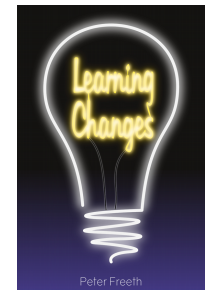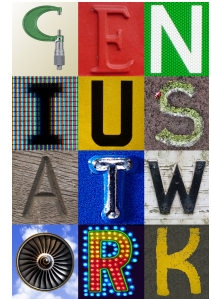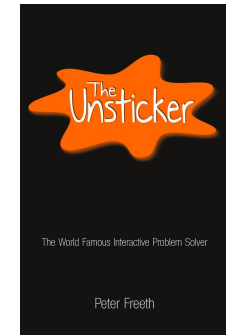# What Works in Corporate Coaching?

Peter Freeth

genius

Who Does He Think He Is?

- Coaching for 15+ years

- NLP Master Trainer (SNLP #6)

- Author of 12+ books

- Global performance and career coaching and mentoring programs

  - SME, public sector, global corporate

  - UK, Asia Pacific, Latin America, North America

  - 30+ participants, 3 years

Does Coaching 'Work'?

- What do you mean by 'work'?
  - Does it increase performance?
  - Retention?
  - Engagement?
  - Job satisfaction?

The Rise of Coaching

- CIPD, 2004

- 99% coaching produces tangible benefits

- Coaching is great!!

The Rise of Coaching

- ✳ ILM 2011

- ✳ 95% coaching benefits the organisation

- ✳ 39% undertake specific evaluation of coaching interventions

- ✳ Coaching is great!!

  - ✳ (But don't ask us to prove it)

Very Little Objective Data

- Deviney, 2000, line management coaches
  - Employees rated change in manager's skills
  - No change!
- Duijts, 2008, reduce stress-related absence
  - Improvements in health, life satisfaction
  - Reduced burnout
  - No change in self-reported sickness absence

The Rise of Coaching

✳ Be careful with your expectations!

✳ Coaching does not solve performance management problems – managers do!

✳ Coaching does accelerate step change

The Coaching Timeline

Learning Needs Analysis	Program Design	Candidate Selection	Program Delivery	Handover
Coaching etc	Purpose Duration Format Model Coach Outcomes	Expectations Commitment Selection	Measurement Engagement Deselection Manager communication	Review Outcomes ROI Manager briefing

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Technology Assimilation

It Seemed Like a Good Idea

- Hey! Coaching is awesome!

- Let's train all our managers to be coaches!

- UK supermarket

  - The average managers coached

  - The best managers managed

- Lazy managers use coaching to avoid confrontation

Managers as Coaches?

- Fundamental premise of coaching

- The coach cannot be responsible for the client's results

- Conflict of interest

- Good delegation looks very similar to coaching

- An excuse for the manager to avoid confrontation?

