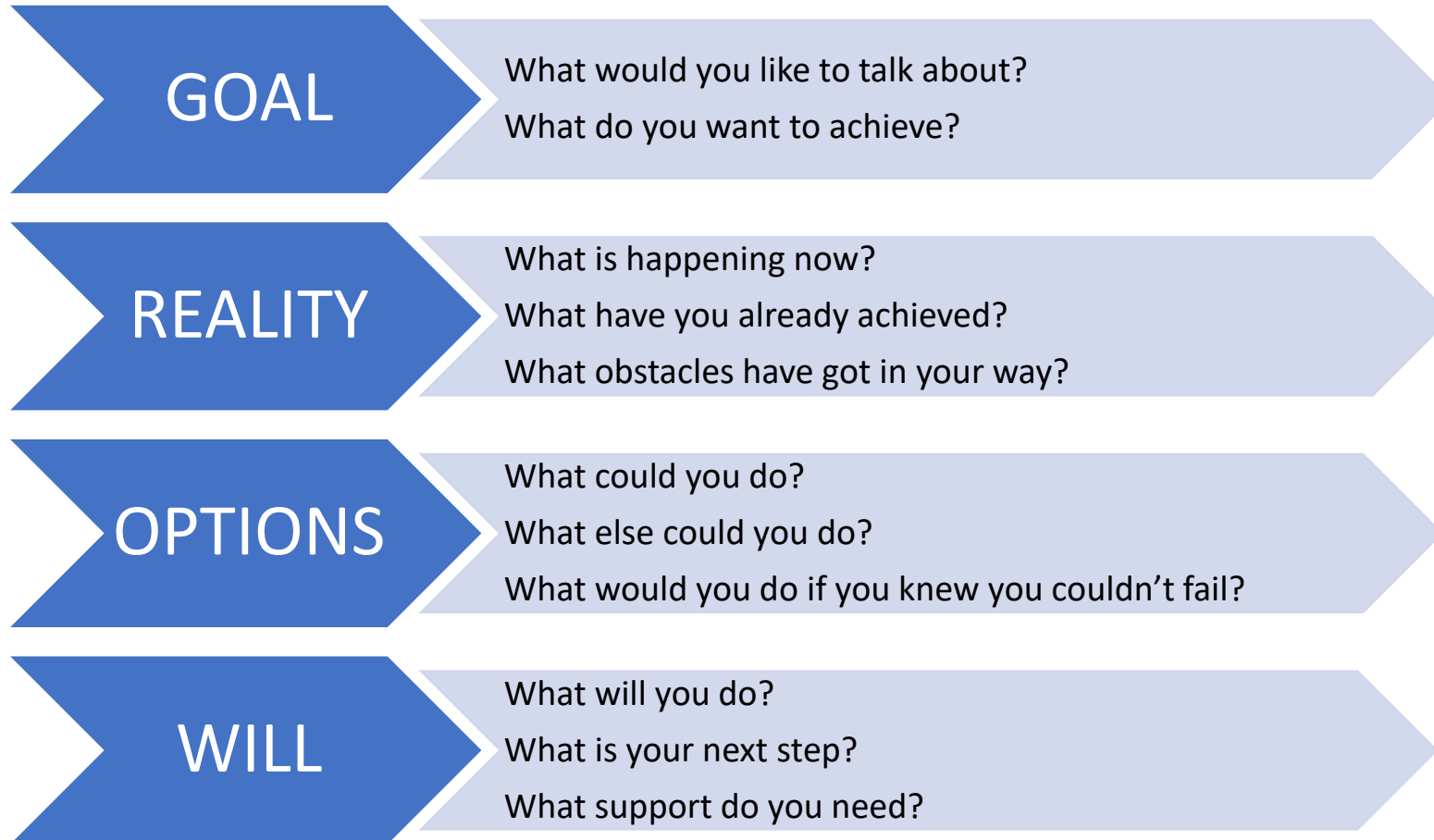
How did it feel/what was it like to be the listener?

How did it feel/what was it like to be 'listened' to?

