


Interest Group Questions

A QUESTION AND ANSWER SESSION
WITH Dr. RUSSO

Strategic Perspectives on Coaching in
Organizations

Questions and Answers

Please sit at the tables with your interest group

- **Senior Leaders**
 - **Faculty**
 - **Corporate Human Resources**
 - **Corporate Functional Managers**
 - **Students**
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Questions and Answers

For the next 2 hours we will have a dialogue in response to the questions you submitted yesterday afternoon.

I will answer as many questions as I can in the next two hours.



Summary and Conclusion

- A summary of my insights and perspective on our exploration of coaching in organizations.
- Lessons Learned: Mine and yours
- Resources for you to consider
- Going Forward

How to contact me directly:

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Thank you

Strategic Perspectives on Coaching in Organizations

Dr. Charline S. Russo
University of Pennsylvania

*Do not dwell in the past,
do not dream of the future,
concentrate the mind on the
present moment.*

~ Buddha

What we will talk about

- ▶ Scaling coaching across the organization:
 - Recent studies and results
 - Share my experiences as an executive coach, a coaching leader who has implemented leadership development programs that include coaching and an academic who teaches executive coaches

What we will examine and discuss:

- The practice of coaching in organizations to gain a deeper understanding
- Results of the coaching practices in organizations
- Key business measures affected by organizational coaching
- A clear perspective on the current coaching environment

What you will learn:

- A comprehensive perspective on how coaching is practiced in business today
- Barriers facing coaching practice in organizations
- How coaching is different for multinational companies
- Ways that organizations can better leverage coaching and its ability to help achieve both individual talent development, leadership development and organizational goals

Why are you here?

Challenging the success of organizations and their leaders

▶ A new era of work

- Complicated and disparate processes
- Trans-cultural people
- Continually growing volume of information

Major obstacle facing organizations

Need to create and implement more effective means of talent management and development to better prepare leaders of the organization for the future

What have we done in the past?

- ▶ Employee development programs
- ▶ Leadership development programs
- ▶ Coaching for leaders

What do we need to meet the future?

- ▶ Strategic employee development to:
 - Improve quality
 - Retain key employees
 - Meet the challenges of global competition and social changes
 - Incorporate technological advances and changes in work design

AND.....

Coaching

- ▶ Global companies are using the benefits of coaching to help improve cross communication skills and the ability to leverage and manage conflict
- ▶ More and more global companies recognize the opportunities for coaching to positively influence business

What is “coaching”?

Coaching is.....

- ▶ Regular meetings between an employee and a coach consultant, designed to produce positive changes in business behavior in a limited and specified time frame.
- ▶ Ultimately, coaching is about the coach and coachee working together to drive growth and change in support of achieving personal and/or professional goals

**"COACHING
IS THE
UNIVERSAL LANGUAGE OF
CHANGE AND LEARNING."**

- CNN

What we have learned

- ▶ No clear consensus on best way to define, structure and implement coaching
- ▶ To capitalize on the practice of coaching in organizations, we need to understand how coaching can actively support business strategy and leadership development across the organization

Research study

Major research study of 230 organizations from around the world, including:

- ▶ Survey responses
- ▶ In-depth interviews with thought leaders from Fortune 50 companies
- ▶ Review of other studies, white papers, books, articles, interviews and case studies

Major findings

- ▶ Top reason leaders engage with a coach is to support leadership development
- ▶ Other top skills and business processes coaching for:
 - Performance management
 - Change management
 - Building leadership bench strength

More major findings

Organizations interested in scaling coaching engagements in an international market need to focus on establishing clear, consistent, and enterprise-wide coaching guidelines to achieve higher levels of coaching success

And more major findings

- ▶ Organizations that offer coaching beyond their executive team report increased effectiveness in building skills and competencies
- ▶ Organizations that offer coaching to employees are in better position to transfer critical knowledge and build a stronger internal talent pipeline
- ▶ This sets them up for more success in the future

The current coaching environment

- ▶ Coaching is adaptive and customized
- ▶ This contributes to different structures, expectations and practices in organizations
- ▶ No consensus on how to effectively implement coaching programs

The current coaching environment

- ▶ Major disagreement:

WHO SHOULD BE COACHED IN THE
ORGANIZATION????

