



Dr Alison Carter, Institute for Employment Studies

Key-Note Presentation, Mittwoch, 6. Juni 2012

Coaching Programmes in Work Settings

This presentation will introduce the practice of designing and implementing coaching programmes within a workplace setting. We will discuss what seems to work best and in what context. Specifically the following questions will be addressed: What are coaching programmes? What forms do they take? How are they resourced and where is best to get the coaches from? What do companies hope to achieve by introducing the programmes? And how does the theory help us decide whether these programmes actually work?

An evidence-based model of the key operational processes needed to manage effective corporate coaching programmes will also be presented. The model includes understanding demand-side issues (how employees access coaching - marketing to potential clients, client sign-up, selection and waitlisting, and matching employees to coaching); supply-side issues (recruiting coaches to provide coaching –initial coach training, deployment, supervision and CPD, and on-going quality assurance and evaluation); and supporting infrastructure.

Biography

Dr Alison Carter DBA, MBA, BA(Hons), FCIPD is an Associate Fellow at IES. She has spent over 12 years leading social science research studies on coaching at work, the HR function and leadership effectiveness. Her consultancy work in the public and private sectors includes a focus on maximising the practical impact of coaching programmes on organisational performance. Alison was a founding director of the European Mentoring and Coaching Council (EMCC). She is a Fellow of the Chartered Institute for Personnel & Development (CIPD) and on the editorial board of *Coaching at Work* magazine. Alison has spoken about coaching matters at many prestigious conferences including Academy of Management (2002 & 2008) and was Co-chair of the 2nd International Coaching Research Forum in 2009 organised jointly by IES/ Harvard.

E-Mail: alison.carter@employment-studies.co.uk or alisoncarterdba@aol.com

Website: www.employment-studies.co.uk

Recent Publications

Carter A & Hawkins P (forthcoming). 'Coaching Teams in Organisations' in Passmore J (ed), *International Handbook of the Psychology of Coaching and Mentoring*, Wiley Blackwell

Carter A (2011). 'Board blind spots: a method for exposing what boards can't see' in *e-ORGANISATIONS & PEOPLE*, Journal of the Association of Management Education and Development, Vol 18 No.4, Winter

Hicks B & Carter A (2011), 'Rebuilding team performance through coaching' in *the HR Year Ahead 2011: from restructuring to rebuilding*, Institute for Employment Studies

Carter A, Sigala M, Robertson-Smith G, Hayday S (2011). *From financial to clinical? Perceptions and conversations in NHS boardrooms*. Report 478, Institute for Employment Studies

Carter A, Peterson D (2010). 'Evaluating Coaching', Passmore J (ed.), *Excellence in Coaching: 2nd Edition*. Kogan Page, July.

Carter A (2010). 'Why has coaching held up in recession as discretionary development activity has been cut?', *Human Resources*. 9 March.

Carter A (2010). 'Refocusing coaching for the upturn' in *The HR Agenda for 2010: ten top trends as we come out of recession*, Institute for Employment Studies

Carter A (2009). 'Your best bet: business benefits from coaching and why employers don't get enough of them', *Coaching At Work*. November.

Carter A, Connage T (2007). 'A case study in evaluating behavioural change from a coaching programme', *International Journal of Mentoring and Coaching*. EMCC, Vol. 5, 1, March.

Carter A (2006). *Practical Methods for Evaluating Coaching*. Report 430, Institute for Employment Studies

Carter A, Wolfe H, Kerrin M (2005). 'Employers and coaching evaluation', *International Journal of Coaching in Organizations*. Vol. 3 (4), Winter.