Executive Coaching
Music Education Hub Support Programme

November 2018

Following discussion earlier this year with Hub leaders as part of the Ensuring Quality group, Arts Council England (ACE) has issued an Invitation to Tender for an external organisation to deliver a package of Executive Coaching support for Music Education Hub (MEH) leaders as part of the wider Support Programme for Hubs. The intention is to pilot this exciting offer which will inform future training and support opportunities supported by ACE. This document gives detail about the offer of one-to-one coaching and a general coaching training session. Given the significant cost of professional coaching we have had to limit the number of participants in one-to-one coaching. Thanks go to John Bergin (Newham MEH) and Tim Rogers (Lancashire MEH) for their advice and support in establishing this programme.

What is coaching?
In Executive Coaching a professional coach works one-to-one with a client to facilitate a self-reflective process for that client to consider organisational performance or development - it may also address personal considerations too. Executive Coaching typically focuses on clients who are in decision-making authority within an organisation or sector more widely. Through open, holistic and honest dialogue with a Coach, coachees explore deep behavioural insights which is intended to accelerate their professional results and effectiveness as a hub-leader.

Unlike some developmental programmes the role of a Coach is not to provide answers or solutions to organisational challenges. It is to support you to find the solution through a process of self-analysis and reflection. As such it is not a requirement that the coach has a higher knowledge or level of experience than the coachee – instead the skills of a Coach are in drawing out reflections, asking probing questions and engaging meaningfully with the client. More detail on the Coaches themselves will be available once a supplier is appointed – it is expected that we will be able to draw on expertise from beyond the arts sector.

One-to-one coaching is expected to take place at your location, by phone or Skype/virtually. However, there may be a need for some travel for the initial one-to-one sessions, depending on where training sessions take place, and this can be confirmed only once a supplier is appointed on 3rd December. The group coaching skill sessions would require travel to the training locations, which will be confirmed once the supplier
has been appointed and the dates agreed. We are anticipating these details to be confirmed early 2019.

Who it is for?
One-to-one coaching
The programme is intended for leaders of Music Education Hubs. We have allocated places for a maximum of 15 participants. All Hub leaders are welcome to register their interest.

General coaching training
All Hub leaders are welcome to take part in a training day. Priority for this programme would be given to the participants of the one-to-one coaching programme, with additional places being available on a first come first serve basis. This is to enable joint learning to take place across the two elements of the programme, and so that those who have invested time to the one-to-one programme and experienced coaching to expand their knowledge and to learn to coach others.

What does taking part entail?
One-to-one coaching
Due to nature of the coaching programme and the high level of investment per person, participants should be aware that taking part requires active participation throughout, and we ask that Hub leaders ensure that they are able to contribute for the full time required. After an initial face to face introduction with your coach, there will be ongoing, regular one-to-one sessions for 5-7 months. The sessions typically last for 1-2 hours and would be delivered either on one-to-one basis or by phone/skype. The number of sessions will be determined following appointment of a supplier. The exact content and structure of the sessions will be discussed during the initial first session between coach and coachee.

As this is a pilot we also ask that you make time to contribute to an evaluation of the scheme. Participants in one-to-one coaching may also like to take part in the general coaching sessions.

General coaching training
There will be two 1-day training sessions in 2019 – exact dates and venues TBC once a supplier is in place. These days will provide participants an opportunity to gain basic understanding of coaching skills and principles of action learning. Where possible, the event may also include sharing with the participants from the one-to-one coaching.
What are the costs?
Although the cost of Coaching and this type of training can be significant, all one-to-one Coaching and group training is offered free of charge to the Hub participant taking part. Depending on the location of training, there may be some travel costs incurred by the Hub lead organisation which will not be covered by ACE. We will be able to confirm locations of training once a supplier is appointed on 3 December 2018.

What are the benefits of Coaching?
There are many benefits to taking part:
- An opportunity to engage with an external, independent, professional coach
- A coach can provide confidential, trusted support and guidance
- Typically, coachees feel coaching supports their wellbeing and improves their outlook and motivation
- Space and opportunity to discuss fundamental issues to your work within a solutions-focused and forward-looking approach
- Learning to coach others can be a valuable skill in managing staff and teams and can help to develop a coaching culture within an organisation.

Deadlines and next steps
If you would like to take part, please complete the expression of interest (EOI) form available from our website here. The deadline is Monday 3rd December – or until we reach the maximum number of participants. Please do get in touch after this date if you are still interested as there may be other opportunities we can offer.

We expect to appoint a Coaching provider by 3rd December 2018. After which point they will get in touch with those taking part to arrange a first meeting date and confirm group training dates and venues.