

WHY(!) AND HOW TO BUILD A COACHING CULTURE

Disruption is Best Served with Coaching!

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SHIFT
COACHING



BUSINESS IS GETTING CUCA:

COMPLEX

UNCERTAIN

CHANGING

AMBIGUOUS

96% OF EXECUTIVES SURVEYED AGREED THAT
CHANGE IS ACCELERATING

WE SEE AND FEEL THE PACE OF CHANGE

DISRUPTIVE COMPANIES

UBER



DISRUPTIVE TECHNOLOGIES

ARTIFICIAL INTELLIGENCE / MACHINE LEARNING

IMPACT OF DISRUPTIVE FORCES IS FAR MORE
TANGIBLE

EVEN CHANGE IS CHANGING

HOW TO SPOT DISRUPTION



PROFITABILITY



CULTURE

DEALING WITH DISRUPTION



In periods of transformation, there isn't playbook or a training program that can address the complexity people are facing.



EVERY LEADER NEEDS **A** COACH



EVERY LEADER NEEDS **TO** COACH

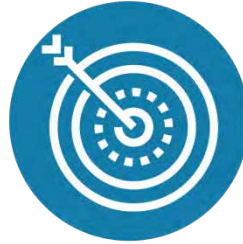
WHY (!) BUILD A COACHING CULTURE

- 1 ACHIEVE BUSINESS OBJECTIVES
- 2 DEVELOP & RETAIN HIGH PERFORMING TEAMS
- 3 CREATE GREATER JOB SATISFACTION





ACHIEVE BUSINESS RESULTS



Leaders that coach are **130% more likely** to receive **stronger business results**



Organizations with a culture of coaching achieve **21% higher business results**



When leaders use coaching as an integral tool of management the business grows.

DEVELOP & RETAIN HIGH PERFORMING TEAMS

UNEMPLOYMENT RATE



Coaching is a fundamental tool to not only bring out the best in people, but retain them too.

“60% of employees who report to managers who are not good coaches are thinking about quitting.”



GREATER JOB SATISFACTION



Establish better working relationships with employees and teams.



Trust their people AND their people trust them



Empower their people to be creative and innovative enhancing business outcomes



Believe that coaching is the most effective method to get results.

CHALLENGES:

Historical culture of command and control

Pressure to be a modern regulator

Introducing new controversial lines of business; horse racing, cannabis

OPPORTUNITY:

Desire to create a collaborative work environment

Desire to address complexity of work by supporting people development

A close-up photograph of a hand operating a beer tap. The tap is part of a row of copper-colored taps. A golden beer is being poured into a clear glass held by another hand. The background is blurred, showing more of the bar area.

Public Sector Case Study

CREATING A COACHING CULTURE

1:1 COACHING

PEER COACHING

GROUP COACHING

TEAM COACHING

MENTOR COACHING

NEXT LEVEL LEADER COACHING

STAKEHOLDER COACHING

COACHING DESIGNATION

JEAN'S STORY



JEAN,
COACHING CULTURE IS CRITICAL FOR SUCCESS

CHALLENGES:

Disruption in tech sector

Pressure to achieve success when business is constantly changing

Retaining talent extremely difficult during times of significant change

OPPORTUNITY:

Desire to support people through the constantly changing expectations and corporate decisions

Desire to address changing demographics, diversity & inclusion during tumultuous times



Private Sector Case Study

BECOMING A COACHING LEADER

TRUSTS TEAM

EMPOWERS PEOPLE

ENCOURAGES CREATIVITY

SUPPORTS INNOVATION

ESTABLISHES STRONG WORKING
RELATIONSHIPS

BELIEVES COACHING REALLY
WORKS



SEAN'S
STORY



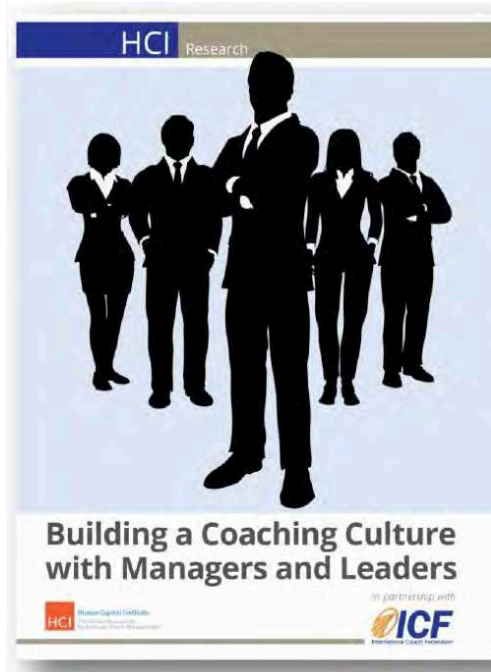
SEAN,
COACHING LEADERS ARE CRITICAL FOR SUCCESS

COACHING CULTURE

WHAT DOES THE RESEARCH SAY?



COACHING CULTURE STUDY



- 13% were found to have strong coaching cultures.
- 65% of employees from companies with strong coaching cultures rated themselves as highly engaged
- 60% of respondents from organizations with strong coaching cultures reported their revenue to be above average compared to their peer group.

