

**Centre for Charity Effectiveness (CCE)**

Intellectual leadership: developing talent, enhancing performance

# Who gets a coach?

## Managing access to coaching in charities

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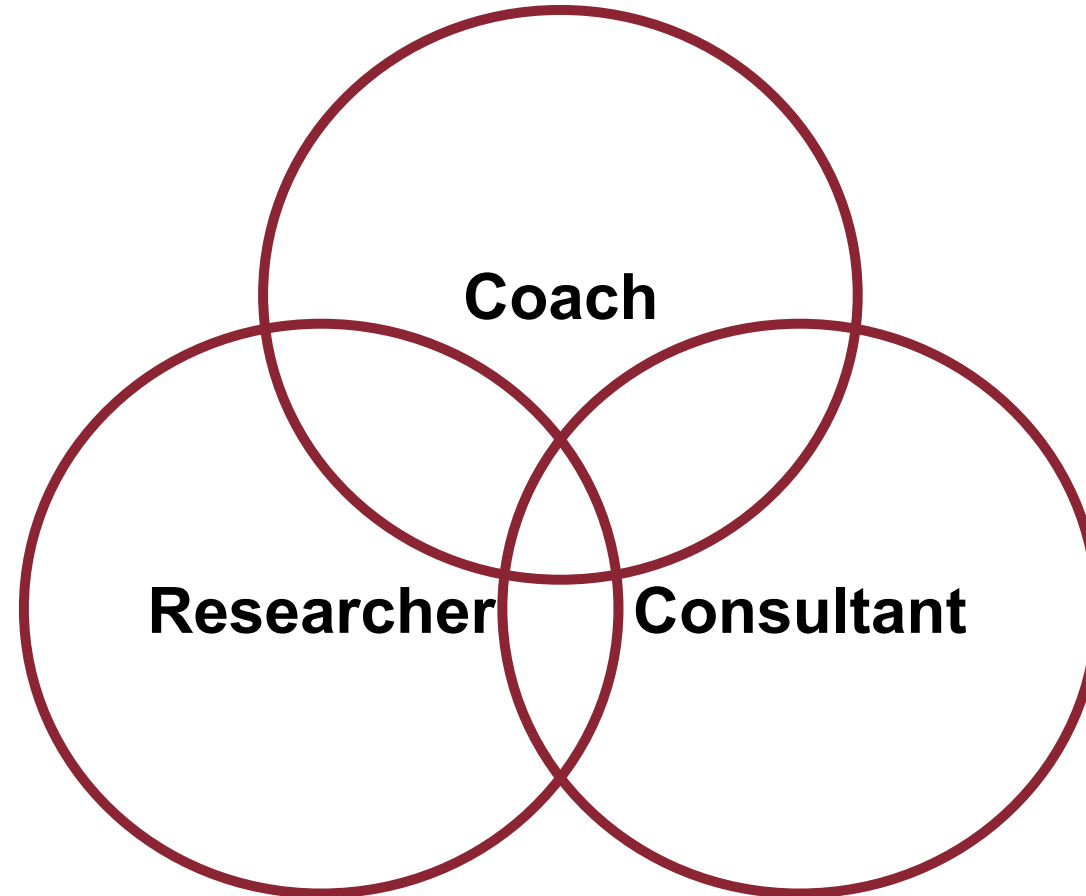
**BAYES**  
BUSINESS SCHOOL  
CITY ST GEORGE'S  
UNIVERSITY OF LONDON

# Today's session

- Introductions and interests
- Summary of research findings
- Exploring together
- Coaching at the Centre for Charity Effectiveness



# Introductions and interests



**People & Organisational Development  
UK Charity Sector**

# Research origins

Academic study of charities is important as the “goodness” of charities “creates huge silences and violences about how charity is both practised and operationalised”.

Dean (2020:2)



The risk of coaching being “very expensive personal development for the already highly privileged.”

Hawkins and Turner (2020:3)



“Members will avoid knowingly discriminating on any grounds and will seek to enhance their own awareness of possible areas of discrimination.”

