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Acknowledgements

Foreword

I am delighted to see that, after the successful initial pilot of Workplace Coaching in 2009, it was agreed that we should continue the programme forward for a second year. This demonstrates the ongoing commitment to our staff's health and well-being here at NHS Islington.

It is pleasing to note in the report that both managers and programme participants have seen increased levels of productivity, morale and positivity as a result of the coaching, which in these times of change, is extremely encouraging.

The Boorman report highlights the need for NHS organisations to support the health and well being of staff proactively and advocates that organisations should provide staff with services that are centred on prevention of both work-related and lifestyle-influenced ill-health, and which are fully aligned with wider public health policies and initiatives. This programme of work is one such example which has been shown to bring direct and tangible benefits for those staff who have accessed it.



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Executive Summary

Overview

This report presents the results of the second year evaluation of the Coaching Programme carried out by Becky Wright of New Leaf on behalf of NHS Islington (NHSI) between March 2010 and December 2010.

Methodology

This Workplace Coaching programme was established as a pilot project with NHS Islington in 2009 and subject of a comprehensive evaluation published in 2010, utilising brand new forms to measure aims, objectives and outcomes. This approach was highly successful and for Year Two the same format has been followed with thirteen participants. Feedback from the 2010 report has led to the development of this shorter, more focussed report which can be read in tandem with, or as an Appendix to, the Year One document *New Leaf Workplace Coaching: Project Evaluation Report* prepared by Monetas for New Leaf on behalf of NHS Islington.

2010 – the key findings

- The New Leaf Workplace Coaching programme is, by the nature of its design and delivery, a highly effective tool in the delivery of the recommendations highlighted by the Boorman Review. This was first established in the pilot, and the same outcomes have been delivered in 2010.
- The average increase in reported satisfaction across all areas of the Life Wheel was 20%. The area of highest increase was “motivation” with an average increase of 32%. This was followed by “health” with an average increase of 30%, and “career” with 28%. This is remarkable over just five sessions of coaching.
- 97% of the objectives chosen by the participants in their first session were met by the Coaching Programme, with nearly 60% met ‘very’ or ‘extremely’ well.
- The 2010 cohort felt between 60% and 90% more positive about workplace development against all evaluation statements after five coaching sessions.
- In terms of personal development, responses show that the impact of the coaching programme was 100% positive.
- Reviewing the structure and content of the programme itself, 100% thought the frequency of the sessions was about right, 100% were satisfied with the coaching experience and 100% would recommend the experience to a colleague. As these are a repeat of the results in the Pilot, this means that New Leaf and the programme the company delivers has a 100% satisfaction rating with those who have taken part.

- More than 60% of line managers taking part in the evaluation saw real benefits against all outcomes 'on the ground', with the greatest improvement in areas such as team working, positivity, confidence and leadership. There were NO recorded negative effects.
- Managers noted even greater benefits for staff in the area of personal development, with positive changes of up to 85%, most particularly in morale and positivity.
- 100% of managers believe that their organisation would benefit from life coaching being more widely available, the same percentage as in 2009.
- A questionnaire sent for the purposes of this report to those who were part of the Pilot programme clearly indicates that the New Leaf Coaching Programme, as delivered by Becky Wright, has more than just a short term benefit. After more than eighteen months, participants are still using the skills they learned to excellent effect.
- Two participants on the programme have now won health awards

Conclusion

The workplace coaching programme has produced positive results across all areas of the year two evaluation. Workplace and personal development have been supported and significantly enhanced by using a widely praised one-to-one 'tailor made' approach that could offer benefits not just to individuals but to organisations as a whole should it be rolled out more widely. Comments suggest participants appreciated the sensitivity with which the programme was delivered and the opportunity to 'fine tune' the objectives to their own needs and to that of their organisation.

Confidence levels have clearly increased. Staff who participated are now much more positive about their working environment and the opportunities they have within it. This is reflected in the managers' feedback, which shows that managers believe that the coaching programme resulted in significantly more motivated staff.

This evaluation has noted how positively the staff engaged with the process and how supported they felt in it by the Coach. Comments indicate that relationships between coach and participant were entirely positive, and indeed the 2009 participants contacted remain keen to endorse her work.

The key point that should be highlighted, however, is that (as evidenced within Section 1 of this report) the programme can be used to underpin a workforce strategy developed according to the recommendations of the Boorman Review. It shows commitment by the NHS to the support and development of staff and recognition that the health and well-being of staff and managers within an organisation is one of the key ways in which value for money and cost savings can be achieved in a sector that is likely to be under financial pressure for the foreseeable future.