Skilled Questioning:

- **Curious, keeping responsibility with the 'coachee'**
- **Open questions – when, where, what, when, how (not 'why')**
- **Non-leading**
- **Non-judgmental**

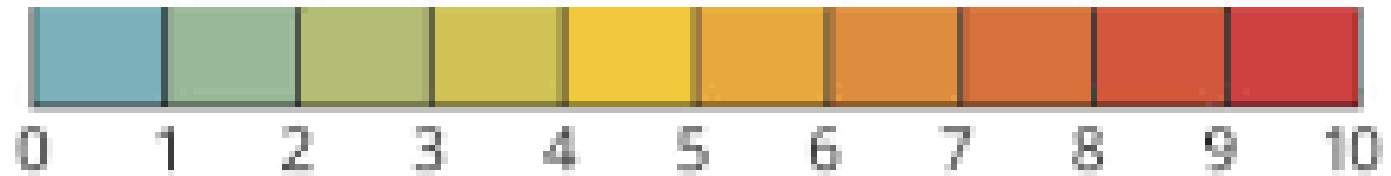
Coaching with the GROW Model

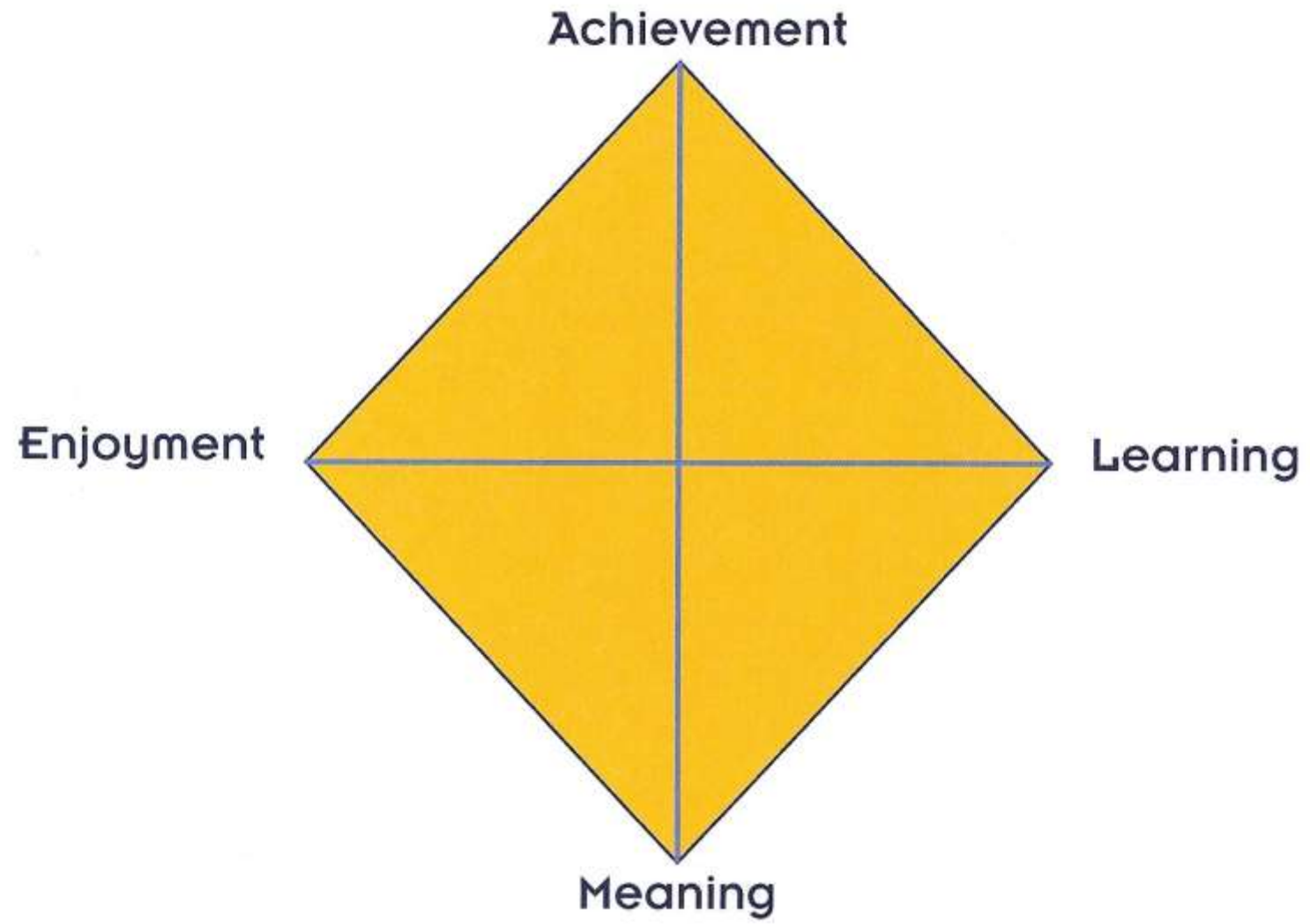


Scaling:

On a scale of 1 to 10:

- How committed are you to what you plan to do?
- What makes it a ... rather than a ... (number below or above)
- What could you do to make it a ... (number above)





Diamond model - Components of sustained high performance (TPC)

Taking each area:

- On a scale of 1 to 10, where are you now?
- What has contributed to that? What else/tell me more?
- Where would you like to be and what are the reasons for that? What else/tell me more?
- What can you do that is within your control to move towards where you would like to be?
- What else/tell me more

The Miracle Question:

In pairs, one coach, one coachee

Coachee selects an issue, conflict or problem:

Coach asks the following Solution Focus questions to the coachee:

