

WHAT ROLE DOES COACHING PLAY IN PROFESSIONAL PRACTICE? 18



Understanding the benefits and challenges of coaching in nursing.

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BACKGROUND

Coaching in nursing is gaining popularity in both the leadership and educational areas of practice. There were some variations in the application of coaching and uptake of coaching. This paper will present the findings of an integrative literature review and will pose strategies for implementing coaching in clinical practice.

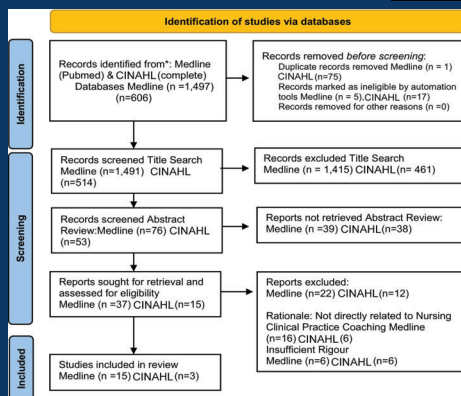
METHOD

An integrative literature review was conducted to systematically review the literature using Whittemore and Knafl (2005). Medline and CINAHL platforms were searched using 'nursing AND coaching AND mentoring' between 2012 and 2022 for articles meeting the inclusion criteria. Eighteen articles were included in the final dataset.



APPLICATION OF COACHING

- The literature reviewed found that when coaching was applied in nursing, it was for leadership development, supporting training or developing coaching skills, and for clinical skill development (Richardson et al., 2023).
- Coaching was used to support educational interventions and embed these into practice (Anderson et al., 2017; Douglas & MacPherson, 2021; Jordan et al., 2018; Jordan et al., 2017).
- Coaching was used to support and develop nurse managers in a leadership training approach (Bradley & Moore, 2020; Bradley & Moore, 2019; McNamara et al., 2014; Westcott, 2016) and support advanced practice nurses (Waldrop & Derouin, 2019).
- In the application of coaching, the staff experienced being coached and were taught coaching skills and processes for utilisation within their leadership practice (Cummings et al., 2014; Cummings et al., 2018; Le Comte & McClelland, 2017; Moura et al., 2020; Rafferty & Fairbrother, 2015; Spiva et al., 2021).
- In two studies, coaching fostered workplace culture (Ali et al., 2021; Yusuf et al., 2018).



RESULTS

Introducing coaching in nursing was found to benefit the individual, organisation, and consumer. The benefits of coaching in nursing included improved performance, role effectiveness, role transitions and confidence in role performance. Coaching assisted in improving communication and resilience.

The challenges associated with coaching in nursing included mixed levels of organisational support, finite time allocation and limited choice of coach. Strategies that assisted in the successful uptake of coaching skills were an appropriate coach-coachee fit, developing trust, and establishing clear relationship boundaries.

BENEFITS OF COACHING

- Nurses valued the feedback process, and using feedback in their coaching enhanced learning experiences, improved communication and facilitated goal achievement (Ali et al., 2021; McNamara et al., 2014).
- There was notable improvement in performance and application of skills taught when combining teaching or skills training with coaching support (Anderson et al., 2017; Jordan et al., 2018).
- Coaching improved resilience, assisting to increase confidence and support coping, stress and conflict management (Bradley & Moore, 2020; Spiva et al., 2021; Westcott, 2016)
- Coaching supports improved and happier relationships, staff retention and job satisfaction (Ali et al., 2021; Bradley & Moore, 2019; Cummings et al., 2018; Moura et al., 2020). Cummings et al. (2018) report that not all staff experience positive outcomes for job satisfaction and coaching conversation in their study.



- Coaching had effects at both the individual and organisational levels.
- Development of self and self-efficacy. This occurred as part of leadership awareness and individual insight that supported self-development and awareness of interactions with others.
- Role effectiveness and performance. The impact of coaching on role effectiveness and performance was seen in improved skills and knowledge, directly impacting performance by increasing self-confidence and achieving personal goals (Bradley & Moore, 2020; Bradley & Moore, 2019; Rafferty & Fairbrother, 2015).
- Coaching improved communication. Managers found that combining communication training and coaching helped bedside nurses feel more skilled in using palliative communication strategies (Anderson et al., 2017).
- It also assisted managers in how they framed discussions and changed the language they used from reactionary and negative to open and supportive (Le Comte & McClelland, 2017)

CHALLENGES

- Sustainability of coaching and difficulties with the opportunity to mentor and coach others, a lack of capacity, having time and confidence in implementing strategies taught (Le Comte & McClelland, 2017)
- Inappropriate use of coaching interventions was linked to a negative experience, role dissonance and decreased self-efficacy (Rafferty & Fairbrother, 2015)
- Some staff felt the coach should be external to the line manager (McNamara et al., 2014; Westcott, 2016)
- There was reported dissatisfaction with the coaching program when there were cancellations and rescheduling, with noted issues around commitment by coaches to attend (Waldrop & Derouin, 2019)



CONCLUSION

- Coaching can allow staff to build their communication and feedback skills and work more positively with colleagues.
- Coaching had varied applications across studies, with differences in the use of coaches, development of trust within the relationship and training approaches to develop workplace coaches.
- Most of the studies were not long-term, so there is a need for a more robust evaluation of coaching across a longitudinal timeframe.
- There is a place for coaching, and the positive benefits for managers and staff are evident.

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