

Evaluating the coaching element of the third Grow programme (23-24)

1. Introduction

This report provides reflections on the coaching element of the Grow programme, from both participant and coach perspectives. As in the previous (second) programme, additional questions (see Annexe) were sent to each participant following completion of coaching with the aim of generating data to enrich the existing evaluation of the third GROW programme and also to give participants an opportunity to reflect on their coaching experience and further embed resulting learning. In addition, we have provided our reflections and recommendations based on our experience as coaches on the programme. This summary report is intended to complement the findings related to coaching in the programme evaluation report.

2. Themes

Themes emerging from coaching conversations

Some themes were, not surprisingly, similar to those identified in 2023, including:

- Career management and development
- The researcher's role and research work
- Confidence and self-promotion

We also noted some themes more pronounced in the 2023 cohort. This included:

- The additional work resulting from a coachee's specific needs, situation or identity. Coachees with a disability faced additional barriers within the research context, and at the same time were having to put in additional efforts and strategies to succeed. Coachees from an ethnic minority background, and coachees new to the UK similarly faced additional barriers within the prevailing culture. Coachees from both groups may be expected to take on EDI roles without proportionate time or payment, or deep understanding of the toll this work can take.
- Precarity: whilst the theme of career management and development was consistent with previous years, some members of this cohort felt more keenly than ever the pressures of the need to be planning far into the future, as they faced difficulties in getting grants, securing new positions, etc. Discussion of applications for research fellowships and research grants was almost always prefaced with a mention of how extremely competitive they were, as if coachees were shoring themselves up against disappointment. Clinical-academic careers, in particular, required very complex negotiations, managing expectations of potential employers, patching together a full salary etc.
- Wellbeing, happiness and purpose: this theme has been already identified in previous cohorts: indeed, we had noted that for cohort 2 the wellbeing theme was "more pronounced, with participants speaking explicitly about the need to protect their wellbeing, manage stress and sharing previous experiences of burnout". This theme is still more pronounced this year. The impact of precarity is described above, but broader themes have emerged, such as navigating difficult relationships, creating boundaries, juggling competing priorities and neglecting one's personal needs.
- Confidence in one's research paradigm: the theme of confidence and self-promotion has been marked recently by anxiety of the part of qualitative researchers (and, more rarely, by statisticians) about how their work is regarded. In some cases, purposeful efforts to overcome these worries have led to fruitful connections, both within the Grow cohort and within institutional and cross-institutional networks.

3. Differences between Grow 2 and 3

Introducing coachees to their coaches

For the previous cohort (Grow 2, 2022-23) we had changed the way coachees were introduced to their coaches, so that the coaches themselves made first contact with their coachees, and asked each coachee the same three questions. This change was made with the intention of simplifying the process and enabling coaching partnerships to start more promptly. However, in some cases it seems to have made it harder to build rapport in coaching relationships as coachees were less prepared to hear from coaches. For the present cohort (Grow 3) we reinstated the introduction via Emily which had both reassured coachees, enabling trust to be built more rapidly, and prepared them for the start of coaching.

The cohort

In the evaluation for the previous cohort we noted that “Cohort 1 participants tended to be distinguished by exceptional drive, intellectual curiosity and clarity of purpose”, while “Cohort 2 participants have tended to show less certainty about their direction and lower levels of confidence”. We attributed this to the effect of a pilot programme, in which participants are likely to be further developed in thinking about their careers and levels of self-efficacy; we speculated that future cohorts are likely to replicate the characteristics of cohort 2, and overall we have found this to be the case.

Two of us have encountered participants who are early enough in their careers to cause doubt as to whether they might not have benefitted from waiting a year before joining the programme. While we are confident that coaching will have supported them in facing the present challenges of their work, it seems likely that the future will bring more complex and far-reaching challenges. In these case coaches can only hope that the experience of coaching will encourage participants to engage in further coaching on their own behalf.