1. The Workplace Coaching programme

1.1 Year One: Establishing the case for Workplace Coaching

The report *Embedding staff health and well-being in NHS systems and infrastructure*, more commonly referred to as the Boorman Review, was published in November 2009 and clearly established links between staff health and well-being and organisational performance, efficiency and patient care. Boorman identified that organisations which prioritise staff health and well-being performed better overall, had improved patient satisfaction, higher staff retention and lower sick absence rates.

The Review recommended that all NHS organisations establish a staff health and well-being strategy. In last year's evaluation of the pilot New Leaf Coaching Programme, Jane Roberts (former Director of Quality and Performance, NHS Islington) stated:

'Coaching demonstrates a commitment by NHS Islington to invest in staff health and well-being.'

Boorman also recommended that local programmes should be tailored to meet individual needs and local developmental targets. This has always been the view adopted by New Leaf coaches, who recognise that there cannot be a rigid over-arching approach to staff support and development.

The Year One Evaluation (of 12 participants on the programme) clearly evidenced the value of the New Leaf method against the Boorman Review recommendations (in italics):

- *Improved management performance*: 89% participants felt their performance at work had improved. 75% of line managers endorsed this belief. In addition, 100% of participants had greater confidence in their ability to make decisions, endorsed by 85.7% of managers.
- *Early and effective intervention for common mental health problems*: 89% of participants noted increased motivation at work. 100% of line managers believed this to be the case. It was also interesting to note that all the line managers of Year One participants felt that staff were now more aware of the affect of their behaviour on others which supports the focus in Boorman on the link between stress and bullying and excessive hours cultures. 67% said they were less stressed at work. Interestingly 100% of managers perceived this to be the case.
- *Improved appraisal and self appraisal of managers*: 100% of staff and their managers felt that following coaching the participants had an improved ability to prioritise development needs and goals.
- *Higher staff retention occurs in organisations that prioritise staff well-being*: 100% of participants believed they were now more positive about their work within the organisation and nearly 90% had taken steps to further their careers within the same organisation.

It is clear, therefore, that the results of first year pilot supported the findings of the Boorman Review and in doing so offered the possibility of providing a tailor made, supportive and valued addition to any NHS well-being strategy.

1.2 About the Workplace Coaching Programme

As in the Year One pilot, the Coaching programme was managed and carried out by New Leaf for NHS Islington (NHSI). It ran from April 2010 to December 2011.

13 members of staff were identified by NHSI. Each individual was offered five sessions of Workplace Coaching lasting 90 minutes per session. The participants mainly worked at a level between bands 4 to 8 within a number of different service areas. One participant worked at Director Level.

At the first session objectives were set and participants completed 'Life Wheels'. These were based on the same general, work-related categories used in Year One. Although it is not intended to go into the results of the Life Wheels in such detail for the purposes of this report, it is possible to draw some comparisons year on year. These are detailed in

"The main benefit to companies with Workplace Coaching is retention and better performance. When people feel happier, they perform better. They also see this as a real commitment on the part of the company and they feel valued."

Becky Wright, Director, New Leaf

The success of the programme relies on the focus on objectives in specific areas of personal or workplace development as identified by each participant. The structured meetings offer coaching aimed to help the individual make decisions and grow and develop.

As previously discussed, the process works to support outcomes since endorsed by the Boorman recommendations, focussing on improving performance, productivity and developing individuals' skills.

The coaching once more assumed that the individual participants were self-aware and psychologically healthy.

1.3 Evaluation Methodology

For the purposes of comparison, proper evaluation and evidence of value the methodology used for the pilot has been adopted for the second year of the programme.

- ▶ Participants completed Life Wheels at the first session and after all five sessions were completed.
- ▶ With the coach, they chose three objectives for the coaching programme.

- ▶ At the end of the Workplace Coaching Programme, the participants completed evaluation forms asking them to reflect on the effect that the coaching programme had on their personal development and working life, as well as asking for feedback about the Coaching Programme itself.
- ▶ At the end of the Workplace Coaching Programme, the line managers of the participants were asked to complete an evaluation form asking for their opinions of whether the Workplace Coaching Programme had had any effect on their participant's working life.