PARTICIPATING ORGANIZATIONS



INITIAL RESULTS SNA COACHING STUDY

“THE RIPPLE EFFECT”

SNA studies the impact of leadership on others within a network, identifies gaps and points to opportunities to strengthen the capacity of the network to act collectively

SNA reinforces CAS “complex adaptive systems” –diverse networks of interacting systems that grow and adapt in response to change in the internal and external environment

Coaching “ripple effect” indicates a positive change in depth, density and psychological well being

Studies utilize SNA (Social Network Analysis) software: Identifies attributes (and changes over time) of relational data:

- # contacts
- Depth of ties
- Information flow > communications “out” and communication “in”
- Influences with positive and negative valence
- Linkages to leader and cross-organizational nodes
- Provides a systemic view of the impact of coaching individuals



WHAT ABOUT
THE
“NETWORK
EFFECT”

SNA DIAGRAMS

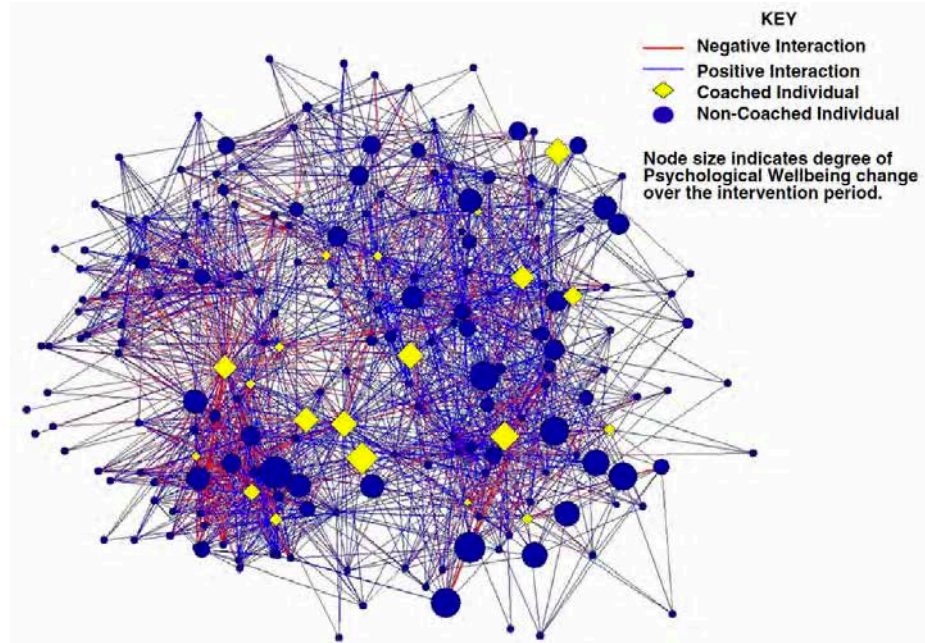


Figure 1 Quality of interaction and change in wellbeing in the coached neighbourhood network post coaching intervention. Measures of Psychological Wellbeing and a social network analysis of the quality of interaction were conducted across 225 members of an organisation. 20 individuals received eight, one to one coaching sessions over a 16 to 20 week period. The social network graph includes all organisation members who had a least one direct connection with an individual who had received coaching. The yellow diamond shapes represent those who were coached and the blue circles represent others in the organisation. The red lines are interactions in which the quality was rated below 3:1 positivity over negativity. The blue lines represent interactions rated 3:1 and above this threshold. The relative size of the circles and diamonds represents increase in psychological wellbeing that occurred over the intervention period. This figure shows that those observed to have increased their psychological wellbeing the most over the intervention period tend to be most closely connected to those that received coaching as measured through closeness centrality in the coachee neighbourhood network.



ATTRIBUTES OF A COACHING CULTURE

- ✔ Believe that their organization has a strong coaching culture
- ✔ Employees value coaching
- ✔ Leaders value coaching
- ✔ Dedicated line item in budget for coaching
- ✔ Managers/leaders spend above average time on weekly coaching activities
- ✔ All leaders receive coach-specific training and accreditation



DESIGNING A COACHING CULTURE



Context Matters



Culture Audit



Cross Function, Cross Level



Content - Just In Time, Over Time



Multiple Types and Formats of Coaching



Coaching Designation for Leaders



Sustainable Support Systems &
Structures

COACHING IS A KEY LEADERSHIP COMPETENCY

COACHING CULTURE

LOOK & FEEL

PEER COACHING IS THE NORM

LEADERS ARE COACHES

COACH TRAINING / COACH CERTIFICATION

COACHING IS NOT JUST FOR INDIVIDUALS

TEAM COACHING / GROUP COACHING

PROFESSIONAL COACHING IS USED TO
DEVELOP NEXT LEVEL LEADERS

COACHING CONVERSATIONS HAPPEN
EVERYWHERE

Disruption is Best Served with Coaching!

GREAT LEADERS AREN'T BORN
THEY'RE COACHED!

Susan Pahl

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