

# Creating a Coaching Culture

## The Coach Approach



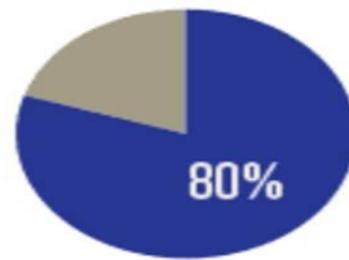
## Topics for discussion

- Creating Coaching cultures – emerging trends
- The evolving stages of creating a coaching culture
- A case study
- Some simple steps you can take for ROI (Return on Investment)

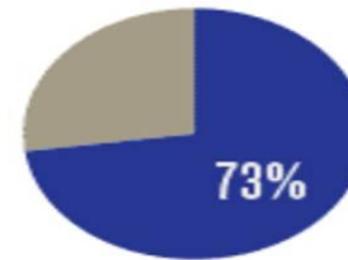


# EMERGING TRENDS

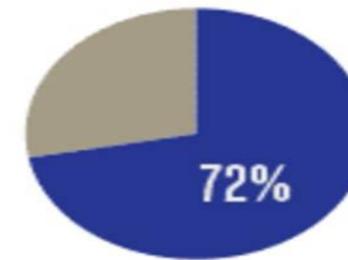
## A REVIEW OF INTERNATIONAL BEST PRACTICE IN COACHING (The ICF)



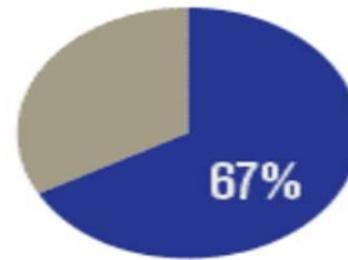
Improved  
Self-  
Confidence



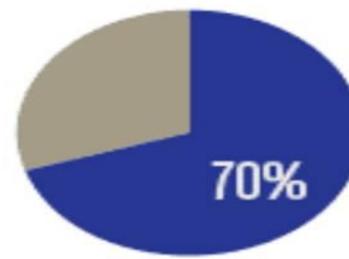
Improved  
Relationships



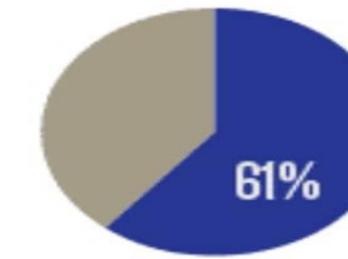
Improved  
Communication  
Skills



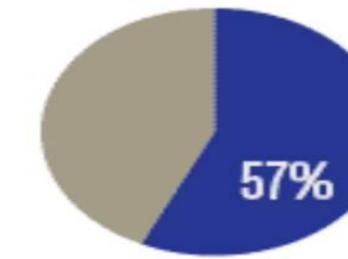
Improved  
Life/Work  
Balance



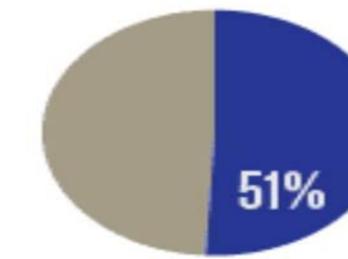
Improved  
Work  
Performance



Improved  
Business  
Management



Improved  
Time  
Management



Improved  
Team  
Effectiveness

Source: International Coach Federation

# Coaching Methodologies

## Coaching Methodologies



- 49% of executive coaching is in-person
- 72% of executive coaches believe it is the most effective methodology
- 92% of HR professionals and coaching clients believe in-person delivery is the most effective methodology
- 40% of executive coaching takes place over the phone (many of these companies have less than 10 employees)

# Coaching Methodologies



- Use of webcam and email have not been notably effective to date
- Move towards more regular and structured meetings
- Fixed length engagements
- Use of psychometric tools (360 degree feedback)
- Methodologies continue to evolve
- Whole brain thinking – e.g. picture drawing
- Use of drama in leadership coaching

# Executive Coaching has now ...

- Moved from problem solving and stigma of ‘career saves’
- Become a pro-active strategy for Executive and Leadership Development
- Become a benchmark to acknowledge and develop an ‘up and coming leader’!