4. Key takeaways from this coaching programme

- Realising the importance of time and space to think about themselves and their development, and to reflect; this was repeated by almost all coachees, e.g.
 - *Coaching gave me the time and space to think about myself for a while I need to make it for myself.*
- The importance of developing better awareness through reflection:
 - *Coaching has taught me to be reflective and sit back and analyse situations, rather than being reactive and stressed all the time.*
- Strategies for working towards long term goals:
 - *The most important aspect of coaching has been the support I have received to think about future career planning and problem solving.*
- The importance of building supportive relationships:
 - *How to ask for help with things in a more structured and strategic way*
 - *How can I make it easy for [others] to help and support me?*
- The usefulness of an external/independent perspective, especially on a regular basis:
 - *I really valued the opportunity to speak to an unbiased party about my work/life.*
 - *I don't often set aside time to reflect on this myself, so having the space to do so in the presence of an outside observer was invaluable and hugely reassuring.*
- Increased confidence and appreciation of their strengths:
 - *Coaching strengthened my confidence, helped me identify unhelpful thinking patterns around professional work, and gave me support to move - and stay for a while - outside of my comfort zone.*
- Opportunities to consider their work in the context of their lives more widely:
 - *...an acceptance of the need to remain bounded in terms of my work-life balance.*

- *I also appreciated that our sessions comfortably accommodated discussion re personal circumstances and 'real life' which can sometimes take a back seat in career talks/ planning*
- How to avoid making assumptions about people's feelings and reactions, focusing on objectives and facts.
 - *A reminder to 'zoom out' and view problems from a distance. To look at situations from other people's perspectives and consider their key drivers and motivations. Where do I feature in their work life?*
- More appreciation of the reality of research work, to resist feelings of guilt when things do not go according to plan:
 - *You helped me normalise and critique some of my own narrative around my work which was hugely helpful - and gentle challenges were excellent as well.*
- Creating blocks of time with no meetings in which to focus solely on their own work.
 - *This has been so helpful...so that everyday isn't filled with meetings.*
- A large number of coachees said that they would not independently have thought of having coaching, but benefited so much that they would seek more coaching in the future. Typical comments are:
 - *I would not have thought about seeking coaching. Now that I have had the experience, I am keen for it to continue. It has proven to be highly beneficial for my career, providing dedicated time for self-focus regularly and contributing significantly to my professional progression.*
 - *Just to say thanks again for the wonderful experience and wish I'd considered it sooner!*

5. Additional coaching offer for Grow Programme alumni

This year, for the first time, activities and support were offered to programme alumni. All cohorts, past and present, were invited to the alumni awayday in September 2023, which enabled the coaches to meet some of their coachees for the first time; workshops were offered by coaches at this event, and later online. Alumni of Cohorts 1 and 2 were also invited to bid for two extra coaching sessions out of an allocation of 26 sessions. In total 12 alumni applied, four from Cohort 1 and eight from Cohort 2. Three people had three sessions each, one had one session, and the rest had two sessions each. Themes emerging from these alumni sessions are reported in brief below.

Themes emerging from alumni coaching

By mid-April 2024, we will have provided 26 coaching sessions to alumni. The key themes emerging from these conversations are:

- Job changes and transition into new roles
- Preparation of senior fellowship applications
- New challenges arising from increasing managerial responsibility
- Plans and strategies for new grants, projects and roles
- Making space for personal and career development within a more senior role

Our initial sense is that participants really valued and benefited from the opportunity to access two further sessions. Reconnecting with their coach provided a 'shortcut' as we were able to build on previous work, and the return gave coachees a valuable opportunity for review including of progress; of obstacles that had arisen; of strengths and insights that had emerged since they had completed the programme.

6. Recommendations

Both in the general programme evaluation and in our own feedback requests were made for a larger number of coaching sessions; the programme team has responded to this by increasing the number of sessions to 5 for the coming cohort (Grow 4: 24-25). The coaching team will look for any effect when evaluation the coming cohort.

The programme evaluation mentioned that coachees were looking at ways to continue coaching, and this accords with our experience. Participants could usefully be reminded that coaching would be a reasonable and valuable development activity to include in future grant or (especially) fellowship applications; this might be included in programme input on application processes.

The programme evaluation revealed one respondent who said that their goals had not been met because “they had used the sessions to talk about other things but that they were still really useful and they gained a lot from them”. It is likely that other coachees, too, will have found themselves revising their initial goals during the course of the coaching; this is often an intrinsic part of the coaching process and reflects how responsive and tailored coaching can be. It might be helpful to add a question asking if / how goals changed during the process.

Two people said in the programme evaluation that they would have appreciated more guidance about what to expect or how best to use the sessions. The coaching team will consider additional materials to address this in addition to the interactive presentation at the first online workshop.

