



# ***Building a Coaching Culture for Greater Engagement and Lasting Outcomes***

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# Today's Presentation

1. ICF – A brief introduction
2. Building a Coaching Culture
  - a) Making the Case
  - b) Measuring for Impact
3. Case Studies
4. Resources

# About ICF

- Pioneers in the development of global standards for professional coaching, core competencies, ethics and industry research
- Independent credentialing and training program accreditation body
- Professional development and network-building opportunities for coaches
- Provide organizations access to credentialed coaches around the world

# About ICF

- Largest global member network of professional coaches
  - Over 30,000 ICF Members in 138 countries
  - More than 23,000 ICF Credential-holders
  - 130+ Chapters in 70+ countries
- All ICF Members must possess a foundational level of coach-specific training
- ICF Members and Credential-holders must adhere to the ICF Code of Ethics

# Building a Coaching Culture

# Making the Case



# Organisations with a Strong Coaching Culture

- Organizations with strong coaching cultures:
  - Employees and Senior Executives value coaching
  - Managers/leaders spend an above average time on coaching
  - Managers/leaders receive accredited coach Specific training
  - Coaching is a line item on the budget
  - Coaching is part of the strategic plan
  - All employees have opportunities to experience coaching from professional practitioners
  - All 3 modalities exist (external/Internal coaches & manager with coaching skills)

*Building a Coaching Culture Research*



# Impact in Organizations

- Highly adaptable nature has led coaching to become enterprise-wide activity
- Coaching now is considered “merit badge” in most organizations rather than remedial or performance management activity
- Other modalities can be accelerated or have greater impact when layered with coaching (e.g., training, change management consulting)



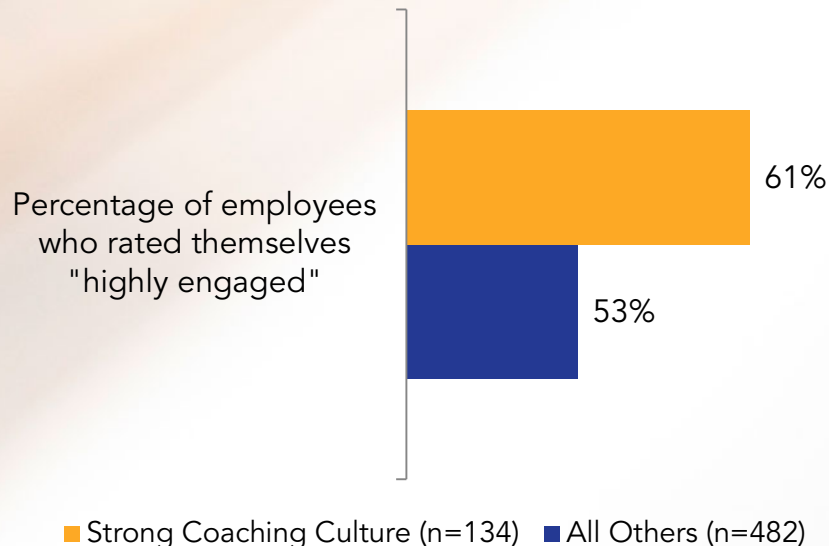
# Coaching Leads To ...

- Improved team functioning
- Improved employee relations
- Faster leadership development
- Increased employee well-being
- Increased emotional intelligence for employees
- Increased engagement
- Increased productivity

*Building a Coaching Culture Research*

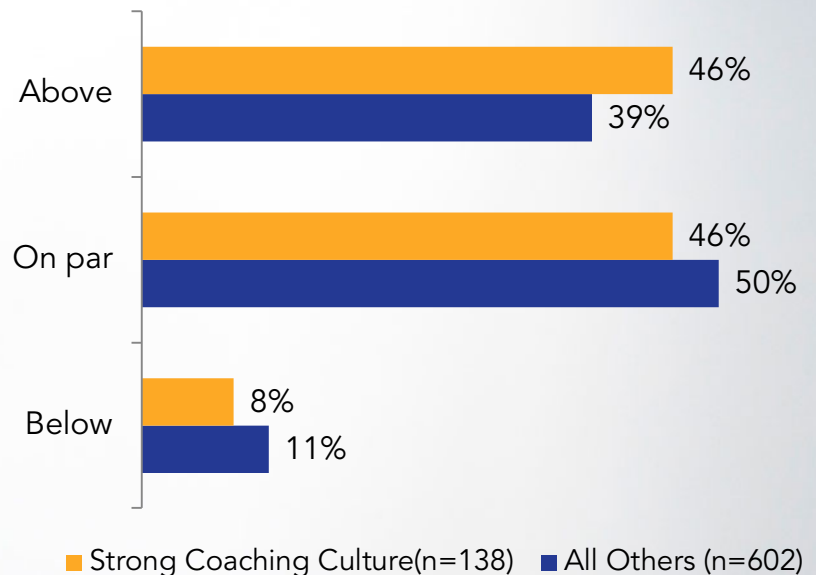
# Impact in Organizations

Strong coaching cultures are correlated with higher employee engagement.