(EMCC, 2019:5)

*To what extent is the management of access to coaching perpetuating the lack of leadership diversity in charities?*



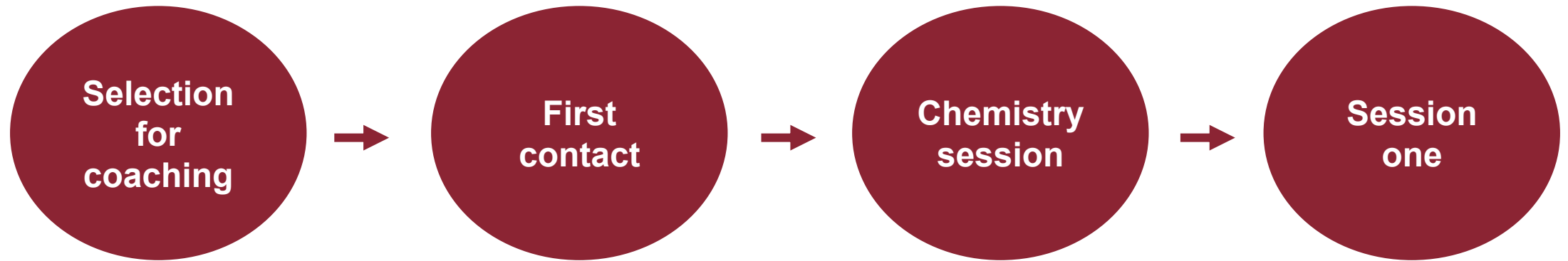
# Research questions

**What are the processes and criteria UK charities use to make decisions about staff and senior volunteer access to one-to-one coaching?**

*Secondary research questions:*

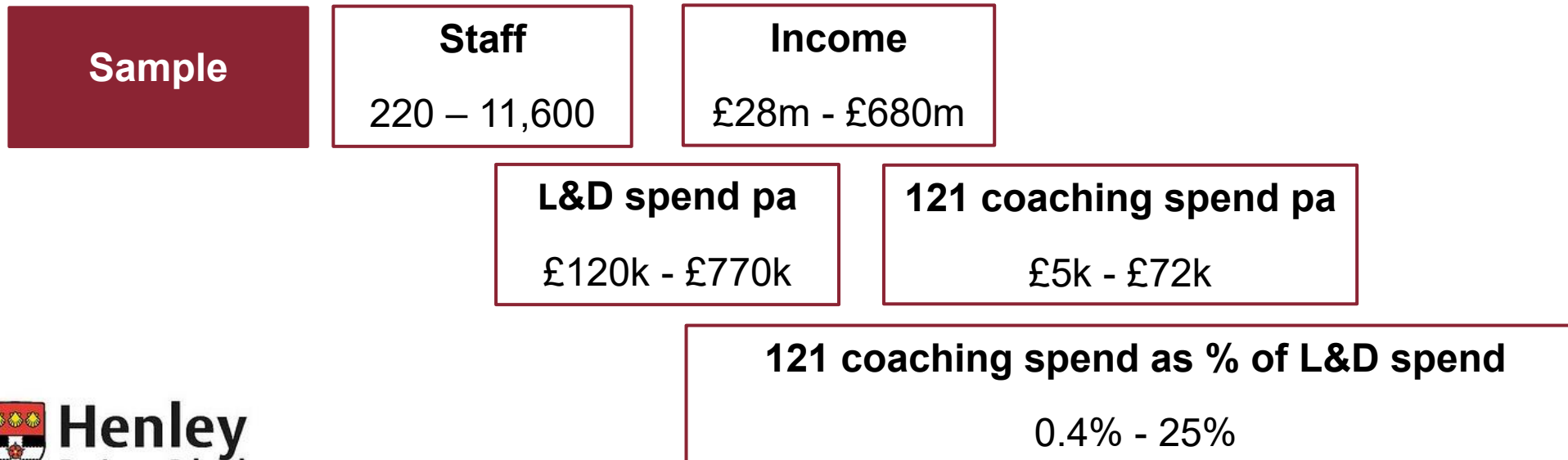
- Who gets access to one-to-one coaching in organisations and with what implications?
- Is one-to-one coaching available to Trustees? Why/why not? With what implications?
- Are coachee selection processes inclusive?
- How do coachee selection processes influence leadership diversity in the UK charity sector?