Embedding coaching within the Grow Programme has consistently been one of the most positive experiences of a highly successful programme. It may be that other incubators and researcher development programmes can benefit from incorporating 1:1 coaching within their offer. It may be of interest to develop some materials on the coaching experience for sharing with other programmes.

Anna Sanders, Iveta Simera and Clare Wakeham, April 2024

Annexe A

Evaluation questions

1. What has been the most important aspect of coaching for you?
2. What will you be bringing with you into your future work and life from the coaching?
3. What would you have liked me to do differently in how I worked with you as your coach? (e.g. more / less / start / stop etc.)
4. Any other comments you would like to share (optional):

May we quote you anonymously in the evaluation report? Y / N

Collated answers are on the following pages

| # | Coach | 1. What has been the most important aspect of coaching for you? | 2. What will you be bringing with you into your future work and life from the coaching? | 3. What would you have liked me to do differently in how I worked with you as your coach? (e.g. more / less / start / stop etc.) | 4. Any other comments you would like to share (optional): | 5. May we quote you anonymously in the evaluation report? Y / N | additional feedback in email |
|---|-------|---|--|--|---|---|------------------------------|
| 1 | Anna | Coaching gives me the dedicated time to focus on myself, understand my thoughts and motivations. The self-exploration allows me to dig deeper into my layers which gives me enhanced self-awareness. Setting plans is another important dimension of coaching. With my coach, I was able to write clear and attainable goals, breaking them down into manageable steps. Also, it is not just about achieving goals, it is about finding purpose and direction which improves my confidence. I appreciated talking to someone outside my work bubble. The coaching sessions provides a safe space to express concerns, successes and explore vulnerabilities without workplace constraints. Also, the external perspectives of my coach offers valuable insights and alternative viewpoints. The coaching arrived at a crucial stage in my academic path as an Early Career Researcher, coinciding with my participation in the New Academics Programme (NAP), a qualification for staff development and applying for a promotion. During our sessions, I had the opportunity to discuss and navigate the intricacies of both my academic journey and we also discussed the crafting of an effective CV for my promotions application. | Time for reflectivity – building in time allows me to navigate challenges more effectively, understand my strengths and identify areas for continuous improvement. This allows me to be more proactive than reactive. Strategic planning skills – coaching has refined my planning skills. I have learned how to craft a roadmap that balances short-term with long-term objectives. Openness to diverse viewpoints – I will seek more support and perspectives from people with varied backgrounds and experiences. | I would have liked have examples or case studies from others who have undergone coaching. This could help with the generation of ideas for topics to explore during sessions. It was difficult at times to identify discussion topics for the agenda. I appreciate that you did provide a list of questions before each session but examples of what topics could be would be useful. Having signposts to resources related to our session discussions, particularly practical and planning tools, could prove beneficial. | Thanks to GROW offering coaching and introducing me to Anna, I would not have thought about seeking coaching. Now that I have had the experience, I am keen for it to continue. It has proven to be highly beneficial for my career, providing dedicated time for self-focus regularly and contributing significantly to my professional progression. | y | |
| 2 | Anna | The offer of personalized guidance and insights was very helpful in clarifying my professional goals. Discussing how to navigate career transitions and develop strategies for success was also very impactful. I also liked the holistic approach you adopted which considered not only career objectives but also explored personal values and aspirations, fostering a more fulfilling and purpose-driven professional life. | The knowledge and courage to network when needed, and the different perspectives in understanding my experiences within different contexts and settings. | The way of working was suitable for my goals. I had no prior expectations, but the support was beyond anything I could imagine. | Thank you for the coaching sessions. I only wish it could have extended to 6 or 7 sessions. | y | |

