

## Management & Leadership Mentoring Service 2011/12

The Craighead Institute specialises in offering leadership development and mentoring to chief executives and managers of values or faith based organisations. Our consultants have experience and understanding of both the passion for social justice which motivates managers and the pressures which undermine their mental health.

We provide 1:1 coaching/mentoring/supervision support to managers/ leaders on either a 6 month or year package basis. One-to-one work has the significant advantage of accelerating learning, particularly learning from reality & from the complexity of running organisations, whilst fitting in to busy and stressed work schedules.

### Context

The current climate means that organisations are being challenged as never before. They are facing cuts in funding from local authorities and increasing competition for other sources of income. For some voluntary organisations, the context presents an opportunity to grow and develop in new and dynamic ways and many are taking on the challenge of becoming social enterprises. Others are finding it hard to generate income despite being highly effective at what they do.

In our experience managers of these organisations are both highly driven and highly stressed. They are often isolated, working in the most challenging areas of inner cities or in isolated rural communities, tackling the dynamics of oppression and overwhelmed by the enormity of need they see around them.

### Summary of the Mentoring/ Coaching approach

The purpose of mentoring is to enable the leader to use their role in the most effective way for the organisation. This is done by creating a trusting relationship, in a confidential and neutral context providing a safe space to talk through their role and what they want to achieve for themselves and their organisation.

Mentoring can be a very useful additional support for managers, sitting alongside (but outside) of the line management/ supervisory relationships. In the mentoring relationship managers can work on a variety of goals – particularly around issues of what to prioritise and focus on, how their role fits the functions they perform, learning from situations and providing a sounding board. Mentoring support can be especially effective when managers/leaders are experiencing significant change, such as being new to the role (in the first year), or may be thinking about leaving/succession issues, as well as the external stress factors mentioned above.

### Evaluation

Over the last year (2010/11) through Department of Work and Pensions Challenge Funding and the generosity of the Robina Goodlad Trust, Craighead has been providing management & leadership mentoring to 23 small and medium community organisations across Scotland. Across the project the managers benefiting from the support are very clear about the benefits they are experiencing themselves and in their organisations. These include;

- reducing their own and their teams rate of stress related absence from work
- sourcing additional funding
- developing better working relationships with their boards
- developing and implementing business/strategic plans
- implementing more effective management, coaching, supervision and support arrangements with their staff team leading to better mental health amongst employees
- setting up more effective partnership working with funders and other organisations.

### Testimonial from a manager

*Advantages of Mentoring for Managers of small voluntary sector organisation:*

- *As an employee of a small voluntary organisation I have found external mentoring to enhance my continuous professional development in a broader context and helped me to focus and pursue appropriate training programmes.*
- *I have found it has helped me as Manager; keep connected with current affairs of other voluntary organisations across Glasgow and Scotland, often facing similar issues, opportunities or threats.*
- *I have also utilised external mentoring to test new organisational ideas in a supportive environment and regard my mentor as a critical friend.*
- *Finally I have found the mentoring sessions to be very useful in shaping strategic organisational direction and enabling me to explore ideas and in turn feed back to the Board of Directors of the Organisation.*

### Service Packages available

The service includes regular mentoring sessions throughout the year. These would normally every 6 weeks for 1.5 hours, meeting in a reflective space away from the workplace. The frequency & location of sessions (as well as telephone sessions) can be flexible to fit in with busy schedules.

Once a year we will also hold an 'Action Learning Day' bringing together the mentees in a facilitated event. These events enable mentees to talk through issues of concern with others, to develop their problem solving skills and to develop their ability to listen and coach one another, while also lessening the sense of isolation.

**1 year of management/leadership mentoring support will cost £1000**

**6 months of management/leadership mentoring support will cost £500**

### Our Team

The Craighead mentoring team all have significant experience working with managers in the voluntary & faith sector. Their qualifications include the Craighead Diploma in Organisational Consultancy and Facilitation, Institute of Leadership and Management Level 7, Coach U, Coach Training Programme. Several of our coaches are accredited by the Association of Coaching and registered with the International Coach Federation. They are all in one-to-one supervision themselves and receive ongoing continuing professional development as a team. They work as a supervised team in their practice.

**To discuss your needs & take up this service call or email**

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