Strong coaching cultures are correlated with stronger financial performance.

*2016 revenue growth in relation to industry peer group by coaching culture.*



# Impact in Organizations

- 25% of organizations surveyed in 2017 found to have strong coaching cultures (increase from 17% in 2016)
- Strength Index created by recognizing:
  - Perception of coaching value by key stakeholders
  - Dedication shown through monetary/time commitment
  - Dedication shown through training commitment
  - Access to coaching throughout the organization
- Ongoing research surveying HR/L&D professionals to quantify strength of coaching cultures

*Building a Coaching Culture with Millennial Leaders (2017);  
Building a Coaching Culture with Managers and Leaders (2016)*

# Impact in Organizations

- Organizations using coaching practices to increase employee engagement (60% of those surveyed in 2015)
- Coaching especially impactful for high-potentials (particularly in terms of engagement) & Millennials
- Trickle-down effect
  - Cascading down from C-suite to all levels
  - Growing number of organizations taking bottom-up approach
- Increasing use of external coach practitioners, internal coach practitioners and managers/leaders using coaching skills

# Impact in Organizations

Overall, one in three (37%) organizations use all three modalities, but this occurs in 76% of those with strong coaching cultures.



*Building a Coaching Culture with Millennial Leaders (2017)*

# Impact in Organizations

- Ideal mix of coaching modalities can lead to creation of new leadership paradigm
- Fostering more collaborative management approach and improving team dynamics
- Managers/leaders no longer pressured to “know all the answers”
- Individual contributors more confident and empowered

# Impact in Organizations

Most employee segments have access to managers/leaders using coaching skills, but external coach practitioners appear to be reserved for those in senior-level positions and high potentials.

*Percentage of respondents' organizations offering coaching to each employee segment (n=670)*

Modalities	Internal coach practitioners			External coach practitioners			Managers/leaders using coaching skills		
Available to:	2017	2016	2015	2017	2016	2015	2017	2016	2015
High potentials	79%	37%	39%	67%	41%	39%	74%	72%	58%
Entry-level	69%	36%	27%	42%	10%	3%	75%	77%	69%
Mid-level	81%	38%	40%	54%	23%	14%	79%	78%	74%
Senior-level	74%	32%	33%	79%	55%	61%	70%	65%	48%

*Building a Coaching Culture with Millennial Leaders (2017)*



# Measuring Impact



# Ways to Measure Impact

- Pre-post client self-assessments
- 360-degree surveys of the client's bosses, peers and reports
- Climate surveys
- Customer surveys
- Surveys of sales, costs, employee turnover and other business results
- Control Groups

# Value of Impact

- Among those who have received coaching, 80% report positive impacts resulting from coaching engagement
  - Impacts more pronounced in organizations with a strong coaching culture
  - Areas of improvement include:
    - Work performance
    - Communication skills
    - Productivity
    - Well-being
    - Business management strategies

# Value of Measuring Impact

- Organizations understand potential value of collecting return on investment (ROI) impact data
- Very few organizations have resources, desire or expertise to measure coaching impact at a monetized level
- More organizations satisfied with evaluating return on expectations (ROE)

# Recommendations



# Recommendations

- Make professional coach practitioners available to managers and leaders
  - Use internal or external coaches to support managers and leaders in unlocking their potential
  - If supervisors of first-time people managers have received appropriate coaching skills training, encourage them to apply these skills
  - Build awareness around any resistance or challenge that exist in the transition from an individual contributor to a first-time people manager



# Recommendations

- Train managers/leaders to use coaching skills
  - Offer managers/leaders additional opportunities to receive accredited coach-specific training
  - Provide managers/leaders using coaching skills examples, toolkits, videos, etc. on the coaching core competencies
  - Encourage to use coaching skills in the moment, or during more formal conversations—such as scheduled development conversations



# Recommendations

- Understand a multi-generational workforce to address their development
  - Specific needs at certain stages of life more likely to contribute to differences in values and working styles than attitudes and personalities
  - Focus on developing employees and creating opportunities for advancement while providing flexible working arrangements

# Case Studies

# ICF International Prism Award

- Prism recognizes outstanding organizational coaching initiatives that:
  - Fulfill rigorous professional standards
  - Address key strategic goals
  - Shape organizational culture
  - Yield discernable and measurable positive impacts

# ICF International Prism Award

- Previous International finalists include:
  - GlaxoSmithKline, 2016 Winner (United Kingdom)
  - Coca-Cola HBC Russia, 2016 Honorable Mention (Russia)
  - SAP, 2015 Honorable Mention (Germany)
  - Rogers Communication, 2015 Winner (Canada)
  - J.K. Organization, 2014 Winner (India)
  - Isikkent Schools, 2013 Winner (Turkey)

# Automotive Fuel Cell Cooperation Corp. (AFCC)



# Automotive Fuel Cell Cooperation Corp. (AFCC)

- Winner of 2017 International Prism Award
- Joint venture of Daimler AG and Ford Motor Company (est. 2008)
- Three-fold mission:
  - Develop a fuel cell stack for vehicles that meets cost targets
  - Develop innovative stack concepts and technologies for next-generation fuel cell vehicles
  - Own fuel cell stack product design from “cradle to grave”