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| 3 | Anna | Being supported to see situations in the most positive light. I have already done a lot of work over the years which has meant I see situations more positively than I used to, but it was useful to learn that there are still areas where I can be more optimistic. | That I should choose the right course of action for my own future, rather than reacting to injustice or to the way I have been treated, e.g. my reaction to very poor treatment by university management was to consider leaving my job, but Anna helped me think about whether that was definitely the right choice for me personally once I took all relevant factors into account. | I appreciated that you spotted patterns in my thinking and shared your impressions of how I came across. I suppose the only thing I would change would be to make sure any techniques used/described are evidence-based. A lot of theories that have got into popular usage are not well supported (such as learning styles). For example you mentioned positive psychology, which you have clarified in your follow-up email has its critics. As a psychology researcher with mental illness I have a (perhaps unfairly) negative opinion of positive psychology, so I would be reluctant to take advice from that tradition on board. As it was I had built up a rapport and trust with you as a coach so I was willing to engage a bit more with the concepts you were discussing than I normally would be. | I had thought I would not get much from coaching, as I have chronic mental illness, have spent years in therapy, and already take a strategic approach to my career. However I did find the sessions beneficial and they helped me identify small changes I could make to build on the changes I've made in the past. | y | Thank you for your emails and for your encouraging comments. I have enjoyed our sessions together and found them helpful. |
| 4 | Anna | The most important aspect of coaching has been the support I have received to think about future career planning and problem solving. I have valued the timing of the sessions and how they have fit around my progress development review which was extremely useful. | I will bring time management and better organisation into my future work. Also thinking about problems and how best to solve them. Usually, I dive straight in and try to solve without much thinking which I will change after coaching. | There isn't anything I would like to have been done differently. I found the sessions very useful and felt like there was lots of time for me to think about things and speak about issues that I wanted to discuss. More sessions would be amazing. | I really enjoyed my coaching sessions with Anna and felt like she was incredibly kind with her time. I feel like coaching has made me think differently about problems and | y | It was really lovely and helpful being coached by you, thank you so much. |
| 5 | Anna | Taking time and space to reflect and strategize about career moves. Usually these are just thoughts that whirr around your head but talking them through and writing down key steps to take has been fundamental to the progress that I have made this year. | The metaphorical mirror that my coach held up to me - I can now see when I take the easy and polite option, putting myself to the back of the queue. | I'm sorry, I know we all like to develop and progress but I really can't think of anything. I think you read people and situations really well and guided our conversations entirely appropriately. | | y | Thank YOU for being such a wonderful coach. I'd not had any formal coaching before this and I absolutely loved it, you made it so normal, accessible and challenging in a good way. Thank you! I also read Lessons in Chemistry (just a fictional book but a LOVELY one, if you haven't already seen it) recently and finished it ready for the start of the new year so there's no stopping me now! |

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| 6 | Anna | For me, having another person who was neutral/impartial and detached from my situation and my university. Someone who didn't have an agenda about me; there was no hierarchy, and I wasn't dependent on for job stability or career dependency. This allowed us to look at problems objectively. A reminder to 'zoom out' and view problems from a distance. To look at situations from other people's perspectives and consider their key drivers and motivations. Where do I feature in their work life? How can I make it easy for them to help and support me? Recognising that I need more of a network, predominantly homeworking is lonely, and I need to make an effort to reach out to others. | I will bring a sense that I can let go of others (another) and have gained a renewed sense of autonomy. I feel more empowered and in control of my career (but also in control of my emotions and behaviour in relation to my career). I have a more positive outlook for 2024. | I felt our sessions were valuable - It would be good to have more of them in the future (a 6-month review?). Coaching worked well for me as it provided support during a challenging time. I wonder if I should have been better at thinking about our sessions in advance and emailing you updates, as the issues we discussed were complex (or at least seemed complete to me). Some sessions were quite reactionary on my part - and arranged quickly - but it was good to be able to have timely input into an ongoing situations and I think that's what made them more valuable to me. I had sessions when I needed them rather than working to a more fixed pattern. With that in mind, I can see myself having coaching again in the future when the circumstances call for it (job applications/interviews, promotion, changing teams, other challenges etc). | Thank you for all your help and advice. I still have the post-it notes on my whiteboard! | y | |
| 7 | Iveta | Coaching came at exactly the right time for me. In recent years, I've got myself in a mess attempting to do multiple jobs and fulfil multiple roles and I think I went missing on the way. Coaching gave me the time and space to think about myself for a while, and I really valued the opportunity to speak to an unbiased party about my work/life. | I hope that I'm more aware of the need for time and thinking space. I'll definitely be bringing this awareness into my own personal and professional development. As I take on more management roles, I hope to adopt this awareness with others | I wouldn't have changed a thing. | I am so very grateful that I had the opportunity to undertake coaching with you. | y | Thank you for the coaching you've done with me. You're amazing and I've gained a lot from the experience. |
| 8 | Iveta | Hard to pin down to one thing but probably the dedicated time to discuss own career development with a coach who asked both thoughtful and challenging questions | Strategies for working towards long term goals. Remembering that there are a range of academic journeys. Allowing myself the time for personal development and thinking about what the best time for personal development work is. | I think everything was about right. There was flexibility in the length of the sessions and Iveta very clearly explained expectations around cancelling / rearranging etc. I appreciated you organising the meetings - a minor things is that it may have been helpful to have these sent as calendar invitations as well as via email. | Iveta asked insightful and challenging questions and has given me confidence in my capacity to communicate my research vision and long term goals. She has also helped me to see my strengths more clearly and begin to articulate them. She has provided practical advice for my promotions document and my web profile and I have really valued this. | y | |

