



## **CREATING AND SUSTAINING THE COACHING AND MENTORING CULTURE**

With Professor David Clutterbuck

Pioneering research into the practicalities of managing the change to a culture fully supportive of coaching and mentoring behaviours led to the book, *Coaching at Work*, by David Clutterbuck and David Megginson. The two researchers and authors have continued their research, working with organisations to identify and overcome the barriers to developing and sustaining a coaching and mentoring culture.

This one-day masterclass is aimed at organisational leaders, human resource professionals, or both, with minor adaptations to the structure and content according to the audience. The style of the masterclass is interactive, with short bursts of knowledge transfer interspersed with practical discussions, diagnostics and exercises.

### **What the masterclass covers**

There are four, roughly equal sessions.

*Session one* explores:

- what a coaching and mentoring culture involves
- the business case for establishing a coaching and mentoring culture
- practical case studies

Participants are invited to examine how committed they are individually and collectively to bringing about a coaching and mentoring culture

*Session two* reviews the four levels of evolution towards becoming a coaching and mentoring culture. Participants are invited to:

- assess where their organisation is on the scale, using a diagnostic tool
- consider what level they can realistically achieve in a given period (eg two years)
- consider how the organisation can make the transition from current to next highest level

A route map for developing and implementing the culture change strategy provides a background for reviewing the feedback from these discussions and establishing how the organisation can evaluate future progress in the culture change.



Clutterbuck  
Associates

*Session three* examines roles and competencies for people at all levels in the organisation: leaders, coaches and mentors, coachees and mentees, and Human Resources.

Participants are invited to discuss:

- What prevents you and your team from making a coaching/ mentoring style the “natural” way of working? How can you overcome these barriers?
- How can you make people *want* to be coached and mentored?
- What are the differences in skills and roles needed between line manager as coach, internal professional coaches and external coaches?
- How can you raise the quality of learning dialogue generally within the organisation?

*The final session* looks at how to embed coaching and mentoring behaviours into a wide spectrum of management systems and routines, from crafting strategy to managing hiring and firing. Participants are invited to consider:

- Where could a coaching/ mentoring approach make a difference to the way we manage business processes?
- How can we provide the level of support for coaches, mentors, coachees and mentees, that will motivate them to stick with it?

### **Professor David Clutterbuck**

David Clutterbuck is one of Europe’s most prolific and well-known management writer and thinkers. He has written more than 40 books including *Managing work-life balance*, *Learning alliances* and *Everyone needs a mentor*. The last is now the classic book on the subject. He is co-founder of the European Mentoring and Coaching Council, where he chairs the Research Committee, and visiting professor at Sheffield Hallam University and Oxford Brookes University.

*To find out more about this masterclass, please contact Katherine Weller on +44 (0) 1628 661667 or [info@clutterbuckassociates.co.uk](mailto:info@clutterbuckassociates.co.uk)*

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