

Coaching WITH  
CONSCIENCE

# COACHING

for You

2024 CASE STUDY



Coach  
ADVANCEMENT  
BY TRACY SINCLAIR

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# BACKGROUND

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

Coach Advancement by Tracy Sinclair has many ambitions, one of them being to use coaching for the greater good and to promote coaching for positive Social Impact.

In 2019, we started reaching out to Charities to share our vision of making Coaching accessible to everyone. When Covid-19 hit the world, Coach Advancement was quick to put together a coaching package that would support our fellow humans during this trial some time. The concept of **Coaching with Conscience (CWC)** was born.

**Mind** was the first organisation to benefit from our Coaching with Conscience offering.

**Mind** understands the importance of tapping into the power of Coaching. Coaching has amazing benefits such as:

- Optimized individual/teamwork performance.
- Improved communication skills.
- Increased productivity.
- Expanded career opportunities.
- Increased self-esteem/self-confidence.
- Enhanced work/life balance.
- Improved business management.

Post-pandemic, Mind decided to continue with this offering on an annual basis and it became known as Coaching for You. We are proud to say that we have now completed our *fifth annual round* of this offering with Mind. In numbers, we have provided 764.5 hours of coaching via 165 Coach Advancement Alumni Coaches to 201 Mind employees.



# THE INITIATIVE

Since 2021 onwards, we agreed with Mind to offer their staff, coaching on an annual basis. Coaching with Conscience developed a special annual coaching package for the Mind staff called “Coaching for You”.

- This offer of coaching is made available for registration each January for any Mind staff who have not yet utilised their annual CPD benefit, which would then be allocated to cover the coaching engagement.
- The package comprises 4 x 1-hour virtual coaching sessions organised at a 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 are 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 June.
- 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.

### 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

## 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:

- Are a member of the International Coaching Federation and 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 (details are outlined in our Associate Agreement with the Coach).
- Are a member of Coach Advancement's alumni community.
- Either hold an ICF credential or are actively working towards their application (having logged at least 60-hours of client work).
- Can attend at least one of the free coaching 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?
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)



**32 coaches**

offered their coaching services



**1 organisation**

**30 individuals**

requested coaching

**30 took up coaching**

(had two sessions or more)



**115 hours**

of coaching  
were provided



**24/30 coaches**

provided their feedback

**9/30 individuals**

individuals completed  
the survey

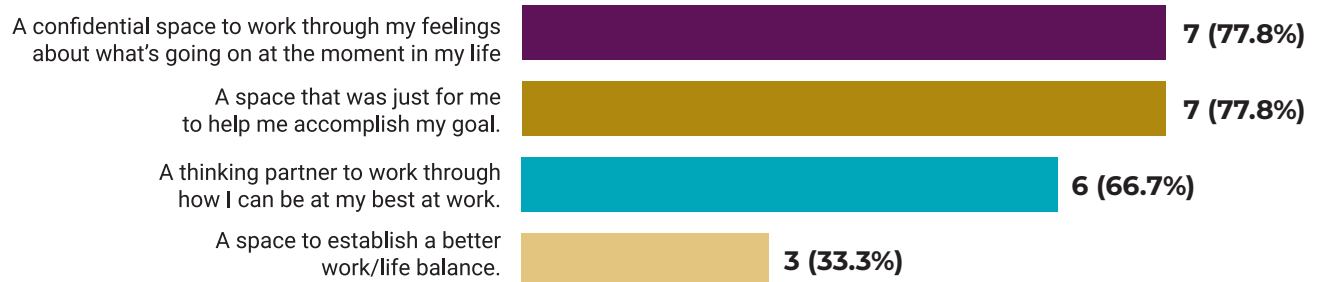
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POWERED BY



