



Coaching and Mentoring at Work conference

2nd July 2013

Holiday Inn, Bloomsbury, London

www.coaching-at-work.com

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Welcome!

Coaching and Mentoring at Asda

ASDA
SAVING YOU MONEY EVERY DAY
.....

Your presenters today are....



Nicki Seignot
HR Business Partner
Coach / Mentor



Maria Salkeld
Talent Manager
Asda

In today's session we will shine a light on 2
Coaching & Mentoring initiatives



Executive & Maternity Coaching

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So what did we do?



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What did we hear about Executive Coaching?

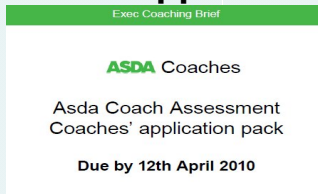
A word cloud of feedback about Executive Coaching. The words are arranged in a roughly circular pattern. The most prominent words are 'Executive Coaching' (center, largest), 'Inconsistent' (vertical, large), 'Disjointed' (top, large), 'Lack of quality' (left, large), 'Costly' (top right, large), 'Fragmented' (right, large), 'Unmanageable' (right, large), 'Engagement' (right, large), 'EDLC' (left, large), and 'Evaluation' (bottom, large). The colors range from dark blue to brown.

Disjointed
Lack of quality
EDLC
Inconsistent
Evaluation
Costly
Fragmented
Executive Coaching
Unmanageable
Engagement

So what did we do and how did we go about it?.... In partnership with Clutterbuck Associates (CA)

Application Pack

- Detailed tender pack that included:
- Overview of Asda
- Expectations of the Coach
- Asda's coach profile
- Over **250 applications**



Short list

- Robust criteria used to shortlist e.g.
- Experience - business & coaching
- Background
- Personal development & CPD
- **21 coaches** short listed (6: 15 mix male / female)

Assessment Centre

- Coaching “**real play**” with an Asda senior leader, observed by David Clutterbuck and panel
- Panel interview
- Selection team combined L&D, CA and the Business

Feedback

- Offered after the initial application phase – on request
- Provided post assessment centre to all coaches
- Generally a really positive experience for all the coaches

Selected Coaches

- Selected **8 coaches** initially
- All Women but a diverse range of experiences and background
- All a cultural fit
- Re-tendered specifically for male coaches

Coach Development in Asda

- On-Boarding day attended by all Coaches, Asda and CA (11 coaches)
- Run 1 CPD event a year
- Mixture of coach feedback / themes and continuous professional development

The purpose of the coaching assessment was to select 8 – 10 best in class executive coaches to work with our senior team in Asda on a range of development initiatives.

Partner with best in class coaches

Who provide value-for-money	Who command the confidence of our senior colleagues
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The competence and suitability of executive coaches in the marketplace varies

