



Coaching Mastery

Module 4: Impact on the Wider World

Day 2



Fields of
Learning

What is a coaching culture?

David Clutterbuck & David Megginson describe a coaching culture as when:

“coaching is the predominant style of managing and working together, and where a commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation”

Alison Hardingham et al describes:

“a culture where people coach each other all the time as a natural part of meetings, reviews and 1-1 discussions of all kinds.”



Assessing your coaching culture

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Consider the below statements collated from various research in to creating a culture of coaching and reflect on the extent to which they are correct for your area, or, your organisation (your client's organisation) as a whole.

Assessing your coaching culture	YES	SOMETIMES	NO
Coaching is linked to business drivers			
• Is coaching integrated into strategy, measures and processes			
• Does coaching have a core businessdriver to justify it			
• Does the organisation hold the belief that it's not just "what you do" but "how you do it" that enables business performance			
• Is there a belief in coaching and the performance it enables			
Leadership aligned behind a coaching culture			
• Do leaders understand their responsibility for personal coaching			
• Is the predominant leadership style non-directive			
• Are leaders role models for coaching			
• Is there a good balance of internal coaches & external coaches			
• Are people treated as "humans" and led in a compassionate way?			



There is a commitment to personal & professional development			
• Are development opportunities available for both coach and coachee			
• Are people encouraged to be a coachee			
• Are external coaches used to give internal coaches experience of being coached			
• Is coaching used as developmental not just remedial			
• Is there integrated coach training for all			
• After their training, are internal coaches followed up and used by the organisation			
• Are Coaches accredited, certified or licensed			
Reward and recognise coaching			
• Are people rewarded for knowledge sharing			
• Is coaching promoted as an investment in excellence			
• Is coaching and highperformance integrated			
• Do top teams have regular team coaching			
• Is there a dedicated coaching leader			
Coaching behaviours are integrated in to the organisation			
• Is regular feedback an integral part of working in the organisation			
• Is there a high level of trust with constructive challenge			
• Does coaching support delegation and empowerment			
• Do people ask insightful & curious questions			
• Are people aware of the broader perspectives in a situation			
• Do people listen empathetically			



Organisational coaching

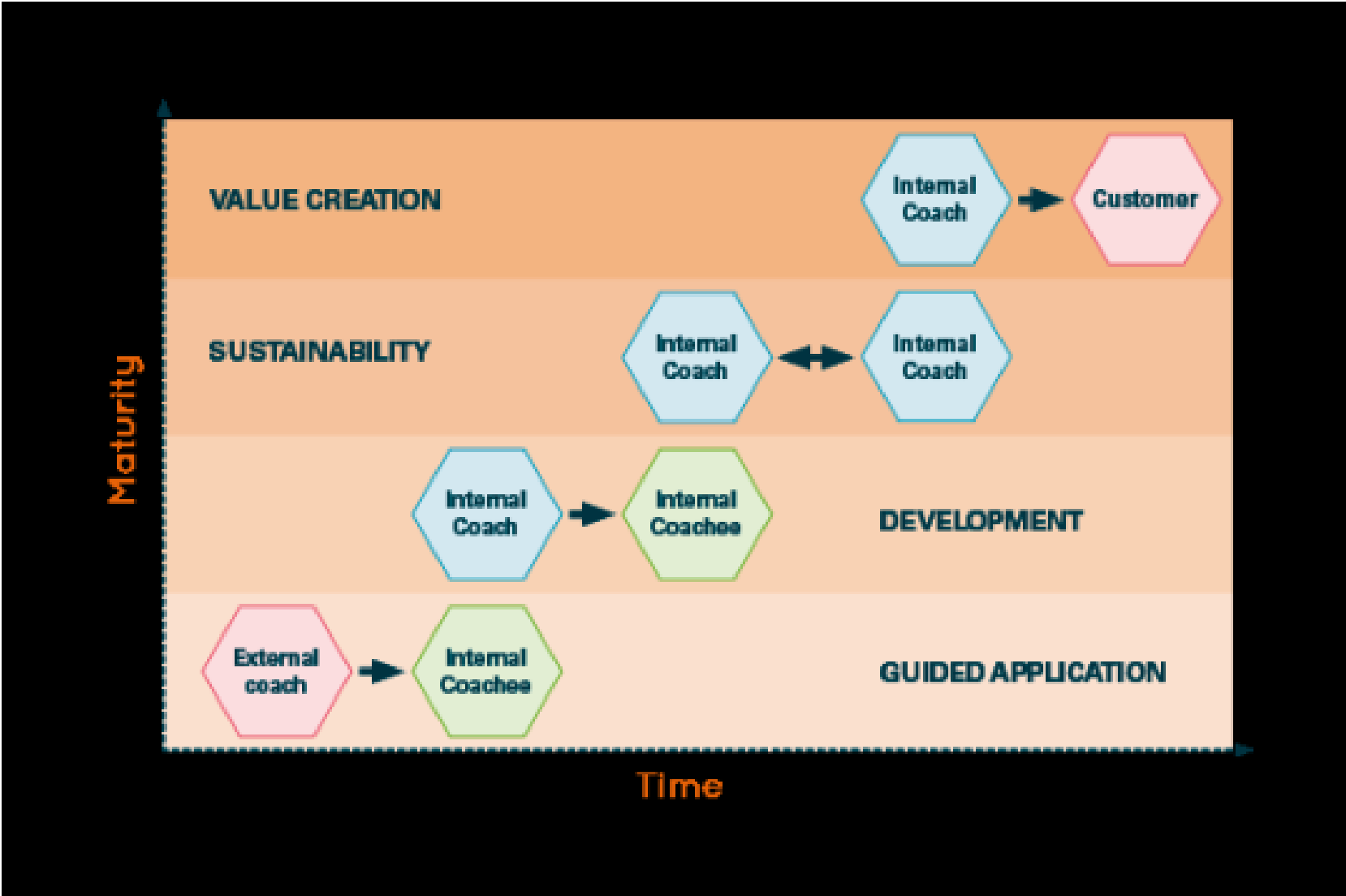
In organisations we focus on creating value for:

- the individual coachee
- the teams they are part of
- the organisational client they work for
- the organisation's stakeholders and the wider communities and ecology

The coaching triangle – diadic to triadic



Amplifying the impact of coaching



Some of the questions that might help understand how an organisation views and manages coaching include:

- What is the aim of coaching in the organisation and how has this been identified?
- Who is offered coaching?
- How do coaching initiatives fit with other strategies and initiatives in the organisation?
- How do you identify what is the best configuration of line manager, internal specialist and external coaches?
- What role do line managers play in delivering coaching? How do they use the skills they have?
- What is the role of internal specialist coaches in organisations? What skills do they have and how are these used?
- When is it useful to use external coaches in this organisation?
- What role does HR play in supporting the coaching offer?
- What are the processes, guidelines and systems that support the coaching offer?
- What coaching skills are line managers being given in the organisation?
- What development is offered to specialist internal coaches?
- How are the contributions of internal coaches, external coaches and line managers brought together most effectively?
- How are the benefits for organisational performance of coaching initiatives identified and assessed?



A coaching culture – Seven Steps (Hawkins & Turner)

1. Developing an effective panel of external coaches
2. Developing the internal coaching & mentoring capacity
3. The organisations leaders actively support coaching endeavors and align these to organisational coaching change
4. Coaching moves beyond individual formal sessions to team coaching and organisational learning
5. Coaching becomes embedded in HR and the performance management processes of an organisation
6. Coaching becomes the predominant style for managing thorough out the organisation
7. Coaching becomes how an organisation does business with all its stakeholders



BENEFITS OF A COACHING CULTURE

RESEARCH BY THE HUMAN CAPITAL INSTITUTE (HCI) AND THE INTERNATIONAL COACH FEDERATION (ICF) INTO COACHING WITH OVER 900 RESPONDENTS. 17% OF RESPONDENTS' ORGANIZATIONS HAVE A STRONG COACHING CULTURE. OF THOSE:

62%

of employees are rated as highly engaged vs 50% in organisations that don't have a coaching culture.

51% of organizations report recent revenue above their industry peer group...



...and they report improved team functioning, increased employee engagement and increased productivity



Trust, ethical standards and active listening are rated the most important coaching competencies

64%

report a blend of external & internal coaches, and managers/leaders using coaching skills

Coaching is the most common management skill used in organisations developing a coaching culture. Their usage has increased 9% since 2014

16% say their organisations plan to offer managers coach-specific training in the near future.



87%

report that their current training for managers to use coaching skills has been instrumental in building a coaching culture