## Emerging Trends

- Growth of performance coaching
- Involves high performers
- Organisational development tool
- 3 most popular areas from the ICF study:  
Leadership (58.1%); Executive (57.8% and  
Business/Organisations (53.6%)



# BEST PRACTICE IN COACHING

- Linking it to organisational goals and strategies
- Careful choosing of an appropriate coaching model
- Managing the entire process for consistency and quality
- Building a team of quality, screened coaches
- Preparing staff in advance and not forcing anyone to engage in coaching



# Internal vs External Coaches

- Internal Coaches – employees who provide services to colleagues
- External coaches – independent service providers
- More than two out of three organisations who responded to the Sherpa study use a combination of internal and external providers.
- One in ten relies exclusively on external providers



# Benefits of Internal Coaches

## Benefits of Internal Coaches

- When knowing the Company culture, history and politics is critical
- When easy availability is desired
- When it is necessary to build up high levels of personal trust over a period of time
- When keeping costs under control



COACHING IS RELEASING A PERSON'S POTENTIAL TO MAXIMISE THEIR OWN PERFORMANCE. IT IS HELPING THEM TO LEARN RATHER THAN TEACHING THEM.



# Benefits of External Coaches

## Benefits of External Coaches



- Providing sensitive feedback to senior business leaders
- When there are political reasons
- When bringing specialised expertise
- When individuals are concerned about 'conflicts of interest' and whether confidentiality will be preserved
- When providing a wider range of ideas and experience
- When it is important for an organisation to see external coaches as less likely to judge and are perceived to be more objective

# A simple overview...

## How to establish a coaching culture (Clutterbuck and Meggison 2005)

- Ensuring managers have at least the basic skills of coaching
  - Equipping all employees with the skills to be coached effectively
  - Providing an advanced coaching skills programme for senior managers
  - Providing opportunities to review good coaching practices



## How to establish the culture...

- Recognising and rewarding managers who demonstrate good coaching
- Measuring and providing feedback on the quality, relevance and accessibility of coaching
- Ensuring top management provide strong, positive role models
- Identifying cultural and systems barriers to developmental behaviours
- HR practitioners can track how much the organisation is perceived to support development and coaching activity in a variety of ways including employee attitude surveys
- Creating a coaching culture generally involves implementing a long term strategic organisational development programme in an organisation



## Part 1 Summary

- Coaching is increasing at all levels within organisations
- It has moved from ‘tutoring’ to a role which aims to transform organisations and the individuals working within them
- It is seen to be a leadership development tool
- Examples of good practice have been identified
- ROI has been identified
- It only works well within organisations who have developed coaching cultures



Any  
Questions?



# The Evolving Stages of Creating a Coaching Culture



## Why create the coaching culture?

- Develop and sustain competitive advantage
- Support current leaders, grow future leaders
- Retain high potential staff
- Strengthen company cohesion and engagement
- Staff motivation and support



