

# Coaching WITH CONSCIENCE

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## COVID-19 COACHING INITIATIVE

### A CASE STUDY

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POWERED BY

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# BACKGROUND

The Coaching with Conscience COVID-19 Coaching Initiative was initiated on 18<sup>th</sup> March 2020 when the enormity of the impact of coronavirus was becoming clearer.

Coaching with Conscience exists to have a positive impact on society and our environment through coaching. We believe that every organisation should have access to high-quality coaching, and we specialise in offering coaching and coaching related services in support of positive social impact and social progress.

By mid-March 2020, the strain of dealing with COVID-19 on NHS staff and other frontline key workers was already very evident. A discussion with Adrienne Saunders, Head of Learning and Development at Mind, resulted in a realisation about how much many other non-for-profit and charity workers were also feeling this strain. Whilst a huge focus was, understandably, being placed on people's physical well-being, the quality of mental health and well-being was also under significant threat. Mind workers around the country were working at capacity to support the significant challenges to mental health they were facing within local communities. Not only was there an increase in mental health challenges from those who were normally well, moreover those with pre-existing mental health conditions were also facing incredibly difficult circumstances through being isolated from their much needed medical, support and family networks. Mind workers are also human, and the enormity of this effort to support our society inevitably

takes its toll on their own well-being. As such, this initiative was born.

Very rapidly, we heard of other groups and individuals that welcomed our initiative. This included Together Co, a charity based in Brighton, UK, that provides much needed befriending and social prescribing services to the local community. The initiative also included GPs and schoolteachers.

*Coaching with Conscience exists to have a positive impact on society and our environment through coaching.*

As soon as the offering was defined and announced, both the demand and the supply was significant. Within a week of this first conversation, the first coach-client match was made, and the following weeks were very busy ensuring that all requests were met within a short time frame. As the requests for coaching came in, it was satisfying and humbling to experience the rapid, positive and generous response from our coaching community to be in service of those who needed support and someone to listen to how they were feeling and coping with what was going on.



# THE INITIATIVE

This initiative provided key workers access to a pro bono virtual coaching package to:

- Provide support in safe and confidential conversations
- Express and work through their own thoughts and feelings about their experience
- Identify how their own needs can be met so that they can feel more resourceful and resilient in their role
- Gain perspective and clarity on how they want to be during this difficult time
- Explore their own personal and/or professional goals so that they can be the best they can be for themselves and others
- Feel supported and heard

The coaching provided was in alignment with the definition, competencies and code of ethics of the International Coaching Federation (ICF). Founded in 1995, the ICF is the leading global organisation dedicated to advancing the coaching profession by setting high standards, providing independent certification, and building a worldwide network of credentialed coaches. ICF seeks to advance the art, science and practice of professional coaching.

ICF defines coaching as: “partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential”.

Coaches honour the client as the expert in their life and work and believe every client is creative, resourceful

and whole. Standing on this foundation, the coach's responsibility is to:

- Discover, clarify, and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

This process helps clients dramatically improve their outlook on work and life, while improving their leadership skills and unlocking their potential.

## Pro Bono Coaching Package – Offer to Key Workers

- A key worker wanting to receive coaching was matched with one of our volunteer coaches (this was a random matching process).
- The key worker and their coach were then connected (via email or mobile number) so that they could make contact and agree together how they would work, for how many sessions and how they would connect (e.g., phone, Skype, etc.).
- The agreement for coaching was therefore made directly between the key worker and their coach.
- The offer was to engage in between three and six pro bono virtual coaching sessions.
- The coaching package was initially intended to be completed during the period of April - June 2020. However, such was the ongoing demand for coaching, the initiative was extended to the end of October 2020.

- The conversations were totally confidential; the coach was only asked to report back the number of sessions completed with the number of key workers, as well as the start and end dates of the coaching package.
- Our coaches abide by the ICF Code of Ethics and maintain the strictest levels of confidentiality which is only breached under very specific circumstances (see: [coachfederation.org/code-of-ethics](https://coachfederation.org/code-of-ethics)).
- It was stated that the sharing of any feedback from the key workers, as to how the coaching was of value to them during this time, was much appreciated. However, they were able to opt out of this feedback request if they preferred not to share.

## Roles and Responsibilities

Roles and Responsibilities were defined as follows:

The **Coach** was responsible for:

- Timekeeping of the session.
- Helping the client to set personal or professional goals that were meaningful, challenging and sustainable.
- Working with the client to find and use strategies to achieve those goals.
- Regularly reviewing with the client to ensure focus and progress were maintained.
- Offering the client valuable observations to share what they were seeing, hearing or feeling.
- Asking powerful questions to facilitate the client's progress.
- Exploring actions for the client to take to further their progress.
- Enabling the client to see things from a different perspective.
- Encouraging, supporting and "being" with the client throughout the coaching relationship.
- Confidentially maintaining the content of the coaching sessions (within the limits of the law) and appropriately secure under the Data Protection Act.
- Monitoring ethical issues of coaching that may have occurred.
- Co-creating a positive learning relationship, encompassing respect, encouraging autonomy and enhancing the coaching experience.
- Ensuring a high level of professionalism in all interactions.

The **Client** was responsible for:

- Attending scheduled coaching sessions on time and understanding that a session would be shortened accordingly as a result of late arrival.
- Working with the coach to develop appropriate coaching goals and strategies that will enable them to achieve those goals.
- Approaching the coaching sessions with an open mind and a willingness to engage in the process.
- Understanding that their progress will be greatly enhanced by appropriate preparation in advance of the coaching sessions and by allowing some time for any relevant actions in between sessions.
- Letting the coach know what was/wasn't working in the coaching partnership.
- Ensuring they were in an appropriate, quiet and private location for their coaching session.
- Co-creating a positive learning relationship, encompassing respect, encouraging autonomy and enhancing the coaching experience.