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| 9 | Iveta | Regular time with an external perspective | How to ask for help with things in a more structured and strategic way. | Help more with solution generation based on your knowledge of academia – but I get that is less about coaching approach | | | |
| 10 | Iveta | 'Protected' time where I have the opportunity to prioritise my personal development and future planning. It has been great to use the opportunity for reflection and to appreciate progress made to-date within the context of longer-term | Taking time to complete the above. Likely in combination with colleagues who are able to relate to these experiences/challenges. | Would be great to do more frequently and over a longer period of time, however not possible within the funding available. | No, but thank you for everything ?? | | |
| 11 | Iveta | The most important element of coaching for me was having an outside perspective to encourage me to think about my existing skills and where I need to change in order to establish and act towards achieving my own professional goals | Most of all, I will take with me an increased confidence. And an acceptance of the need to remain bounded in terms of my work-life balance. | I think your way of working was excellent, and for me, there was nothing that needed to be done differently | Only that it was a really valuable experience, and one I hope to repeat, particularly when I move to the next stage in my career. | | |
| 12 | Iveta | My overall goal for coaching was to figure out how to have a better work / life balance. I really wanted to get into a position where I was efficient and proactive with my time so I wouldn't be working extra hours, or have work anxieties seep into my personal life. I absolutely believe that coaching has taught me to be reflective and sit back and analyse situations, rather than being reactive and stressed all the time. From being more reflective and taking a step back to analyse situations I have realised a really, really important thing. Currently, my workload is unmanageable within my paid working hours and something will need to change, and have taken on the decision to hire a teaching assistant 1 day/week to support. Essentially I realised that I wasn't the problem – what was being expected of me was too much. When beginning coaching I had a large program I was overseeing which was bringing on all sorts of anxieties, and my plan was to get to a place where I was less daunted by large unfamiliar tasks and 'stepping into the unknown'. I would say this is definitely the case where I do feel less daunted by the unknown, however I have realised that when things go 'wrong' I am terrible at handling that. However – the good thing about coaching is that I am more reflective and have identified this and are aware that it is unhelpful – and is something I will work on! Iveta told me a really useful quote which has stayed with me – "If you think too generally about the problem, then you won't find specific solutions" and I have tried to apply this during problem solving | Through discussion with Iveta it became evident that I need to make less assumptions about people's feelings and reactions, and focus on the objectives and the facts. When asking someone to do a task for me, I will ask them how much direction they want. For example, do they want academic freedom, or to be given clear objectives? I have more appreciation that sometimes work days don't always go to plan, and some days needs to be reactive and will be a bit chaotic. I have realised that these days happen, it's inevitable, and to remove any feeling of guilt I have about it. I have been trying out time blocking, particularly creating 2-3 hour blocks throughout the week where I can focus on work. This has been so helpful so far so that everyday isn't filled with meetings. | There was a story Iveta told me about how she felt about driving, which really resonated with me and allowed me to see things from a new perspective. I guess bringing in some of your personal experiences and reflections, or even just examples from anywhere in life, can help make things seem more relatable. I know it's probably not the point of coaching to share examples, but perhaps in some circumstances and with some people! I wouldn't really suggest any changes, I got a lot out of the coaching. | The coaching was incredibly useful and in general has changed how reflective I am as a person. I look at my work more objectively now – it's really helped me remove unhelpful emotions and anxieties. It really was like 'work therapy' and I'd recommend anyone who has the opportunity to take up coaching. Work can be such a massive part of our lives but I feel we (definitely me) rarely take a step back and ask ourselves is this how it's meant to be? Is this how I'm meant to feel about work. | Yes of course and don't hesitate to reach out for more feedback in the future! | |