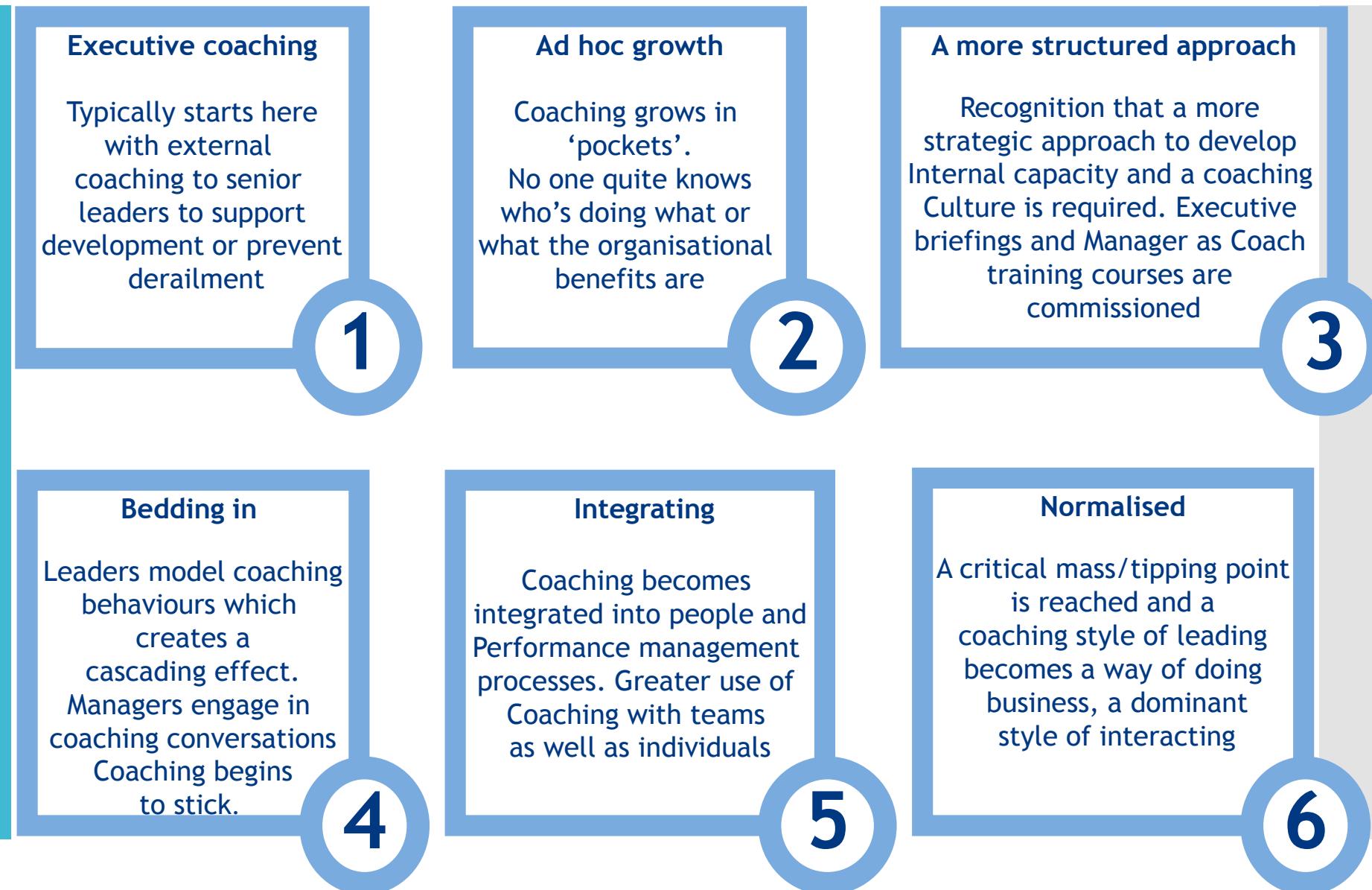
# Creating The Coaching Mindset...



Great Coaching managers operate from a *coaching mindset* which means:

- They constantly look for opportunities to improve performance.
- They spot talent and develop people.
- They use certain skills and display common characteristics.
- They know their people and what they're doing.