## Pro Bono Coaching Package – Agreement with Coaches

An announcement was made to coaches within our community via email and newsletters, inviting them to offer their coaching services on a pro bono basis for this initiative. We asked each coach to tell us how many clients they felt they could take on the basis of the agreements, arrangements and criteria associated with this initiative. In order to underpin the integrity, safety, professionalism and quality of these services, we asked coaches to meet the following criteria:

- Had completed full foundational accredited coach training.
- Was a member of the International Coaching Federation (ICF) and to confirm that they agree to abide by the [ICF Code of Ethics](#).
- Had access to a computer in a private space with wi-fi and video conferencing facilities.
- Had appropriate professional indemnity and public liability insurance in place to operate as an independent coach.
- Was receiving coaching supervision and/or could attend one or two of the sessions that were offered as part of this initiative (see next page for more details).

We also captured which ICF credential, if any, the coach held, and we ended up with a broad range of coaches—from those who had just completed their training to very experienced and matured practitioners.

We engaged with a total of 31 coaches who met these criteria and very kindly offered their coaching services.

To provide a level of light structure and appropriate contracting for this initiative, the following process steps were outlined:

- It is usual practice for the client to contact the coach to initiate coaching; however, given the extraordinary circumstances, we proposed that the coach reach out to their client to make contact and set up the coaching engagement.
- Per the agreement, coaches were to offer between three and six pro bono virtual coaching sessions per client during the April – June 2020 period. As previously noted, this became extended to the end of October 2020.
- It was up to the coach and their client to agree how many sessions they would have, up to a maximum of six per client.
- Since this was a very specific initiative in response to COVID-19 and not an ongoing service, we capped this offering at six sessions per client. Doing so allowed us to offer pro bono coaching to as many people as possible.
- If, for whatever reason, the coach and their client wanted to continue working together after the completion of six sessions, we asked that they contract separately and independently for this after the initiative had been brought to closure.

As requests for coaching came in, coaches and clients were matched in a largely random manner, ensuring that there was an even spread and meeting the numbers of clients each coach had stated they could take on. Once matched, responsibility was handed over to the coach to establish and fulfil the appropriate coaching contract and agreements between themselves and their clients in their usual professional way. We did not intervene in that process; however, we did ask that all coaches:

- Keep a record of how many sessions they completed, including start and end dates, so that we could track how much coaching had been offered.
- Add the following to their GDPR agreement with the client:  
“Tracy Sinclair Limited (Coaching with Conscience) is permitted to request feedback or

a testimonial from you at a later stage to inquire how you have found this coaching package to be of value to you during this time. Please delete as appropriate: YES/NO”

- Let us know once the coaching package had started and ended and if, for whatever reason, the coaching package did not go ahead so that we could amend our records.

## Coaching Supervision

Across the period of weeks when this initiative was active, we offered each coach access to free coaching supervision. These services were provided by Hilary Oliver, MCC, on a pro bono basis. A total of eight two-hour virtual supervision sessions were completed.

The purpose of these sessions was to:

- Offer something back to the coaches in return for the coaching they were giving to others.
- Underpin the integrity and quality of what was being offered to the clients and their organisations.
- Gain useful information/data about the value of this exercise (to both the clients and their coaches). We stated that we would like to be able to use this data/information for three key reasons:
  1. It would enable us to offer great feedback to the organisations that the clients represent.
  2. It would enable us to use some of this data as part of this case study. This in turn will act as useful material to promote the further work we want to do in the NFP/social impact areas.
  3. It would provide useful input into a potential research proposal for doctoral studies in this area in due course.

We invited a light structure to the supervision sessions and the following questions were positioned as a framing for the conversations:

- What patterns and themes are you noticing in the coaching work as we discuss these client cases?
- What are the main challenges your clients are facing?
- How does coaching in this “sector” compare to others (corporate clients)? What’s similar/different?
- What has doing this kind of work meant for you as a coach?



# THE SURVEY

Once each coaching client had completed their coaching package, unless they had opted out, they were sent a survey to share their feedback.

The survey questions were as follows:

1. Which Mind location do you work at? (*Question only for clients from Mind.*)
2. What was it that you wanted to get out of coaching?
3. What do you feel you took out of the experience of coaching? In what way was the coaching helpful to you? Please share an example or be as specific as possible.
4. What was most helpful about the process of coaching? And why?
5. What is one thing that would have made it more useful/helpful and why?
6. What ongoing impact do you think this coaching will have for you and/or others?
7. Would you engage in coaching again?
8. Would you be prepared to offer a testimonial about your coaching experience? If so, please feel free to share.

