

Coaching WITH
CONSCIENCE

THE BRITISH
Paralympic
ASSOCIATION

2024 CASE STUDY



Coach
ADVANCEMENT
BY TRACY SINCLAIR

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BACKGROUND

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

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

Coach Advancement is on a mission to share the power of coaching with charities on a global scale and has been actively reaching out to charities inviting them to be part of this mission. In 2023, Coaching with Conscience partnered with The British Paralympic Association (BPA). The BPA understands the importance of supporting and developing their people by offering them the gift of coaching.

The BPA people benefited from a package of four hours of coaching spread over a period of six months.

In 2024 Coach Advancement provided a similar coaching package.



THE INITIATIVE

In 2023, we agreed with BPA to pilot the Coaching with Conscience initiative and to offer their people a package of four coaching sessions of 60-minutes.

This offer of coaching was made available for registration in January 2024 for all of the BPA staff who wished to benefit from this offer.

- The package comprises 4 x 1-hour virtual coaching sessions organised at time to suit the individual and the coach.
- Anyone wishing to take up this offer is matched with one of our coaches (this is a random matching process).
- The individual and their coach is then connected (via email or mobile number) so that they can make contact and agree together how they will work and how they will connect (e.g., phone, skype, zoom etc.).
- The agreement and the arrangements for coaching are made directly between the individual and their coach.
- The first coaching session is completed by the end of February and the final session completed by the end of May.
- The conversations are totally confidential and all that is asked is that the coach reports back how many sessions have been completed with how many people, with 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: ICF Code of Ethics).

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.
- 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

Agreement with Our Coaches

Each year in November, we make an announcement to our Alumni coaches via email and newsletters, inviting them to offer their coaching services for this initiative. We ask each coach to tell us how many clients they feel they can take based on the agreements, arrangements and criteria associated with this initiative. In order to underpin the integrity, safety, professionalism and quality of these services, to be eligible for the initiative, we ask coaches to meet the following conditions:

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.
- Are a member of the International Coaching Federation and you agree to abide by the ICF Code of Ethics: <https://coachingfederation.org/ethics>
 - Have access to a computer in a private space with Wi-Fi and video conferencing facilities.
 - Have appropriate professional indemnity and public liability insurance in place to operate as an independent coach (see details outlined in the Associate Agreement).
 - Are a member of Coach Advancement's alumni community.
 - Either hold an ICF credential or are closely working towards their application (having logged at least 60-hours of client work).
 - Can attend at least one of the free supervision sessions that we organise for them as part of this process.



THE SURVEY

Once each coaching client has completed their coaching package, unless they had opted out, they are sent a survey to share their feedback. The survey questions are as follows:

1. What was it that you wanted to get out of coaching? Please tick all that apply.
2. 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
3. What was most helpful about the process of coaching? And why?
4. What is one thing that would have made the coaching more useful or helpful? Why?
5. What ongoing impact do you think this coaching will have for you and/or others?
6. Would you engage in coaching again?
7. Would you be prepared to offer a testimonial about your coaching experience? If so, please feel free to share this below:

THE RESULTS (CLIENTS)



35 coaches

offered their coaching services



1 organisation

12 individuals

requested coaching

11 took up coaching

(had two sessions or more)



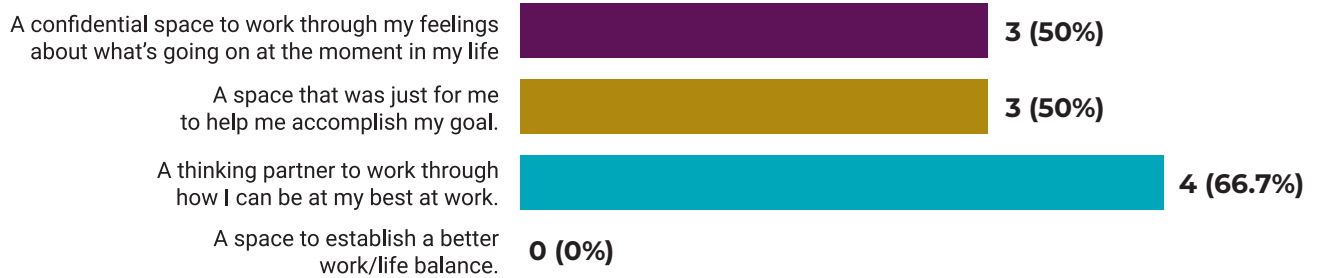
46 hours
of coaching
were provided



6/12 individuals
completed the survey.

9/12 coaches
provided their feedback.

What was it that you wanted to get out of coaching?



What do you feel you took out of the experience of coaching?