Paper qualifications Client recommendations & testimonials.	Interviews Observations
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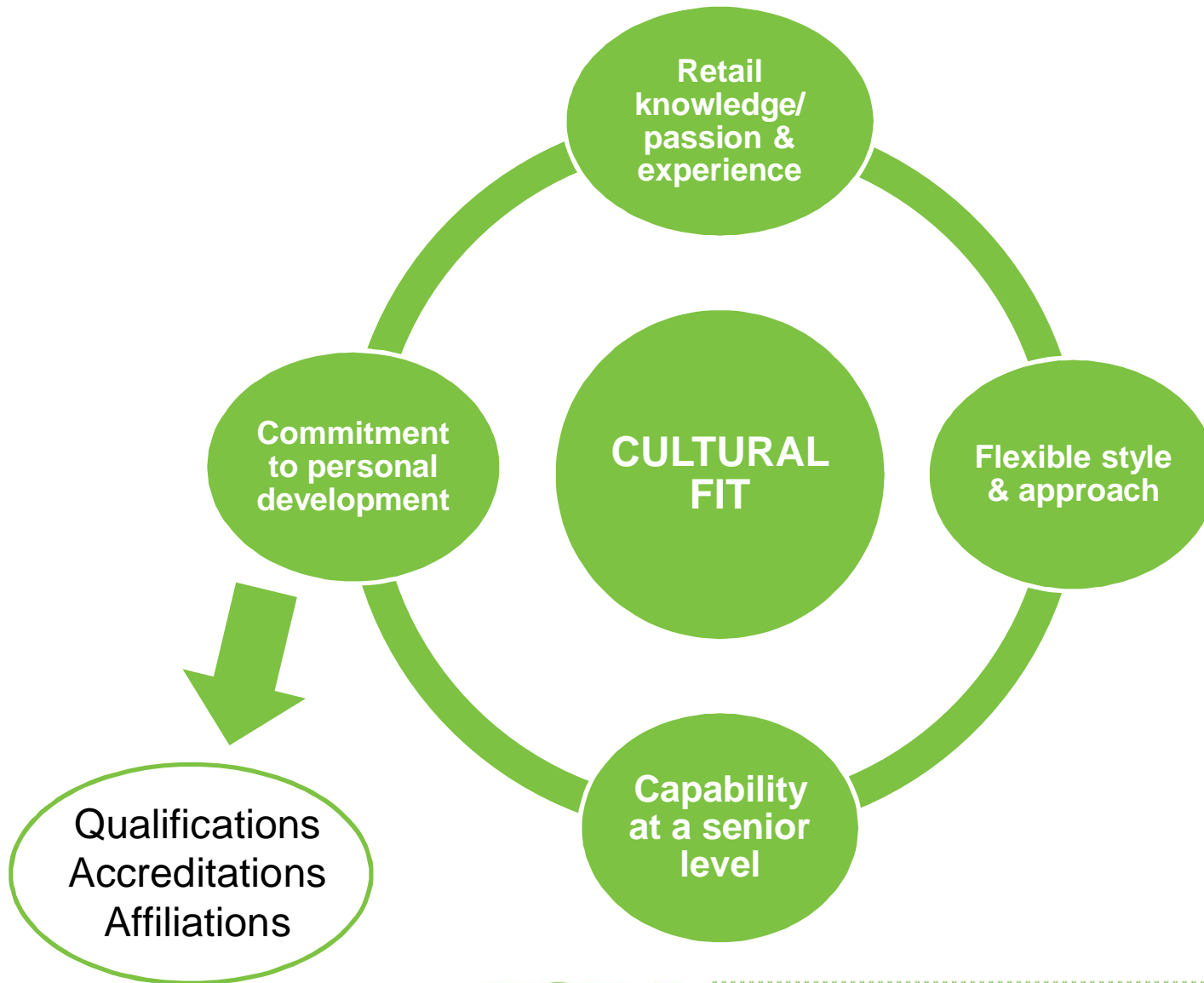
Coach Assessment Centres

provided an objective method for comparing executive coaches	Review appropriate skills, ethics and personal attributes to work with our greatest asset
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This process enabled us to

- better understand the strengths of the coaches,
- know where they are at their best and how they could use their skills to support Asda
- identify those coaches who understood Asda, its culture, beliefs and operating model.

The type of coach we were looking for....



Coach feedback from the Tender process

“It was daunting but the support received helped”

“well organised process which made it much easier for me to enjoy the experience”

“Thank you all for your insights and learning’s as we progressed through the assessment”

“Well done for leading a professional coaching assessment”

“Thank you for providing such a thorough document – it's the toughest piece of work I've done in years, but well worth it whatever the outcome!”

“hugely impressed by your team spirit, pace and ability to be graceful throughout the experience; You all supported me really well throughout this process”

“The whole process has been handled very professionally compared to many I have been in”

“Thanks for taking the time to provide feedback”

“I would suggest videoing the role plays; that way we can receive a copy & use it for our development”

So where are we now?