# THE RESULTS (CLIENTS)

**31 coaches**  
offered coaching

**5 organizations**  
participated  
(83% of the clients were from Mind)

**98 individuals**  
requested coaching

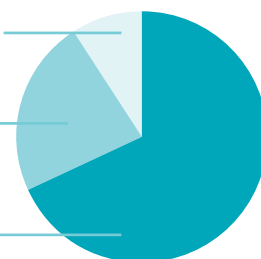
**76\* took up coaching**  
(had two sessions or more)

## Reasons for not taking up coaching offer:

Decided not to continue  
after session

Too busy/  
no headspace

No response  
received



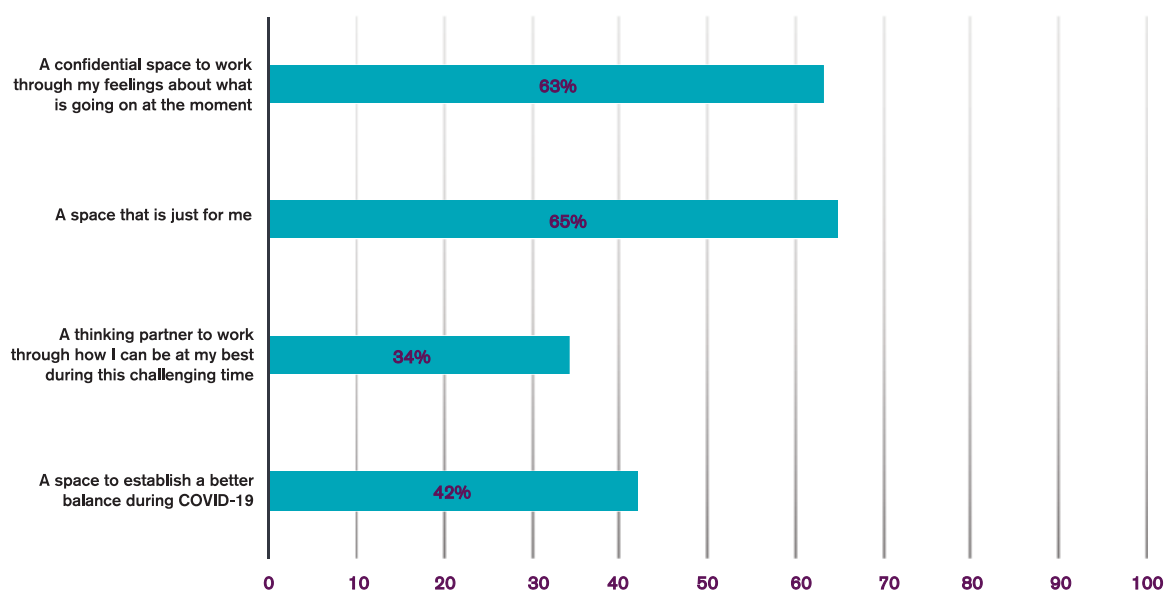
**380.05 hours**  
of coaching were provided

**70 clients agreed to share feedback**

*(\*) Of the 76 clients who took up coaching, one did not wish to share feedback and five had not yet completed their coaching package at the time of writing this report.*

**41 completed surveys**  
were received

## What was it that you wanted to get out of coaching? (Please check all that apply)



## What do you feel you took out of the experience of coaching? In what way was coaching helpful to you?

*Responses from participants included themes of increased confidence, positivity and clarity. Time and space to to think and reflect. Here are a few:*

- [My coach] really encouraged and demonstrated how to break down a task into small chunks and think of everything that was conceivable in relation to the task — how to approach it, different ways to complete it, what could get in the way and how to manage those obstacles and still reach the goal/complete the task.
- I honestly came to coaching thinking, “It might help a little, but probably not”. I feel I am someone who is very self-aware; due to my job I am constantly analysing (including my own) behaviour, thoughts and feelings. But [my coach] used her skills to help me reflect on myself and the things believe about myself, in a completely different way. She was patient, kind and appropriately challenging. She took time to help me to understand what I wanted to gain from each session and then worked through the area highlighted, and by the end of each session, we always reached a more comfortable space. This was important to me, as it felt like such an indulgent use of my time and for the first time it was a space truly for me. She has helped me to empower myself to understand my own processes of moving forward when I am finding things difficult, challenging or uncomfortable. To recognise what resources I have inside of me to use on different
- issues. ... Previously these situations would make me feel anxious and uncomfortable, leaving me with self-doubt. But [my coach] has taken me to a space now that these much need conversations and part of my role can be driven by a solid process, without losing my empathy for the situation. Within days of my sessions with her, I was able to put into practice my learning and see positive results for both me and those I interacted with.
- Having a guaranteed time to reflect on decision-making when juggling so many complex situations really helped me to have confidence in how I was coping and supporting all of my staff and clients at this difficult time. I was able to hear my own voice clearly making good decisions even though I didn’t know that at the time. This took away the constant worry of “what if”. It helped my confidence and made me feel stronger in my role.
- I feel I am living a more enriching and fulfilling life. I feel less stressed and more aligned to my core, which is helping me to know where I dedicate my time at work so adding value to the organisation I work for; as feeling less stressed at work, I am able to feel healthier and a more efficient worker; working more strategically.
- The coaching was immensely helpful. I was stuck in a pattern of circular thinking around a specific issue and couldn’t find a way to unblock. My coach was skilled and supportive and suggested strategies that helped me find my peace with the situation and to move forward into a more fun life.

## What was most helpful about the process of coaching? And why?

*The most common responses from participants noted time and space for reflective practice, a confidential or safe space to process, accountability, and increased productivity. Here are a few:*

- The way she was able to help me to understand my own thought processes and guide me in finding my own limits, barriers and solutions was simply magic! I cannot explain how but every session I was simply amazed by what we achieved.
- Feeling supported at a time when everyone else was relying on me to support them.
- It was structured and it was focused around helping me to tap into myself and improve. Unlike therapy, it was a space where I felt more empowered because we thought about practical things I could do and things to implement each week which changed my situation. I had time to reflect (likely because I am a therapist, I used a lot

of the space to reflect) but also needed that space to work things out for myself in the presence of someone else. This was very helpful as well.