- Coaching helped me talk through the thoughts and challenges I was dealing with in a constructive way. Having the coach to observe, challenge, push back and identify trends in what I was discussing was really helpful.
- Protecting time to really reflect and work through some of the challenges I have been facing.
- The coaching enabled me to consider things in ways that I hadn't appreciated before, see connections between things that I hadn't before, and understand myself with much greater clarity and depth. Ultimately this came from the questions that my Coach asked and the space they gave me to navigate through them. The biggest thing I took from the experience was greater awareness of myself, which I can now take forward and use.
- Consolidation, streamlining and prioritisation of current goals.
- The coaching allowed me to process the blockers and things from my past that were impacting on my behaviour at work and made me focus on bringing my authentic self to the workplace.
- That it is important to take time to reflect on what's happening around you and how you are affected. Think deeply about one's motivations, wishes and concerns, and allow yourself time and kindness to think positively about what's to come and can be done.

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

- Having someone observing my thought process and discussion, and able to objectively flag that points I kept returning to, inconsistencies in my approach, or other things I wasn't aware of or couldn't see from my perspective - it's a great sense check and challenge to get out of a single perspective view on my own mind.
- Having space and time to talk through my feelings with somebody prepared to listen.
- I think it was really helpful that the Coach was independent to the organisation that I work for. This enabled them to give a completely fresh and unbiased perspective.
- Neutral space to chat/discuss.
- Getting in to some of the deeper issues that allowed me to understand why I felt and behaved the way I did.
- Open and flexible nature of the sessions but the fact that you get to go through a lot in less than an hour. But to get the most out of it, like a physio, you have to commit to the reflective process and actions that you undertake for yourself.

What is one thing that would have made the coaching more useful or helpful? Why?

- More sessions, more often.
- More steer on the preferences / specialisms of the coach we were matched with - I found my coach last time to be a much better match.
- To be able to continue with it beyond the 4 sessions.
- I personally struggle with the process and pace of self actualisation through client led and centred coaching. So any feedback I have here would be at odds with the underpinning philosophy of a session, and certainly more of a 'me' thing.
- I found it quite enlightening more sessions is the only thing I can think of.
- At one point I saw someone walk past the back of the screen, which made me feel a bit embarrassed. It would be great if a totally private nature of the discussion is maintained as it hinders one being open in the sessions, if you think others can hear (although I'm sure they are not interested!).

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

- It's helped to clarify a lot of things in my mind, which will help to shape and progress my career moving forward.
- I know I will always be able to draw on the learnings that I have taken from my coaching experience and that I will be able to do this in any number of situations. The impact for me will be greater self-awareness, ability to reflect, and maximise my strengths. By being the best version of myself there will then be impact for those that I work with.
- For me it helped clear a lot from the priority table and give a refreshed starting point, which will no doubt fill again. The ongoing impact will be an ability to re-establishing x number of priorities when things get busy, being aware/allowing those to change over time and having confidence to jettison heavy or unnecessary items as required to maintain enough time for priorities in/out of work.
- To keep bringing my authentic self to situations to avoid future frustrations.
- I continue to try to follow through on the actions I gave myself through the coaching sessions - it's a daily discipline! I also try to self coach, imagining the coach speaking to me.
- N/A

Would you engage in coaching again?

6 responses



Would you be prepared to offer a testimonial about your coaching experience? If so, please feel free to share this below:

- I cannot speak highly enough of my coaching experience, and of my Coach. They provided a safe, non-judgemental space for me to explore a number of aspects related to performance in my job role; listened to what I was saying; and asked probing questions which guided me through self-discovery that I do not believe would have happened without them. I was amazed at how they were able to connect ideas from one session to the next, leading to me realising a level of clarity in myself that had not previously existed. I learnt more about myself in the 4 sessions than I thought possible and I know that the learnings that I have taken from the experience will continue to benefit me in my future career.

BPA Coaching with Conscience Coachee

- I found this really powerful in helping me understand my motivations to unlock the potential to be my more authentic, purposeful and happy self in the workplace.

BPA Coaching with Conscience Coachee

- If you are thinking of getting a coach, or not sure about it, don't - just do it. You will be surprised with the result. Your coach will help you discover you, what you are looking for, whether that's more effective, efficient, kinder or loving you.

BPA Coaching with Conscience Coachee

A person in a racing wheelchair is shown from the side, leaning forward in a racing position on a track. The wheelchair has large rear wheels and a smaller front wheel. The person is wearing a dark racing suit with white accents and a bib with the number 24. The background is a blurred track surface.

THE RESULTS (COACHES)

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

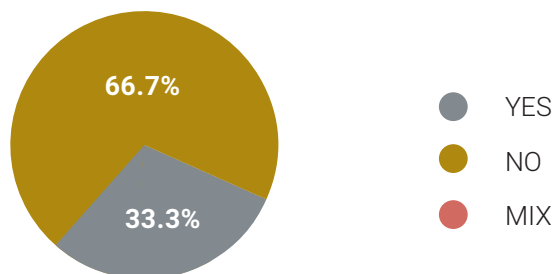
- Transition.
- Thinking about the future and what's next in career terms. Dealing with transitions at work. Reviewing values and strengths and exploring what further potential there is. Increasing self-confidence and learning from past experience. Challenging team dynamics and working with difference in approach.
- Personal development in the workplace. Understanding of the self at a personal level. Identifying and applying personal strengths from wider life to self development within the workplace.
- Lack of confidence and feeling that there's a strong hierarchy in the organisation.
- Confidence is the main thing, finding their place in their work, dealing with their emotions in work and how to deal with overwhelm and anxiety.
- Most of the clients are bringing to coaching sessions interpersonal / people related challenges.
- Bringing the best of themselves to their role and team in cultural context.
- Feeling like they have to achieve, exploring what success means to them, doing less.
- Challenge thinking with what needs to do for moving into director / senior role. E.g. Two key topics are Accountability and Influencing.