Developed Coach /
Line manager tools

ASDA

Executive Coaching

Colleague / Line Manager Gu

Asda Coach Biography

Name: _____
 Organisation: _____
 Website: _____
 LinkedIn: _____
 Please describe your coaching style using 3 words: _____

Add picture

Areas of coaching expertise/experience:
 (E.g. Women in Leadership, Career Coaching, Work-Life Balance)

What is your coaching background? (150 words max)
 (E.g. route to coaching)

What are your professional qualifications/achievement
 (E.g. MBTI)

What else would you like Asda colleagues to know about you? (150 words max)
 (E.g. personal style)

Contracting Document

Coach Name	
Line Manager	
Coach Name	
Programme length	
Estimated completion date	
Cost per session	
Funded by: (function / L&S)	
Function funded - please add branch code	

Coaching objectives:
 These are specific objectives / goals that the coaching will focus on:

Objective	Measures	Due date
1.		
2.		
3.		
4.		

Contracting agreement is between:

co: _____
 client/ Manager: _____
 c: _____



Coaches

51 relationships
to date



Increased from 11 to 16



12



6



Benefits

Behaviour
change

Core
development
themes & insights

Continue to
evolve the
development
solution

Now used for
Exec and Director
On-boarding

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Some of the feedback...

It's confidential, so I feel comfortable expressing my feelings

Creates a truly safe environment

Really respected my coach as a business woman

It's been brilliant – I've never had any formal coaching & I really value the commitment Asda has shown in me

Great to have an external perspective

Great to have an external perspective to help me think clearly

It's been extremely challenging; but that's what I've needed

Took a few sessions to really build trust

Planning the time in the diary can be a bit of a nightmare – well worth it

Really got a chance to delve into core issues

Good to have someone non-Asda but who does know a little about the business

Really helped me to step on my thinking ability

Great to have 1:1 time for me

Reflections.....

Next time you are tendering for business in a blue chip organisation, how might your approach be different having heard how we did it?



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**The mother of all
challenges ..**

**.. combining work and
parenthood**

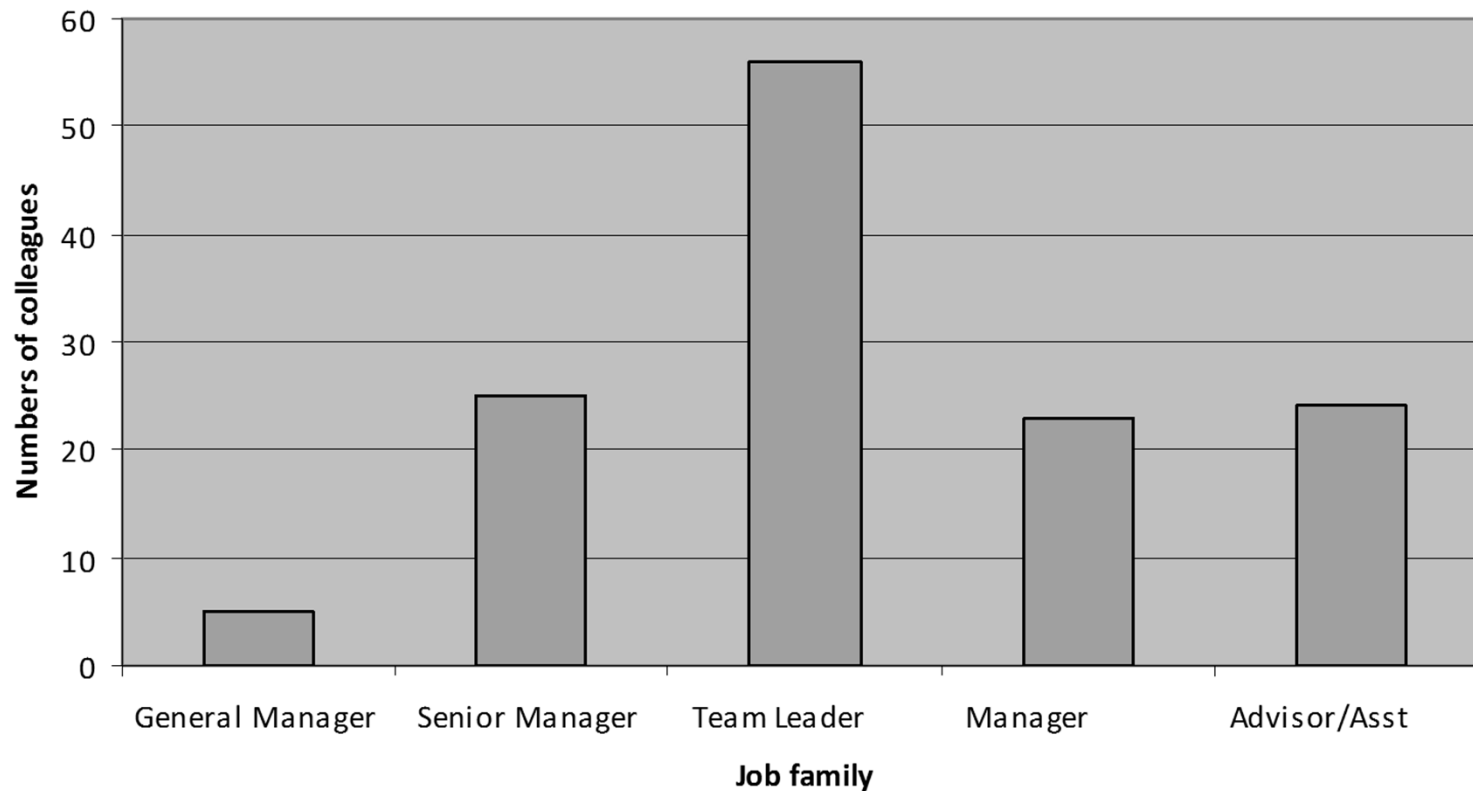
'I have to constantly juggle being a writer with being a wife and a mother. It's a matter of putting two different things first simultaneously'

