



## **Claire Garbutt, Executive Coaching Profile.**

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### **Profile**

Claire Garbutt is an Executive leadership Coach and Mentor based in South Yorkshire. She coaches senior-level leaders who want to enhance their personal leadership skills, refine their leadership style and enhance their organisation's performance in order to *'be the best that they can be'*.

Claire began her career in Education as an EYFS practitioner where she first came across workplace behaviours, team dynamic, personal leadership and different personality types. Claire excelled as a classroom practitioner and still retains an oversight of what makes excellent classroom practice. Claire quickly progressed into a series of leadership roles, mastering her craft at each stage and understanding the importance of leadership dynamics and behaviours. As part of a National Professional qualification in Headship in 2010, Claire first came across formal coaching experience and developed her practice of this through her subsequent years as a successful headteacher and Executive headteacher. Claire has had the pleasure of mentoring or coaching a range of colleagues from trainee teachers to aspiring headteachers, refining her approach for each individual and professional situation.

In 2020, Claire moved into a role strategically leading a range of initial teacher training and early career programmes. During this time, she has worked with a number of early career professionals, and their mentors, and has had the pleasure of seeing professionals develop and grow in their own professional and leadership journeys. During this period, Claire experienced working across the balance scale of coaching, from dialogical coaching to facilitative coaching and understanding more about instructional coaching. It was this experience that encouraged Claire to develop her own personal leadership journey further by engaging in the ILM Level 7 Executive Coaching Certificate.

Coaching is now a key passion of Claire's, that energises and inspires her. She finds that she regularly gets very positive feedback about her coaching approach, style and outcomes.

In 2022 Claire moved into her role as an Executive Assurance Partner, with a Multi-academy Trust based in the East Midlands region. As part of this role Claire is required to work with senior leaders, including Headteachers and Executive headteachers in a range of support and challenge activities, designed to move their organisations to the next level. The vision of The Trust is that everyone should be encouraged to *'be the best that they can be'*, which is something that Claire has always wholeheartedly believed in.

Claire currently works with a range of executive colleagues working in the field of education. Due to her knowledge and expertise in this field Claire is able to contextually understand issues which leaders bring to their sessions and is able to appropriately expand the coaching space to meet the range of scenario's that they wish to explore. Claire is keen to work with Executive Leaders working beyond education as she recognises that all leaders have a significant impact on the engagement of those around them. Claire focusses her coaching on providing a confidential and safe environment for leaders to reflect, express their challenges, explore options and take-action for positive change.

As a qualified Executive Coach and Mentor Claire provides confidential one to one development for executive leaders in settings with challenges such as:

- Confidence Building
- Challenging Relationships
- Conflict resolution
- Identifying and Developing Leadership Styles
- Developing Leadership behaviours
- Imposter Syndrome
- Personal Impact
- Effective Communication
- Team Building
- Work Life Balance

A recent Executive level client from the Education sector who has been working with Claire said:

*"Working with my coach has been an incredibly beneficial and insightful experience. Their guidance and support have helped me gain valuable insights into my strengths and areas for growth. Through our sessions, I've had the opportunity to reflect on my goals, challenges, and aspirations, leading to a deeper understanding of myself and my potential. I'm grateful for the encouragement and perspective they've provided, and I look forward to continuing this journey of self-discovery and personal development with their support."*

*In her role as a coach, Claire demonstrated dedication, profound empathy, and exceptional communication skills. Claire tailored her approach to my needs and fostered a supportive and collaborative environment where I felt valued and empowered. She demonstrated genuine care, actively listened and provided constructive feedback. Claire's expertise in her field enabled her to offer invaluable insights and practical solutions to my issues. In every aspect of her coaching, Claire embodied excellence, leaving a lasting impact on my performance and personal growth."*

Claire has experience of working with three-way contracting processes. The line manager of an Executive leader working with Claire said;

*“It has been wonderful witnessing the professional growth and development of my colleague over the last few months, as a result of her coaching sessions with Claire. Having stepped into a new role, my colleague had been wrestling with the challenges of managing a diverse team of her peers, leading to periods of self-doubt. I have noticed a tremendous change in her. She is much more confident in herself as a leader; she’s developed some routines for reflection; and she is clearer about expressing her expectations. The leadership coaching provided by Claire has been invaluable in unlocking her potential as a leader. Thank you!”*

## **Coaching Style**

Claire’s style is calm, nurturing and empowering. She listens deeply, understanding the content and the context of the situation the client is presenting and through careful questioning she enables the client to understand themselves and their situation better. This understanding is often the catalyst for change and Claire supports her client’s with exploring options, action planning and further reflection. She focusses on the whole person, often bringing a natural humour to the session which builds rapport and allows clients to feel safe and secure. Claire has a deep understanding of the power of coaching and its future focus benefits, but explores with clients how past events can impact on their current situation, thoughts and feelings.