1. What is your issue or problem?

Imagine you woke up tomorrow morning and a miracle had happened and your problem was solved

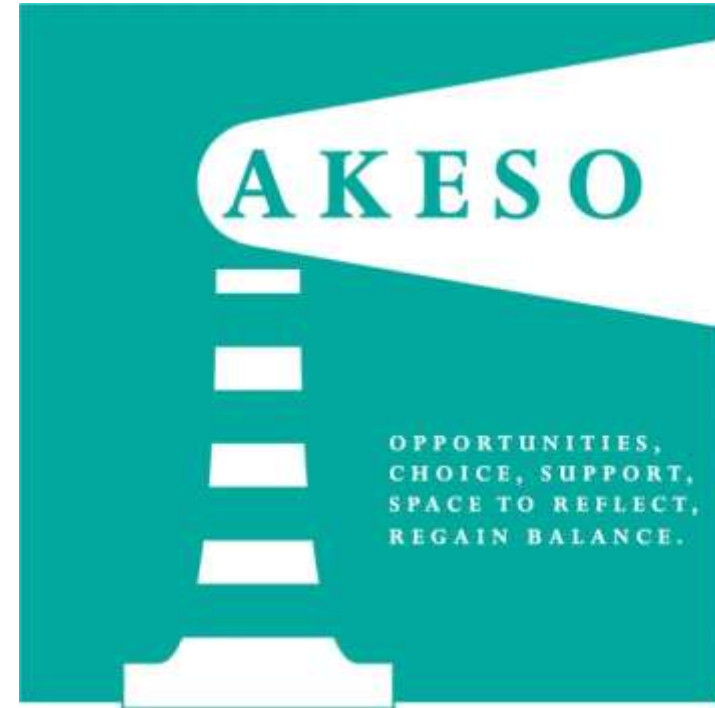
2. What would be doing that was different? How would you feel?

3. What can you do that will start to get you there?



Personal support and development

- Improve work-life balance
- Career planning
- Retirement planning
- Improve resilience
- Increase confidence
- Adapt to change and transition
- Manage relationships and conflict
- Develop and achieve goals
- Increase motivation and fulfillment



<http://akeso.org.uk/>

Resources

- NHS HEEoE – leadership hub

<https://heeo.e.hee.nhs.uk/medical-training/leadership-hub>

- EMCC

<https://emccuk.org/>

- East of England CoachNet

<https://coaching.eoe.hee.nhs.uk/>

- East of England MentorNet

<https://mentoring.eoe.hee.nhs.uk/>

- Akeso

<http://akeso.org.uk/>



"The problem is not the
problem. The problem is the
attitude about the problem."
~ Captain Jack Sparrow