It was important in the first year to evaluate the Programme in the greatest possible detail to assess its success or otherwise as a pilot programme that could be rolled out across other organisations. It is clear from the first report that Workplace Coaching firmly established its value to the individuals involved. Whilst the same analysis has been undertaken this year, it is not proposed to present the findings in such detail. Rather than graphing each individual Life Wheel for example, results have been taken across the group. This, in addition to the continued omission of comments, once again recognises the importance of anonymity within the small group and ensures that no participant can be identified.

2 The 'Life Wheels'

2.1 Participation

Thirteen people participated on the Coaching Programme in 2010.

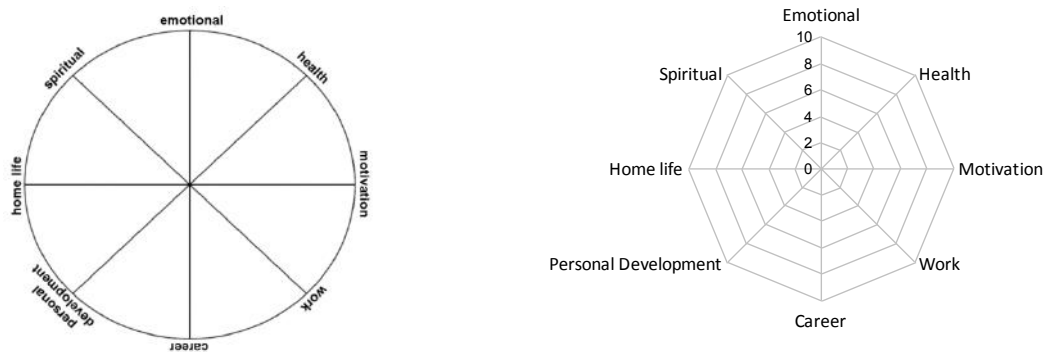
None of the participants had previously worked with a Workplace or Life Coach.

Apart from two participants who left the NHS after completing three sessions, all completed the five session programme. Two of the participants were offered one further session.

2.2 Methodology

The Life Wheel (or Wheel of Life) is a tool commonly used by professional coaches. It is called the "Wheel of Life" because each area of the participant's life is mapped on a circle, like the spoke of a wheel. It helps participants focus on different areas of their lives and assess which areas need focus and improvement.

The categories that were chosen for the purpose of this evaluation were general categories with an emphasis on work-related areas. They were: emotional, health, motivation, work, career, personal development, home life and spiritual. Precisely how these areas were defined was left to the individual.

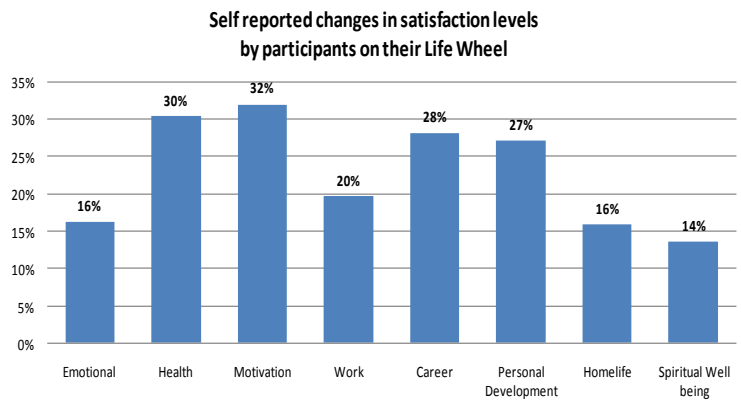
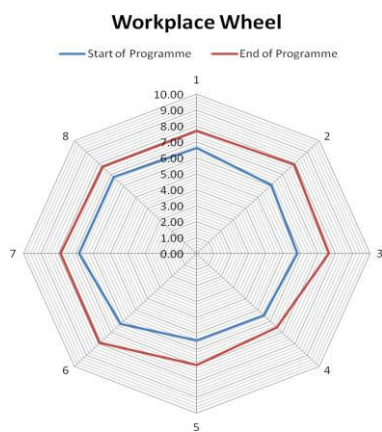


The Life Wheel tool used during this evaluation

The Life Wheel was used during this coaching as a means of evaluating the participant's perceptions of the changes that occurred by the end of the coaching programme. This exercise is undertaken at the beginning of the coaching programme and again at the end. In this way, we can compare how the participant feels that their satisfaction levels have 'improved' across a broad range of areas. For the purpose of reporting the results of the Life Wheel exercise for this evaluation, the before and after reports from the participants are mapped onto an octagon on a scale of 0-10 corresponding with the participant's own assessment.

