



Banc Ceannais na hÉireann  
Central Bank of Ireland

Eurosystem

# Coaching Policy

January 2023

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# Introduction

Coaching is a professional relationship aimed at supporting leaders and teams to unlock their potential and maximise their performance. Our Coaching Policy has been designed to support and enable delivery of the Central Bank’s mission and vision through enhancing individual capability with emphasis on the Leadership Standard, our Values and Priority Behaviours.

## Purpose

The purpose of this policy is to outline the Central Bank’s framework for both individual leadership and team coaching and provide information on the governance process for availing of coaching in the Central Bank.

## Definitions

- Applicant – in the context of applying for individual leadership coaching, the Applicant refers to the individual applying for support from a Coach. In the context of applying for team coaching, the applicant refers to the team applying for support from a Coach;
- Coachee – in the context of leadership coaching, the Coachee is the individual receiving support from a Coach. In the context of team coaching, the Coachee is the entire team receiving support from a Coach;
- Coach – in the context of leadership coaching, the Coach is the individual that works in partnership with the coachee to facilitate discovery, understanding, learning and actions that focus on developing, improving skills or radical transformation to unlock their potential and maximise their performance;
- Coaching – for the purposes of this policy, Coaching is defined as a professionally guided process that inspires Coachees to maximise their professional potential. During this structured, purposeful and transformational process the Coachee is supported to learn and test alternative ways of improving competence, decision making and enhancing their quality of life;
- Individual Leadership Coaching – this is intended for colleagues at Leadership Network (Head of Function and above) level and involves engaging with an external

Coach to explore individual strengths, behaviours, ambition and development requirements;

- Team Coaching – this is intended to support teams seeking to align to a common purpose, establish an inspiring vision, provide role clarity, commit to team accountability, make powerful choices, resolve conflict and take affirmative action.

## Scope

This policy provides information on individual and team coaching with qualified external coaches that may be provided to employees, as follows:

- Colleagues at the Leadership Network level - Individual leadership coaching; and
- Teams led by colleagues at Leadership Network level - Team coaching.

## Policy Statement

### Eligibility Criteria

#### Leadership Coaching

- Members of the Leadership Network, who meet the requirements below, are eligible to apply for individual leadership coaching when:
  - assuming a new leadership role;
  - during a key career transition/ substantial change in responsibility;
  - during periods of significant pressure which cannot be alleviated through day-to-day support from their line manager;
  - a particular development need has been identified; and
  - in support of career aspiration.

#### Team Coaching

- Teams with line managers at Leadership Network-level, meeting at least one of the below criteria, are eligible to apply for team coaching:
  - to remove obstacles and enable high performance;

- to work more effectively together and/ or maximise collective performance to achieve team goals;
- to solve a specific team issue or problem; or
- when undergoing significant change.

## Needs Analysis & Application Process

### Stage 1 – Establishing the need

- Prospective Applicants who wish to avail of individual leadership or team coaching, and who satisfy the eligibility criteria outlined above, must discuss the request with their line manager in the first instance and seek their approval;
- Following this, Applicants must contact Learning & Development who will conduct a further review/ diagnostic of the specific need(s) and advise whether a Coaching Business Case should be completed and submitted or suggest an alternate development approach.

### Stage 2 – Establishing the relationship

- Once advised to complete and submit a Coaching Business Case the below process must be followed:
  - Individuals seeking Leadership Coaching must complete the Leadership Coaching Business Case & have it reviewed and approved by their line manager; and
  - Teams with Leadership Network- level line managers must complete the Team Coaching Business Case and have it reviewed and approved by their line manager.
- The completed business case must then be submitted to Learning & Development who will have discretion to decide on whether (or not) coaching is the right development solution for the specific need of the applicant;
- Once confirmed that coaching is the right development solution, for the specific need of the applicant(s), Learning & Development will send the coachee a short-list of coach biographies that align with the development needs as outlined in their business case;
- The Coachee must then choose two Coaches from this list (at a minimum) with whom a coaching ‘chemistry check’ meeting will be arranged by Learning & Development;

- Following this meeting the Coachee will inform Learning & Development if they believe the coach to be a good fit for their specific needs or if they need to meet with another coach; and
- When an appropriate coach has been chosen Learning & Development will confirm the arrangement with both the Coach and Coachee.

### Stage 3 – Establishing the Connection

- The Coach and Coachee will meet for the contracting phase to discuss and agree:
  - number, length and frequency of coaching sessions;
  - Objectives and desired outcomes of the Coachee’s Coaching plan;
  - Roles, responsibilities, expectations and confidentiality; and
  - Completion of coaching relationship.
- The coaching plan and coaching progress should be discussed by Coach and Coachee at each coaching session to ensure progress towards desired outcomes and a final action plan.

### Stage 4 – The Process

- Coaching sessions will commence between Coach and Coachee as agreed in the contracting phase;
- The number of sessions will vary according to coaching objectives with the Central Bank supporting a maximum of six coaching sessions;
- The frequency of the sessions will be guided by the needs of the Coachee and the agreed objectives, however the 6 sessions should take place within a 9-month period from commencement of the contracting phase;
- The final coaching session will include a review of coaching progress. At this point, the Coach and Coachee must review the original objectives and desired outcomes set out in the contracting phase, discuss whether these have been achieved and an action plan for what the Coachee should focus on once the coaching relationship concludes; and
- This action plan must include clear, measurable steps which the coachee and coaching sponsor can use to assess sustainable change resulting from the coaching experience. Sustainable behavioural change can be defined as:

- a) Demonstrating a change in specific behaviour(s) for at least a six-month timeframe from the end of the coaching sessions
- b) Change is consistent even in times of pressure or stress.

## Budget

- The budget for the provision of individual leadership and team external coaching services will reside centrally with the Learning & Development function; and
- Where a coaching request has not been approved by Learning & Development the local business area has discretion to pay the cost for same from their own training budget.

## External Framework of Coaches

- External coaches are proposed and selected from the Central Bank's panel of coaches;
- All coaches on the Central Bank's coaching panel have been selected based on satisfying the criteria such as:
  - Coaching qualification from a recognised body
  - Provision of exemplary references
  - Continuous demonstration of personal integrity, honesty and sincerity
  - Agreement to adhere to the Central Bank's confidentiality agreement
- To support external coaches in familiarising themselves with the work of the Central Bank, an overview will be provided to each coach with a focus on our:
  - Leadership Standard
  - Priority Behaviours
  - Values





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