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

- It felt really valuable and worthwhile.
- The opportunity to work with a different kind of client (male, young, sporty, and within an organisational setting). Many of my clients to date have been female and with a focus on entrepreneurialism.
- I've needed to go gently with the client and help empower them to know their value at BPA.
- It has meant for me, as a coach, to deepen my skills in how to coach the person (who they are) rather than focusing on their context, challenges, or situation.
- Rewarding to support a leader committed to their own development and willing to lean into what's difficult.

- Working with people to explore their beliefs and values and supporting them to challenge ingrained beliefs that are no longer working for them.
- It's very rewarding to witness clients growing in self-confidence and being more certain about what they want for their future, rather than what others want of them and to have the courage to articulate that clearly.
- Outside usual corporate coaching who is the majority of who I coach. It's great to coach variety of people outside this and gain valuable experience in the charity sector.
- I've loved doing this work, it's always an honour to sit with another human being. To be part of Coaching with Conscience and to connect with an organisation of this nature has been wonderful. It's also enabled me to broaden my perspective.

Have the clients you are working with been coached before?



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

- This was a refreshing opportunity to work with someone with a truly open and adventurous mindset - keen and open to explore coaching for the first time. Four sessions did seem like a short timespan (I usually work across a set of six). The client was able to achieve what he was looking for in this timeframe but he was fully committed and dynamic in his takeaways. I wonder if six sessions could offer more space for deeper exploration and value for the client, particularly those who might value more time to consider and let their ideas emerge.
- It was a pleasure to participate.
- For someone who had a first time formal coaching experience, the feedback given was amazing. They shared how the experience has given them much insight (their word) to the extent that they can handle similar situations when they arise in the future with ease.
- It's important that the prospective client has an understanding that this work involves talking about themselves and exploring. This client was prepared. Past CwC clients (none BPA) haven't been. It was a shock to them and they weren't ready for the reality of coaching.
- Very engaged client, valued the coaching space to explore her beliefs and values.
- Thank you for the opportunity!
- I had a very engaged coachee which I think made this piece of work a dream (and I think is important). The supervision session was excellent as well. Thank you for the opportunity.



CONCLUSIONS

Our conclusion is that this second initiative for BPA has been successful in that it has allowed the individuals to find a safe space to work through their emotions and explore how to achieve their career goals. Based on feedback, we could explore offering a package of 6 sessions which will enrich the experience as a whole.



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.

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](https://coachingwithconscience.com) website, or get in touch with Tracy directly at tracy@coachadvancement.com



ACKNOWLEDGMENTS

Stephen Clements offered pro bono coaching supervision services to the coaches participating in this initiative. Thank you, Stephen!

Lisa Young provided administrative support for this initiative. Thank you, Lisa!

Thank you also to the continuous vibrant and engaged coaches we work with. These initiatives would not be possible without your enthusiasm and love for coaching and people.

Amanda Bolger

Emily Mason

Becky Mills

Charlotte Del Signore

Femi Odelusi

Nicola Duffell

Liz Wilson

Jill O'Reilly

Joanna Hyde

Emma Hackette

Mary Farebrother

Tracy Barton

Finally, thank you to The British Paralympic Association for wanting to offer this service to its employees and for working closely with us, enabling this initiative to come to fruition and continue to grow and develop.

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 [Coach Advancement Limited](#). Tracy Sinclair formed a business focussing on leadership development more than 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](#)



About Tracy

Tracy Sinclair, MCC is co-founder and CEO of [Coach Advancement by Tracy Sinclair](#). She co-authored [Becoming a Coach: The Essential ICF Guide](#) (2020) and hosts the [Coaching in Conversation podcast](#). In 2020, she founded Coaching with Conscience to have a positive impact on society and our environment through coaching.

Tracy is dedicated to the development of the coaching profession and the coaching community and has served in both local and global boards and workgroups for the International Coaching Federation. She was awarded an [ICF Coaching Impact Award for Distinguished Coach](#) in 2023, named one of the [Leading Global Coaches](#) of the Thinkers50 Marshall Goldsmith Coaching Awards (2019, 2021), and was a finalist for the [Thinkers50 Coaching and Mentoring Award](#) (2021). She is also a member of the Marshall Goldsmith 100Coaches and a trained coaching supervisor, mentor coach and ICF assessor.



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