

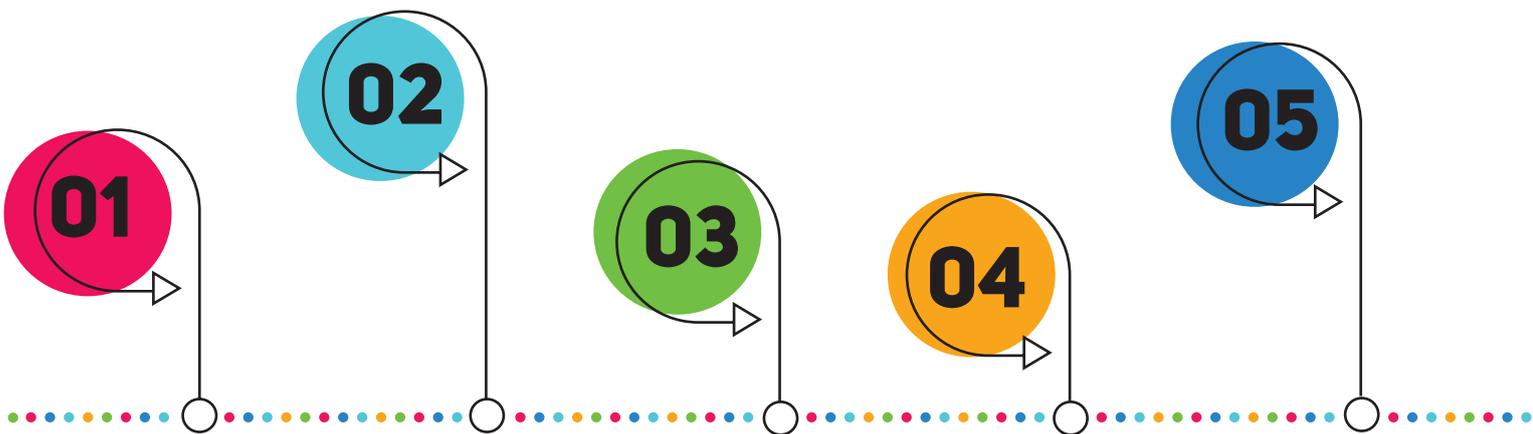
COACHING CULTURE

HOW TO CREATE A COACHING CULTURE

INCLUDING A

FRAMEWORK

FOR SUCCESS



*Your pathway to successfully
developing and embedding a coaching
culture across your organisation*



About This Guide:

This isn't intended to be an exhaustive guide to coaching. To accomplish all that in 16 pages would be very optimistic. But what it does aim to do is **inspire you about ways you could harness the power and potential of coaching in your organisation.**

In this guide, we'll take a look at exactly what a coaching culture is, what the benefits are and what you can do to embed it in your company. **We'll consider the influence of digital as it continues to play an increasingly important role in offering solutions that make coaching more accessible to employees.**

And we'll take a quick look at what else the future might hold for coaching, including whether artificial intelligence could have any part to play.



CREATING A COACHING CULTURE THAT'S BUILT TO LAST

There's something in the air at the moment. **There's a shift going on in the world of employee development:** an awareness that, on its own, training doesn't create sustainable change. **That awareness is leading to a transformation of the way coaching is being viewed,** with increasing recognition of its fundamental role in both changing and sustaining new behaviours and **enabling people to realise their full potential.**

But harnessing the benefits of coaching requires a shift in perspective. It takes more than the occasional engagement of a coach or focusing coaching efforts on a single group of people in an organisation. **To create a genuine coaching culture, coaching must become part of the fabric of the whole company.**

Compelling evidence is revealing the contribution a coaching culture makes to organisational performance. **Coaching is becoming a line item on the budget and part of the strategic plan.** Growing numbers of companies are putting people right at the centre of their strategy for success.

SO WHAT EXACTLY IS A COACHING CULTURE?

There seems to be a new energy around coaching... a sense that it is about to have its day. **More and more organisations are finally recognising the true value of coaching** and while for many it's still a privilege reserved for executives and senior leaders, growing numbers of businesses are making the effort to **enable coaching to permeate their entire organisation.**

When does coaching become a coaching culture?

We've asked a similar question over the last 30 years with the learning culture. At what point does it stop being something that is 'done' and become something that is a living and breathing norm in the day to day running of a company? **We reckon these are some positive signs that indicate when a coaching culture transformation has happened:**

01 There's a 'growth mindset' across the whole organisation.

02 The board has bought into, and every level is engaged in, coaching.

03 Coaching is made available to everyone.

04 Everybody has the capability to coach.

05 Coaching and feedback are part of everyday life, happening formally and informally.



WHY SHOULD YOU CARE ABOUT HAVING A COACHING CULTURE?

Because it means you have a culture where it's the norm for people to be able to fulfil their potential – not the exception for a lucky few.