## 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?

- I became more focused and goal oriented. I wanted to take on a particular course but was not sure when to do so. The coach helped me to do so.
- It helped me to understand what is important for me from a career perspective, what kind of a workplace and role I'd like to work in that aligns with my values but also uses my skills. It helped me gain awareness about my feelings and helped me to better understand myself. For example, my coach asked me to map out the skills I currently use in my role and skills I'd like to use in an ideal role.
- I took out of coaching some really clear insights that I was able to use to communicate my needs to my manager and articulate why I was feeling a certain way at work. EG, my frustration about change happening to my team was rooted in my own feeling of personal failure, which I hadn't realised before talking to my coach. I was then able to discuss this situation more authentically with my manager and process those feelings better.
- Greater confidence. We worked closely on my current CV which was extremely helpful to seek suggestions and to have a view from a recruiter angle to what they tend to look for on CVs.
- Greater self-awareness of strengths/weaknesses and strategies to overcome problematic mindset.
- It was helpful to talk through my options and my skills. For example, my 9-5 work and any freelance options.
- It helped me develop my confidence which I had lost at work and get into a more positive mindset.
- More confidence in my abilities - the coach was able to work through with me my strengths and identify how those could really give me more opportunities than perhaps I was reaching for myself.
- Identify a more specific pathway - my career to date has been fairly 'organic', moving between roles and organisations as it is something I could do, as opposed to something I really wanted to do. She helped me hone what I really wanted (and didn't want) out of a role and be more intentioned towards my job hunting and considerations for internal positions. With this in mind, clarity in how I represent myself and in what areas I need to develop in.
- Someone completely objective to help me notice unhelpful patterns of thinking and talking. I left with a renewed sense of finding joy again and better perspective about the issues I was facing and how to work through them. The models and resources my coach shared with me after were also good and something I can come back to.

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

- Having a second opinion from a professional not related to you as the saying goes two heads are better than one.
- The questions the coach asked and her observations, the fine balance between support and challenge.
- Having space to explore my attitudes about work deeply.



- The coach put me at complete ease and we built a really good relationship during the coaching period. I valued being able to be as open and honest as I could be.
- Feeling safe which created space for honest reflections.
- My coach was very kind and helpful/understanding.
- Having a coach who I felt safe to speak to and was very honest with me.
- Confidentially talking through things with someone outside the org – reflective practice.
- The practical exercises and questions the coach gave me to work on between meetings so I could really action things rather than just having four sessions and not making any actual progress myself.
- Someone completely objective to help me notice unhelpful patterns of thinking and talking. I left with a renewed sense of finding joy again and better perspective about the issues I was facing and how to work through them. My coaching sessions also coincided with an interview I had, which was so helpful to work through the prep and aftermath together.

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

- I think at least 6 sessions would have been useful. I intend to continue with my coach and use this year's Mind financial grant towards more sessions.
- It seemed more exploratory rather than action oriented.
- Perhaps a written crib sheet or goal setting questionnaire to think through before sessions to make sure I did think about what I wanted to achieve.
- Perhaps a little more guidance on how to structure the sessions in terms of suggestions on what we wanted to get out of it and whether there are specific boundaries.
- More of it!
- More sessions.
- I cannot think of anything right now.
- The ability to add more sessions. My situation changed significantly between session 3 and 4 and it meant session 4 had to shift focus and conversation completely onto something else (ie. settling into a new role and driving forward skills and relationships in that role). I would like to have more sessions (using next year's £200 budget) in order to continue to work through this new area with me, so I can benefit in my new role.
- Maybe a brief work sheet I completed at the beginning, that I could return to at the end to see if my scores/notes had changed and/or improved.

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

- A lasting affect as I am aligning my purpose towards action.
- It will allow me to work towards my career goals as it has provided me with greater clarity about what i am looking for.
- Better self-awareness and a love of coaching! I've now signed up to train to be a coach I was very inspired by its benefits!
- It really helped to develop my confidence at a time when I felt I wasn't fulfilling my goals. I now feel more prepared and confident in my ability going forward.
- Greater awareness of things to do day to day to cultivate a healthier mindset.

- My ability to think outside the box.
- It will make me look at the positives more than the negatives and help me develop my confidence as I have a lot going for me than I realise a lot of time.
- Being clearer about my career and what I want. Being to better able to sell what I can bring to an organisation and a role. The start of how to ensure I can settle in a new role — but more do to work on this.
- My sessions acted as a reminder that I don't have to have things figured out immediately and instead, to stop fighting to have an answer and let it come more naturally.