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| 13 | Clare | The opportunity to reflect on my career, both as it currently stands, and over the coming year or two. I don't often set aside time to reflect on this myself, so having the space to do so in the presence of an outside observer was invaluable and hugely reassuring. | We covered a lot during the coaching sessions, but I think the top three things which Clare helped me with and which have already impacted the way I work include: Critically appraising grant applications to understand how I can strengthen my own future applications. Setting aside time each week to read or reflect on the current research landscape in my research area. Honing the way I introduce and 'pitch' my research at networking events. | Genuinely nothing – I was extremely happy with the coaching I received, and have no suggestions for improvement! | | Yes! | |
| 14 | Clare | For me the coaching sessions provided protected time to think more strategically about my career trajectory and choices. It was a really valuable experience speaking to someone outside of the traditional 'mentor' / 'supervisor' role who can take a step back from the details of individual projects and help me see the wider perspective. I also appreciated that our sessions comfortably accommodated discussion re personal circumstances and 'real life' which can sometimes take a back seat in career talks/ planning, | I think one of the most important insights was really the value of taking time to do some thinking in a planned and goal-directed way. Often in research we do this to a very large degree for a specific project/ paper/ grant but perhaps can forget to do it for ourselves! | My experience was really helpful and I wouldn't change much except to ask for more sessions!! One thing perhaps that might be useful for the wider programme is an end-of-coaching sharing exercise - eg where we could discuss in a structured way what we've learned from coaching, techniques we will employ in future etc (though appreciate would need to be in more general terms and people shouldn't feel forced into sharing | Just to say thanks again for the wonderful experience and wish I'd considered it sooner! | Yes! | |
| 15 | Clare | Being able to test out ideas and hesitations in a dedicated space - and get some expert assistance in doing so, also having your thoughts reflected back, this was really helpful for seeing more clearly. Coaching strengthened my confidence, helped me identify unhelpful thinking patterns around professional work, and gave me support to move - and stay for a while - outside of my comfort zone. | I think the exercises around recognising growth as opposed to anxiety - that stretch space where activities may be a bit scary or confronting, but accepting this and forging onwards | Nothing! It was just right for me. | I really enjoyed the sessions. You were kind and empathetic but also were able to be quite practical and grounding. You helped me normalise and critique some of my own narrative around my work which was hugely helpful - and gentle challenges were excellent as well. Those techniques made the sessions feel practical and something I could take away and use. | Yes Of course! | |
| 16 | Clare | Having the space to reflect on my professional development, along with barriers and opportunities related to career progression. It has forced me to reflect on aspects of my working life that I had often taken for granted and either recognise the benefit of my working practices or identify areas that could be improved. | I'll bring a better awareness of how my working and personal life can affect one another, along with strategies for managing those tensions. Moreover, I will bring a better awareness about the different parts of my professional profile that I can work on (using the helpful diagram from the Vitae website). | There is very little I would have changed! It might be helpful to have some prompts to share in advance of the meeting to help me think about what I would like to discuss to make the most of the time during the meeting, but this is the only thing I can think of! | Thank you again :-) | Yes | |

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| 17 | Clare | The most crucial aspect of coaching for me has been improvements to my productivity and efficiency. Clare has also helped me develop confidence in the benefits of delegating workload and actively seeking feedback. | I will be bringing an increased sense of confidence to my work and life from these sessions. Clare helped me appreciate the importance of involving others - in the sense of both asking for help and giving advice myself. I am now more confident in my leadership skills thanks to the coaching. | The coaching approach worked perfectly for me, and I really appreciated Clare's flexibility regarding organising meetings and also the communication between sessions. The only thing I would have changed was an increased number of sessions but I appreciate this was the set number provided by the GROW programme! | I have really appreciated the guidance and discussions during our coaching sessions. The impact on my professional and personal development has been significant, and I am leaving this experience with increased confidence in my abilities. Thank you Clare! | Yes | I just wanted to say again how much I have appreciated working with you! I would love to do further sessions if they are made available to alumni for my cohort. Also I can't remember if I already mentioned this but I was so enthusiastic about coaching that my supervisor (who is the head of research culture) is organising this for ECRs at the University of Bath! |