# Automotive Fuel Cell Cooperation Corp. (AFCC)

- Innovative coaching culture (est. 2012)
  - Directly impacts everyone associated with AFCC, from leaders and managers to new hires, co-op students and outside contractors
  - 50% of employees have participated in formal coaching engagements since 2013
  - Coach-like conversations take place every day at all levels of the organization, in both 1-on-1 and team interactions
  - 80% of senior management and 50% of extended management have undergone 60 hours of coach-specific training



# Automotive Fuel Cell Cooperation Corp. (AFCC)

- 161% improvement in leadership culture from 2014-2017, including:
  - Authenticity (+389%)
  - Relating (+228%)
  - Self-awareness (+182%)
  - Achieving (+167%)
  - Systems awareness (+151%)
- Employee turnover has decreased by 48% since 2012, which is a cost savings of \$700,000 USD annually

# **Automotive Fuel Cell Cooperation Corp. (AFCC)**

- Employees who have participated in coaching credit it with:
  - Supporting transitions into leadership roles
  - Strengthening teams
  - Enhancing interpersonal skills inside and outside of office

# Automotive Fuel Cell Cooperation Corp. (AFCC)

- Testimonial:
  - “As a new leader, coaching helped me identify my strengths and gaps, successfully resolve conflicts, and deliver and accept critical feedback. Prior to coaching, I was prone to avoiding issues and not voicing my opinions, and I was unaware of my impact on others.”

# Automotive Fuel Cell Cooperation Corp. (AFCC)

- Testimonial:
  - “I partnered with an internal coach at a very low point in my career. Quite frankly, I was ready to leave the company. ... My coach helped me discover my values and life purpose, and even create my crew. I was skeptical at first whether coaching would have any impact on me. When I look back, I know the only reason I’m here today is because of my coach and the learning and new perspectives I was able to generate through coaching. Three years later, I’ve been promoted into a senior role and I am happy and engaged. Coaching works!”

# EY (Formerly Ernst & Young)



# EY (Formerly Ernst & Young)

- 2017 International Prism Award Honorable Mention
- One of largest professional services organizations in the world
- One of the “Big Four” accounting firms
- Robust coaching culture
  - Is part of fabric of organization
  - Emphasizes high-quality conversation, reflection and learning
  - Supports leaders during defining moments in both professional and personal lives



# EY (Formerly Ernst & Young)

- Defining Moments
  - New parenthood
    - As of September 2016, more than 700 employees (25% men) had taken advantage of coaching for new parents
  - Promotions/New roles
    - After transition coaching,
      - 96% better understood what drives them
      - 89% were clearer about roles and responsibilities
      - 80% more confidently navigated environment
      - 83% identified & built relationships that matter to success
      - 88% felt stronger as a leader



# EY (Formerly Ernst & Young)

- Highest-performing teams (HPT): Leadership and team coaching work that accelerates the success of the account team
  - Includes coaching, consulting and facilitation
  - Participate in 1-on-1 and team coaching over 6-18 months
  - Access to self-service coaching tools/resources
  - When coach leader in context of team, both get better
- Impact on top- and bottom-line results:
  - 31% revenue growth
  - 109% increase in total contract values

# EY (Formerly Ernst & Young)

- Nominating Coach Tricia Christian: “Coaching now underpins everything we do at EY...Our organization’s tagline espouses the essence of how asking better questions creates better answers, and thus a better working world. This represents a fundamental shift in how our people do business, from a cultural expectation of showing up as experts who advise and tell, to listeners who ask questions and demonstrate curiosity.”

# EY (Formerly Ernst & Young)

- Their 'Tag line' is:
- “Committed to building a better working world!”

# Predominant Management Style

FIGURE 9 What three words would you use to describe the predominant management style at your organization? (Larger-sized words are more frequently cited.)



# Effective Management Style

FIGURE 10 What three words would you use to describe the most effective management style at your organization? (Larger-sized words are more frequently cited.)



# Resources

# Building a Coaching Culture Research

In partnership with the Human Capital Institute (HCI):

- *Building a Coaching Culture with Millennial Leaders* (2017)
- *Building a Coaching Culture with Managers and Leaders* (2016)
- *Building a Coaching Culture for Increased Employee Engagement* (2015)
- *Building a Coaching Culture* (2014)

[Coachfederation.org/coachingculture](http://Coachfederation.org/coachingculture)



# Research and Case Studies

- *2017 Global Consumer Awareness Study*  
[coachfederation.org/consumerstudy2017](http://coachfederation.org/consumerstudy2017)
- *2016 Global Coaching Study*  
[Coachfederation.org/2016study](http://Coachfederation.org/2016study)
- *2013 ICF Organizational Coaching Study*  
[Coachfederation.org/orgstudy](http://Coachfederation.org/orgstudy)
- ICF Global International Prism Award  
[Coachfederation.org/prism](http://Coachfederation.org/prism)



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