Madeline L'Engle



Setting the context

Colleagues on maternity leave in 2010



Aims and ambitions



- Provide peer support for the colleague in transition to parenthood
- Keep colleagues 'in the loop' and in touch while on maternity leave
- Demonstrate they matter to the business
- Support smoother re-entry and engagement
- Help the colleague develop focus and clarity around important life decisions
- Keep talented women on the road to success
- To be self sustaining - our mentees become next generation mentors

Our mentors



- Returned to work (and successfully delivering in role) post maternity leave within 1-2 years
- Attended Mum to Mum mentoring workshop
- Desire and capacity to be a mentor
- Diversity of grade to enable same grade matching
- Behavioural role model
- Line manager support
- Completed the mentor matching profile

The mentoring



Programme of mentoring support with a fellow working mum

- 3 months prior to maternity leave, face to face mentoring
- E-mentoring while on maternity and when planning to come back
- On return, 3-6 months support (subject to check in)

NB. Not a class in maternity skills!

Proactive mentors

'We all have an aversion to generalities, thinking that they violate what is unique about ourselves. Yet the older we grow, the more we become aware of the commonality of our lives, as well as our essential aloneness as navigators through the human journey. Gradually the fragments of lives of people I had previously written about and those I was busy interviewing began to come together as parts of a coherent composition. Generalization scared me less and less. I reread an observation by Willa Cather with a mixture of amusement and startled recognition;