## Would you engage in coaching again?



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

- The coach actively listened to me and asked questions to provide me with an enhance experience. After the sessions my head was absolutely clear what to do next! **Atif Kaudri**
- My coach is absolutely amazing, she asked the right questions and had a compassionate attitude throughout, with a fine balance between support and challenge. **Aashni**
- Working with my coach, was a really transformative experience. Through having trust in the process, and in my coach's excellent stewardship of our conversations I was able to arrive at many 'aha!' moments that have deepened my self-awareness. This has enabled me to tackle the root causes of tricky situations at work with confidence and authenticity. I have recommended coaching to many of my team as a result. **Vicky U**
- Confidentially talking through things with someone outside the org - reflective practice. The practical exercises and questions the coach gave me to work on between meetings so I could really action things rather than just having 4 sessions and not making any actual progress myself. The coaching has enabled being clearer about my career and what I want and being better able to sell what I can bring to an organisation and a role. **Coaching for You participant**
-



# THE RESULTS (COACHES)

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

### Restructuring / Organisational Change:

- Huge restructure, very low motivation, lack of resource, losing key experienced people.
- Dealing with loss after the redundancy, thinking about next steps and personal branding. Ability to not take the redundancy personally.
- Being made redundant – he thought it was a training.
- Role changes in their organisation.
- Restructure within Mind which resulted in possible redundancy and therefore interview process.
- Restructuring of the organisation and the consequent impact on loss of job. Help with clarifying the next career step and thinking more long-term about career. Confidence and clarity in strengths, skills and experience. Making the transition to a new role.
- Transitioning to a new senior role, navigating self-awareness, mindset changes required. Also, internal past experience triggers around discrimination and bullying.
- Finding a new role as recently put on notice.
- Reorganisation of roles meaning some redundancies / having to reapply for own job. Applying for jobs externally too. Lack of confidence / inability to perform to potential in interview situations.
- Career changes.
- Managing the personal implications of organisational change.

### Personal Development:

- Career planning; self-confidence/assertiveness.
- Self-development, growth in the role of a leader, challenges in leadership.
- Impact in the workplace; confidence; career progression.
- Managing their neurodiversity and executive functions.
- Client wanted to have more confidence to apply for a Line Management position. Key challenges that the client worked on for gaining this confidence were around; self-discipline, asking more questions (to increase knowledge) and challenging asks (in terms of timeframes, priorities, understanding expectations).

- Wanting to develop her confidence and communication skills and work out development goals.
- Career.

#### **Workload & Personal:**

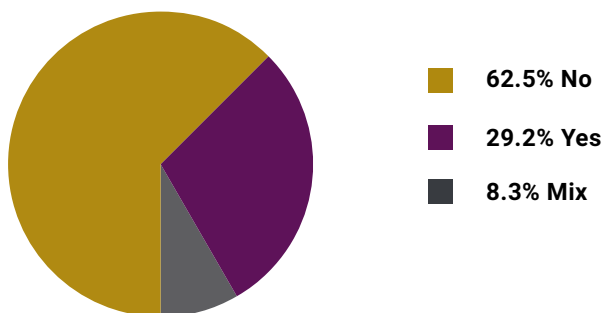
- Workload.
- Not seen and heard by the manager, overwhelmed, confidence.
- Personal family issues.
- Finding motivation for making changes in work life.
- Personal challenges experiencing in their role within the workplace.
- Confusion and overwhelm when balancing professional aspirations with family commitments, impostor feelings, confidence issues, sense of belonging, clarity of personal and professional goals, perfectionism.

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

- My client took voluntary redundancy, so the focus of our work changed.
- This was the first time I've coached someone at the start of their career and to do so knowing there would be supervision was very supportive. I don't have a long list of private clients, so I've really welcomed working with MIND, thank you!
- It's always a humbling experience to be part of a person's journey.
- There was a lot of education about what coaching meant and if this was the right thing.
- An opportunity to be with my client, support, feeling of doing something meaningful.
- I much enjoyed working with a great coachee, who was willing to work hard and develop.
- In retrospect in future, working with 4 sessions, in the chemistry session, I would be inclined to invite the coachee to consider what topic would be most useful and purposeful for them to work on in our allotted time.
- Has allowed me to 'be' without trying to fix.
- Empowering another person, facilitating her growth and development.
- Love my work with Mind. Clients very invested in the work.
- Change in goals during the coaching partnership.
- Good experience.
- It is very rewarding to work alongside Mind clients as they think through their future and gain confidence and clarity around what they have to offer in terms of transferable skills and the breadth of their experience. The process of uncovering potential is a privilege to witness.
- In uncertain times when contracts are coming to an end and the organisation is going through major change it has been meaningful work to support clients in considering their future direction and what they are best placed to offer.
- I have felt like I have been able to add true value to someone's life experience, to be a space to listen and show compassion. To be with them with no judgement, just with total positive regard. I have felt totally fulfilled and inspired by the person I worked alongside. It's a true privilege to build trust and work with another on such a deep level.
- Interesting to understand the challenges and immediacy of the need to find something soon. It's built on my career coaching.
- Looking at strategies to manage the workplace mainly around organisation, overwhelm, shame.
- As always, we create a space for reflection and make a plan for actions, it feels so important and meaningful.

