

# Climate for change

Pauline Crofts

HR practitioners are being offered the opportunity to contribute more directly than normal to a forthcoming CIPD book. It is being written by consultants David Clutterbuck and David Megginson and aims to help organisations get the greatest benefit from coaching.

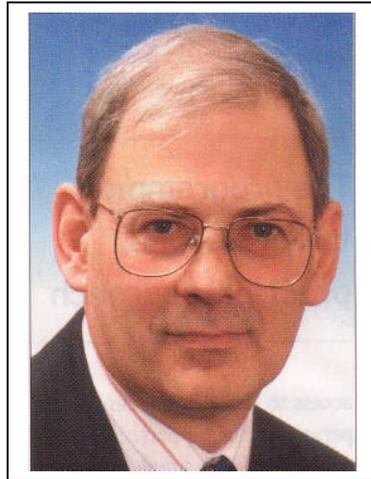
Whenever the CIPD publishing team researches and commissions new titles, its decision-making is helped by insights into the people management and development market provided by the institute's broad membership base.

As part of a membership body, the publishing department has the benefit of being able to tap directly into its potential audience to assess what people managers are looking for in their professional titles, student texts, training resources or legal updates.

## 'Being coached is like a psychological massage'

For example, the development of CIPD Employment Law for People Managers, part of the CIPD's Law at Work portfolio, involved focus groups and detailed research among members that contributed significantly to the service's final style and content.

However, Clutterbuck and Megginson wish to highlight examples of good coaching



practice and are inviting CIPD members to get in touch if they think their organisation has developed successful coaching initiatives and are willing to share their experiences.

CIPD commissioning editor Stephen Partridge says the authors are also interested in finding out what issues practitioners would like to see addressed.

"For example, if you are experiencing difficulties in getting coaching established effectively in your workplace and have some questions on how to establish a coaching culture, send us an email and we'll forward it to the authors. The best questions will be acknowledged in the book."

Coaching is clearly rising up the HR agenda and, while there are plenty of examples of coaching programmes, Clutterbuck and Megginson are looking to explore in particular those organisations

that have the right "climate" for coaching.

"It is not just about bolting on a coaching programme to existing training or holding a short session at the end of an appraisal," says Clutterbuck.

"Rather, it is about taking a more holistic approach to create the right coaching environment.

"We will be exploring whether there are really changes taking place in behaviours, skills and attitudes."

Clutterbuck stresses the importance of preparing the "coachee" as well as the coach. People have to be open to the coaching process, and often this can require training in itself, he says.

While effective coaching can have many benefits, Clutterbuck also points out the importance of proper supervision and assessment by the organisation.

"To the person being coached, it can seem like a 'psychological massage', because someone is listening to you and you gain a sense of being valued," he says.

But the selection of a coach - whether internal or external - must be carried out with care.

If you think you have potential examples of best practice, or questions to contribute to Clutterbuck's and Megginson's book, please contact Stephen Partridge at [s.partridge@cipd.co.uk](mailto:s.partridge@cipd.co.uk).

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