# The beginning?



# Methodology

- Semi-structured interviews
- People Directors or equivalents
- 11 national charities: all “major or “super major” (NCVO)



# Cost and perceptions of cost

“a premium product”

“nice to have”

cost as a “big consideration”

“... it’s limited, very limited, but we don’t have money for it.”

“I think people are terrified in a charity of **being seen** to... waste membership funds...”

“...it’s massively inappropriate to **be seen** to be spending huge amounts of coaching money.”

# The absence of process

“There is no process.”

“... grapevine...”

“... not consistent throughout the organisation...”

“...ad hoc...”

“I would say it's whoever shouts the loudest, I don't think there is a rationale .... I would say that very much it is about how convincing an individual can be to say that this is a viable investment in me, and ultimately in what I can bring to the operation.”

# Most likely candidates

**Executive  
member**

“... it’s as ruthless... as investing in those people who are making a significant difference to the organisation, I think it would be seen as a luxury if you sat further down the pecking (order) sadly.... the return on the investment is greater or perceived to be greater.”

**High  
performer**

“I think that if you’ve got some individuals who are very hungry for success they proactively reach out for those types of conversations, but are we actually doing it as part of a formal talent programme? No.”

**Poor  
performer**

“... I think the organisation has probably viewed coaching as a remedial or development opportunity rather than something that unearths unforeseen possibilities...”

“...it’s more seen as the manager doesn’t want to have a difficult conversation and do all of this icky stuff, so let’s get a coach to do it instead.”

# An informed line manager

“If your line manager has benefited and values coaching you are more likely to benefit from it.”

“... if you're in a position where you've got a good manager who... recognises the difference that can be brought by having good coaching conversations, then you are probably in a better position to have that signed off.”

# An informed CEO

“... if you’re going to invest a lot of money in a programme you need to have a chief exec or a senior person... who already believes it, who lives and breathes it.”

“... he is an advocate of coaching, he’s had his own coach, he is passionate about coaching.”

“... he’s a huge fan of coaching so he’s pushed this pretty hard.”

# Coaching and leadership diversity

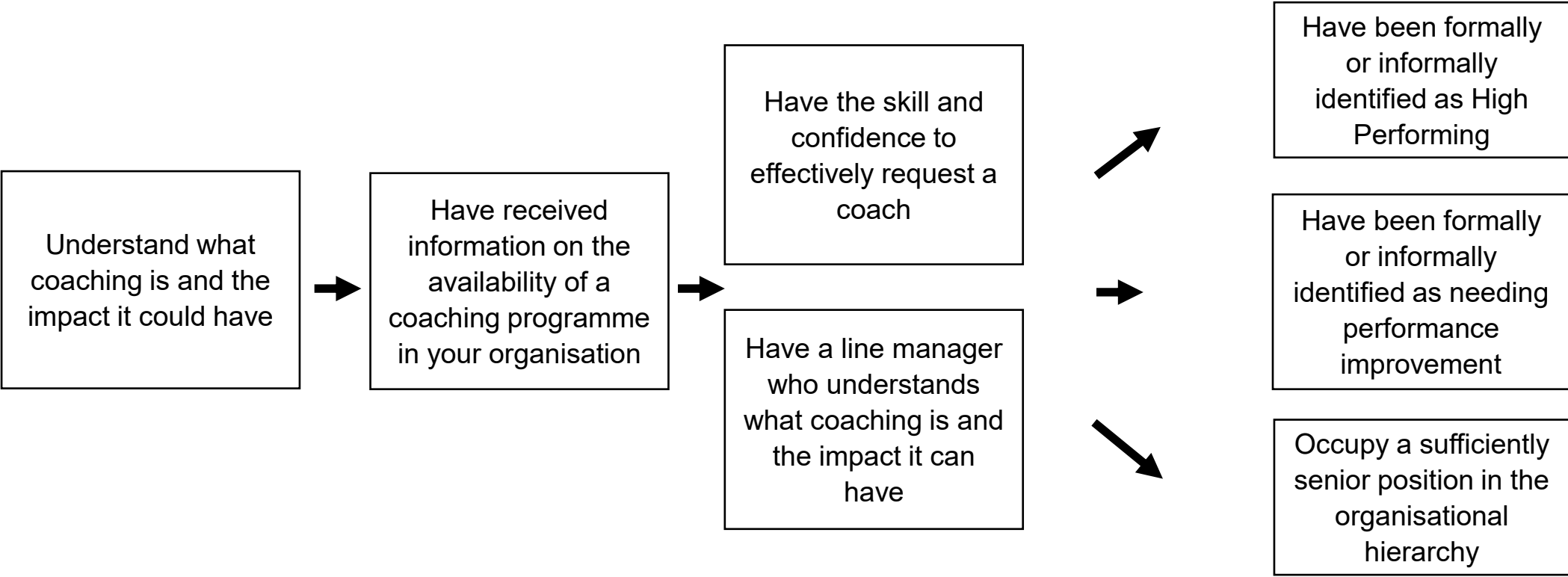
“...it’s not linked into our leadership in any way.”