The current coaching environment

► What is coaching??

- Internal
- External
- Manager as Coach
- Peer as Coach
- Group
- Individual

► What is the role of mentoring?

How are coaching programs structured and designed?

- ▶ Organizational executives meet with an external coach or consultant on an as-needed basis
 - New executive onboarding
 - Promotion to stretch assignment
 - High potential designation
 - Need to learn leadership skills quickly and effectively
- ▶ Executives meet regularly with an external coach
- ▶ Coaching is not limited to the executive team

Who is eligible for coaching?

- ▶ Traditionally, development programs and practices have focused on middle management and above
- ▶ Line manager and direct reports receive skill-specific job related training

Who manages the coaching practice in the organization?

- ▶ Human Resources
- ▶ Learning and Development
- ▶ Collaboration between:
 - Talent Management
 - Learning and Development
 - Procurement
 - Line Management

Case Study

Fortune 50 Large Scale Leadership Development Program

Goals and Effectiveness of Coaching Programs

- ▶ Regular and informal coaching between a manager and an employee is very important
- ▶ Development method for high potential employees and those moving to new leadership roles
- ▶ Primary means of leadership development
- ▶ Strengthen leadership competencies
- ▶ Annual or semi-annual coaching to focus on specific issues

Coaching

- ▶ A necessary leadership competency
- ▶ Helps retain and engage leaders and key performers
- ▶ A precise and individualized tool
- ▶ An organizational investment

" COACHING

**NOW IS PART OF STANDARD
LEADERSHIP DEVELOPMENT TRAINING
FOR ELITE EXECUTIVES AND
TALENTED UP-AND-COMERS AT
IBM, MOTOROLA, JP MORGAN,
CHASE, AND HEWLETT PACKARD.
THESE COMPANIES ARE DISCREETLY
GIVING THEIR BEST PROSPECTS WHAT
STAR ATHLETES HAVE LONG HAD:
A TRUSTED ADVISOR TO HELP
REACH THEIR GOALS."**

- CNN.com

Important reasons a leader engages with a coach

- ▶ Leadership development
- ▶ Performance management
- ▶ Change management
- ▶ Building leadership bench strength
- ▶ Communication skills
- ▶ Strategic thinking
- ▶ Conflict management/resolution
- ▶ Leading teams
- ▶ Onboarding/transitioning to a new role

Coaching effectiveness

- ▶ Leadership development
- ▶ Leading teams
- ▶ Communication skills
- ▶ Performance management
- ▶ Onboarding/transitioning to a new role
- ▶ Conflict management/resolution
- ▶ Change management
- ▶ Building leadership bench strength
- ▶ Strategic thinking
- ▶ Globalization of business

What can coaching truly accomplish?

- ▶ Coaching cannot improve all skills
- ▶ Need to prioritize coaching goals
- ▶ Resource and expand coaching programs to meet those goals and expectations

Coaching Barriers

- ▶ Lack of resources or funding
- ▶ Executive team does not have time to participate
- ▶ Lack of support from upper management
- ▶ Lack of knowledge on how to implement the program
- ▶ Organization's culture does not support coaching

Case Study

**Core Leadership Value:
Coaching Competency**

Creating a culture of continuous learning

- ▶ Collaboration
- ▶ Clarity of expectations
- ▶ Alignment
- ▶ Accountability
- ▶ Feedback
- ▶ Information sharing
- ▶ Networks

I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable.

