

# Case Study - Senior Leader Coaching Programme 19/20

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- **Hope Learning Trust, School Improvement Team**
- **Director of English**

## **What was the focus for your development/ Why did you want to take part in the programme?**

It had been a very long time since I had engaged in any coaching training and, on reflection, I don't think I really understood how it worked or appreciated how powerful it can be when utilised well. Having discussions with colleagues about the challenges they're facing in schools/their roles is a crucial part of my work so I was keen to have the opportunity to learn more about coaching and how I could use this to better support my colleagues.

## **What impact has the programme had on you? Your organisation? Colleagues you work with?**

The course is experiential and involves a mixture of input on coaching, time to practise the skills needed to coach someone else as well as dedicated coaching sessions where I was coached by someone from 3D Coaching.

As a coach, the programme has encouraged me to reflect on the ways in which I work with others and think more deeply about how I approach conversations with my colleagues. I have become much more conscious of the opportunity that day to day conversations create to develop the thinking of others and, as such, I am trying to see these as important developmental moments and use a coaching approach.

As a 'thinker', the programme has given me the time, space and support to explore some of the challenges I have faced in my own work. Although uncomfortable and confrontational at times, the coaching conversations forced me to think of ways forward to address these challenges and helped to move my thinking forward leading to tangible improvements, such as changes to ways of working and new approaches to school improvement work.

## **What do you know now that you didn't know before you started the programme?**

Learning how to set up and structure a coaching conversation was a key learning point for me and has really helped me to think about the questions I can ask during a conversation to support the thinker to explore their issue. It's also shown me the importance of creating regular opportunities for these conversations to take place in order for them to have an impact.

## **What are your next steps? (Include supporting other colleagues to develop their leadership using a more open coaching approach etc)**

Moving forwards, I am going to continue to engage in termly coaching sessions with 3D Coaching to support my own leadership development. I also intend to use the coaching conversation structure when working with other colleagues and make more time for these conversations.

## **How has EborHope TSA supported you in the programme?**

EborHope TSA have supported me by working with 3D coaching to provide 1:1 coaching sessions as well as all the information, resources and materials needed to engage with the programme. Moreover, the evaluation information completed at the end of each session was used to shape future sessions so it was responsive to the needs of our cohort.

## **In a sentence, what's the biggest piece of learning/insight you've had from the programme that you'd like to share with others (SLT/colleagues, friends, male colleagues, female colleagues etc)?**

Coaching is keeping someone company whilst they think.