NHS
Leadership Academy

South West

South West Impact Report




“Coaching creates the space, the mirror and the challenge for a person to make those changes.”

Supporting NHS Coaches Through Change

Coaching has a vital role to play in the NHS, particularly at a time when people are working within systems experiencing significant and sustained change. NHS coaches are supporting colleagues through uncertainty, increasing pressure, changing structures and complex organisational dynamics, while often experiencing many of those same challenges themselves.

Internal coaches do not sit outside the system they are coaching within. They may be managing change in their own teams, experiencing uncertainty about their own roles, carrying demanding workloads or feeling the personal impact of wider systemic and political change. At the same time, they are creating a safe and thoughtful space for colleagues across the NHS workforce to reflect, make sense of what is happening and find a way forward.

Over the last year, Boo Coaching & Consulting has worked with the NHS Leadership Academy South West to provide a programme of practical CPD and small group coaching supervision, designed around the challenges coaches are encountering right now.

Our CPD programme has focused on four particularly relevant areas: coaching through imposter syndrome, **coaching safely in difficult times, coaching through overwhelm, and handling uncertain and challenging times.** Sessions have explored practical issues including boundaries and contracting, recognising burnout, self-care for coaches, stress responses, trauma-informed coaching and using the VUCA model to help people navigate uncertainty.

Alongside this development offer, **Becci Martin from Team Boo has facilitated small group coaching supervision,** providing confidential and protected space for coaches to reflect on their practice, learn together and pay attention to their own wellbeing. Our approach incorporates the **normative, formative and restorative** elements of supervision, helping coaches consider whether they are working ethically and professionally, how they are continuing to develop their practice and how they are looking after themselves.

Together, the CPD and supervision offer recognises something incredibly important: **we need to support the people who are supporting others.** By investing in the skills, confidence, reflective practice and wellbeing of internal NHS coaches, we help them to continue providing safe, compassionate and effective coaching for a workforce navigating extraordinary levels of complexity and change.

The following report offer an insight into the work Team undertook to support this fantastic coaching community

Becci, Cath & Julia

Team Boo



Continuous Professional Development for NHS Coaches

Team Boo were delighted to support internal coaches from across the **NHS England South West network** with a programme of practical skills development and CPD sessions.

Continuous Professional Development is an important part of being a confident and effective coach. It helps coaches maintain high standards of practice, reflect on their experiences, develop new skills and tools, and connect with other coaches to share learning and explore the challenges they are encountering.

Between **4 December 2025 and 19 August 2026**, Team Boo facilitated a series of interactive CPD sessions focusing on:

- **Coaching Through Imposter Syndrome**
- **Coaching Safely in Difficult Times**
- **Coaching Through Overwhelm**
- **Handling Uncertainty and Change**
- **Practical Tools to Boost Your Coaching Experience**

The programme was designed to respond to the realities of coaching within the NHS. Sessions explored areas including contracting and boundaries, recognising burnout and stress, self-care, trauma-informed approaches and supporting people through uncertainty and challenging circumstances.

Across all our coaching CPD, we focus not only on developing the **skills of the coach, but on supporting the person behind the coach too.** Each session provided a supportive space to reflect, learn, share experiences with peers and consider coaches' own wellbeing alongside the needs of the people they support.

At a time of significant change across the NHS, creating opportunities for internal coaches to **connect, reflect and keep developing their practice** has never been more important.

Sessions delivered

Coaching Through Imposter Syndrome

Coaching Through Imposter Syndrome explores the neuroscience behind our inner critic and imposter syndrome, helping coaches better understand how these can show up for both themselves and the people they coach. The session introduces practical tools to recognise and reduce the impact of the inner critic, build greater self-compassion and support clients experiencing similar challenges. Coaches also have the opportunity to practise the tools and consider how they can apply them within their own coaching conversations.