Instead of it being an 'intervention' or 'specific activity', coaching becomes part of the fabric of an organisation that's made up of employees who appreciate and value their own capabilities. They don't beat themselves up over what they can't do either – coaching gives them the tools and the patience to start and persist with the journey. A fear of failure is replaced by the recognition that, even if it doesn't work out, it's always better to try. That's how innovation happens. That's how organisations become successful.

THE BENEFITS OF A STRONG COACHING CULTURE

There are many benefits to developing a coaching culture – as you'll see from the facts and figures below.





SOME INTERESTING FACTS 'N' FIGURES

ORGANISATIONS WHO RATED THEMSELVES AS HAVING "HIGH EMPLOYEE ENGAGEMENT"

61%

53%

■ ORGANISATIONS WITH A STRONG
COACHING CULTURE

■ ALL OTHER ORGANISATIONS

ORGANISATIONS WHO REPORTED 2016 REVENUE GROWTH ABOVE INDUSTRY PEERS

46%

39%

Source: 'Building a Coaching Culture With Millennial Leaders', I.C.F. and The Human Capital Institute.

FURTHERMORE, DID YOU KNOW THAT COACHING HAS BEEN SHOWN TO:

- Foster a more collaborative management approach and improve team dynamics
- Take the pressure off managers and leaders to "know all the answers"
- Make individual contributors more confident and empowered

Source: ICF International Prism Award Case Studies

FIVE ESSENTIAL STEPS – your path to coaching culture success!

01

STEP 01

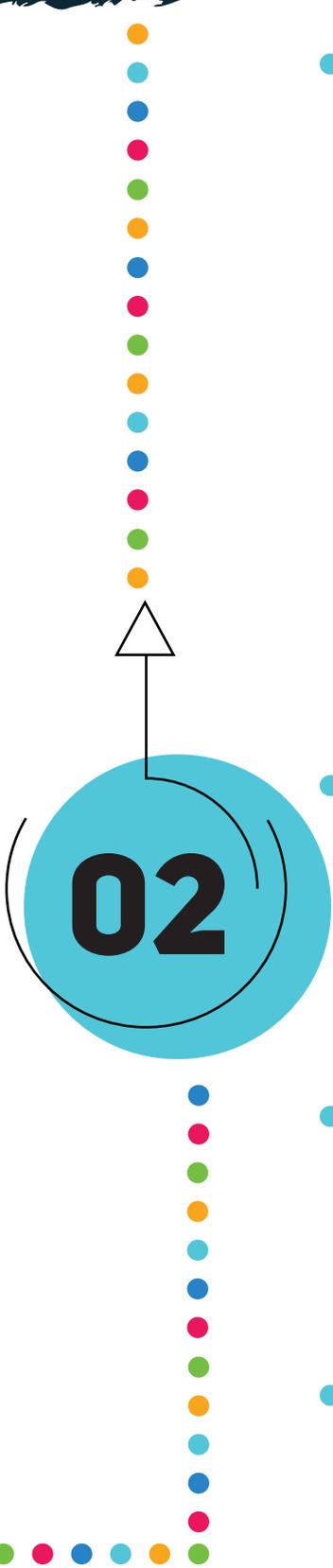
*Create a growth mindset
across the whole organisation*

- Turn failure on its head. Let it become an opportunity to learn and grow. A fear of failure constrains people and stops them doing their best work. Address processes and habits that reinforce that fear. For example, shift away from 'targets' and instead create learning-based objectives that encourage people to try even if it doesn't work out.
- Encourage a learning culture where ongoing learning and development is regarded as a positive, and where trying is celebrated as much as achieving.
- Shift away from a mentality of 'chasing the next promotion' by flattening hierarchies and rewarding breadth of learning and collaboration.

