

## The Head Gardener as Coach

Caroline started her professional career as a nurse, and then reasonably quickly moved into HR and Organisational Development. She has worked for the Department of Health, Ministry of Defence, Scottish Executive Health Department and in a range of NHS providers, implementing new services and developing service improvements.

Prior to her roles, as Director for Organisational Effectiveness for the NHS provider regulator and improvement agency and Executive / Senior Manager Coach, she was a Board Director for HR and OD, leading strategies focussed on staff engagement, inclusion, leadership development and wellbeing. She also has gone on to be Regional Director of Workforce (Chief People Officer) for the South East of England NHS (250 000 workforce, 9 million population) and then invited to be a Partner at a global consultancy.



The breadth and depth of her skill and experience allows her to work across the public sector, with third sector organisations and in some commercial settings. Her goals are always to unlock the potential in others to ensure they can maximise their impact and ambition, whilst remaining conscious of their preference and triggers for stress when in high pressure environments and in times of change.

## Coaching Style

Caroline is known to be thoughtful, possess exceptionally high integrity and trustworthiness, and be both inspiring and challenging as appropriate. She abides by the belief of always being alongside those she works with, even in challenge, and remains present and committed to her clients, through an inquiring lens of “How can I help?”

The scope of Caroline’s coaching has mainly been at Director level and for Boards in the NHS and other related bodies, as well as for the Armed Forces. She facilitates action learning sets, is a MBTI certified Practitioner, PROPHET psychometric accredited user, and Team Coach.

Caroline coaches through 121 relationships (either face to face, Teams or telephone) and facilitates or chairs events as requested.

## Special Interests

Caroline has provided coaching for single issue matters, career change, searching for meaning, those who feel 'blocked' for whatever reason and those with energy and ambition who lack direction. Caroline's clients come from a broad network and predominantly through word-of-mouth referrals and reputation from those she coaches:

### Client A – Breakthrough moment:

*"I had been discussing with Caroline that I tend to be a "people pleaser" and I tend to overcommit and do work that isn't necessarily my responsibility and over-promise and the reason. During this conversation Caroline pointed out that I caveat a lot of what I say with the word "perhaps". Although in itself this was a small part of our conversation it really hit home as it was a very specific point that summed up the issue that we were discussing and therefore it was something concrete for me to work through to understand why I caveat my language and what impact this has on the person I am talking to."*

### Client B – expectations of coaching:

*"I have found that the coaching sessions have generally exceeded my expectations. I started the coaching sessions with a very specific challenge that I wanted to resolve (improving my personal impact) and Caroline helped me to explore some of the root causes to this problem such that we ended up discussing and finding solutions for issues that I wanted to resolve that I wasn't aware of. Now I feel like I have a lot more self awareness and have more insight into why I am acting in a particular way, and I have some of the tools to manage this more effectively"*

## Training and Qualifications

Underpinning Caroline's coaching and leadership experience she is a Member of the Chartered Institute of Personnel Development (MCIPD), International Coaching Federation (ICF), Myers Briggs Type Indicator Practitioner (MBTI), has her Professional Certificate in Coaching and PROPHET accreditation both from Henley Business School, with Aston OD Team Coach certification due in April 2018. She continues regular CPD and coaching supervision to ensure she reflects on her practice and develops herself as she supports others.