Claire is politely curious and encourages a developmental mindset in her clients. She acts with honesty, integrity and sincerity and brings an openness to her coaching relationships, encouraging others to be their authentic selves and challenging them to find their own way of expressing and developing their strengths. The successful coaching interactions that Claire has had with clients have enabled them to re-evaluate their thinking which has resulted in a shift in actions and behaviours, helping the client to get ‘unstuck’ or to see things more clearly.

Claire is very relational based and believes in the power and strength of relationships with her clients. She builds relationships of mutual trust, allowing clients to have focused time to think and express their opinions, feelings, hopes and fears - all in a safe environment that balances support with challenge.

One of Claire’s recent coaching clients said:

*“It has been an incredible process. Mainly through being able to explore ‘fears’, having the safe space to unpick them and finding ways to address them that you are in control of. Claire has a fantastic way of connecting with you so that you can address your actions and responses in a non-judgmental and non-threatening way, so you work your way to your ‘truth’. You often realise you knew the solution / answer all along. I have appreciated how Claire has allowed the conversation to ‘go off’ on so many different tangents and helped bring them back to the original points. She is brilliant at picking up on certain points of the conversation and exploring these further.”*

## **Qualifications, Professional Bodies and Continuous Professional Development**

- Member of the Association for Coaching (MAC)
- ILM Level 7 Certificate, Executive Coaching & Mentoring, Xenonex.
- PGCE Attachment, Trauma and Mental Health, Pass. University of Chester.
- National Professional Qualification in Executive Leadership.
- National Professional Qualification in Headship.
- PGCE with Geography, Pass. Sheffield Hallam University.
- BSc (Hons) Geography with Environmental Issues 2:2, Brunel University.

## **Approach**

The coaching agenda and sessions are always tailored to the client's individual preferences and needs; however, Claire follows a structured approach to an Executive Coaching programme that ensures a professional, confidential and valuable experience. The stages in the coaching programme are:

- An initial 'Chemistry' meeting with the client to establish the requirements of the coaching contract and for both parties to consider whether there is the potential for a good working relationship.
- Contracting, either a two-way agreement with the coachee and the coach, or a three-way agreement if there is a sponsor for the coaching. The sponsor is usually the clients Line Manager.
- Six one to one coaching sessions, ideally every four weeks, but flexible to meet clients' needs and diary commitments.
  - a. Focusing initially on goal setting and exploring the current reality.
  - b. Further exploration of the current reality of the situation using for example, a range of psychometric testing and 360-feedback
  - c. In the one to one coaching sessions, using an appropriate mix of support and challenge, introducing tools, techniques and models if and when appropriate.
- Claire values ongoing feedback and therefore appreciates clients offering verbal feedback at the end of each of their sessions about what has worked well for them, or even better if – a short period of reflection sometimes supports some clients to do this. This allows Claire's coaching style and approach to always be relevant and appropriate.
- Half way through the six sessions a written mid-point review is undertaken – Claire collates feedback and progress updates from the client, the sponsor and form her own reflections. At this point any change of focus, goals or approach are made to the coaching contract.
- At the end of the programme a formal review is carried out, evaluating the clients progress against goals with the client and sponsor. Written feedback and evaluations are sought to demonstrate impact.
- Claire will engage in confidential supervision sessions with her qualified supervisor to ensure she is also supported and challenged in her coaching style and evaluations.

If you would like to find out more about coaching with Claire, contact her via email to set up an initial phone conversation. You can talk about your coaching goals and how you'd like to reach them. Usually it's an interesting and informal conversation. If Claire thinks she can help you further she will offer you a coaching opportunity. You can then take your time to decide if you want to arrange some coaching sessions with her. Coaching sessions can be either face to face or online using video conferencing, or a combination of both, depending on your diary and preference.

### **Claire Garbutt Executive Coaching Code of Practice:**

**The European Mentoring and Coaching Council (EMCC) contracting guidance has been referred to in order to formulate the following contract commitment and Code of Practice.**

#### **Integrity**

Claire Garbutt is honest and transparent about her qualifications and experience, she obeys the law and is careful to attribute any models, techniques or tools to the appropriate person or organisation, not claiming the work as her own if it knowingly comes from another source.

