

Leaders in
Partnership 

Leaders in Partnership Evolve Programme Report 2021

Coaching east London's community leaders

**ELBA**

PROGRAMME OVERVIEW

Leaders in Partnership

Leaders in Partnership is a community coaching programme designed to strengthen the leadership of the third sector. By creating 1:1 coaching-style relationships between senior employees and their third sector peers, Leaders in Partnership enables the development of community leaders and their organisations, allowing participants to explore professional challenges and identify solutions. Volunteers have the opportunity to develop their coaching skills, as well as learning about east London issues and the third sector.

Following a careful matching process, volunteers are paired with emerging and established

The 'Evolve' Programme

This Leaders in Partnership cohort formed part of the Evolve Project, and was one of eight capacity building activities delivered through the programme in 2021. Evolve is a collaborative partnership between Linklaters, UBS, Societe Generale and the Societe Generale UK Foundation, delivered by ELBA. Evolve aims to build the capacity of community organisations across

Volunteers

The volunteers came from the three collaborating ELBA member companies.

Linklaters



Within their companies, volunteers held a range of roles and responsibilities in a variety of areas including project management, resource management, learning & development, security services, technology & innovation, banking, sales, and compliance.

community leaders from east London, including CEOs, directors, senior management and programme leads. After a training and launch event, partners meet for an hour a month for 10 months. During this time, volunteers act as a sounding board and critical friend, helping their partners tackle professional challenges. Common issues community partners are keen to explore include managing change and transformation, staff performance and motivating the team, developing a leadership style, developing a marketing and communications style, business planning and project management.

Hackney, particularly in response to the effects of COVID-19, helping to ensure the sustainability of Hackney's third sector and subsequently, support Hackney residents, particularly those who are struggling with regards to employment. Evolve also supports organisations in Haringey and Tower Hamlets.

Community Partners

The Evolve Leaders in Partnership cohort consisted of 17 partnerships, the largest ELBA cohort to date, with leaders coming from 16 east London community organisations based in Hackney and Haringey. The organisations cover a wide range of issues and offer a variety of services to the local community in east London, including:

- Health, mental health and wellbeing support
- Education and training provision
- Homelessness and addiction services
- Business and community hubs
- Young people support
- Essential food delivery services
- Environmental education

EVOLVE PROGRAMME - COMMUNITY PARTNERS

Community Partners

16

Community organisations



Health, mental health and wellbeing support



Education and training provision



Environmental education



Essential food delivery services



Homelessness and addiction services



Young people support



Business and community hubs

Community partner impact

At the end of the programme, community leaders were invited to reflect on their experience. Nine participants provided feedback. Of those nine respondents:



- Would recommend the programme to a colleague
- Developed their leadership style
- Felt able to perform their role more effectively
- Felt better able to identify solutions to challenges
- Said they had developed a different perspective



- Are more confident with strategic thinking and planning
- Are more confident with decision-making
- Are more confident with managing change and transformation
- Are more confident with people management
- Felt they had increased their capacity



- Said they are more confident with influencing
- Said they are more confident with problem solving



Said they are more confident with communication



Said they are more confident with managing their resilience and well-being

*based on respondents answering 'significantly', 'somewhat' or 'a little', and not including those who answered 'not applicable'.

Community partner feedback

Participants shared the benefit that the programme had on them as individuals and their organisations. Their comments included:

“My leadership is more focused, the organisation has more clarity over its direction. I am allocating more time for planning; encouraging volunteers and trustees to reflect on their goals for the organisation, and being more proactive in asking our supporters to spread the word about our courses.”

“I feel the programme allowed me time to focus on my needs and helped me take a step back and assess how I manage my team, the organisation and how I can work towards my own personal goals.”

“I found the programme helped with imposter syndrome and improved the associated difficulties with that. I certainly feel more confident in my own abilities as a first time manager. It helped me to realise that I needed a change and a step up in programme management.”

