

LESLEY GALLAGHER

OVERVIEW



Lesley

I am an experienced and qualified coach and mentor and highly skilled in the areas of one to one and team coaching. I am a creative and effective communicator who is comfortable working at all levels within organisations. I specialise in challenging and supporting managers to improve their people management capability. I can build rapport with ease and work with managers to help them focus on their outputs, influence other senior colleagues, lead through significant change and improve their relationships with their teams to have a positive impact on overall performance. I will deliver difficult messages and feedback in a respectful, direct and even-handed way and adopt a straightforward, open and engaging style that develops trust and self-motivation.

COACHING APPROACH

My attributes as a coach are honesty, finding the right balance between challenging and being supportive, keeping a focus on results and desired outcomes, pragmatism when recommending tools and techniques that my clients may find useful in their role. I have the ability to connect and build rapport quickly with clients which means that the coaching relationship becomes established quickly and trust builds early between myself and coaching client. I have built a reputation and am recognised as a credible coach and effective facilitator within the NHS in Scotland. I have established close professional working relationships with individuals in many geographical and specialist boards.

At the chemistry meeting/discussion I will find out about the coachee and share information about myself. Once we have decided to work together I will contract with the coachee and ensure we have clarity around expectations of each other, agree the nature of confidentiality and how and whether the coachee's line manager will be involved. I will help my coachee to create some goals and objectives to focus on during the coaching relationship. These are likely to change as the relationship develops. I will review the effectiveness of the coaching at the end of each session and encourage the coachee to take away actions and reflections.

BACKGROUND

My career has spanned senior roles in HRM, Organisational Development and general management in a broad range of internal and external customer facing roles during times of major organisational change. I have a track record of establishing and motivating teams to achieve success quickly and also in leading high profile projects. As the Head of Organisational Development at the Scottish Qualifications Authority, I was appointed after the 2001 exams crisis to work with the Chief Executive and the Scottish Government to design and lead the implementation of a major organisational change programme. I am an organisational development professional with extensive organisational development and general management experience in a broad range of internal and external customer facing roles. I am a very strong people manager and have a sound track record of establishing, engaging and motivating teams to achieve success quickly and also in leading high profile projects.

As a Director of Garth Associates since 2004, I have specialised in the areas of leadership, management and personal development, executive recruitment and selection, talent management, succession planning and performance management. I am highly skilled and experienced in the areas of one to one and team coaching, and also have a sound track record as a versatile trainer and facilitator.

COACHING AREAS OF EXPERTISE

I have significant expertise of coaching within the NHS and other public and private sector organisations. This is summarised below

- Experience of coaching general and clinical leaders and managers at a range of levels across the NHS Scotland focussing on the following areas for development - relationship building, leading effective change, influencing upwards and with peers, engaging colleagues, capitalising on strengths of teams and individuals, building resilience, managing in challenging situations,
- Experience of facilitating team sessions and skills development workshops within several geographical boards and special boards in the areas of strategy, difficult conversations, coaching skills development, mentoring skills development, leading effective teams
- Significant experience of establishing and leading large teams in times of significant change – this helps when I am working with managers who are in similar situations

All of my coaching reflects best practice in equality and diversity.

REPRESENTATIVE COACHING ENGAGEMENTS

A recent coaching assignment involved me working with my client to help her work out why she was feeling unhappy in her role and why she was feeling that she was not achieving as much personally and with her team as she expected. We spent time exploring her relationships with her boss and members of her team. We also looked at her style and approach and how she could make some shifts in her behaviour that would encourage her colleagues to behave differently. I shared some tools with my client that she used to enhance her team discussions and meetings. We also focussed on how she was facilitating her 1-1 discussions and how she could encourage her team members to take more personal responsibility. This resulted in improved individual motivation for members of her team. We also discussed approaches for her discussions with her boss so that she could more clearly articulate some of the challenges she was facing with her peers which were hindering her making progress with some significant changes she was trying to introduce. This all resulted in my client improving her personal credibility and in her team feeling a more positive sense of achievement and success.

TYPES OF CLIENTS COACHED

- Functional Directors
- Clinical Leads
- Clinical Directors
- Functional managers
- Team leaders
- Project leaders
- Specialist individual contributors
- Heads of service

REPRESENTATIVE CLIENTS

My recent coaching clients include clinical leaders and general managers within the National Health Service, leaders and managers within Baillie Gifford, managers within Sainsbury's Bank and senior leaders within Scottish Enterprise. I am a coach on 2 National NHS programmes - Delivering the Future and Playing to Your Strengths. This has offered me the opportunity to work with a vast range of NHS Staff. I also facilitate coaching and mentoring programmes for my clients within the NHS and the private sector to help them build their own in-house coaching and mentoring capability and capacity of their managers and leaders.

EDUCATION & QUALIFICATIONS

Post Graduate Diploma in Public Administration
ILM Post Graduate Diploma for Professional Executive Coaches and Leadership Mentors
National Certificate - Training of Trainers Award / Vocational Assessor Award
Henley Certificate in Effective Management
Member of NHS Health Scotland and NHS GG&C Coaching Registers

PROFESSIONAL DEVELOPMENT & SUPERVISION

I have worked with my coaching supervisor for the last 13 years. The sessions average 30 minutes and are usually held at 4 monthly intervals. My supervisor encourages me to reflect and challenges me through a deep level of questioning, to help me establish whether I want to do things differently with a view to continuously improving my coaching practice.

I also participate in peer supervision in both of the NHS National Programmes that I am involved in. These take the form of a coaches meeting on a quarterly basis where each individual coach is given the opportunity to bring any issues that may be concerning us about our coaching practice or about the progress of any of the participants on the programme.

I have attended a series of masterclasses over the past 2 years to help me keep up to date with emerging themes and practice in leadership and management and also in relation to NHS policy and strategy. Some topics have included quality improvement methodology within the NHS, Health and Social Care integration.

PROFESSIONAL AFFILIATIONS

Member of the Chartered Institute of Personnel and Development

PSYCHOMETRIC & DIAGNOSTIC TOOLS

MBTI practitioner (Myers Briggs Type Indicator)

CLIENT TESTIMONIALS

Morag Hives, Head of Service, GO Health Services, NHS Grampian

I often reflect that the access to my coach has assisted me to develop my leadership journey in a constructive and positive manner that has benefitted me, my colleagues and the organisation through a period of significant change and uncertainty. Lesley's key strengths are numerous. She is professional, constructively reflective and challenging. Lesley is results focused and works in an effective partnership style.

She has an abundance of positive energy, is an excellent listener, trustworthy and confidential. Lesley is skilled in building an individual's 'courage' in these challenging and exciting times. Through her coaching Lesley has the ability to assist an individual to question assumptions, challenge behaviours, both personal and organisational.

Lesley is particularly skilled in coaching strategies such as, asking the difficult questions, difficult conversations and seeing opportunities. Lesley coaches an individual to have a greater strategic outlook, to see opportunities and to 'think outside the box'

Cara Murphy, Head of Supplier Relationship Management, Sainsbury's Bank

Lesley's coaching has led to improvement in my performance, increased openness to personal learning and development and an increased ability to identify solutions to my specific work related issues.

Lesley is very easy to connect with, open, supportive and challenging who has helped me develop fresh perspectives on personal challenges. Lesley has extensive experience across various industries and has a track record of generating improvements in individuals' performance, targets and goals. This allows fuller use of individual's talents and potential, delivering tangible benefits to businesses.

I have found Lesley's coaching invaluable. Lesley has helped me identify and manage core issues and guided me through some challenging problems,