2.2 Life Wheel analysis: comparing before and after coaching

All 13 participants completed a Life Wheel both before and after the programme. The results have been averaged and mapped on the one wheel, below.



Overall, the average increase in reported satisfaction across all areas of the Life Wheel was 20%. The area of highest increase was “motivation” with an average increase of 32%; this result was followed by “health” with an average increase of 30%, and “career” with an average increase of 28%.

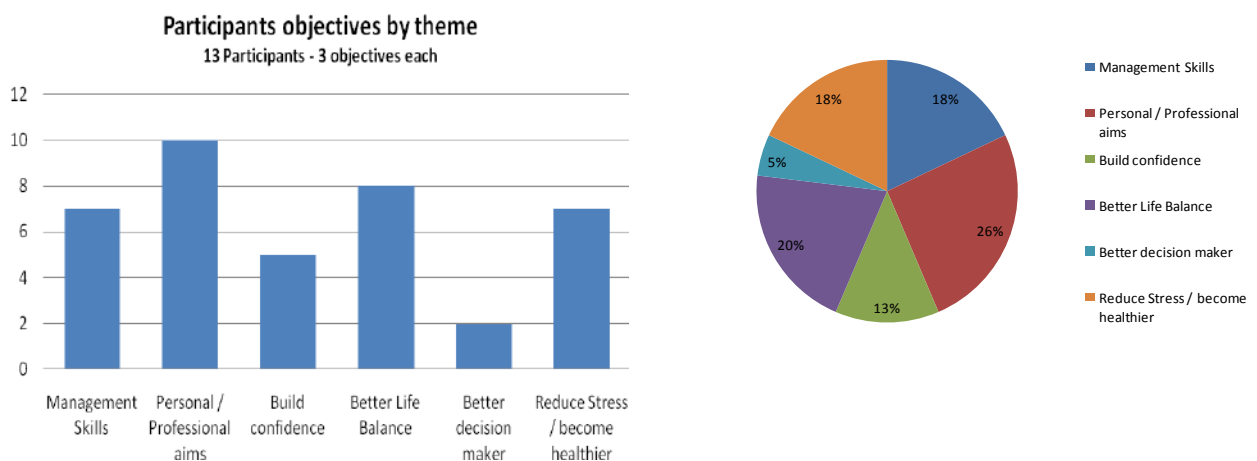
3 Participants' objectives

3.1 Objective setting: methodology

Each participant set their own goals and objectives at the first session, as well as stating the criteria by which success could be measured. This was done in order to set specific, immediate goals that would be the focus of the coaching programme. Each participant set three objectives.

3.2 Analysis of participants' objectives

The objectives set were specific to each participant and covered a broad range of themes. Analysis of the participant's objectives shows that the most popular theme was that of "improving personal and professional aims". This was followed by "better life balance".



The objectives chosen, participants were then asked to consider the criteria that for them would mark success. This clarified their aims and gave them a tool with which to gauge their achievements.

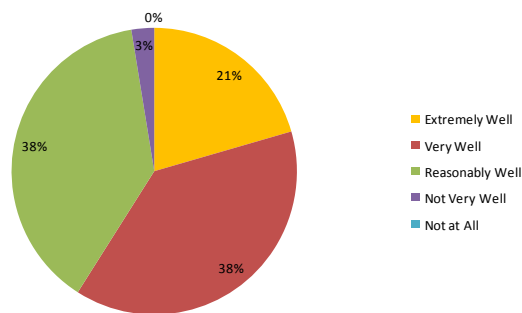
The following table offers an example of some of the objectives and success criteria chosen by those taking part in the programme.

Objective:	Success criteria:
To reduce stress & feel healthier	Feel less irritated, reduce anxiety & have fewer physical problems
I would like a forum to consider my health and plan to manage it better to improve my future	I will have considered how best I can manage my health
To increase skills and knowledge	Start date for training or have already started
Increase my motivation for work and study	Setting work deadlines, setting study goals,
To be more confident and assertive	More confident, stop self questioning, ask for advice

3.3 Participants' self-reporting of achievement of objectives

At the end of the coaching programme participants were asked to revisit their original objectives and evaluate how successful they had been in meeting these objectives. All 13 of the participants returned these evaluations. Of these, each had three objectives. The chart below shows that 97% of the objectives chosen were met by the Coaching Programme, with nearly 60% met 'very' or 'extremely' well.