“I'm a better manager and colleague; more relaxed, more reasonable and less stressed. I also changed my approach to requesting a pay review. I asked for a pay rise as I was long overdue. I was unabashed about selling my contribution to the organisation's success and where I fit in its future. I got a promotion to senior management and a bigger than expected pay rise.”

Leaders in Partnership involves a careful matching process, based on personality, skills, experience and their motivation for taking part in the programme. Community partners shared feedback on the suitability of their match and how it contributed to their experience:

“The person I was matched with was an excellent sounding board, particularly in terms of talking through my proposed/ actual approach in regards to difficult management situations - both up and down. I feel more confident in my approach - and less inclined to avoid difficult discussions. My match was a confident, successful woman - and I feel that really helped in improving my confidence.”

“She was a wonderful coach - supportive, motivating, responsive, with lots of helpful suggestions.”

“It was good, he brought a different perspective to my work and also introduced me to some new thinking.”

Volunteer impact

At the end of the programme, volunteers were invited to reflect on their experience. Seven participants provided feedback:

100%

- Would recommend the programme to a colleague
- Are more confident with building trust
- Are more confident with active listening
- Are more confident with asking powerful questions
- Are more confident with motivating & inspiring others
- Improved their leadership style
- Improved their communication skills
- Improved their problem-solving skills
- Improved their knowledge of the third sector

85%

- Are more confident with giving honest feedback
- Are more confident with believing the coachee has the answer

71%

Improved their strategic planning skills

*based on respondents answering 'significantly', 'somewhat' or 'a little', and not including those who answered 'not applicable'.

Volunteer feedback

Volunteers also shared feedback on their experience on the programme. Here's what they said:

"I really enjoyed coaching my community leader and was able to see a different type of working environment. I found the match perfectly suited and 100% contributed to the experience as it was a joy to meet with them and help in any way possible. Very rewarding."

"I believe I helped build confidence, challenged assumptions and overall got the coachee to a good position that has helped streamline processes / school adoptions in his organisation and also set him up better for his future career. A very rewarding and educational experience."

Volunteers were also asked to share an example of something they have done differently at work as a result of the programme. Their feedback included:

"I am more empathetic and really try to see things from a different point of view. I also ask more open-ended questions if I feel the other person really does know the answer to help show them they know what to do, and why."

"I developed my coaching style - I feel I am more able to flex between directed and non-directed coaching and I have more confidence in merging coaching and mentoring in conversations."

"Very positive experience. Good to experience life in a completely different sector and use my skills. Good to know I have some transferable skills. I was certainly made to feel like I was providing some useful advice. I think I helped her to get the most out of her junior, to deliver a good presentation to her boss and to help her feel like she was doing a good job. She deserved a lot of praise."

"I now have greater awareness of people from a different professional background and their strengths, development areas etc."

"I have done more coaching-like sessions as part of my 1:1s with direct reports, bringing the experience back into the firm during line manager, peer-to-peer coaching."

"Tried to take a step back and look at the bigger picture when getting too bogged down in the detail by remembering there are many things going on."

RUN A PROGRAMME AT YOUR BUSINESS

Bespoke Leaders in Partnership

Leaders in Partnership is a high impact programme benefitting volunteers, participants and community organisations.

Bespoke Programmes offer the opportunity to run a tailored programme aligned with your company's CSR goals for your staff. The programme can be tailored to focus on a particular skill, issue area or east London borough, or to leverage internal networks.

Community participants can be recruited from a range of charities, or a partnership can be established with one key organisation, depending on your requirements.

Bespoke Programmes offers the opportunity to engage a large number of senior employees and deliver a high impact programme.

Bespoke Programmes come at an additional cost.

“It's been great to have an external pair of eyes on the challenges we have faced, as often we are self limited by our perspective. Greatly appreciate the insight!”

- Community organisation, Evolve cohort 2021/ 2022



“I developed my coaching style - I feel I am more able to flex between directed and non-directed coaching and I have more confidence in merging coaching and mentoring in conversations.”

- Volunteer, Evolve LIP Programme, 2021 - 2022

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