



Internal Coaching: Choices and Channels

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Coaching in lean times

- ▶ In lean times, how to scale coaching?
 - Resources for external coaching targeted for most senior levels
 - With internal coaching, can you get:
 - quality coaching on a broader scale?
 - some of the same benefits as external coaching at less cost?
 - other benefits that external coaching doesn't deliver?



Pros and cons of internal coaching

PRO

- ▶ Know the business and culture
- ▶ See the coachee in action
- ▶ Lower hard costs
- ▶ May be happening already
- ▶ Reach more people

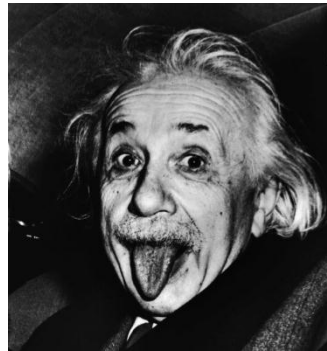
CON

- ▶ Too internal?
- ▶ Conflict with other roles?
- ▶ Time constraints
- ▶ Cross charging
- ▶ Confidentiality
- ▶ Risk to coachee?
- ▶ Too informal?

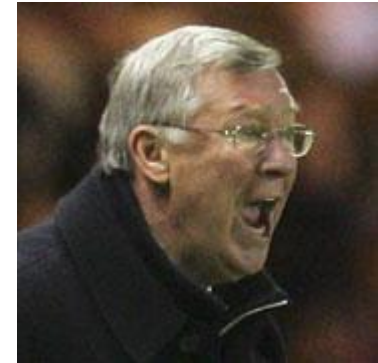
Choices and channels



Peer coaching?



Internal expert?



Manager as coach?



Upwards Coaching?



Coaching culture?

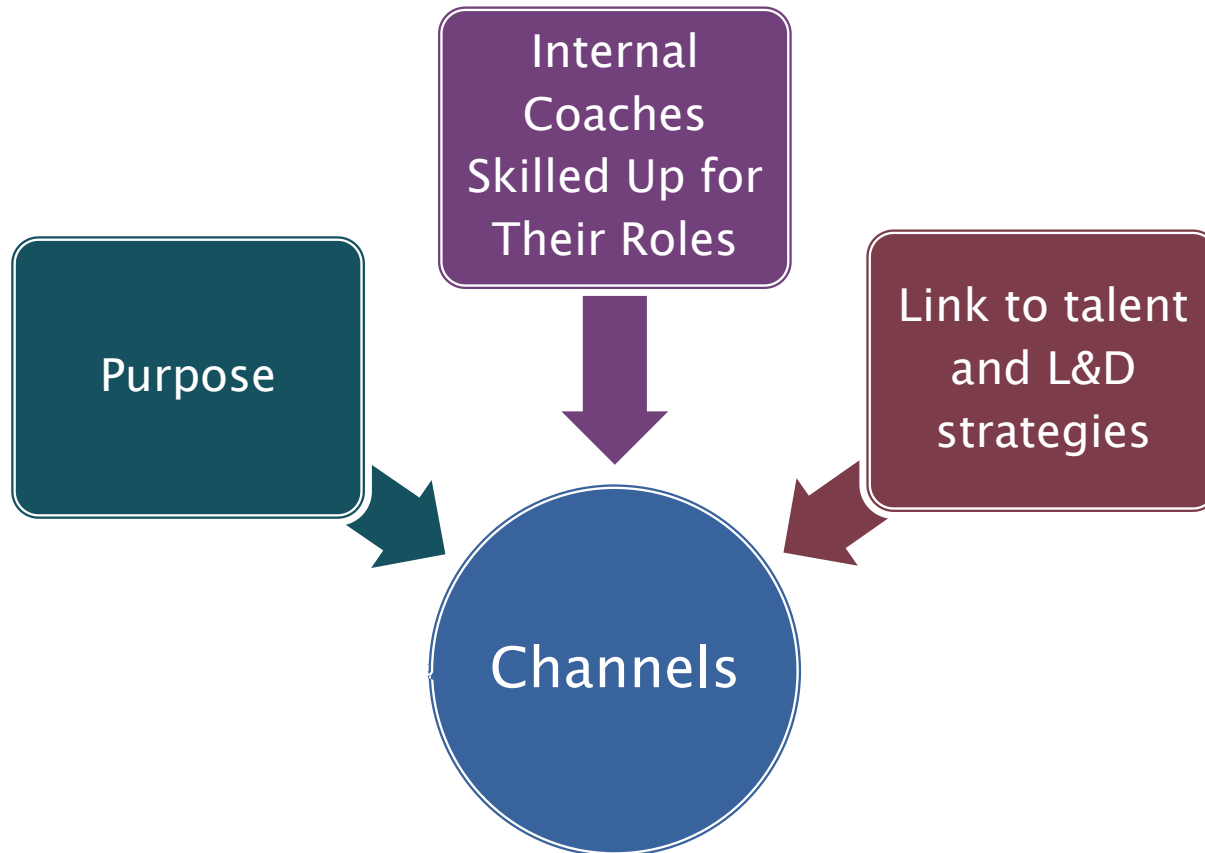


HR, L&D?

Internal coaching channels

Channel – Who is the Coach?	Formal Set Up	Also Informally Happens As
Peer	Specialist peer coach	Peers who have reputations as good coaches and advisers
Line manager	Within manager–direct report relationship	Managers who have good reputations as coaches and advisers
Specialist	Internal coach – officially	Subject matter specialist or multi purpose coaching
HR/L&D	Internal coach	Multi purpose coaching
Less senior employee	Upwards coaching	Audacious youth!

Getting value from each channel



Getting value from each channel

- ▶ Value comes from doing several things well:
 - Executive sponsorship
 - Clear purpose and framework for each channel
 - Coach selection, training and ongoing support
 - Evaluation:
 - Activity levels
 - End user satisfaction
 - Effectiveness of coaching
 - Internal education and communication for coaches, end users and stakeholders

To discuss internal coaching

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