The Study

Mixed methods study. Quantitative survey and qualitative interviews

To explore empirically how coaching is used in nurse manager development on a national scale
To explore empirically the experiences of nurse managers who have received coaching with experiences of Directors of Nursing and coaches to give a rich perspective

Why is coaching of benefit to an organisation

Organisations are always interested in the return on investment for any activity (Hawkins, 2008), with chief executives increasingly looking to see that investment in coaching is giving tangible benefits to the organisation (Hawkins, 2012) not just contributing to the development of an individual. However, it has been suggested that coaching for new leaders has given variable results as measured by two approaches: return on investment and Goal Attainment Scaling. Indicating benefits tests are best designed and agreed before leaders are appointed (Carter, 2006; Spence, 2007)

Return on investment is not being measured directly in monetary terms. It is being used as an illustration of how the time spent undertaking coaching, which is time invested by the employer, can repay the organisation in terms of societal, social and intellectual capital (Wilson 2014). The social capital is seen in terms of relationships between individuals and departments, intellectual capital in terms of knowledge, skills and experience and societal capital in terms of impact on the wider community - in this case the health care organisation.

Everybody needs a coach !!

Results that led to the framework development

• Unrecognized, by-product link, between support for coaching NMs – transformative leadership – improved patient care
• Coaching can help in a shift to problem focused coping and with moving from vulnerability to resilience
• The coaching style of leadership that seems to afford staff better management is closely aligned to the caring side of nursing
• Insight gained from coaching allowed NMs to be able to enhance their caring nature to most effect
• The following three areas seems to be intertwined: coaching style of management, organisational coaching culture and the NM receiving coaching

Person and organisation win -win situation

A close inter-relationship can be seen between the performance and skills of the manager and those of the organisation. It demonstrates how a positive outcome, following coaching of individuals, can generate a positive feedback loop in the organisation that eventually enhances future development of health managers.

It has been reported that the presence of coaching in a development programme for senior managers in the public sector is correlated with improvement of both management and leadership skills (Ponte et al., 2006; Coates, 2013)