- The listening and asking the right questions at the right time ... helped me to accept the right answers at the right time.
- Having someone skilled (with a stockpile of resources at hand) to share the goal/issue with — and feeling that in that space we were aiming for the same outcome, made for a safe and productive space. I felt my coach was engaged in the process and was creative in her solutions, not simply doing a job.

*“Feeling supported at a time  
when everyone else was  
relying on me to support them.”*

## What is one thing that would have made it more useful/helpful and why?

*The most common response was “nothing” or that the respondent had no comments on how to improve the experience. Seven participants mentioned that more sessions could be beneficial and three mentioned that if we were in different circumstances, face-to-face coaching would have been helpful.*

- The first sessions — giving more of an explanation on how sessions can go and how it works. I was a bit clueless to begin with, but benefited more from the second session onward.

- I would have been happy to do more reading and research around some of the areas we covered — I'm sure I would have been pointed in the direction of resources if I'd specifically asked. Also, some form of psychometric testing would have been of interest, but these were only things which came to light during our sessions.
- More space to ‘guide/instruct’ me as I tend to waffle about my own internal process, which is important but also needed to be balanced with structure/strategy which it was.
- Tips on coaching skills to help me to support others in my organisation.

## What ongoing impact do you think this coaching will have for you and/or others?

*The most common responses included increased confidence, acquiring skills/tools/techniques, increased productivity and better work/life balance.*

- I am more patient and forgiving of myself which means I approach my work and even the expectations of self and others differently. This has allowed me to get more done in less time.
- The impact is already immeasurable. Coaching has changed me as a person; it has already improved my mental well-being and I believe

the work we have done will protect my mental well-being moving forward, which is incredible. I feel more comfortable and confident in my skills and my values as a manager, colleague, mentor and personally. I think for one of the first times in my life, I don't feel apologetic for who and what I stand for and what is important to me.

- Has continued to improve my productivity and made me more present for clients, as I now space them out to give time for me to “regroup” between calls. Will probably reduce burnout as a result.
- It has helped me accept that I can't be everything to everyone and need to empower others more.

## Would you engage in coaching again?

*Of those that responded, 37 said yes/absolutely/definitely they would engage in coaching again. One responded “probably” and one “maybe”.*

- Absolutely, and it is certainly something I would instantly go to, if in my life I experience areas that I am struggling with. For anyone who knows what they want but isn't sure exactly how to get there, I would recommend they engage with coaching; it's simply magic!

- It is so worthwhile, and I felt privileged to have had the experience and I was very grateful for the pro bono opportunity.
- I have already arranged further coaching
- I am so pleased to have had this opportunity and tell people all the time about how positive this experience has been for me.

*“... I felt privileged to have had the experience ...”*

## Testimonials about the coaching experience

- The impact coaching had on me is already immeasurable. Coaching has changed me as a person. It has already improved my mental well-being and I believe the work we have done will protect my mental wellbeing moving forward, which is incredible. I feel more comfortable and confident in my skills and my values as a manager, colleague, mentor and personally. The generosity that both [my coach] and Coaching with Conscience has offered through this opportunity to myself and others during this time is incredible and heart warming. I simply cannot recommend both my coach and Coaching with Conscience enough.
- My coach was wonderful and really showed empathy and understanding and knew how to facilitate change and positivity. I was able to gain a better perspective on myself and create a better work/life balance. It made me realise how much I really needed this especially during these times. So, thank you so much for helping me grow and realise my strengths.
- Heartfelt thanks to Tracy Sinclair for having the foresight and generosity to offer coaching to Mind staff during the COVID-19 pandemic. We had no idea we would need this support and how valuable it would be as we navigated the day-to-day changes. HUGE changes to our service delivery, furlough and redundancies were devastating and all very new situations that needed to be managed. Without this support, it would have been way more difficult. So, thank you.
- My coach created a safe space, where I felt able to explore the things I needed to without judgement. He understood my situation, and I felt like he was genuinely interested and supportive. I was able to work with him on building my confidence and improving my ability to manage difficult situations/conflict without becoming overwhelmed. He helped me to discover my own

answers to things I was facing and enabled me to feel empowered in decisions I take. These skills and abilities will stay with me, and I now know how to help myself professionally and personally. Thank you.

- [My coach] was warm, engaging and boundaried and facilitated my abilities to find the answers to my obstacles within. It was amazing to find that the discoveries I made in the coaching sessions would extend beyond the professional and into the personal. I was able to make connections that years of growth and using other approaches had not unearthed. I cannot put a value on what I learnt about myself as it has and will continue to be invaluable.
- My coaching experience has changed my life. My coach has helped me develop perspective and encouraged my growth in the workplace as per supporting me in getting the right balance with other parts of my life. My coach has provided me with the perfect balance of support and challenge, empowering my role as a professional and as an individual and helping me to reduce my stress levels. I feel I am now able to shine through connecting with my core values, and the sense of who I am, and how I can best contribute to my organisation but also to others in my life and to myself. I am tremendously grateful for having had the opportunity to experience coaching!

