

Ten-step approach to introducing a coaching and mentoring culture

Phase	Stage	Explanation	Reflection
Empathise	1 – Understand organisation	Assess current reality	
Empathise	2 – Link to organisation's objectives/ strategy	Validate need for change	
Define	3 – Identify vision and purpose	Define a destination goal for culture	
Define	4 – Gain stakeholder support	Focus on win-win	
Create	5 – Identify where to engage first	Identify low-risk area to trial	
Create	6 – Create measurements	Clarify what success means	
Experiment	7 – Introduce pilot	Identify learning and insights	
Experiment	8 – Evaluate results	Decide on how you will act on learning and insights	
Learn	9 – Introduce the next phase	Celebrate small wins	
Learn	10 – Maintain momentum	Implement actions from insights and improve	

Table 14.3 reproduced from Martin-Denham, S. and Watts, S. (2019) *The SENCO Handbook*. London: Sage.