A Bridge to Tomorrow

75th Annual NHRMA Conference & Tradeshow

Presented by

NHRMA
HR Development for the Northwest

Affiliate of
SHRM
Society for Human Resource Management
Scaling Executive Coaching Across the Enterprise
The Key to Developing Tomorrow's Talent

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LHH is the global leader in Talent Mobility. We connect people to jobs and help them improve their performance.

- **Career Transition**
  - Connecting people to internal and external jobs

- **Talent Development**
  - Identifying and developing leaders at all levels
  - Improving engagement and retaining talent
  - Maintaining productivity through changes

- **Employee Engagement**
- **Change Management**
- **Leadership Development**
- **Set Talent in Motion**
Agenda

• Welcome & introductions
• Coaching defined
• Current trends & the business case on coaching
• Overview of LHH & HCI study on coaching across the enterprise
• What are the impacts of coaching to the organization?
• Overcoming barriers to coaching
• Discussion
Definition of Coaching

Coaching is a development process designed to help individuals and teams achieve and sustain top performance in ways that are linked to the organization’s needs and measurable business results.
Similarities and Differences

**Coaching**
- Coaching assists individuals and teams to achieve their desired goals
- Coaches provide process to help individuals make behavioral shifts
- Coaching is an action-oriented, goal-focused process

**Consulting**
- Consultants assist individuals, teams and organizations achieve their desired goals
- Consultants provide niche expertise to diagnose issues and make recommendations
- Consulting is an action-oriented, goal-focused process

**Mentoring**
- Mentors assist individuals achieve their desired goals
- Mentors provide industry, functional and political expertise to individuals
- Mentoring is growth-oriented

**Similarities**
- Coaching is focused on individuals and teams
- Coaches engage in leadership development
- Coaches’ expertise is in behavioral shifts

**Differences**
- Consulting is generally directed at teams and organizations
- Consultants engage in organizational assessments, and process improvement
- Consultants’ expertise is in industry, process and/or functional areas

- Mentoring is often provided for individuals seeking career advancement
- Mentors engage in career aspirations with individuals
- Mentors’ expertise is in the relevant industry, function or relationships
Current Trends*

change
emerging markets
borderless workplace

21st century leadership
Specialization
competition for talent
Shrinking L&D teams

* Bersin by Deloitte Predictions for 2013
CEO’s Perspective*: Top Challenges 2013

**Innovation**
- Create Culture of Innovation
- Strategic Alliances
- Find, Engage, Reward Key Talent

**Human Capital**
- Grow Talent Internally
- Improve LD programs
- Employee T&D

**Global Political / Economic Risk**

**Governmental Regulation**

**Global Expansion**
LHH & HCI’s Benchmark Coaching Study
LHH & HCl’s Research Methodology

Why?
Who?
How?
Effectiveness?
Barriers?
Some Participant Organizations

SHARP  Interaction Associates
KUWAIT AIRWAYS  Huntington
FM Global  BRATHAY
BOYS & GIRLS CLUB  QVC
USAA  Cigna
Prudential  Yankee Candle Company
AEROSOLES  Johnson & Johnson
American Girl  AT&T  Apple
PETCO  Sympatico.ca  NASA
Findings confirmed

- Beneficial at all levels: executives to rank and file

- **Blended resources are required**

- Used primarily for leadership development

- **Effective in enhancing multiple competencies**
More findings

- Retains & engages
- Builds global leadership capabilities
- Key component of talent development programs
- Exec sponsorship & funding eases implementation
Today’s Reality
What are the most important reasons a leader engages with a coach?

- Leadership development: 72%
- Performance management: 31%
- Change management: 27%
- Building leadership bench strength: 27%
- Communication skills: 27%
- Strategic thinking: 24%
- Conflict management/resolution: 24%
- Leading teams: 22%
- Onboarding/transitioning to a new role: 18%
- Executive presence: 18%
- Changing corporate culture: 11%
- Globalization of business: 3%
Who is being coached?

Organizations rate coaching very important at all employee levels.

- All employees: 81%
- High potential employees: 70%
- Onboarding/transitioning: 55%
## Who’s doing the coaching?

