Creating Coaching Cultures in Organizations
For Greater Engagement and Lasting Outcomes

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Today’s Presentation

1. About ICF
2. Coaching in Organizations
   a) Current Observations
   b) Future Trend Indicators
   c) Case Studies
3. Resources
About ICF

• Pioneered global standards for professional coaching, core competencies, ethics and industry research

• Independent credentialing and training program accreditation body

• Professional development for coaches

• Global access to credentialed coaches for organizations
About ICF

• Largest global network of trained professional coaches
  o 30,000 ICF Members in 140 countries
  o 20,000 ICF Credential-holders
  o 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
Current Observations on Organizational Coaching
Coaching Leads To …

• Increased:
  – Engagement
  – Well-being
  – Emotional intelligence

• Improved:
  – Team functioning
  – Employee relations

• Faster:
  – Leadership development

*Building a Coaching Culture with Managers and Leaders (2016)*
Current Observations

• Ongoing research on coaching culture strength
• Strength Index:
  o Perception of coaching value by key stakeholders
  o Dedication shown through monetary/time commitment
  o Dedication shown through training commitment
  o Access to coaching throughout the organization
• 17% of organizations surveyed in 2016 found to have strong coaching cultures

Building a Coaching Culture for Increased Employee Engagement (2015); Building a Coaching Culture with Managers and Leaders (2016)
Current Observations

Strong coaching cultures are correlated with higher employee engagement.

Strong coaching cultures are correlated with stronger financial performance.

2015 revenue growth in relation to industry peer group by coaching culture.

Percentage of employees who rated themselves "highly engaged"

- Strong Coaching Culture (n=134): 62%
- All Others (n=482): 50%

Building a Coaching Culture with Managers and Leaders (2016)
Current Observations

Overall, one in three (33%) organizations use all three modalities, but this occurs in 64% of those with strong coaching cultures.

Building a Coaching Culture with Managers and Leaders (2016)
Current Observations

- Perceived **advantages** of each modality:

<table>
<thead>
<tr>
<th>#</th>
<th>For use of external coach practitioners</th>
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<th>For use of managers/leaders using coaching skills</th>
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<tbody>
<tr>
<td>1</td>
<td>Level of coach training/experience</td>
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<tr>
<td>2</td>
<td>Ability to coach executives</td>
<td>Accessible resource to the organization</td>
<td>Development of coaching culture</td>
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<tr>
<td>3</td>
<td>Maintaining confidentiality</td>
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<td>Knowledge of company personnel and operations</td>
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<tr>
<td>4</td>
<td>Role clarity</td>
<td>Knowledge of company personnel and operations</td>
<td>Pre-existing trust with employees</td>
</tr>
<tr>
<td>5</td>
<td>Ability to coach teams</td>
<td>Alignment with company agenda</td>
<td>Accessible resource to the organization</td>
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*Building a Coaching Culture (2014)*
Current Observations

- Perceived disadvantages of each modality:

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<td>Preexisting trust with employees</td>
<td>Frequency of coaching</td>
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Current Observations

• Companies experimenting with new hybrid approach to coaching initiatives:
  o Cascading down from C-Suite to all levels
  o Internal and External coach practitioners
  o Managers and Leaders using coaching skills
  o Emergence of spot coaching, team coaching, group coaching, virtual coaching

2013 Organizational Coaching Study
2014 Building a Coaching Culture
Current Observations

• Organizations designing programs that align with standards for coach specific training

• Some struggle with ‘ownership’ of coaching initiatives (e.g. HR, L&D, Talent Management)

• Decentralized approach to coaching may lead to less sustainable initiatives

• Main barriers to building a coaching culture remain time, money, inability to measure impact

2014 Building a Coaching Culture
Future Trend Indicators
Future Trend Indicators

- More organizations seeking to expand their internal coaching capacity

**Organizational plans within the next five years**

<table>
<thead>
<tr>
<th>Category</th>
<th>Expand scope</th>
<th>Maintain scope</th>
<th>Reduce scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>External coach practitioners (n=641)</td>
<td>32%</td>
<td>58%</td>
<td>11%</td>
</tr>
<tr>
<td>Internal coach practitioners (n=684)</td>
<td>51%</td>
<td>45%</td>
<td>4%</td>
</tr>
<tr>
<td>Managers/leaders using coaching skills (n=803)</td>
<td>73%</td>
<td>25%</td>
<td>1%</td>
</tr>
</tbody>
</table>

*Building a Coaching Culture with Managers and Leaders (2016)*
Future Trend Indicators

- Desire for scalability leading to expansion of team and group coaching

- Increasing recognition that unique skills are necessary to deliver coaching to teams

