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Registry

Case study: Creative training for other sectors

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Co-developing resilience training: City Bridge Trust in partnership with Guildhall Coaching Associates

The Guildhall School of Music & Drama is a conservatoire and drama school based in the City of London. The Guildhall School delivers world-class higher education performing arts training in partnership with distinguished artists, companies and ensembles. The School also fosters innovation, exploration and research within and beyond the arts.

Guildhall Coaching Associates is the School's professional coaching service. It offers accredited training, 1-1 coaching, and tailored organisational development programmes to support people to achieve their full potential, build resilience and work effectively even in the most challenging of situations.

We are strongly committed to the transformative potential of coaching and mentoring in the arts, education and the corporate world.

Guildhall Coaching Associates has co-developed a new and bespoke training programme with City Bridge Trust to address individual and team resilience for staff members. The first iteration of this programme has been designed for those working in the homelessness sector, with a view to offering an adapted training model

to organisations working in other sectors, including those in the commercial industries, as well as other charitable sectors.

Resilience was first raised as an issue by City Bridge Trust's funded organisations in 2018 – charities were reporting the challenge of supporting frontline workers facing stress and burnout. The Trust worked with a number of delivery partners to run a pilot programme in 2019, and [initial findings were published in 2020](#).

Guildhall Coaching Associates joined City Bridge Trust in 2021 to co-develop the next stage of this project, alongside Homeless Link as coordinating partner, Renaisi as programme evaluator, and 12 homelessness sector organisations. The training draws on the Guildhall School's distinctive approach, combining executive coaching expertise and the distinctive qualities of 'embodied' training in a conservatoire.

A key aim for City Bridge Trust is to provide the level of elite professional training usually only accessible to those in senior positions in the private sector. They aim to address structural inequality and test a new and more equitable model of resilience support, one that recognises and respects individual starting points, strengths, and potential for development and growth both individually and collectively at the organisational level.

Guildhall Coaching Associates has used a process of reflective practice with City Bridge Trust and homelessness sector partners as we developed the new programme, trying out methods of teaching and learning, and going through multiple iterations. This iterative process is drawn from our coaching team's artistic practice of co-creation and rehearsal. Artists spend time in embodied experience, followed by reflection on the performance and its impact, to continuously improve.



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This programme has followed a similar path, as we 'workshopped' training approaches, and met again and again with project partners to receive and respond to feedback. When they finally get into the room with participants, our coaches aim to bring their artistic mind-set to the work; ready to adapt in the moment, respond to the expertise and experience in the room, so that the training evolves with the participants.

The programme covers the following key areas:

- **Strengthening connections:** Bringing our most empowered and authentic selves to our work.
- **Self-compassion:** Discovering resilience-enhancing ways to think about ourselves, others and the world.
- **Reaching out:** The power of belonging and collaboration to increase our individual and collective resilience.
- **Responding with resilience:** Developing our personal resilience plans/toolkit.

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Culture & Commerce Taskforce

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In this process of programme evolution, we have learnt that the language we use in training is important – the words we use as creative practitioners do not mean the same in another sector.

However, the intention behind them is usually translatable. It has been a case of working with partners to understand the real context and challenges of those working 'on the ground' in the homelessness sector.

The training programme commenced this autumn, and is engaging participants from the homelessness sector (from frontline volunteers to CEOs) in a 22-week online coaching-based intervention. In this time 12 Guildhall coaches will work with 96 participants.



For more information

www.gsmd.ac.uk/youth_adult_learning/guildhall_coaching_mentoring/