- **Confidentiality**

Confidentiality is a prerequisite if honest and open dialogue is to take place, therefore the following steps will be taken to support confidentiality.

As an internal coach employed by Nexus Multi-Academy Trust the coach is bound by the 'Confidentiality & Sharing Information' policy which is in place across the Multi Academy Trust. A copy of the policy can be requested here:

<https://www.nexusmat.org/about/policies-and-procedures>

Information will only be disclosed where it has been explicitly agreed with the client and sponsor, unless the coach believes that there is convincing evidence of serious danger to the client, to others, to the organisation, **or** if a serious safeguarding issue has been identified.

It will be necessary to have a discussion with any internal client's about if their coaching experience is something they would prefer to be confidential – if so, this will need to be added in to the coach's diary as a private appointment, given that diary access is shared across the organisation.

Some issues may be fed back through supervision activity. Supervision activity is necessary for coach development and emotional assurance, and operates as an internal system taking place each month. Consideration will be taken to ensure no specific names are referred to, only circumstances and situations. Complete anonymity will be given to any known related parties.

Group supervision may also be attended on a less regular basis. This external group supervision will allow only circumstances or situations to be discussed where again anonymity will be regarded.

Reflection notes will be kept following each session. These will be stored on personal work drives for the entire coaching period and will be dealt with in accordance to the Trust GDPR policy. Names will not be added to the reflections, initials only.

The preferred email communication will be via Nexus email, unless the client has a personal e-mail preference which should be stated during the contracting session, in addition to stating if email contact between sessions is welcomed, or if this should be via telephone, or, not at all.

- **Cancellation**

Time is a premium. It is recommended for the clients own personal development that planned coaching meetings are adhered to where at all possible.

If it is a real issue to meet the appointment commitment, an online meeting should be considered as an alternative.

If the meeting really has to be re-arranged then a period of 24 hours would be helpful for the coach.

- **Client Commitment**

The following outline the required commitments of the client:

- Thinking about what they would like to explore during the meetings and preparing for them
- Being honest and open in the conversations
- Taking responsibility for their learning and development
- Capturing learning e.g. note-taking during the meetings
- Reflecting between meetings
- Carrying through actions which have been committed to with a willingness to explore the reasons if not carried through
- Completing any gap task activities that the coach has recommended.
- Provide feedback to the coach, both verbally through via on ongoing process and written (when requested)

## **Professional Boundaries**

The coach will be responsible for maintaining the boundaries required and set by the client. During the contracting session these will be set out and added to **appendix A**, at the foot of this document.

When operating as an internal coach, there may be information that the coach is privy to from other sources within the Nexus organisation. As the coaching agenda is client led, any information cast upon the coach from elsewhere will be set aside and not discussed. If this then causes conflict and suggests emotional impact, this will then be discussed in an anonymised way during supervision.

Due to the nature of coaching and the direction that conversations can take, as coach, there is necessity to be aware of their own limitations and if the need is felt to signpost to other organisation's for the client to receive further support, such as therapy or counselling, then as coach that is what will be required. In addition, signposting towards Westfield well-being support services for internal Nexus clients or the relevant same service for external clients will occur.

- **CPD/ Supervision**

Internal supervision is in place for all Nexus employees on a monthly basis. This supervision is invaluable to allow to the coach to discuss any issues which may impact on their own mental health and wellbeing, which may have arisen via coaching conversations. It is only situations and impact on emotions that will be discussed and not individual clients.

Group supervision will take place on a less regular basis and will be provided by qualified supervisors from Xenonex coaching solutions. This type of supervision will allow the coach to develop professionally and to ensure the coach is giving the client the best experience possible. Group supervision allows the coach to learn from peer coach's and ask for support, guidance and advice if required.

- **Record Keeping/ GDPR**

Records will be kept of the coaching journey. The coach will make brief notes during the session, this is necessary to support any judicial enquiry should it arise. Reflections will be kept following each session and will support the planning of the next session. Planning notes will also be kept. The coach will follow Nexus Multi Academy Trust GDPR policy which can be found here: <https://www.nexusmat.org/about/policies-and-procedures>

- **Additional agreements/details**

A hybrid approach to meetings will be adopted if required. The coach recognises that as time is such a premium that if a barrier to a coaching session, such as travel time, can be removed then a session will be conducted online. The coach's preferred model, and one which should always be accommodated if possible, is a face to face meeting, either in a private bookable room at Enterprise works (Nexus HQ), or in a quiet location of the client's choice.

**Appendix A:**

**Items the client would prefer NOT to be discussed during sessions:**