### Employee Level
- Executives & senior leaders
- Leaders onboarding
- First time & mid level people leaders
- High potentials
- General workforce

### Type of Coach
- External & Internal
- Internal unless exec/sr. leader
- Internal
- Manager
Benefits and Uses of Different Kinds of Coaches

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Uses</th>
<th>Uses</th>
<th>Benefits</th>
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<tbody>
<tr>
<td><strong>External Coach</strong></td>
<td><strong>Internal Coach</strong></td>
<td><strong>Leader as Coach</strong></td>
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<tr>
<td>- Outside perspective</td>
<td>- Internal perspective</td>
<td>- Business and industry perspective</td>
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<tr>
<td>- Neutral/objective third party</td>
<td>- Organizational third party</td>
<td>- Specialist in functional and management results</td>
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<td>- Specialist in behavior change</td>
<td>- Specialist in human resources</td>
<td>- Clarifies organizational expectations</td>
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<td>- Broad experience</td>
<td>- Organizational knowledge</td>
<td>- On the job access</td>
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<tr>
<td>- Formalized access</td>
<td>- Formalized access</td>
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<td><strong>Benefits</strong></td>
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<tr>
<td>- Assimilation</td>
<td>- Keeps problem internal</td>
<td>- Focus on a specific capability</td>
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<td>- Reporting conflict with internal coach or manager</td>
<td>- Cost containment - resource saving</td>
<td>- Succession opportunities</td>
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<tr>
<td>- Confidentiality</td>
<td>- Consistency with organizational development or training</td>
<td>- Performance issues</td>
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Case Study: Global Medical Products Manufacturer

Challenges:

• Dismal “net promoter scores”

• Employees wanted more development discussions

• Intense competition in industry

• Focus on improving manager’s competency for employee coaching
Case Study: Global Agricultural Development Company

Challenges:

• Create consistent coaching methodology

• Reduce and control global spend on Executive Coaching

• Build a coaching culture

• Improve visibility of coaching progress and reporting
What are impacts of coaching?

Ratings for “somewhat” and “very effective” in developing multiple critical skills and competencies.

<table>
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<tr>
<th>Skill</th>
<th>Rating</th>
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<tr>
<td>Leadership development</td>
<td>92%</td>
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<tr>
<td>Leading teams</td>
<td>86%</td>
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<tr>
<td>Communications skills</td>
<td>85%</td>
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<tr>
<td>Performance management</td>
<td>85%</td>
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<tr>
<td>Onboarding/transitioning new role</td>
<td>82%</td>
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<tr>
<td>Conflict management/solution</td>
<td>81%</td>
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Coaching’s Benefits & Barriers

X Axis: % naming business area/process in top 3 “most important reasons a leader engages with a coach”
Y axis: % rating coaching as “very effective” relative to that business area/process

- Onboarding
- Leading Teams
- Changing company culture
- Globalization
- Building bench strength
- Communication skills
- Conflict management
- Change management
- Strategic thinking
- Performance Management
Coaching’s Impact on Globalization

Organizations agree coaching improves global leadership capabilities.

- Increases talent mobility & helps onboarding/transitioning: 97%
- Supports open dialogue among leaders and subordinates: 96%
- Increases usage & effectiveness of conflict management skills: 95%
- Improves trans-culture business knowledge & practice: 89%
- Helps inform and prepare succession plans: 88%
- Improves communications skills across cultures: 87%
Enterprise-wide Coaching Programs
Only 31% have established coaching guidelines

Has your organization established coaching guidelines for leaders to follow?

- Yes: 31%
- No: 69%
What are the top challenges related to implementing a coaching program within an organization?

- Lack of resources or funding: 78%
- Executive team does not have time to participate: 68%
- Lack of support from upper management: 66%
- Lack of knowledge on how to implement the program: 40%
- Other: 19%
Overcoming coaching program barriers

• **Gain executive sponsorship & participation**

• **Develop compelling business cases to secure resources & funding**

• **Implement strategy for enterprise-wide coaching programs**
LHH & HCI coaching study findings

To Recap:

- Leadership development # 1 driver of coaching
- Impact greatest when offered beyond exec level
- Enterprise wide guidelines enhance scalability
Thank you for joining us today and sharing in the discussion about coaching. If you’d like to continue the discussion, please call:

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