What our coaches told us

Participants particularly valued the practical nature of the session and the tools they could immediately take back into their coaching practice:

Evaluation showed strong levels of relevance, facilitator expertise and overall satisfaction:

4.6 out of 5
applicability of the content to their role as a coach

4.5 out of 5
facilitator knowledge and expertise

4.4 out of 5
overall satisfaction with the webinar

"Lots of great tips and approaches, a good refresh."

"I like the idea of using the wheel to break down what can sometimes be an overwhelming set of issues for clients."

"Very relevant to my day job at the moment as well as coachees I see. Some great tools and tips to be able to take forward with them."

"Wonderful presenter, very skilled at presenting and answering questions. As a visual learner Becci provided some excellent analogies to remember."

Participants attended – 53 across 3 sessions

Coaching Safely in Difficult Times

Coaching Safely in Difficult Times focuses on some of the challenges coaches can encounter when supporting people through periods of pressure, uncertainty and change. The session revisits the fundamentals of safe and ethical coaching practice, including managing boundaries and contracting, recognising the line between coaching and counselling, understanding when not to coach and knowing what to do when concerns or a crisis emerge.

Importantly, the session also puts the wellbeing of the coach firmly into the conversation. Coaches explore how to recognise signs of stress and burnout in themselves and their clients, alongside the importance of self-care when regularly holding space for others.

What our coaches told us

Participants particularly valued the opportunity to revisit the foundations of safe coaching practice while gaining additional tools and approaches:

Evaluation of the session was exceptionally positive:

4.9 out of 5
applicability of the content to their role as a coach

4.9 out of 5
facilitator knowledge and expertise

5 out of 5
overall satisfaction with the webinar

"Good to revisit and gain insights into additional models and tools."

"It was a great reminder of coaching fundamentals and how we take care of ourselves and clients."

"Really like the phrase – this is worrying me, can we pause the coaching and can we talk about what is worrying me."

"Useful self reflection and guidance to find ways for clients to communicate stress levels."



Participants attended – 25 across 2 sessions

Coaching Through Overwhelm

Coaching Through Overwhelm helps coaches understand how stress and overwhelm can affect both themselves and the people they support. The session explores defence mechanisms and stress responses, helping coaches recognise the signs of stress and consider how this understanding can strengthen their coaching practice.

Drawing on the principles of trauma-informed coaching, we explore practical ways to support clients experiencing overwhelm, including helping them recognise their own stress responses and develop healthier coping strategies.

Importantly, the session also encourages coaches to reflect on their own wellbeing and self-care, recognising that supporting others effectively starts with paying attention to ourselves too.

What our coaches told us

Participants valued the combination of practical tools, personal reflection and approaches they could immediately incorporate into their coaching:

Evaluation demonstrated strong relevance and satisfaction:

4.7 out of 5
applicability of the content to their role as a coach

4.5 out of 5
facilitator knowledge and expertise

4.8 out of 5
overall satisfaction with the webinar

"Very supportive and informative, great reminder to look after yourself to look after others."

"Great session, very relevant at the moment."

"The tools shared today have been great, some are new and some have been reminders of previous learning."

"Lots of really good points raised which I can both utilise in my own self care, but also incorporate into my sessions with clients."



Participants attended – 33 across 2 sessions

Handling Uncertainty and Change

Handling Uncertainty and Change supports coaches to explore what makes situations feel challenging for both themselves and their clients, particularly when there may not be clear or immediate answers.

The session introduces the VUCA model as a practical coaching tool, exploring volatility, uncertainty, complexity and ambiguity and how these can influence the way we think, feel and respond to change. Coaches have the opportunity to experience the tools themselves, reflect on their own circumstances and consider how they can use the approach to help clients make sense of uncertainty and identify a way forward.

What our coaches told us

Participants valued having space to reflect on their own experiences of change as well as developing practical approaches they could take into their coaching:

4.4 out of 5
applicability of the content to their role as a coach

4 out of 5
facilitator knowledge and expertise

4.7 out of 5
overall satisfaction with the webinar

"Useful time for reflection in current practice."

"Lots of relevance to my own circumstances as well and supporting coachees."