# The evolving stages of a coaching culture



## In practice ...

- Individuals are listened to with both the head and the heart
- Questions help another to take ownership of their 'concern' and find their way forward
- Conversations are solution focused
- All relationships are built on trust and mutual respect
- Change fosters a collective hope and resilience



# Coaching becomes a means for...

- Supporting one another
- Challenging constructively
- Achieving clarity
- Finding solutions
- Celebrating successes
- Deepening levels of communication and understanding
- Building relationships
- Helping others to take ownership



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# Ten key principles for developing a coaching culture

1. Start with the question - Why take this journey?
2. Align to business strategy.
3. Drive from the top
4. Set up as an OD intervention.
5. Develop a common understanding of coaching.
6. Develop coaching capability.
7. Manage the quality of your externally supplied coaching.
8. Build a community of internal and external coaches.
9. Gather success stories.
10. Evaluate outcomes.



Any  
Questions?



# A Case Study

**Aims:** To engage and provide demonstrable evidence around the benefits of embedding a coaching culture, to Senior Leaders, who have a key role in championing coaching to improve their own organisational performance.



## **Outcomes:**

- Participants will have an opportunity to consider the impact and benefits embedding a coaching culture could have on their organisation and its performance
- Participants from private and public sector organisations to showcase the bottom line performance and impact of coaching
- Participants will gain coaching readiness tools to help them plan the implementation of coaching behaviours in their own organisations



# Why Coaching?

2012 –3 Trust Values created



We **value** people as individuals ensuring we are all treated with **dignity** and **respect**.

We **value quality** and strive for **excellence** in everything we do.

We **value**, encourage and recognise everyone's **contribution** and **feedback**.

We **value** open, two-way communication, to promote a **listening** and **learning** culture.

We **value** and **deliver** on the **commitments** we make.

## Our Coaching Strategy



► *To develop coaching across the APAC region to **improve performance** and enable individuals to **take personal accountability**, encourage them to **take more responsibility**, **make their own decisions** and **take action** leading to **improved outcomes** for customers, staff, and partners. Enable them to become exponential leaders.*

# How is Coaching supporting our Organisational Objectives?



## ■ Our Purpose

To build competence and capability across all senior Leaders in APAC by developing Leadership Influence and Quality coaching conversations. To develop an outstanding Coaching community within the APAC region that models the way for the rest of the global organisation

## Key vehicles to deliver the strategy



- ALEP Coaching Programme including Instructor Led Training (ILT) and Virtual sessions
- 20 hours of one to one coaching over 18 months
  
- Internal resource for formal coaching sessions
  
- Coaching Communities Programme

## Resources for formal coaching sessions



- **Build internal coaching capability & capacity**
- **Now all directors access external coaches**
- **55 senior Leaders per year attend the ILM endorsed ALEP coaching programme**
- **Translate theory into practice through virtual support sessions**
- **Full support structure in place**
  - Code of ethics/best practice
  - Supervision
  - CPD events

## Targeted use of our “Coaching Community”



- Reviewed themes emerging from our own investigations
- Determined groups of people to receive coaching
  - new people managers
  - those leading organisational change
- Initially no self-referrals and no managerial referrals
- Underpinned by process, governance and evaluation