How well did the Coaching Programme meet the participants objectives

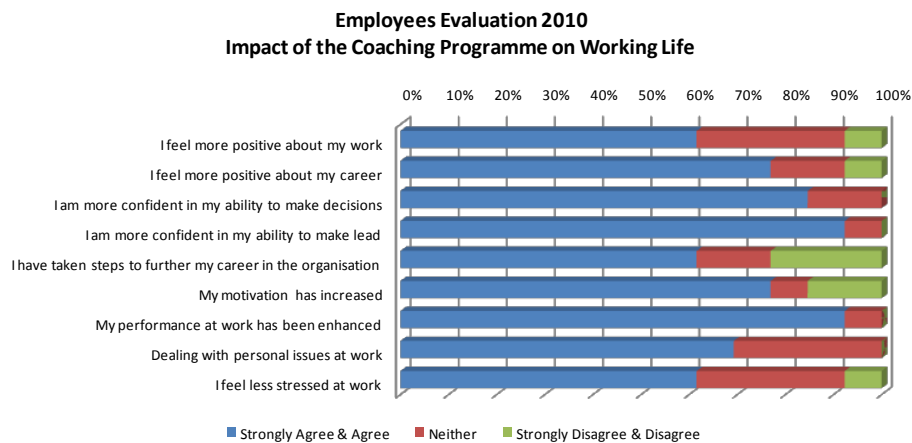


In 2010 the participants chose a more varied selection of objectives and therefore it is difficult to compare with results in 2009, but in both years, participants have found the programme to successfully meet the objectives set at the start of the first session.

4. Participants' views on the impact of the Coaching Programme on their working lives

Participants were asked to rate the impact of the Coaching Programme on their working lives. They were given a variety of statements and asked how strongly they agreed with each statement.

Five options were given for each statement: strongly agree, agree; neither agree nor disagree; strongly disagree or disagree. For the purpose of reporting, strongly agree and agree are illustrated in blue, neither agree nor disagree is illustrated with red and disagree or strongly disagree is illustrated in green.



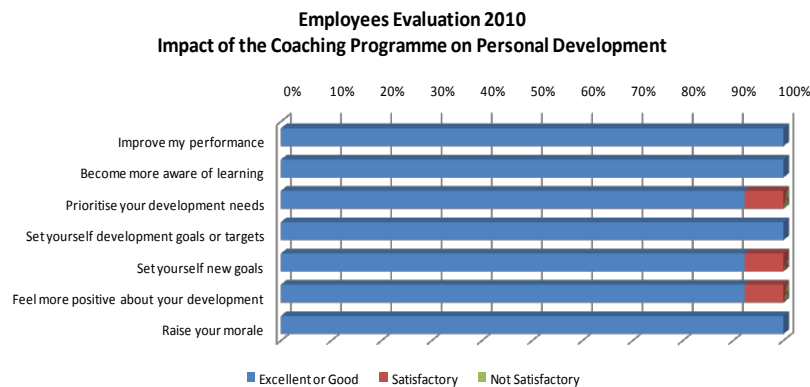
This can be directly compared to 2009 figures. Overall, participants feel less positive than they did in 2009, but a year on year comparison has to take into account the increased challenges within the NHS, both in terms of stress and motivation and in the opportunities for career advancement currently offered. There are also significant personal challenges posed by the continuing economic downturn.

5. Participants' views on the impact of the Coaching Programme on their personal development

5.1 Examining the figures

In 2010 participants were once again asked how good the Coaching Programme had been at helping them to improve in various areas of their personal development.

As can be seen from the graph below, all participants felt that the programme had a positive effect on personal development, the overwhelming majority deeming it to be 'excellent' or 'good'.



Once again, this compares well with the 2009 cohort.

5.2 Some direct responses

The evaluation asked participants to comment on the impact they felt the programme had on their personal development in relation to their own development. They were asked to think about the following:

Please comment on any impact that you believe the Coaching Programme has had on you:

"Made me more aware of my personal qualities"

"I feel more confident generally and this will also show in my work"

Please comment on any impact that you believe the Coaching Programme has had on your working life:

"Am able to motivate my team"

“It has helped me focus on achievable goals”

Please comment on any impact that you believe the Coaching Programme has had on your organisation

“There is now a better opportunity to reflect and plan”

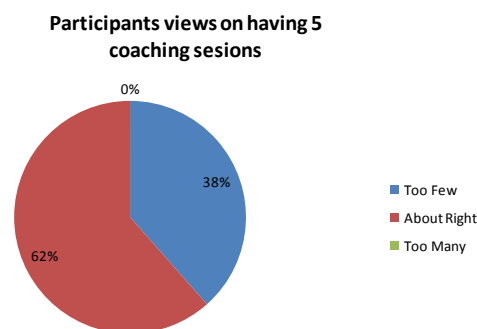
“Given me ideas about how I can share ideas and knowledge with the team”.

