

Transform your leadership pipeline with an internal coaching program

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Session M319



Why internal coaching?

93% of managers believe that coaching should be available to all employees, regardless of seniority.

'Coaching at Work'

A 2002 survey of 280 leading UK companies

Why internal coaching?

92% of respondents believe that coaching, applied appropriately, can have a positive impact on an organization's bottom line.

CIPD Training and Development, 2004

Why internal coaching?

- Easier to roll out than external coaching
- Impact of teaching leaders to coach
- Development benefits stay in house
- Structured knowledge sharing
- Cost



Why internal coaching?

- Internal coaches = a positive correlated with derailment risks
- External coaches = negatively correlated with derailment risks

*Survey of 55 large organizations,
November 2005, Alec Levinson UCLA*

Why internal coaching?

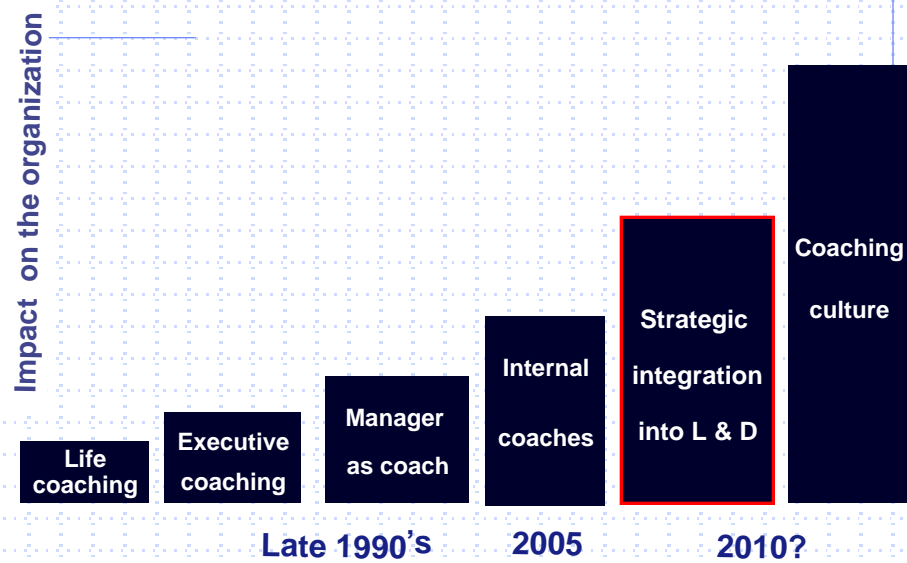
According to a survey of 86,000 people across 8 global organizations, internal coaches can produce the same positive results as external coaches.

Goldsmith, Morgan, 2004

Research data

- 100% using external coaching
- 50% using internal coaching
- Only 49% of internal coaches trained at all
- Only 12% certified in any way

*Survey of 55 large organizations,
November 2005, Alec Levinson UCLA*

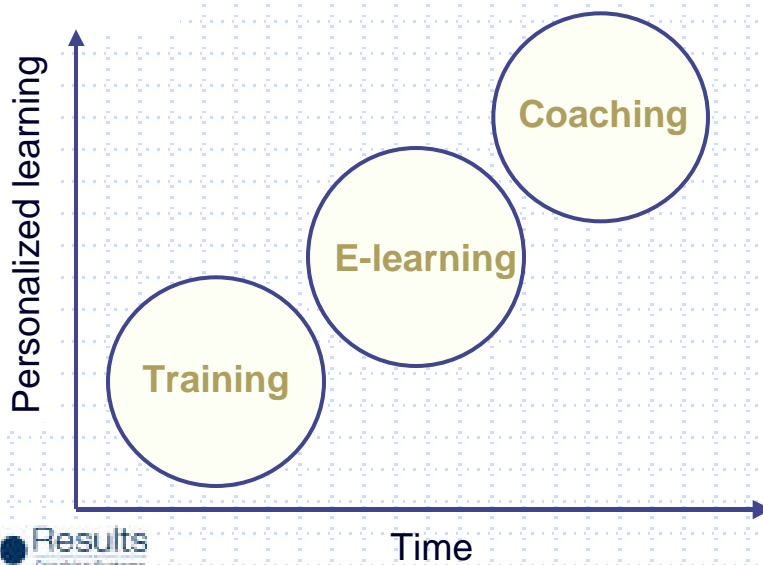


Before you start

- Snr Leadership development
- Talent management
- Transition
- Performance management
- Skills development
- On boarding