# Coaching Communities Programme



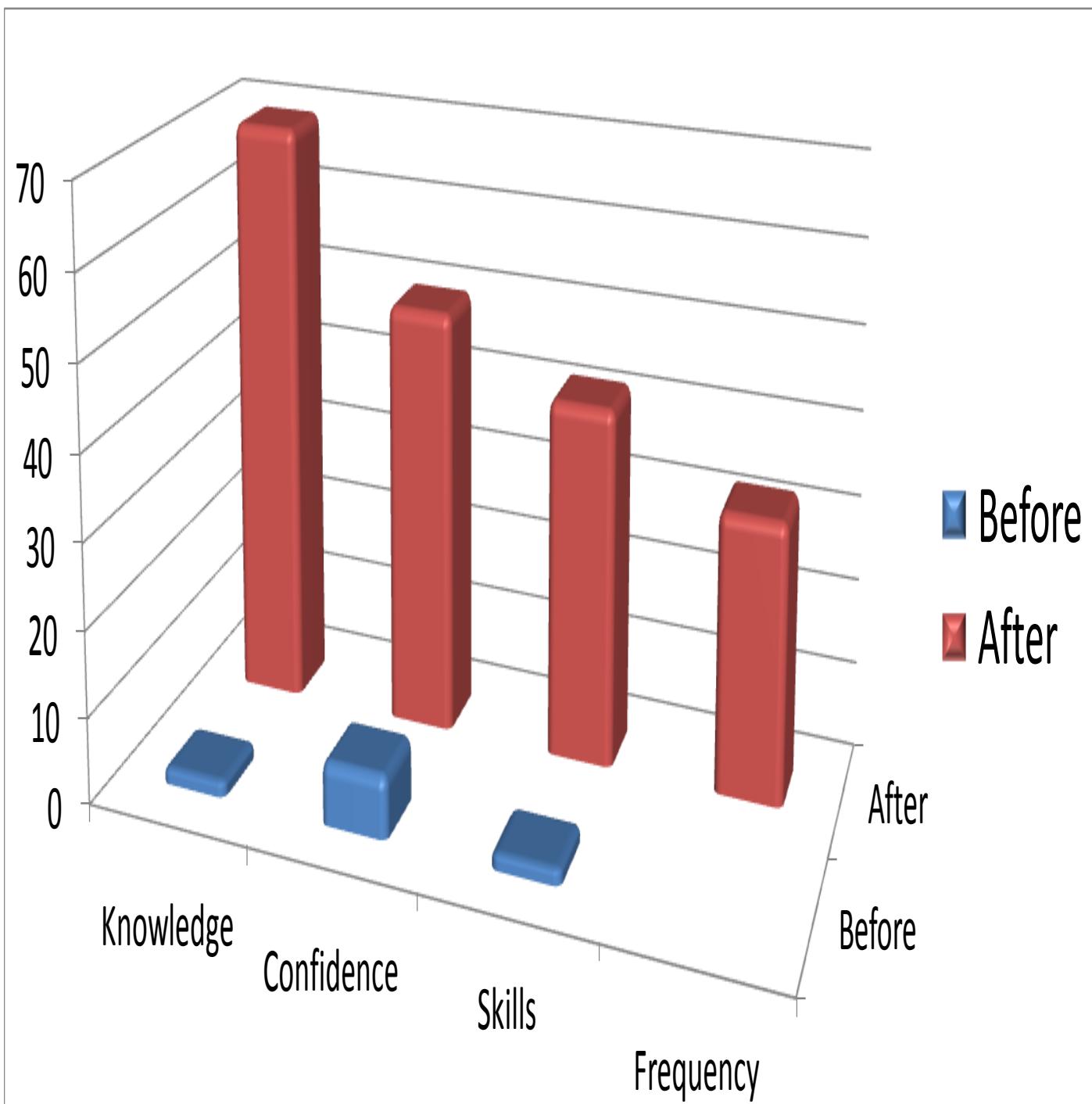
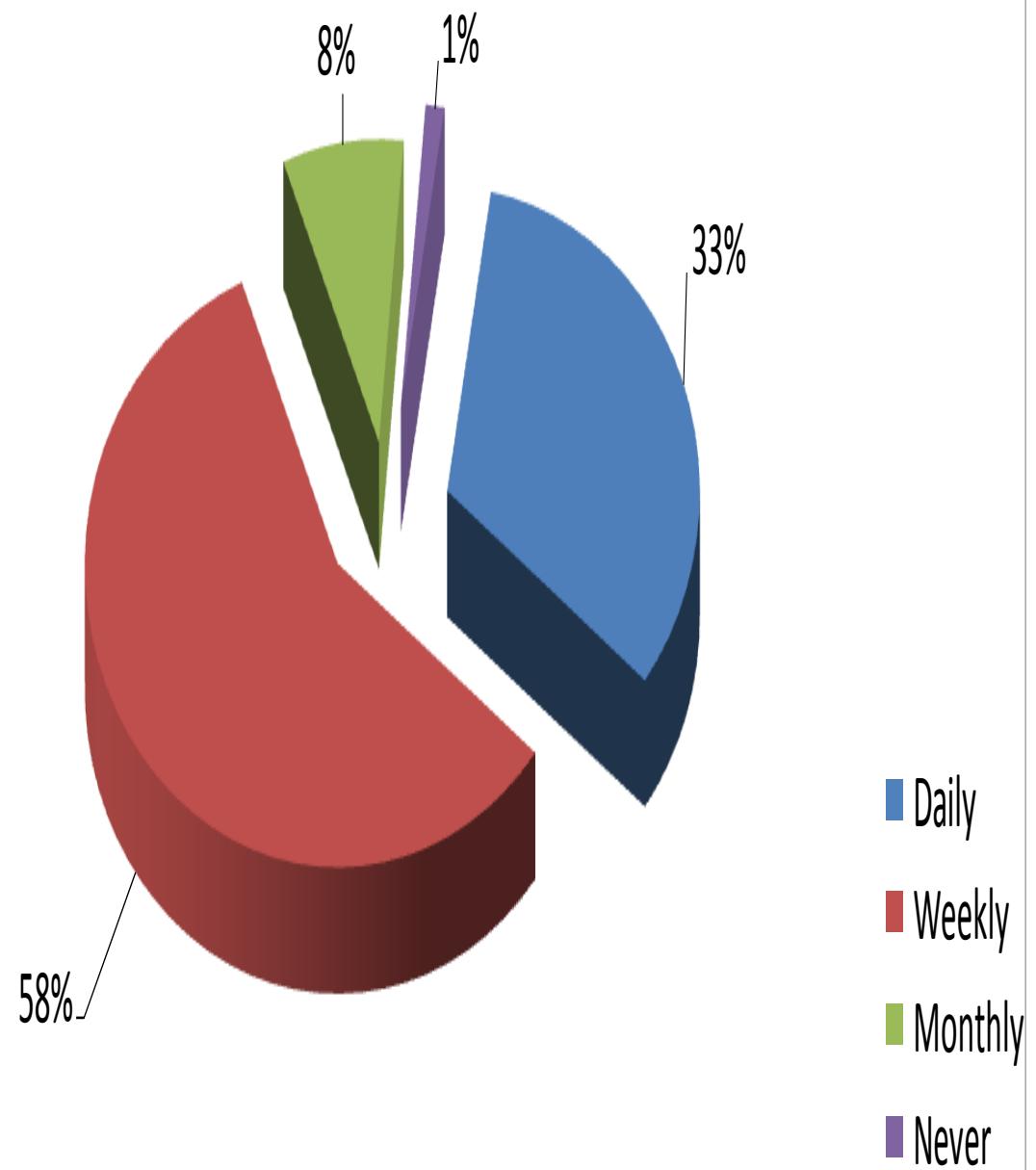
- All people leaders c.350 people
- Four day programme spread over 12 months
- Completed by all Executives and Board Members
- Every cohort opened by CEO
- Every cohort closed by Exec Director
- Sustainability through Trio-Facilitators (Exec Mentor, Internal and external coaches)
- Key themes
  - Ask not tell
  - Involve me in decision making
  - Feedback – listening and contribution
  - 95% - 5%