6. Participants' review of the Coaching Programme

The participants were also asked to review the coaching programme itself, and the results are overwhelmingly positive.

- 100% thought the frequency of the sessions was about right (same as 2009)
- 100% were satisfied with the coaching experience (same as 2009)
- 100% would recommend the experience to a colleague (same as 2009)

When asked about the number of sessions they were offered, the response was as follows:



From the chart above it is clear that more than a third of participants felt there would be some value in the programme continuing beyond the five sessions currently offered. Certainly, not one participant felt they had to attend too many sessions.

The evaluation form gave participants the opportunity to comment directly on the Coaching Programme and the impact it has had on their development.

How has the Coaching Programme compared with other learning and development opportunities you have been given?

"The one-to-one coaching makes it completely different from other development opportunities – it is more holistic!"

"The focus has been on me.."

Do you have any additional comments about your coaching programme?

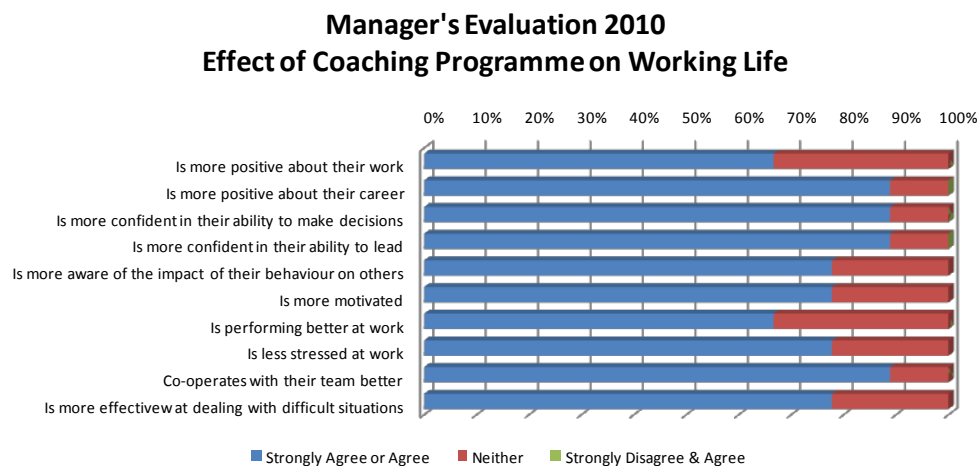
"Just a massive thank you to my manager for allowing me to participate in the programme"

7. Managers' evaluations

7.1 The manager's view – working life

After the Coaching Programme, the line managers of the participants were given evaluation forms and asked to complete them. These forms asked the managers for their opinions of the effects of the Coaching Programme on their employees (the participants).

Of the 13 managers contacted, 9 returned completed evaluation forms, a similar return rate as that achieved in 2009.



Once again, the response to the programme and its impact on participant's working lives was positive, with more than 60% of line managers seeing real benefits against all outcomes, with the greatest improvement in areas such as team working, positivity, confidence and leadership.

On the evaluation form, managers were asked specifically about any improved management skills:

Do you consider your staff member to be a better team leader as a result of the Coaching programme? Can you think of an example of something that has happened that has made you come to this conclusion?

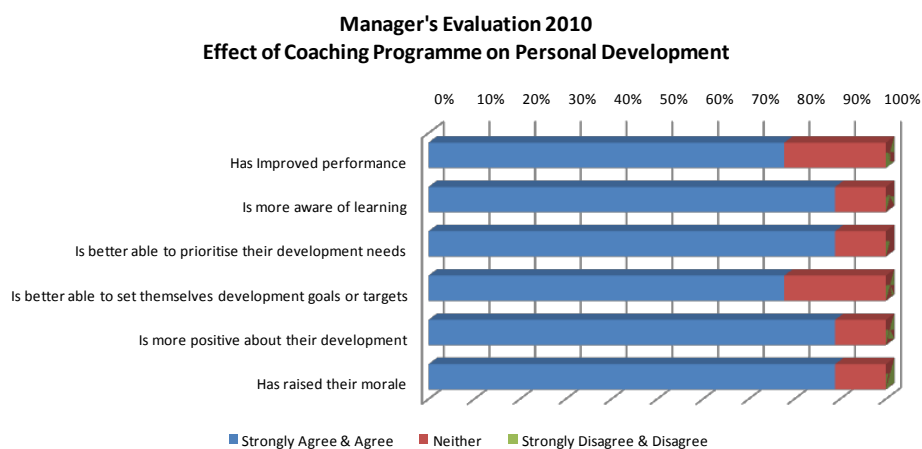
"(the staff member..) is more reflective and will think through a likely outcome before responding to a situation"