- Rise of systemic coaching helping to overcome internal coaching “blind spots”
Future Trend Indicators

Further development of internal coaches, managers/leaders using coaching skills:

- Provide additional opportunities for coach-specific training: 67%
- Offer mentor coaching: 57%
- Create a coaching community of practice to share ideas: 54%
- Offer peer coaching: 48%
- Offer support to obtain coaching credentials/certificates: 43%
- Offer coaching supervision: 36%

Building a Coaching Culture with Managers and Leaders (2016)
Future Trend Indicators

• Organizations understand potential value of collecting return on investment (ROI) data

• Few organizations have resources, desire or expertise to monetarily measure coaching impact

• More organizations satisfied with evaluating return on expectations (ROE)
Future Trend Indicators

Critical considerations emerging around confidentiality within organizational coaching conversations:

• Process for establishing agreement
• Conversation areas that are free to disclose
• Practical dilemmas surrounding confidentiality

*Internal Coaching Community of Practice survey*
Case Studies
ICF International Prism Award

• Following case studies are 2016 International Prism Award honorees and finalists

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

• Observations from nominated coaching cultures:
  o Ideal mix of coaching modalities can lead to creation of new leadership paradigm
  o Fostering more collaborative management approach and improving team dynamics
  o Managers/leaders no longer pressured to “know all the answers”
  o Individual contributors more confident and empowered
GlaxoSmithKline (GSK)
GlaxoSmithKline (GSK)

- Global health care company
- Coaching Centre of Excellence
  - Global initiative available to all employees at every level
  - $66 million USD ROI
  - 2,900% increase in coaching within last five years
GlaxoSmithKline (GSK)

- Mixed-modality model
  - Uses all three modalities
  - Also includes Job Plus Coaches program
    - Employees volunteer as coaches
      - Undergo rigorous training process
      - Have access to continuing development
GlaxoSmithKline (GSK)

- Leadership team openly supportive of coaching
  - 60% of corporate executive team uses coaches on regular basis
  - Support from leadership including present and former CEO
  - Leaders position and use coaching as tool for success rather than remediation
Coca-Cola HBC Russia
Coca-Cola HBC Russia

• Regional franchised bottler of The Coca-Cola Company

• Coaching culture
  o Implemented after lower-than-expected employee engagement survey results
  
  o Includes all three modalities

  o Available to all employees at every level
Coca-Cole HBC Russia

• Part of change management strategy
  o Coaching used to work through cuts and changing business strategy during Russia’s economic downturn
  o Employees have reported lower stress and higher success in identifying and obtaining new roles both inside and outside of organization
  o Increased investment made in coaching, despite economic downturn
Google

• For-profit technology company

• Coaching culture
  o Internal coaching program since 2010 to enhance employee benefits and development options
  o Available to all Googlers, with emphasis on coaching skills and competencies for managers and leaders
  o Average satisfaction rating of 4.8 out of 5
Google

- Internal technology platform
  - Used by any Googler to identify a topic and a coach
  - Tracks and evaluates coaching engagement success

- Longer-term engagements
  - Available to mid-level employees
  - Matched with more skilled and experienced internal coaches

- Coaching approach and skills
  - Regularly used by leaders and HR with their teams
  - Attend class on foundational coaching skills; All Googlers welcome
ISIKKENT SCHOOLS

Coaching forms the foundation of daily life and learning for teachers, parents and students.
ISIKKENT SCHOOLS

• More than 40 teachers have completed a full-length training program

• All teachers and support staff have received coach-specific training to better understand and support the school’s coaching culture.

• Students, teachers and parents may all request one-on-one coaching from a coach-teacher. (over 100 students enrolled in coaching)

• Training is also available to help parents adopt a “coach approach” to interactions with their children.
ISIKKENT SCHOOLS results

• Reports of disciplinary action dropping from against 27% of the student population to 5%

• Students achieving their own goals for the future:
  • 94% of students earning admission to one of their top university choices
  • 71% of graduates gaining acceptance to their first-choice school.
Building a Coaching Culture Research

In partnership with the Human Capital Institute (HCI):

• *Building a Coaching Culture with Managers and Leaders* (Forthcoming 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

• 2016 Global Coaching Study
  Coachfederation.org/2016study

• 2013 ICF Organizational Coaching Study
  Coachfederation.org/orgstudy

• ICF Global International Prism Award
  Coachfederation.org/prism
Standards and Credentials

- Training Program Search Service
  Coachfederation.org/tpss
- Credential Requirements
  Coachfederation.org/credential
- Credentialed Coach Finder
  Coachfederation.org/findacoach