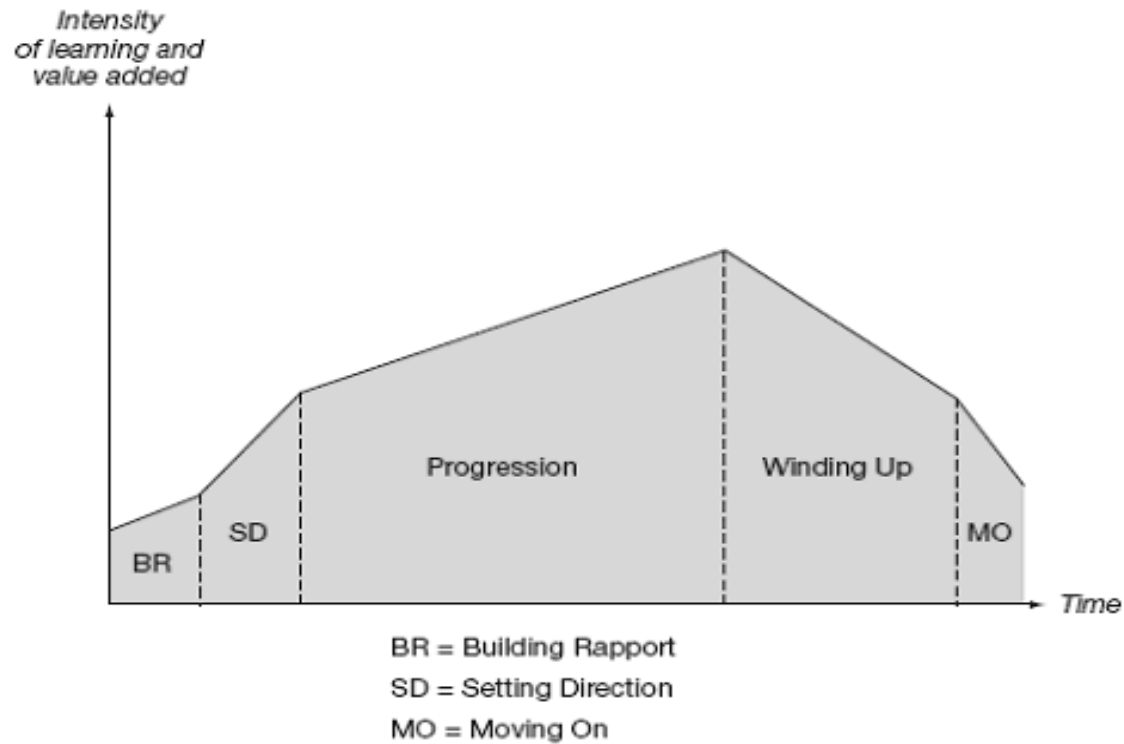
'There are only two or three human stories, and they go on repeating themselves as fiercely as if they had never happened before'

Gail Sheehy – Passages

"The topic of discussion with my mentor at the time was; how am I going to cope with not working? I wasn't thinking about the birth. I never read that chapter.. It was all about giving up work."

Learning

Different dynamics of mentoring



The Mentoring Framework (Reproduced from Mentoring in Action, Megginson et al 2006)

Learning



Essential scheme support

Supervision reviews

'A collective space for reflection and sharing of experiences, to build confidence and develop effective and ethical practice as Mum to Mum Mentors, while keeping the safety of our mentees and mentors front of mind.'

Three key functions; Development, Quality, Support

Learning

Extended timescales

Formative evaluation and
improvements
Evaluation questionnaire



In their words..



- **The relationship;** *“I trusted her. I knew I could raise fears and concerns in a really safe environment”*
- **The mentor;** *“I see her as a fantastic role model as a working mum. Someone who gets the right balance at work and challenges you to really think. She asked me powerful questions to help prepare for that journey and what I might want, respecting my opinion and thoughts.”*
- **The advice;** *“It was the absolute practicality and logistics of how you come back to work. Should I feed her before she goes to nursery? Give her toast in the car? It was literally down to that.”*
- **Looking back;** *“I don’t know if I realised how much support I would need before I went off. I was open to advice but I don’t think you realise how important that is until you’re in the position.”*
- **A metaphor for Mum to Mum;** *“A lifeline. It might be a bit dramatic, but the way I was feeling was dramatic. It was a massive shift*

Predicting happier returns

MumtoMum
Mentoring back to work



Mum to Mum
Mentoring

Asda Mum's Club 

Maternity Matters

Now We're Back

Mums to Be

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