".....leadership skills have improved, for example (the staff member) led the restructure of the service"

“...shows good listening skills and demonstrated a clear understanding of the strategic picture which they articulated well”

7.2 The manager’s view – personal development

When asked about any impact they had seen on their staff member’s personal development, managers had once again noticed significant changes.



Clearly the managers had seen improvement most obviously in areas such as morale and positivity, and 100% of them believe that their organisation would benefit from life coaching being more widely available, the same percentage as in 2009.

Again, the evaluation form asked for any specific comments about the impact of the programme on their staff member’s personal development:

On reflection, which aspects of your staff member’s behaviour have changed most noticeably since starting the Coaching Programme?

“Can now set clear boundaries and expectations”

“...more confident and willing to look at change as a positive”

“...more aware of level of expertise and confident in sharing this with others”

7.3 The manager's view – New Leaf Workplace Coaching

Managers were also asked for any comments they had on the coaching programme itself.

“The coaching is an excellent way of assisting staff through change. The benefit for me as a manager has been a more optimistic team member who is focused on the positive, continuing to be productive”

“All our staff who have engaged with this programme have relayed positive feedback and some have asked for more!”

8. One year on – the 2009 participants have their say

8.1 Revisiting the Pilot

New Leaf has great confidence in the long term value - to participants and to employers - of the coaching programme under evaluation. However, it is often difficult to evidence. For the purposes of this report it was decided to revisit some of those who took part in the pilot study to see whether the support they received in 2009 has had a lasting impact on both their personal and working lives.

A short questionnaire was prepared by the evaluator and sent out by New Leaf to students of the programme with whom contact had been maintained. The questions and some of the responses are detailed below.

1) Do you find you still reflect on the contents of the programme when developing new personal goals? Do you now find setting and achieving those goals easier?

“The techniques I learned for setting and achieving goals have proved invaluable, particularly in my personal life, but also at work too”

“Yes – it’s much easier to assess my current situation without being too attached. I’ve learned to be more objective than I thought I already was. Since my workplace coaching sessions in 2009 I’ve achieved all of my set goals.”

“Yes....When setting goals now I use techniques learnt with Becky to become as clear as possible about what I want and break it down into smaller manageable tasks as necessary.”

“I reflect on some areas of the programme particularly the life wheel. ... Setting goals has become easier in that I set more realistic and achievable goals.”

2) These are challenging times in the NHS. Do you feel that taking part in the New Leaf Workplace Coaching programme has helped you meet new challenges in a positive way?

“Yes, absolutely.”

“Learning and embracing that I’m the only one who can take charge of my life has been empowering. ... Time will only tell how things will pan out – but remaining positive and being adaptable is important to me.”

“When I undertook the coaching through New Leaf, I was experiencing very challenging demands in my workload. Becky helped me to clear some of that fog and move away from the headless chicken role ...”

“It gave me a chance to show any insecurities I had in a safe environment where I wasn't judged. Becky assisted me in setting realistic goals - to improve my working life and to do my job to the best of my ability.”

3) If you manage a team, have you been able to pass on the skills you learned on the programme to develop and motivate those you work with?

"I managed a small team, but made a decision to adopt a management style that would firstly benefit the priority of the business at hand. Secondly I wanted to support individuals to do and be their best. It wasn't always easy, but I did develop good relationships and gained trust."

"Yes in fact I have used some of the skills in 1:1 meetings and have had positive feedback as a result"

"I highly recommend this program as I feel I gained a lot from it. I recommended the program to many of my peers."

4) On a personal level, how would you rate your ability to cope with workplace stress now, compared to before you took part in the programme?

"About the same – I was quite good at managing workplace stress before I undertook the programme. However, since the programme, I have always had an internal sense that I can make things happen in a positive way, which means I am less stressed in general."

"I'm better able to focus on and determine my work priorities with more confidence. My time management is much better, and I'm more aware of the importance of work life balance. "

"Much improved as I tend to hold everything in and now I am able to release that negative energy in a positive way. This has definitely impacted positively on my family life."