# Evidence of the impact – Internal surveys



- Baseline assessment before by
  - Self
  - Peer
  - Line manager
  - Direct Report
- Assessments repeated after programme completion
- Demonstrated improvement in
  - Confidence
  - Knowledge
  - Skills
  - Frequency of holding Coaching Conversations

## Frequency of Coaching Conversations



## Evidence of the impact – External



Study by CTG Group on the impact of the ALEP Coaching Programme has shown that:

- Staff feel that there has been significant effort made to educate managers and leaders regarding the benefits of formal coaching
- Coaching is becoming fully integrated into the way of 'doing things' within the organisation.
- Across areas studied, the impact of the coaching programme on service delivery has clearly moved to one of a strategic and embedded culture.

# What next for delivering organisational change through Coaching?



- Evaluate the impact of coaching on our customer experience
- Sustainability of ALEP Coaching Programme and the Coaching Communities
- Grow internal Coaching Resource
- Grow internal Supervision Resource
- Expand the targeted use of formal coaching

Any  
Questions?





**Simple Steps to building a coaching culture**  
**What can a Coaching Culture look like in your organization....**



## The Coaching Landscape has been maturing since 2010

- Coaching as a mindset rather than an activity
- Honest, quality conversations – ‘Are we having the right conversation at the right depth between the right people, right now?’

## Start by understanding what it is and it isn't



- An executive briefing or management conference is a good place to start
- Undertake coach training together to develop the necessary coaching skillsets and mindset