*“I was able to make connections that years of growth and using other approaches had not unearthed.”*



# THE RESULTS (COACHES)

## **What patterns and themes are you noticing in the coaching work during the supervision sessions as we discuss client cases?**

*The most common responses included overwhelming workloads, managing anxiety/stress/uncertainty, career concerns and finding work/life balance. There were also mentions of the importance of contracting and improving communication.*

- Clients are not motivated — they are not as energized around their work as they would be in their office. They have time management issues as a result of the less structured workday.
- Pressure due to new situations and way of working. Isolation and obstacles in communicating with clients.
- One theme has been the impact of the coaching on coaches themselves with one experienced coach noting that they were less able to 'let go'.
- Clients are in chaos — turmoil around working at home with limited resources, changing practices and unknown future. Lots of issues around needing more clarity.
- Clients are not sure about coaching and do not have a topic.
- Contracting around boundaries, cross overs and complementary work has been useful.
- Parallel processes in client's life and within coaching. Themes: better organisation of work, new job search, getting better at a new role.
- Importance of contracting, clarity on roles and accountability (clients from counselling background and one was initially expecting advice). Focus on client agenda. Self-awareness on part of coach, aware of triggers, assumptions.
- People want change because of time they had to re-evaluate their lives due to COVID.
- Managing challenging conversations, working on leadership skills, finding joy in the workplace.
- The need for the client to "empty the glass". How to deal with a client that has a lot on their mind and wants to talk a lot.
- The need to be there for others and stay strong, be a good role model. The notion of helplessness and need for nurturing communication. The need to talk to a person outside the organisation, to let out steam to be able to keep going. To sharpen the focus and eliminate distractions.

## How does coaching in this “sector” compare to the sectors you work in?

*A majority (33 respondents) stated that coaching this “sector” was very similar or no different from the sector they work in.*

- People who work in this sector seem to be so caring of others that they often forget to take care of themselves. They are often so passionate and values-driven that it is difficult for them to switch off.
- My clients in this programme have been a mix of practitioners or operational leads. Nature of the work meant that one of my clients cancelled at the last minute as dealing with a critical safeguarding incident. Needed to think differently about short-term cancellation contracting.
- More focused on work related issues rather than personal.
- Clients had few opportunities for training and developing themselves outside of specific counselling (e.g., managing a peer support meeting).
- People valued the coaching sessions and came with a grateful heart. Probably more so than in the corporate world.
- Very different in the fact that clients are normally sent by a company with a set programme to follow.
- Coachees were more in touch with personal and emotional themes, more accessible to work in these areas. More fragility and need for support — probably as much due to the situation as the sector. Topics and goals were more personal/interpersonal than other sectors (were more transactional at least at the beginning) but that may be because I coach senior leaders elsewhere.
- It's harder to find time and space for coaching. More challenges, but more opportunity to learn.
- Is very rewarding! I love the fact that I have the opportunity to look through this small window into this world of genuine service to others.
- My normal client work tends to be with corporate leaders. Coaching with Conscience has provided an opportunity to work with a more diverse clientele. It has been a privilege to work intimately with types of clients I don't normally have contact with. It has been hard for some clients to find a confidential environment (e.g., single parent working at the family kitchen table).
- My normal clients who have been coached are aware of the process and are reflective. Whereas these clients were new to coaching.
- Coaching topics have more to do with self/personal, less business related.
- The clients were tired and exhausted almost. It felt like they really were not used to having time for themselves at all.

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## What are the main challenges your clients are facing/bringing to the coaching?

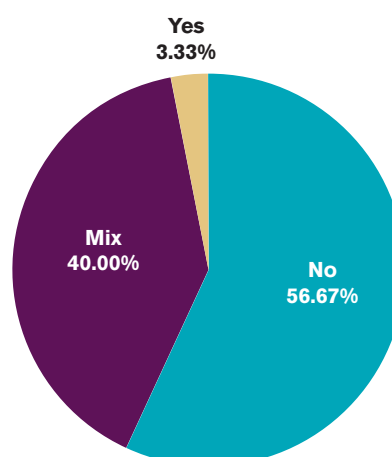
- Lack of motivation
- Overwhelm
- Stress/anxiety
- Communication (Unable to meet face-to-face/ challenges connecting virtually)
- Managing personal relationships
- Work/life balance (blurred boundaries/increased workloads)
- Career (development/changes/new roles/ professional development)
- Personal development
- Direction for the future
- Change/ambiguity
- Self-care (mental and emotional well-being/self-compassion/self-worth)
- Confidence
- Leadership (effective leadership through crisis; being a new leader; challenging conversations; leadership skills)
- Time management
- Fear/uncertainty

## What has this kind of work meant for you as a coach?

*Common phrases used were “rewarding experience”, “it was a privilege”, and contributing something “meaningful” during this time.*