"I think I cope better with stress. I have learned to delegate more. I am more aware of my limitations and I'm not as hard on myself anymore."

5) Again acknowledging that the NHS is undergoing significant change in 2011, how would you rate your own levels of motivation and morale compared to the period immediately before you took part in the coaching programme?

"My morale is probably better now than it was before I started the workplace coaching programme, because I wasn't feeling very positive or motivated at that time. It is a difficult time in the NHS and scary for individuals, however, having goals in mind and knowing that it is possible to achieve them, makes a big difference."

"On a personal level I feel a lot more in control of both my work and personal life..... I'm hoping that I can stay in my current job because there are areas within it that I'd relish the opportunity to develop and improve on. However, I have no alternative but to be ready for change and continue developing my ability to respond. Workplace coaching has played a part in helping me to realise that possibility! Had these changes occurred before my life coaching sessions, I'm not sure that my response would have been the same."

"I am really positive about the future and have been since I finished the sessions. I have to work on my confidence everyday but I feel that I have tools at my disposal that help me to stay focussed."

“I became a lot more motivated after attending the workplace program. After attending each session I became more invigorated and alive. I was able to see more clearly. I was able to prioritise my workload. I became more confident.”

8.2 Analysing the feedback

It is clear from the above that there has been an overwhelmingly positive and lasting effect for those who took part in the pilot programme in 2009. Although the challenges for those working in the NHS could now be said to be even greater there is no reason to believe that those who took part in 2010 will feel differently. The programme has offered coping strategies that have enabled past participants to remain motivated and determined to meet new challenges as they develop.

Appendices

Appendix 1: Participants' evaluation data in detail

Referring back to your Aims and Objectives: How well did the coaching programme help you meet these objectives?	Extremely well	Very well	Reasonably well	Not very well	Not at all
Objective 1	15.38%	61.54%	15.38%	7.69%	
Objective 2	15.38%	30.77%	53.85%		
Objective 3	30.77%	23.08%	46.15%		
As a result of the Coaching Programme:	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
I feel more positive about my work	15.38%	46.15%	30.77%	7.69%	
I feel more positive about my career	38.46%	30.77%	15.38%	7.69%	
I am more confident in my ability to make decisions	46.15%	38.46%	15.38%		
I feel more positive about my ability to lead	30.77%	61.54%	7.69%		
I have taken steps to further my career in the organisation	30.77%	30.77%	15.38%	23.08%	
My motivation has increased	53.85%	23.08%	7.69%	15.38%	
My performance at work has been enhanced	23.08%	69.23%	7.69%		
I have been able to deal with personal issues which may otherwise have affected my performance at work	23.08%	46.15%	30.77%		
I feel less stressed at work	30.77%	30.77%	30.77%	7.69%	
How good was the coaching programme at helping you to:	excellent	good	satisfactory	not satisfactory	N/A
Improve your performance	30.77%	69.23%			
Become more aware of learning	38.46%	61.54%			
Prioritise your development needs	61.54%	30.77%	7.69%		
Set yourself development goals or targets	46.15%	53.85%			
Set yourself new goals	53.85%	38.46%	7.69%		
Feel more positive about your development	61.54%	30.77%	7.69%		
Raise your morale	61.54%	38.46%			

Appendix 2: Managers' evaluation results in detail

As a result of the Coaching Programme, I believe that my staff member:	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
is more positive about their work	44.44%	22.22%	33.33%		
is more positive about their career	44.44%	44.44%	11.11%		
is more confident in their ability to make decisions	44.44%	44.44%	11.11%		
is more positive about their ability to lead	33.33%	55.56%	11.11%		
is more aware of the impact of their behaviour on others	44.44%	33.33%	22.22%		
is more motivated	33.33%	44.44%	22.22%		
is performing better at work	33.33%	33.33%	33.33%		
is less stressed at work	0.00%	77.78%	22.22%		
Cooperates with their team better	33.33%	55.56%	11.11%		
is more effective in dealing with difficult people and situations	33.33%	44.44%	22.22%		
has improved their performance	44.44%	33.33%	22.22%		
is more aware of learning	44.44%	44.44%	11.11%		
is better able to prioritise their development needs	33.33%	55.56%	11.11%		
is better able to set themselves development goals or targets	11.11%	66.67%	22.22%		
is more positive about their development	22.22%	66.67%	11.11%		
has raised their morale	55.56%	33.33%	11.11%		

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