- External coach = surrogate manager

Coaching Goals

* Coaching is an unpredictable activity

* Where you end up depends on where you start

* It's unlikely to deliver specific outcomes

* You can train skills, but you can't guarantee utilisation of those skills

* Coaching enables growth

* Growth can be measured, not predicted

Hidden Agendas

☀ "We did all we could…"
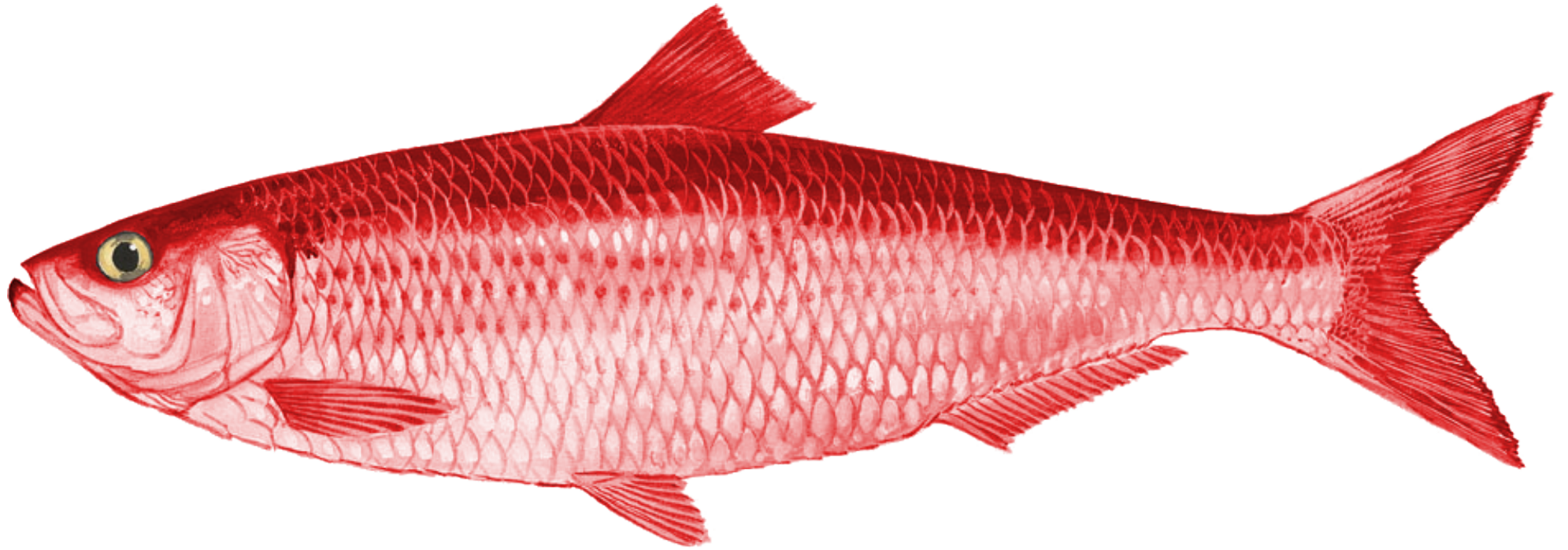
☀ "Can you coach my team to…"

☀ "They'll listen to you…"

Measure!

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Stop Fixing People

* Coaching is a generative approach

* Remedial change is very different

* There is nothing 'wrong' with people

* There are no gaps

* What more is possible?

Finding the Right Coach

Matching for Results

- Match the coach to the results you want, not the candidate's personality

- Don't let the candidate choose the coach!

- Matching to the candidates will impair the results achieved

- Coaching = change

- Who will get you to where you want to be?

Integration

- A coach is not a surrogate manager

    - "Fix my people then give them back"

- Coaching creates step change

- Integrate the coach into 'business as usual'

- Respect confidentiality though!

Broaden the Learning

- Four psychological learning approaches:
  - Behavioural – Do something
  - Cognitive – Know how to do it
  - Constructivist – Create something new
  - Social – Share it with others
- Don't rely solely on coaching:
  - Action Learning Projects
  - Mentoring
  - Knowledge sharing

Engagement

- Engage:
  - Occupy or attract (someone's interest or attention)
  - Participate or become involved in
  - Establish a meaningful contact or connection with
  - Arrange to employ or hire (someone)
  - Pledge or enter into a contract to do something
- Engagement is a two way agreement

Engagement

- Candidates fail to engage for various reasons:
  - They don't want to
  - They have other commitments or distractions
  - They are afraid to
  - They have other plans
- Good management means treating everyone equally and fairly
- The number one solution to disengagement?

Deselection

- Not a punishment!

- It's just not right for you, right now

- Disengagement affects the whole team
  - If Fred isn't doing it right, why should I?

QUESTIONS?

Golden Rules

- Design for **results**, not candidates
- Set realistic and honest **expectations**
- **Generative**, not remedial
- Select a coach for **results**, not style
- Don't expect results, **measure** them
- Don't turn **managers** into coaches
- Include a **variety** of learning methods
- **Integrate** the coach into management feedback
- If they don't engage, **deselect** them