“...that’s not in our consciousness yet, but absolutely yeah, a massive opportunity that we should do.”

“I don’t think there is any detriment through our selection process, because it’s so random, but it wouldn’t matter whether you were male or female as to whether you would get it, it’s just whether you are high enough in the organisation.”

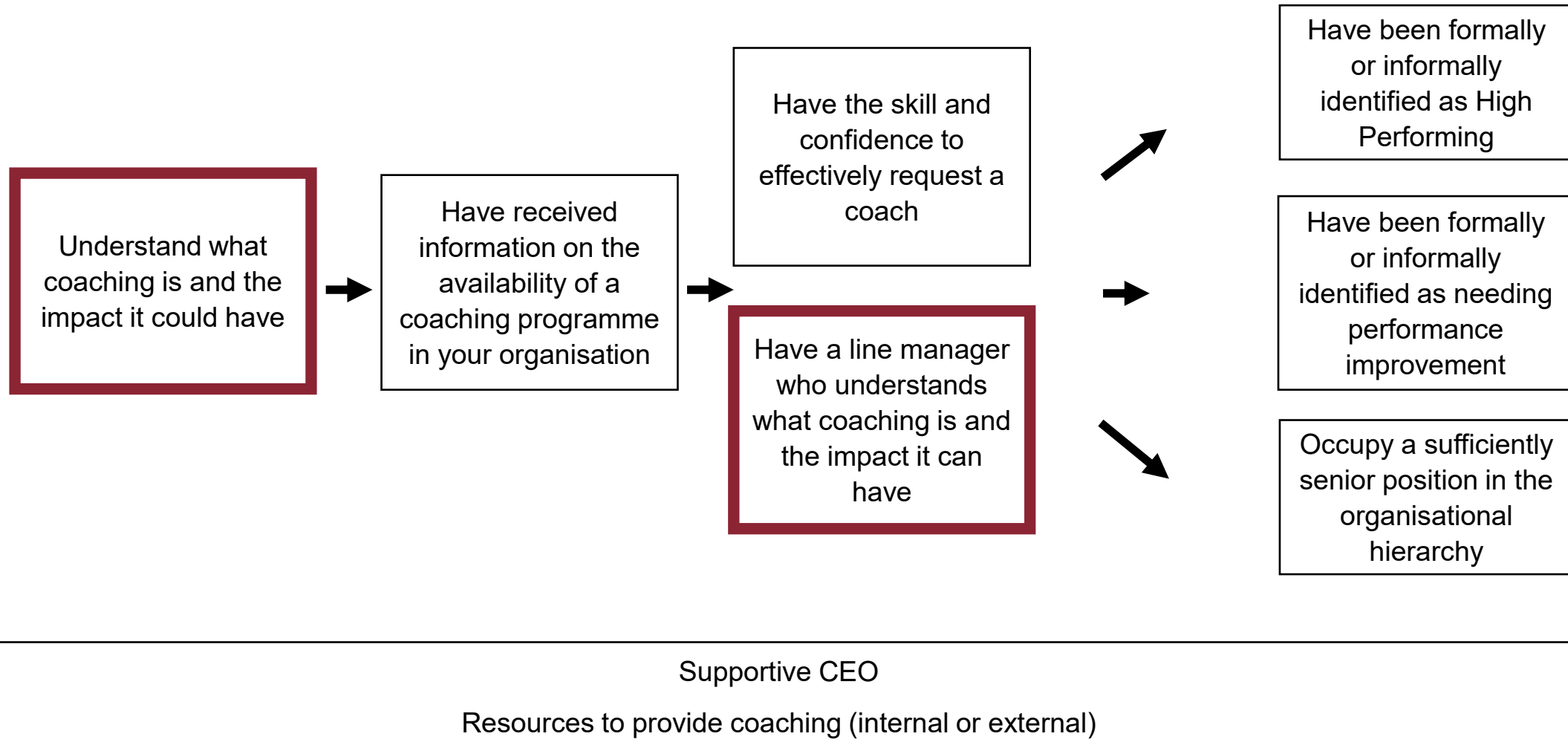
“I don’t think there’s any blockage, so it wouldn’t matter if you were male, female or what your ethnicity was.”