# The strategic use of coaching

Performance improvement

**1**

Support and development for current leaders

**2**

Talent development – future leaders

**3**

Building and sustaining high performance teams

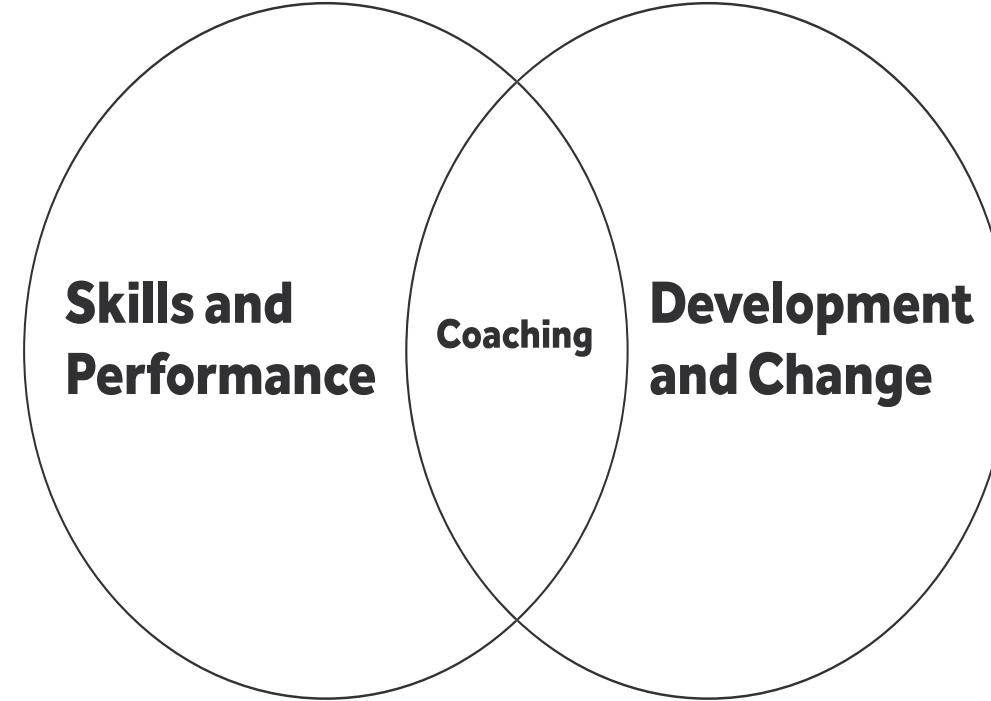
**4**

Developing coaching cultures

**5**



## The focus of individual coaching



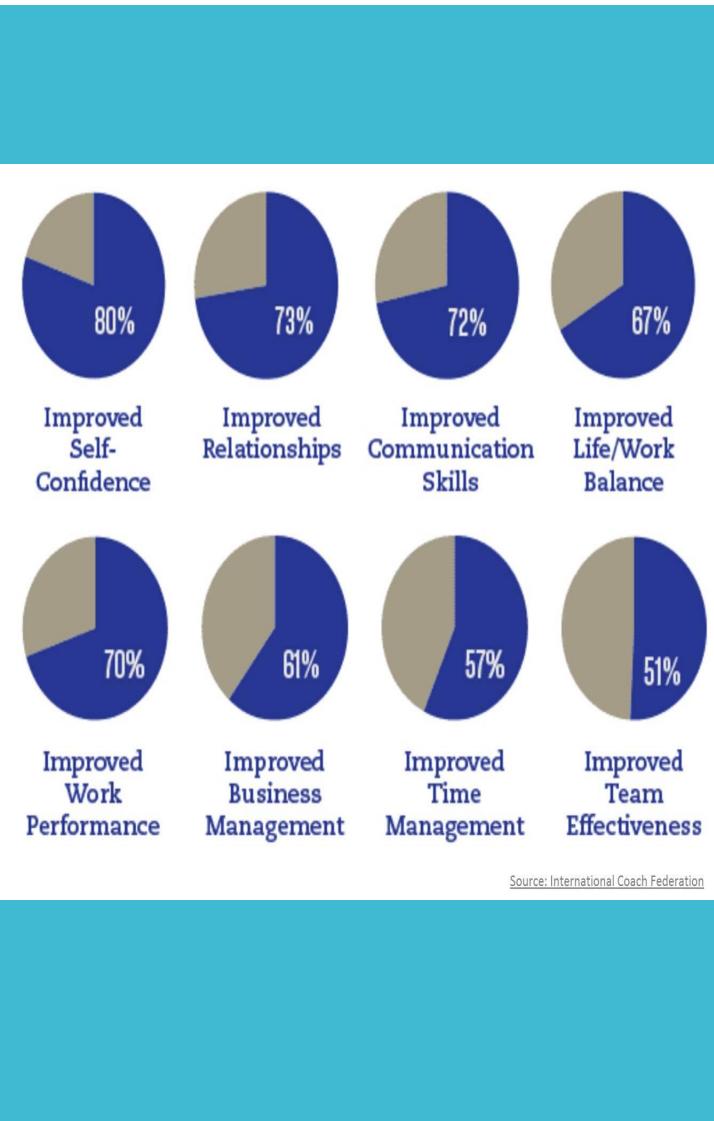
### Coaching the task

- ◎ Solving problems
- ◎ Getting the job done (better)
- ◎ Focus on today

### Coaching the person

- ◎ Growing leadership capability
- ◎ Fulfilling potential
- ◎ Focus on tomorrow

***Coaching is about both***



## Different types of coaching conversations

**Planned 1-1's**

**Developmental  
Coaching**

**Anytime  
Coaching**

# Hold the strategic conversation

The distance  
between your  
**DREAMS** and  
**REALITY** is  
called **ACTION.**

- Identify what you want from a coaching culture and how it can support your strategic objectives
- Consider making it a strategic objective in its own right

## Leadership team development



- Commit to a programme of team coaching and development to develop as a high performing team
- Be realistic about what this involves – an occasional Away-Day is fine for strategic planning but not as the vehicle for team coaching

## Engage the wider organisation



- Agree how to engage the wider organisation congruently
- Hold a facilitated large group event to share the rationale and intention of creating a coaching culture
- Seek input into the key challenges and opportunities

Monitor that coaching is becoming the NORM



- Regularly communicate the leadership expectation around coaching
- Agree who is responsible for reviewing and evaluating the results
- Gather success stories and conduct structured interviews to discover the tangible and intangible gains

## Common mistakes made by organisations



1. Senior leaders opting out of the process
2. Not making it a strategic priority
3. Treating the coaching culture process as a training exercise
4. Delegating it to HR or outsourcing it all to external training providers

Any  
Questions?



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being part of  
this webinar**

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