- It's meaningful. It matters. It makes an important difference to the coachee. Therefore, for me it's rewarding and fulfilling. It also has an extra meaning as this coachee works for Mind, which is close to my heart.
- Helping clients understand the change curve and to move through it. Understanding what matters for them and what is in their sphere of influence/control. Supporting the development of actions (including the provision of tools/templates where relevant). Supporting the development of emotional resilience.
- Hugely fulfilling to help my client to hold up a mirror to herself and gain some self-belief/resilience as a result.
- It was interesting to see the transformation from when we started to see the change in mindset and awareness on what needed to change that was in the clients control.
- As redundancy was involved a lot of emotion however at end of sessions, client had a clear and practical pathway to take forward.
- As a coach, this kind of work has meant the opportunity to help individuals navigate the complexities of work-life balance. It has allowed me to support my clients in finding harmony between their professional goals and their personal lives. This has been a rewarding experience, as I have witnessed the positive impact it has had on their overall well-being.
- It has been a pleasure to work with her and I think we have both enjoyed the relationship, albeit brief.

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



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

- Valuable, rewarding, a pleasure to be part of. Thank you for organising!
- It's a great way to feel like I'm giving back — thank you for organising it.
- I am grateful you considered including me, thank you very much.
- Perhaps we should think about a better way to explain what we are offering to gather people who know what they are signing for — not sure if this is our role or it would have been Mind's role in explaining it deeper.
- I enjoyed it a lot. Felt meaningful and important.
- It is the second time I have been working on this programme and I will certainly continue doing so. It is a great initiative, I learn lots as a coach. The organisation is smooth, communication is great. So big thanks for letting me be part of it!
- I noticed I had an expectation the coaching topic to be primarily focused on a professional issue rather than a totally personal one. I understand the personal affects the professional.
- It was very fulfilling to work with a charity.

- It was an enriching experience!
- Client didn't seem to come into the engagement as well informed/briefed on what coaching is - and isn't – as they were in previous cycles.
- I have been unable to complete the four sessions as the last one was cancelled by the client and is yet to be rebooked by them.
- Timing has been difficult as to date my client and I have only met twice (two more sessions outstanding).
- It is heartening to work with such engaged clients committed to the process of coaching.
- The partnership with Mind is a great idea, lots of organisations have individual budgets for development but don't use this, coaching is a great offer to support leadership/career growth for internal employees.
- I felt the programme was professionally set up and the experience was seamless.
- It would be great to hear any other feedback from Mind on their results and also be considered for future opportunities.
- I initially wondered if more specific outplacement support was what the client was looking for, but we made it work within the realms of coaching. I offered additional support but outside of the coaching sessions when asked (e.g., independent review of the CV).
- Thoroughly enjoyed working with these clients.
- Thank you for the opportunity.
- I feel very lucky to participate. Thank you.
- Some challenges with one client in terms of responding to meetings and late changes to arrangements.
- Thank you so much again for this opportunity!
- Thank you for the opportunity. I really appreciate the fact that with this work we get the group supervision.
- I really enjoy working with Mind – satisfying to be able to support a charity that is so important in today's times.
- Thank you for the brilliant opportunity and experience.
- It has been rewarding and I would love to do it again.



## CONCLUSIONS

Our conclusion is that this initiative running for the fifth year 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 six 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 website at [coachingwithconscience.com](https://coachingwithconscience.com), or get in touch with Lisa directly at [lisa@coachadvancement.com](mailto:lisa@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.

Alla Levadnaya	Deborah Moore	Joris Wonders	Pauline Salomons
Anki Roth	Egle Holton	Kate Jennings	Sarah Blytheway
Anna Hiett	Fiona Elder	Kim Wells	Sue Till
Becky Mills	Gillian Gabriel	Mandy Dennison	Susie Fugle
Christina Patterson	Himanka Rana	Maria Katsarou	Tracy Barton
Christina Skarin	Jayne King	Mary Farebrother	
Daniella Tramontin	Jina Kim Prunera	Milena Keskin	
Deborah Anderson	Joanna Pollard	Noreen McDonnell	

Finally, thank you to Mind 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

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 at [coachingwithconscience.com](http://coachingwithconscience.com).

## 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.



### CONNECT ONLINE:

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