# Jumping through hoops?

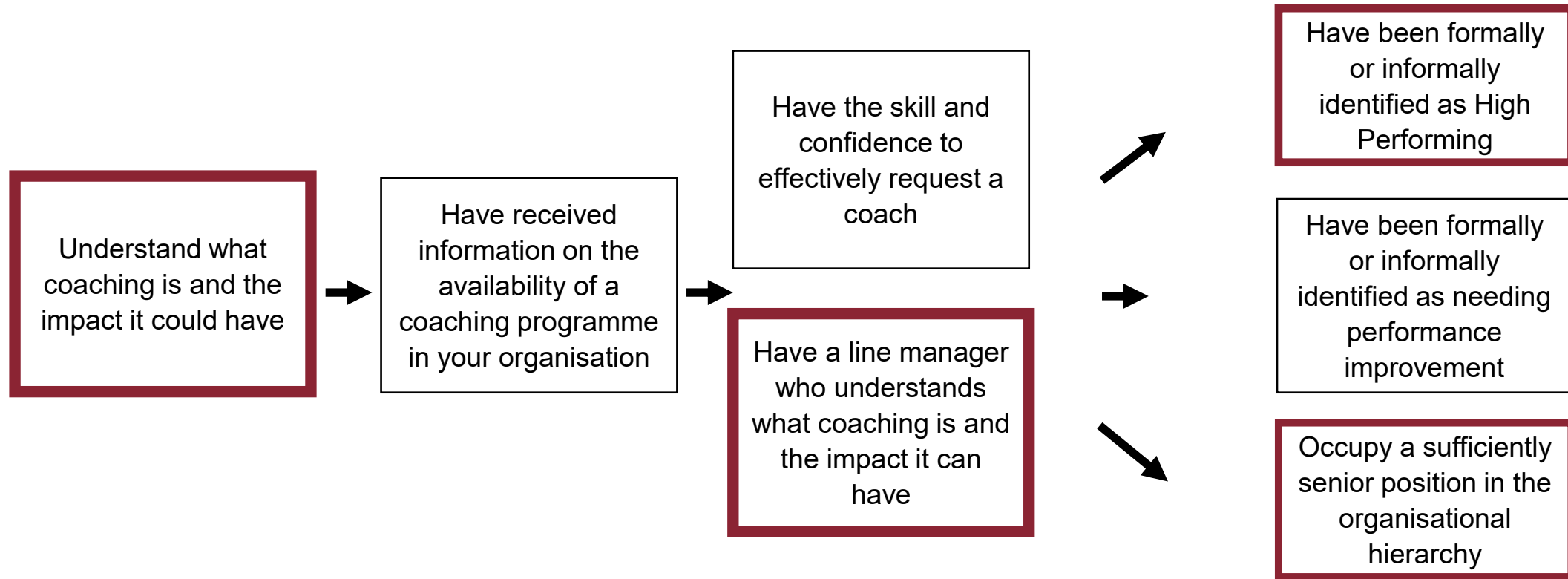


Supportive CEO  
Resources to provide coaching (internal or external)