**John Russell, Managing Director,
Harley-Davidson Europe Ltd.**

Coaching to meet the need for leaders in global organizations

- ▶ Increase talent mobility
- ▶ Help individuals assume new and different roles
- ▶ Improve communication skills across cultures
- ▶ Support open dialogue among leaders and reports
- ▶ Increase use of conflict management/resolution skills
- ▶ Improve cross culture business knowledge and practices

Global organization endorsement of coaching

- ▶ Have a formal coaching model
- ▶ Establish coaching guidelines
- ▶ More effective business processes and skills
- ▶ More efficient coaching assessment methods
- ▶ Positive effect on talent management goals

Conclusions

- ▶ Coaching can be leveraged more effectively to address critical leadership skills:
 - Change management
 - Performance management
 - Strategic thinking
 - Agility
 - Decisiveness
 - Collaboration
 - Risk assessment

Conclusions

- ▶ Coaching is an opportunity to invest in promising talent and support:
 - Strategic talent and leadership development
 - Employee engagement
 - Performance
 - Retention
- ▶ Coaching in global organizations effectively develops:
 - Conflict management and resolution skills
 - Communication skills across cultures
 - Cross culture business knowledge and practices
 - Cross functional team development

Conclusions

- ▶ Barriers facing coaching in organizations:
 - Implementation of coaching programs need to be aligned with organizational values and tied to measurable outcomes
 - Lack of funding
 - Need to streamline and scale coaching programs across the organization
 - Be more effective
 - Collaborative 'ownership' of organizational coaching program
 - Make coaching a development opportunity to employees below the leadership level.





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TABLE TALK

and

A GROUP ASSIGNMENT

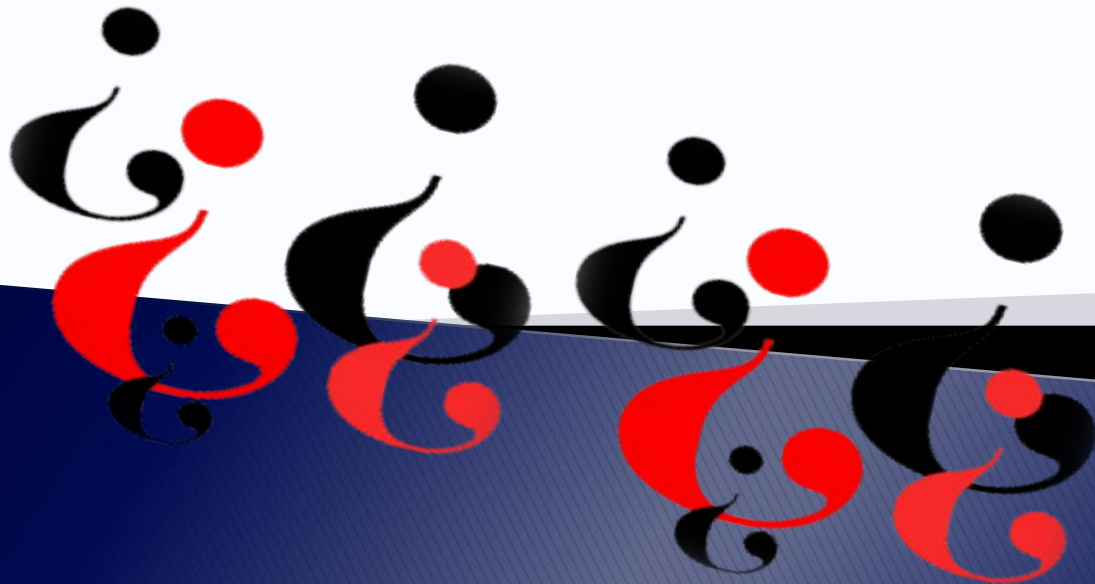



TABLE TALK—10 minutes

At your table, please discuss these two questions. Please assign one person to record the responses to each question:


- ▶ What did I hear today that I didn't expect to hear?
 - ▶ What did I already know that I was glad to hear?
 - ▶ Discuss each question and select one statement for each question and share the statement with the conference audience.
- 

Group Assignment—30 minutes

For our session tomorrow afternoon

1. Move to different sections of the room and sit at table with your interest group:
 - Senior Leaders
 - Faculty
 - Corporate Human Resources
 - Corporate Functional Managers
 - Students

Group Assignment

2. Prepare a list of 10 questions that you would like me to answer and discuss with the conference participants tomorrow afternoon.
 3. Submit your list to me at the end of this session today.
 4. Tomorrow afternoon, I will answer as many questions as we can during the first 2 hours of my session.
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Thank you