- This has allowed me an opportunity to support clients who are actively involved with frontline issues during the COVID-19 situation in the UK. It has been/is a very rewarding experience; as in addition to the coaching experience, I feel that I am doing my little bit to help those closer to my homeland.
- I have been honoured to be given this chance to support people who work in this sector. I sense that they contribute a great deal of their energy to their patients and support them effectively. It has been an overwhelming situation with learning new ways of working and not being able to set environmental boundaries. I am very happy to have been given this opportunity. Thank you.
- Being able to contribute something meaningful during the pandemic. Experience of slightly different sector/client.
- I'm delighted to have had the opportunity to help in some way during the pandemic. I have learnt new strategies for coaching including the importance of an effective 'chemistry session' and contracting.
- It's very meaningful work and I've felt that I've been able to contribute during the COVID crisis when I've been unable to do other volunteering. Also, to be able to support people who are working on the frontline, knowing that their job they do is vital to our health and well-being. Having worked in the corporate sector for many years, I now want to support social enterprises and charitable organisations, as they are driven by making this world a better place, contributing positively to the societies we live in. They are often doing so with limited resources, so to partner with them is a privilege.
- A challenge to meet the client where they are.
- Aligns with my purpose in life and passion to make a difference in people's lives. Allows me to see how I can keep developing as a coach, to cultivate flexibility, compassion and care for others.
- Importance of human contact during lockdown. Clients often don't have a safe psychological space for non-judgmental supportive conversations. It has been a rewarding experience.
- It has meant that I have been able to contribute to something bigger than me. It means that I was able to support my fellow men/women during this challenging COVID-19 time. It meant that I was able to contribute to an impactful and generous project with like-minded coaches. It also meant that I had the joy of seeing the positive impact of coaching on my clients.
- It has been very rewarding. It has granted me intimate access to a different mindset (charity or social work) in my coachees, and I thoroughly appreciate that.
- Has taken me out of my comfort zone. I am more used to presenting material. A stretch for me is to have more in-depth contracting at the beginning.
- It has given me a sense of belonging, to be a co-human, experiencing the world like one big lung. It has given me the chance to partner with people outside my language area and inspired me to spread my wings to market my coaching more in English and Italian speaking countries. It has given me fulfilment as a coach, being able to help others wrap their head around the situation they are currently in. I've been looking for a worthy pro bono project to participate in and after trying it out, I will definitely continue offering my services for free when needed. Actually, the reward is priceless, being able to help. Besides that, I've learned so much from my coachees which makes me a better coach going forward.

## Have the clients you are working with been coached before?



## What else would you like to tell us about this work?

*Overall, coaches were thankful for the opportunity, the support and supervision offered.*

- It is very rewarding and taps into my values in life.
- It's valuable, worthwhile, rewarding work, and I'm so glad you established CWC and offered it to me.
- Both clients have said they are grateful this has been offered to them. They are very appreciative.
- It's been critical for overstretched staff well-being and health. The space has enabled them to regain some control.
- I see the possibility to transfer attitudes, mindset and tools from the executive private sector to the charity sector and vice versa. I believe it can be impactful for both sectors.
- Keep this kind of project going.
- Thank you for arranging it all and creating a comprehensive and yet flexible package that seemed to support both myself as a coach and the coachees.
- It has been fun and meaningful, and I have learned a lot.
- It is important. It stays relevant through crises and other disruptors. And the clients themselves find self-generated insights in out-of-the-box thinking very applicable and refreshing.
- It has been a pleasure to be part of this initiative, and I suspect there is an even greater need for Coaching with Conscience work in the future.
- I found the clients very appreciative of the time we spent together. A rich variety of people in different walks of life. A really useful insight into the voluntary sector.
- It has been very rewarding, and the supervision offered as a part of the job was very useful. You have my utmost admiration for doing this, and on this huge scale.
- I found I learnt a lot and I enjoyed it. I am pleased to have been able to help in some way and will continue to look for other opportunities to do this in my coaching work.
- A structured approach is required as clients have a lot of work pressures and making time for coaching is a challenge.

# THE RIPPLE EFFECT

One of the things that makes coaching so powerful is its ripple effect and the impact of coaching rarely just stays with the person being coached. The experience of coaching creates ripples as a result of the changes in behaviour, thoughts, feelings and attitudes evoked through a coaching conversation. Those changes can evoke a domino effect, as the changes one person makes leads to changes in others. An example of that ripple effect is shared with stories from two valued coaches who gave their time and coaching services to our Coaching with Conscience initiative.

## Ágústa Sigrún Ágústsdóttir

I recently finished my last coaching session with a client I partnered with on the Coaching with Conscience program. I was offered to be a member of an international coaching squad, a program initiated by Tracy Sinclair and her team. This was back in March this year and I said yes, without thinking about it too much, more in the spirit of “why not?”. The program started gradually in April but then took off in May.

*“Somehow, like is often the case with coaching, I felt I gained equally from our conversations.”*

Coaching with Conscience specialises in offering high-quality coaching and coaching-related services in support of positive social impact and social progress.



I committed to offering three to six virtual coaching sessions on a pro bono basis to support some of the front-line key workers in the UK. The coaching clients were from various sources; mainly from two charities which are focused on providing support to vulnerable people within the community.

I enjoyed thoroughly being able to help, extending over the Atlantic Ocean, to people who really needed more support in their job. I had extremely rewarding sessions with my appointed coachees. Somehow, like is often the case with coaching, I felt I gained equally from our conversations. The learning was mutual, and my reward was being there for people who possibly were struggling during the COVID-19 pandemic. I often exit a sound coaching conversation as a better person than before. That was certainly the case with my Coaching with Conscience clients, and I am ever so thankful.

The fact is that people from all over the globe are hiring coaches to help them get to the next level in every

area of their lives, as they're being forced to pivot and transition due to the global pandemic. Change is hard but will, at some point, be necessary for the upcoming months or maybe the change has already taken place and you are adjusting. It is a critical step both at work and at home where coaching is essential.

A coaching conversation is nurturing, dynamic, educational and enables a catalyst like myself to feed my strengths. When trust is generated and the coachee allows himself to dig deep, to find the core, the outcome is often transformational. The energy in the room, or "Zoom room", after a coaching session is always higher than before. To see other people take off and gain clarity feels magical, to be honest.

Thank you, Tracy, Hilary and Lara for offering me to be part of this wonderful programme.