# A closed shop?



# Spaces for conscious and unconscious bias?



Supportive CEO  
Resources to provide coaching (internal or external)

# Coaching for Trustees

“I haven’t ever been asked... but it’s a good question....”

“...it’s just never come up..”

“... some of them aren’t particularly effective or they have some behaviours that get in the way of effectiveness that coaching could really help with...”

“... I think it would help with relationships between them and the senior management team ... it would be beneficial to them in their roles...”

# Coaching for Trustees

“I think there would be a fair group of people going, “Well what can I really gain from this? I’m at the end of my career, my career is done and now I just impart my knowledge, nod, challenge (and) what have you, what can you teach me now? It’s the wrong end of my career.”

“I think with boards as well, like chairs of boards admitting actually I could be a better version of myself than I am now, I’m going to get a coach, like that’s quite hard because you kind of get to the chair of the board because you’re like the best.”

“For goodness sake, trustees don’t need coaching! ... We have some pretty high achieving trustees, really high achieving, and I suspect the expectation is only what they can give us rather than what we can give them, and I suspect that’s from both sides.... It’s just a couple of trustees’ faces in front of me, and I just imagine myself offering them the opportunity for coaching and the sheer indignance of that suggestion!”

# Conclusions

## Methodology

- Semi-structured interviews
- People Directors or equivalents
- 11 national charities: all “major or “super major” (NCVO)

<b>Sample</b>	<b>Staff</b> 220 – 11,600	<b>Income</b> £28m - £680m
	<b>L&amp;D spend pa</b> £120k - £770k	<b>121 coaching spend pa</b> £5k - £72k
	<b>121 coaching spend as % of L&amp;D spend</b> 0.4% - 25%	

“It’s not really on, is it?”

# Conclusions

“... overall, the processes and criteria used by UK charities to manage access to coaching are inconsistent, vague and may lack strategic alignment, particularly in relation to tackling issues of lack of leadership diversity, whether executive or governance.

The often unregulated space in which routes into coaching are designed, promoted and managed at best fail to engage in issues of diversity in leadership, at worst risk increasing the current lack of diversity.

Approaches that may act as closed shops and are perpetuating historic, loose and hidden arrangements may therefore contribute to failing to deliver both on the mission and values of individual charities and that of coaching as a whole.”

# Conclusions

EMCC Diversity and Inclusion Declaration:

Members commit to “*making our services more accessible and overcoming possible barriers, direct or indirect, conscious or unconscious*” and to “*reflect and act on how we continue to meet diverse needs of an inclusive society*”. (2018:2).

# Exploring together

- What has surprised you?
- What resonates?
- Has practice moved on?
- As Coaches, what is our role in addressing some of these issues?



# CCE Coaching

- CCE offers bespoke coaching for individuals and organisations
- We offer 121 and team coaching
- All our coaches have a deep knowledge of the non-profit sector and are accredited by one of the leading coaching bodies (or equivalent).
- Our Action Learning Set programme for Head level posts complements our coaching offer
- For more information, please visit our website or contact [CCE@citystgeorges.ac.uk](mailto:CCE@citystgeorges.ac.uk)



# CCE Research and Consultancy

- CCE supports a wide range of non-profit organisations with research and consultancy projects across areas including strategy, governance, finance, organisational development and people.
- We are interested in understanding more about how coaching is used in the non-profit sector including working with organisations to:
  - Understand and develop best practice in managing access to coaching
  - Grow internal coaching programmes
  - Expand the use of coaching beyond Executive teams
- For more information, please visit our website or contact [CCE@citystgeorges.ac.uk](mailto:CCE@citystgeorges.ac.uk)



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