Before you start



Before you start

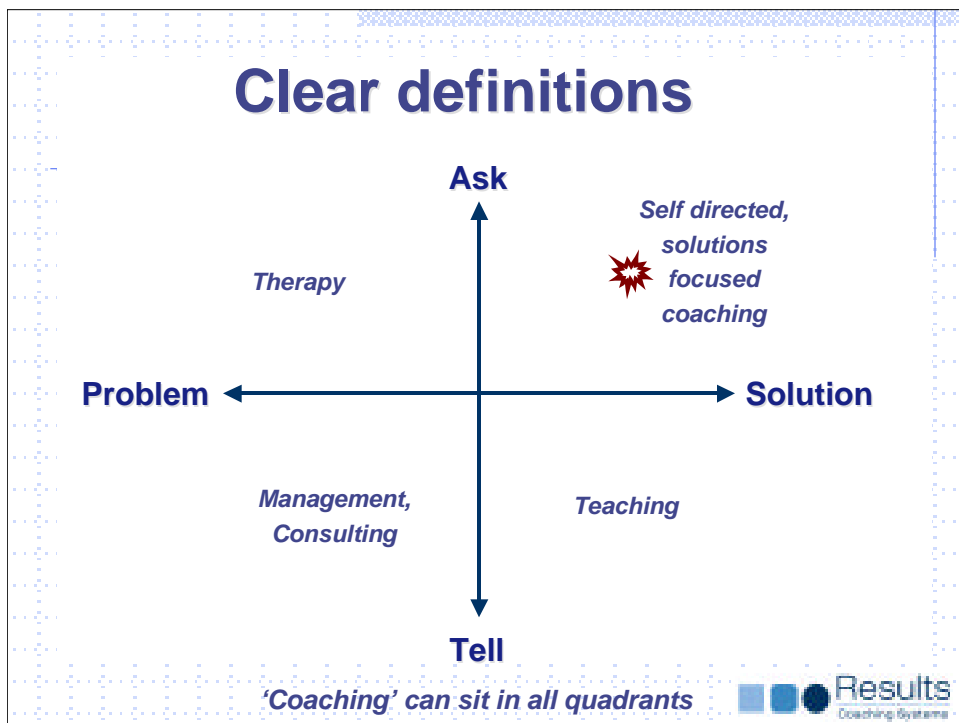
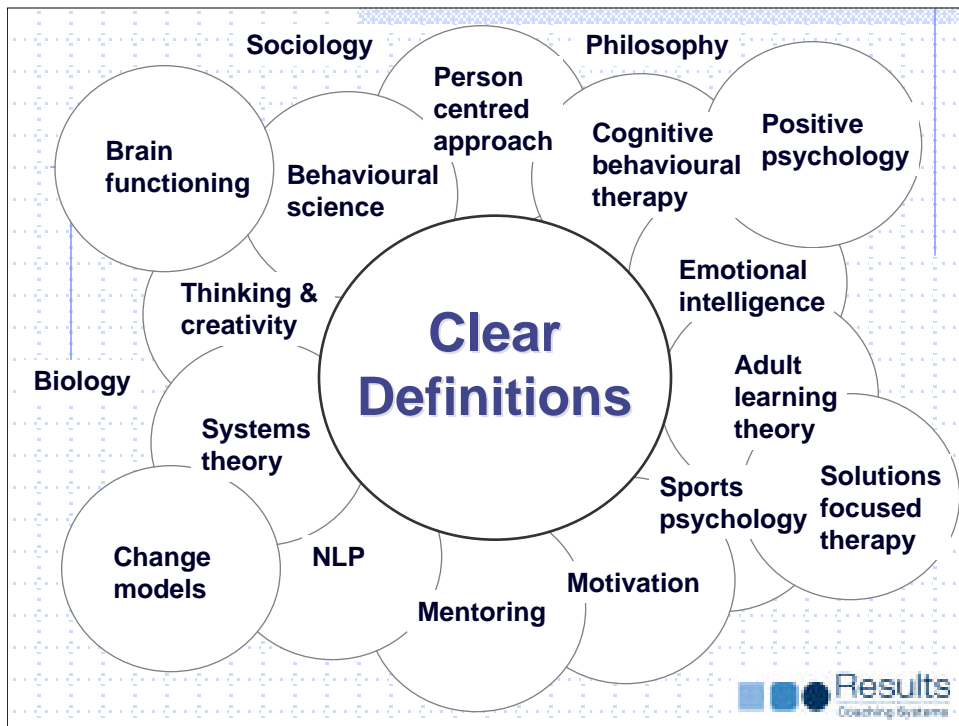
- A 3+ year vision and plan
- Senior management buy-in
- Internal coaching experts
- Quality external resources



Before you start

1. Clear definitions
2. Coaching competencies
3. Coach certification
4. Coaching 'products'
5. Research
6. Communications





Clear definitions

To train intensively (as by instruction and demonstration.)

Merriam-Webster dictionary

An ongoing partnership designed to help clients produce fulfilling results in their personal and professional lives.

International Coach federation

Unleashing talent, expanding ownership, and improving performance in others.

A US Federal Government definition



Clear definitions

Optimize performance and build bench strength.

General Motors Coaching Program

The process of inspiring, encouraging, motivating, and instructing an employee to unlock his or her greatest potential so as to achieve their ultimate goal.... (Coaching) helps the employee grow professionally & personally.

US Army Corp of Engineers

Facilitating positive change by improving thinking.

David Rock



How to roll this out

On-boarding

35% of new executives failed within the first 18 months of starting new positions during 2004.