## Jilly Stewart: "Clearing her head" for Mind

Jilly Stewart, one of our coaching colleagues who offered coaching as part of our COVID-19 Coaching with Conscience project, decided to shave her head. She was so inspired by the work and contribution that her Mind clients are doing and wanted to raise money for Mind. Jilly "cleared her head" on July 24, and here is the fabulous result of her gesture! Thanks so much Jilly, for your contribution to the Coaching with Conscience COVID-19 project and also to Mind! Jilly's fundraising (and hair raising!) efforts raised over £4,400 for Mind.



# CONCLUSIONS



Our general conclusion is that this initiative has been successful in that it has added value to those who engaged in the process which was the simple intention: to offer a safe space for people to share and engage with their own feelings and needs during a time of giving so much to others.

The feedback received from the clients and their coaches has been very largely positive in terms of what has been gained from this initiative. A noticeable and very typical observation was how quickly and enthusiastically coaches responded to the invitation to be part of this offering, giving freely and generously of their time and expertise. This mirrored what is also observed within the key worker community, who typically step up swiftly and readily to meet the need that is presented to them from within society.

Regarding coaching outcomes, the following themes were most evident in the feedback received:

- Improved confidence
- Thinking/feeling differently
- Improved productivity
- Decreased levels of stress
- Enhanced ability to communicate one's own needs
- Feeling an improved sense of clarity
- Feeling more positive
- Feeling more organisation

- Feeling supported/feeling more able to offer support
- Improved sense of wellbeing

## Supporting the Supporters

From the client perspective, it was interesting to note the responses to the survey question: "What was it that you wanted to get out of coaching?". The top two responses were: a "confidential space to work through my feelings about what is going on at the moment" and "a space that was just for me". These responses, and the general themes of the work undertaken, seem to indicate that the purpose served by the coaching was to empower the clients so that they could continue with their role to empowering others.

This parallel was also replicated in some ways within the coaches' experience with a theme of how the supervision of coaching served to support the coaches to process their own feelings about this work and "let go" of anything unhelpful, so that they too could continue within their work supporting others.

This initiative and these observations highlight two interesting parallels. One is the almost spontaneous and generous positive response from enablers within our communities to step up and step forward to be in service of others who need support (in this case, the clients and their coaches). Secondly, how the shock waves of challenge, stress and strain find their way through more than one support layer within society. This reinforces the importance of having several "layers

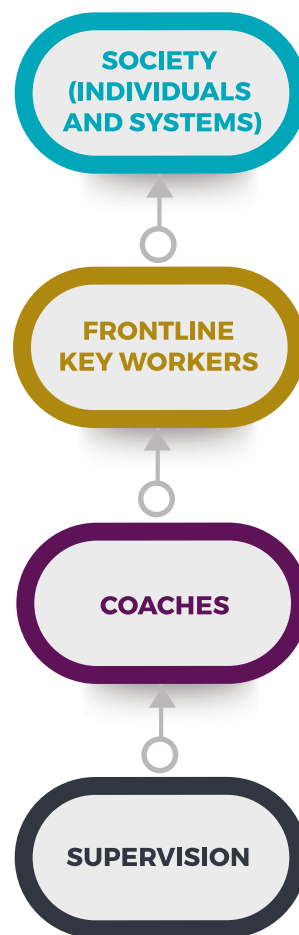
of resilience” within our systems in order to fully buffer the impact of a crisis such as COVID-19. It also underscores the significance of practices such as coaching supervision as a place for difficult feelings and responses to be resolved so that a more positive, healthy, “cleansed” energy can be introduced back into that system.

It is also noted that there is an ongoing need for the definition and understanding of coaching to be more clearly communicated and clarified. In some cases, coaching was understood as training and in others as mentoring. This did not seem to impede the progress and uptake of the work in general; however such understanding would facilitate the efficacy of the coaching process.

## Sustainability

This initiative was founded on a pro bono offering of coaching services. A question to be raised: Is this kind of positive impact sustainable purely on a pro bono basis? Most of the coaching community are used to, and readily willing to, offer some of their services without a fee in exchange. However, does the need for these services outweigh the ability, capacity and willingness for them to be provided on a pro bono basis on a more permanent, long-term agreement? Probably it does. However, there are also probably enough resources, within our systems, to enable this kind of service to continue on a more consistent and long-term basis. If such resources were accessed and effectively applied, the impact of a programme such as this could be multi-fold. The focus, therefore, of Coaching with Conscience is to explore how grants, donations and other sources of funding, such as corporate funding as part of Corporate Social Responsibility (CSR), can be leveraged in service of enabling the enablers to progress to a level where significant positive social impact can be realised.

*“There is an ongoing need for the definition and understanding of coaching to be more clearly communicated and clarified.”*





# A CALL TO ACTION

Coaching with Conscience has already created a database of coaches within our community who have stated that they are prepared to continue to support initiatives such as the one outlined in this case study. This is not just about a response to COVID-19. There are many, many challenges that we face in our current times, and we believe that coaching can be leveraged as a tool for positive change and contribution.

We want to connect with:

- More coaches who meet our criteria for this kind of work and who would like to be involved in future projects of this nature.
- Charities, non-for-profits and other organisations and initiatives that are seeking to utilise coaching as a powerful vehicle for positive social support and change.
- **But most importantly — organisations, trusts, benefactors and other sources of funding so that we can bring the coaches and their clients together.**

## Who can help us continue to empower those supporting our communities?

Contact us to learn more about how you can partner with us. Visit the Coaching with Conscience website at [coachingwithconscience.com](https://coachingwithconscience.com), or get in touch with Tracy directly at [tracy@tracysinclair.com](mailto:tracy@tracysinclair.com).