"Helpful discussion of models and questions to take into my own coaching practice. Engaging to be part of the conversation."

"Will be able to use new tools and techniques in the future."



Participants attended – 32 across 2 sessions

Practical Tools to Boost Your Coaching Practice

Practical Tools to Boost Your Coaching Practice gave coaches the opportunity to refresh and strengthen their practice through a range of practical, easy-to-use tools and coaching models.

The session focused on building coaches' confidence and creativity, exploring how different tools can generate insight, strengthen accountability, deepen conversations and help clients turn their thinking into meaningful action. It also created space for coaches to share how they use different approaches in practice and learn from the experiences of others.

What our coaches told us

Participants valued both the practical resources and the confidence that came from revisiting and sharing their coaching practice:

Evaluation of the session was particularly strong:

4.7 out of 5
applicability of the content to their role as a coach

5 out of 5
facilitator knowledge and expertise

5 out of 5
overall satisfaction with the webinar

"I have a couple more techniques to add to my coaching toolkit – contract checklist, life tree and Johari window."

"The one pager is really good, a great idea to collate the tools into a quick reference visual."

"Confidence boost – session reminded me how I incorporate some of these tools in my coaching practice. It helped calm my inner voice when at times I feel I am not a good coach."

"It was good to talk about different tools and the contributions from other members."



Participants attended – 10 across 1 session

Engagement in CPD

263	153	58%
Places were booked across the CPD programme	**Attendances recorded**	**Attendance rate**

The difference between bookings and attendance provides an important insight into the practical challenges facing internal coaches working across the NHS and care system. Many are coaching alongside demanding substantive roles within services experiencing significant pressure, organisational change and competing priorities. Despite the intention to protect time for their own development, operational demands can understandably take precedence.

This reinforces why accessible CPD and protected development opportunities are so important. **Internal coaches need space to invest in their own skills and wellbeing if they are to continue providing high-quality support to colleagues across the wider workforce.**



Throughout the programme, participants generously shared their own experiences, reflections and ideas. These contributions added real richness to the sessions, creating opportunities for coaches to learn not only from Team Boo, but from one another. This shared learning and connection was an important part of the programme and something we hugely valued.

Cath, Team Boo

Supporting NHS Coaches Through Coaching Supervision

Coaching supervision provides coaches with valuable protected space to reflect on their practice, maintain professional and ethical standards, continue developing their skills and, importantly, look after their own wellbeing. This **normative, formative and restorative** approach has been at the heart of our supervision offer for NHS coaches across the South West.

Over the last year, **Becci Martin from Team Boo has facilitated small group coaching supervision sessions,** creating confidential, supportive spaces where NHS coaches can step away from the demands of their roles and explore what is really happening within their coaching practice.

Common themes have included **getting the coaching contract right from the beginning,** managing **overwhelm and imposter syndrome,** navigating boundaries and exploring the impact of **systemic and political change across the NHS.** The sessions have enabled coaches to learn from one another, reflect more deeply on their practice and build confidence in managing some of the complexity that comes with coaching within a changing NHS.

For internal NHS coaches, many of whom coach alongside already demanding roles, this protected reflective space is an important part of helping them to **coach safely, confidently and sustainably.**

6

Group supervision sessions in total

14

Places accessed

"Thank you again for such a great session and for your thoughtful follow-up email."

Engagement in Coaching Supervision

Across the coaching supervision offer

27	14	52%
Places were booked	**Attendances recorded**	**Attendance rate**

As with our CPD sessions, this reflects some of the realities facing internal coaches working within a complex and changing NHS and care system. Finding and protecting time for reflective practice can be difficult when coaches are balancing coaching

Yet it is precisely during these periods that **coaching supervision becomes even more important.** Providing protected space to pause, reflect on practice, explore challenging coaching situations and consider their own wellbeing helps coaches to continue supporting others safely, ethically and sustainably. Our small group supervision model was specifically designed as a confidential and protected space for this reflection.



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