*US survey of HR managers at 100 organizations
Right Management Consulting, 2005*

How to roll this out

On-boarding

- Internal coaching teams
- HR and line managers
- Delivering 3-6 months of coaching
- Clearly defined coaching product

How to roll this out

On-boarding case study

- Large Australian Government Dep't
- Over 100 internal coaches trained
- Formal coach certification process
- Coachees: 'Feeling far more valued'



How to roll this out

On-boarding best practice

- Make it optional
- Provide lots of structure & clarity
- Allow people to choose a coach
- Remove every roadblock possible



How to roll this out

Skills development

- Pressure to learn more, faster
- Decreasing face time
- Managers providing local training
- Internal expert coaching teams



How to roll this out

Skills development

Training only:

> Productivity 28%

Training + Coaching:

> Productivity 88%

*Study of 2 months coaching 32 managers,
Olivero, Bane & Kopelman (1997)*

How to roll this out

Talent management

- Internal coaching teams
- Involve managers not just HR
- Deliver 3-6 months of coaching



How to roll this out

Talent management case study

- Large Australasian consulting firm
- Interviews with 10/28 coachees
- Coached formally by non-directs
- 12 sessions over 3 months
- Business and personal goals



How to roll this out

Talent management case study

- 90% felt more valued
- 80% felt more motivated at work
- 60% reported greater engagement



Organisation: Australasian consulting company

Coach: Senior manager

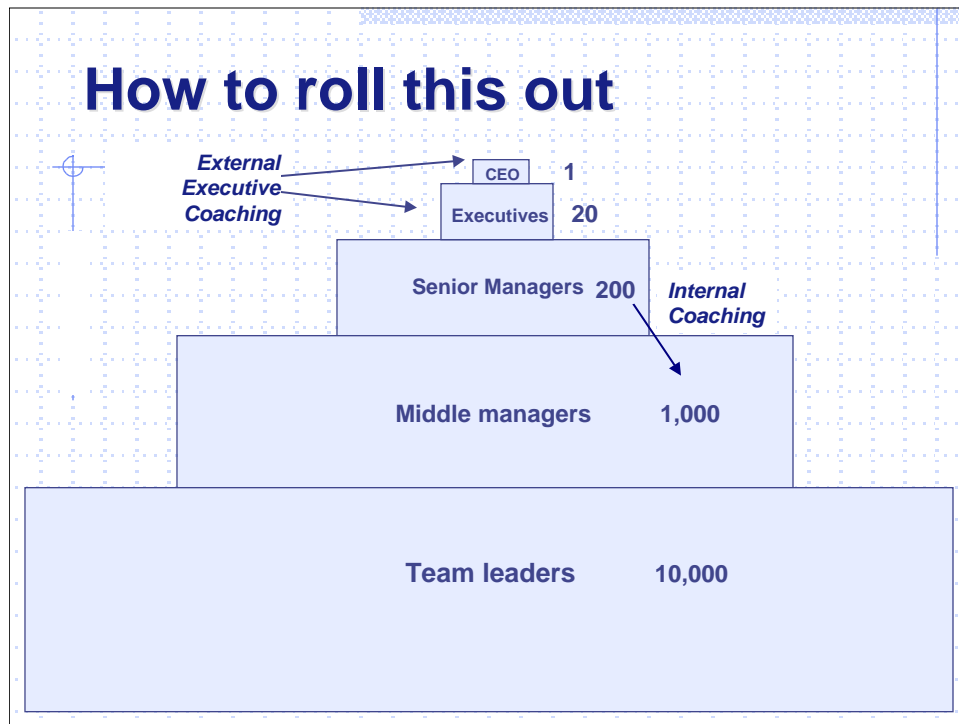
Coachee: Consultant

Goal for the coaching

To be as motivated at work as when I started

Outcomes

'I feel generally a lot more positive. I've become a lot more self aware (eg. negative self talk, and needing specific targets/goals to remain focussed). I've learnt that I'm very hard on myself...asking myself the question "Would you congratulate your best friend if they achieved this?" has really opened my eyes.'



How to roll this out

Talent management best practice

- Define your coachee pool clearly
- Everyone should be a volunteer
- Provide a clear structure to follow
- Work with well defined goals
- Support the use of personal goals

Results
Coaching Systems

The big questions

How senior can this go?

Is confidentiality an issue?

Are leaders interested in coaching?

How do you measure all this?



Exercises

With a partner, identify:

- The point of highest 'return on effort'
- How you can position this internally
- Next steps to building an internal program



Why internal coaching?

- Coaching available to a critical mass
- Best learning tools on demand
- Drive L & D initiatives
- Drive knowledge sharing
- Embed quality leadership skills



Further resources

Case studies & research

www.WorkplaceCoaching.com/resources.html

'What coaching can and cannot do for your organizations',
Mike McDermott, Alec Levenson and Suzanne Clarke.

See http://www.marshall.usc.edu/web/CEO.cfm?doc_id=7053

ICF Accredited Training

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