# ACKNOWLEDGMENTS

This COVID-19 coaching initiative was made possible through the contributions of 34 people across a 7-month period from April – October 2020.

Hilary Oliver offered pro bono coaching supervision services to the coaches participating in this initiative.

Lara Langman offered pro bono project management services to coordinate and support the smooth running of the programme.

Thirty-one professional coaches gave their time on a pro bono basis, offering their coaching services which resulted in 380.5 hours of coaching being provided for 76 keyworkers.

I would like to deeply thank all of those involved in making this initiative possible. It is so humbling to experience the goodwill, kindness and generosity of people who spontaneously step forward to offer their help and assistance at a time of need. As can be seen in this case study, the impact of their contributions has been significant. Being able to extend the gift of support to someone else, even when one's own life experience is also challenged, is at the very core of humanity. It has been such a privilege and an honour to have been able to initiate this project and witness such care and concern for others' well being.

Adan Realy

Bridget Allaway

Christina Skarins

Deborah Moore

Himanka Rana

Jane Wass

Jilly Stewart

Jonathan Harman

Liz Wilson

Mary Farebrother

Trish Patterson

Ágústa Sigrún Ágústsdóttir

Catherine Harris

Claudia Benassi

Fiona Elder

Isabela Quinton

Janet Stevenson

Joanna Pollard

Joris Wonders

Louise Cumberland

Sigríður Ólafsdóttir

Anne Elliott

Celine Brillet

Debbie Copping

Helen Croft

Jan Castle

Jayne King

Joe Rappaport

Lara Langman

Marianne Mol

Sonia Gavira

## In memory

It is with immense sadness that we share news of the passing in October 2020 of one of our valued coaching colleagues, Adan Realey. I first met Adan in 2016 when I was an observer on his coach training programme. He later joined Hilary and I on our Mentor Coaching Group programme as part of his work towards his ICF Credential. Since then, we have kept in touch and just recently Adan also joined one of our ICF updated competency cohorts and it was great to work with him again. Adan described himself as a Social Impact Coach and dedicated himself to focusing on coaching clients and projects that have a positive societal impact in some way. When we announced the Coaching with Conscience COVID-19 pro bono coaching initiative, he was one of the first coaches to step forward and offer his services, taking on several clients. He was bright, intelligent, vibrant and very generous. He was a fundraiser and charity worker and was involved in many social impact projects and organisations including Know You More, Action Tutoring, British Council, Zinc, Mind and more. He was also a son, brother, husband, father and friend. We would like to acknowledge Adan and the significant gifts and contributions he made. He will very much be missed, however the ripple effect of the differences he has made will continue and we remember him with fondness, appreciation and respect.

Adan's family are raising money for Mind and Action Tutoring: [uk.virginmoneygiving.com/SomeoneSpecial/AdanRealey](https://uk.virginmoneygiving.com/SomeoneSpecial/AdanRealey)





# ABOUT



Coaching with Conscience exists to have a positive impact on society and our environment through coaching. We believe that every organisation should have access to high quality coaching, and we specialise in offering coaching and coaching related services in support of positive social impact and social progress.

We focus on working with charities and non-for-profit organisations to provide access to a full range of professional coaching services with fee structures that are accessible. We also liaise with institutions and organisations to seek funding so that we can offer some of our services on a pro bono basis wherever possible. In this way we also support the for-profit and corporate sector to use coaching as a powerful and valuable tool to meaningfully meet Corporate Social Responsibility (CSR).

Coaching with Conscience is part of [Tracy Sinclair Limited](#). Tracy Sinclair formed a business focussing on leadership development over 20 years ago having spent the previous 10 years in leadership positions within American Express, Lloyds Register and Bank of America. Initially, the business was aimed at supporting organisations with large scale change programmes and project management associated

with process improvement, global streamlining and best practice initiatives.

During the first 10 years of operation, the focus of delivery was increasingly on the development of human resource as the most vital element of successful organisational change and growth. The introduction of coaching related services was a natural addition and evolution for the business in 2005. Today, Tracy works with carefully chosen partnerships and highly experienced and qualified individuals to bring organisations a wide range of services to support the growth and development of an organisation through enabling the potential of its best asset – its people.

Learn more about Coaching with Conscience at [coachingwithconscience.com](https://coachingwithconscience.com).

## About Tracy

Tracy Sinclair is a Master Certified Coach (MCC) with the International Coaching Federation (ICF). She is also, a trained Coaching Supervisor, Mentor Coach and ICF Assessor. Tracy trains coaches and works with managers and leaders to develop their coaching capability. She works as an international Corporate Executive and Board Level Coach, a leadership development designer and facilitator working with a wide range of organisations. Tracy also specialises in working with organisations to support them develop coaching culture. Tracy has co-authored a book: [\*Becoming a Coach: The Essential ICF Guide\*](#) published in 2020 which provides a comprehensive guide to coaching for coaches at all levels of skill and experience, the psychology that underpins coaching and the updated ICF Core Competency Model. In this same year she founded [\*Coaching with Conscience\*](#) which exists to have a positive impact on society and our environment through coaching. She was named as one of the Leading Global Coach winners of the Thinkers50 Marshall Goldsmith Awards of 2019. Tracy was President of the UK ICF Chapter from 2013-2014 and has been an ICF Global Board Director since 2016, serving as Treasurer in 2017, Global Chair in 2018 and Immediate Past Global Chair in 2019. She currently serves as a Director at Large on the ICF Global Enterprise Board.



## CONNECT ONLINE:

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