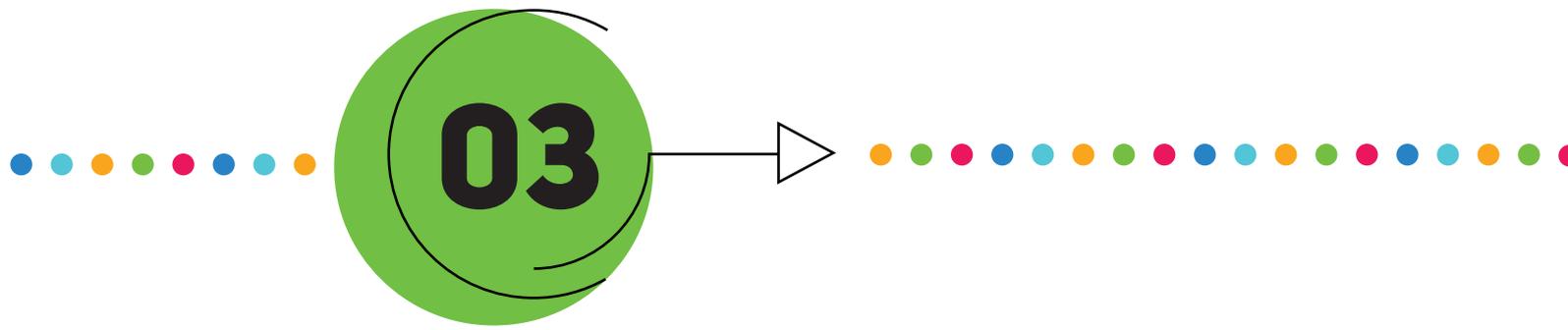
STEP 02

Get the board to buy into, and enable every level to be engaged in coaching

- The best way to create buy-in is often when someone experiences the benefits for themselves. Could that include coaching for the CEO? We think so. It can be lonely at the top and working with an executive coach can help them achieve clarity over what are often highly complex issues. And once your CEO becomes passionate about coaching, just think about the impact it could have. Imagine them endorsing a coaching charter, stating their commitment to giving every employee access to and the time for coaching. That's part of the gold standard every company should aim for.
- Give your leadership team access to external coaches too. Directly experiencing the benefits of professional coaching means they can then use their learning to role model and endorse coaching throughout the organisation.
- Don't restrict your coaches to just the top leadership team though. Once the top team is on board, focus your efforts onto other individuals and groups to begin building a coaching ethos.
- Consider bringing in external coaches to facilitate team coaching sessions that drive a deeper awareness of group and individual dynamics and potential.



02



03

STEP 03

Make coaching available to everyone

- Think broadly – you aren't limited to providing coaching in just one way.
- Consider external, professionally accredited (ICF, EMCC, AOEC) coaches. But also think about internal coaching champions who could be accredited by a body like the ILM or against internal standards. And, even if they aren't accredited, give employees the skills to coach too.
- Review the options you have for digital self-coaching to make coaching far more widely accessible.
- Remember, a wide range of modalities of coaching means the right coaching opportunity will be available to the right person at the right time.

STEP 04

Help everyone develop the capability to coach

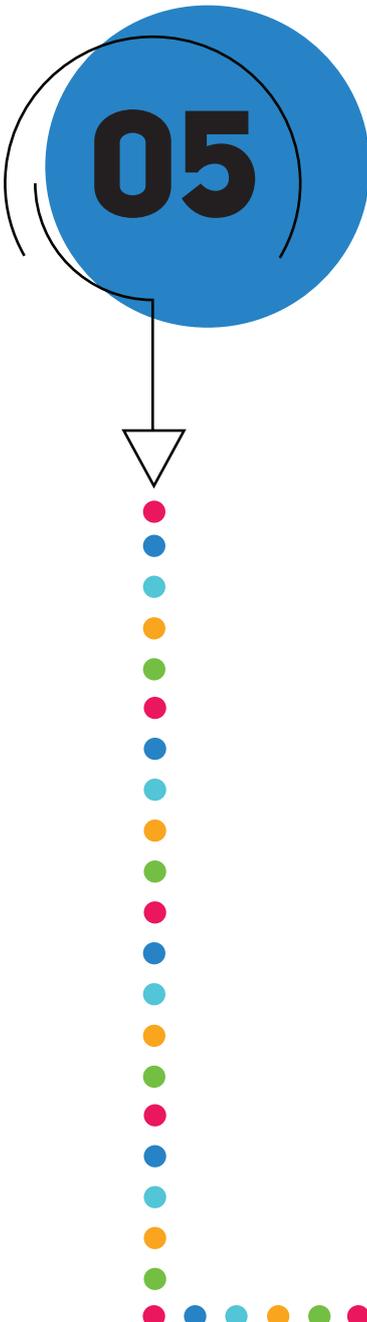
- Give line managers the skills to coach formally and informally. Help them understand what coaching is (and isn't!). Demonstrating and role-modelling coaching behaviour is a powerful way for line managers to help embed it into a culture.
- Coaching doesn't just have to happen at the individual level. Give people the skills and tools at the team level too so they can run group coaching sessions.
- How about introducing peer-to-peer coaching as well to work on creative solutions together?
- Emphasise that effective coaching means being aware of and then putting aside assumptions about the person, the process and the subject. Putting aside preconceived ideas and subject knowledge lets the coach focus on helping the individual find their own solutions.



STEP 05

Make coaching and feedback part of everyday life

- Encourage in-the-moment feedback. This doesn't only help with facilitating a coaching culture - it can increase feelings of recognition and engagement too.
- Don't forget that while many people might be happy to give feedback, they may not be as keen to receive it! So encourage people to be receptive to the feedback they themselves are given, rather than fearing it.
- Actively promote and provide time for self-reflection. Encourage activities like journalling where people can take time to think through what they've done and to learn from every experience.
- Remember - a sustainable coaching culture needs a blend of formal and informal coaching methods, supported by tools and techniques that facilitate self-coaching too.



05

COACHING FOR THE FUTURE

TODAY

FUTURE

Today's workplace: the influence of digital.

The internet, social media and mobile technology have affected every aspect of working life. The workplace is evolving at an unprecedented rate. When it comes to people development, there are undoubtedly new challenges to address. But digital is also providing innovative solutions to enable employers to meet those challenges.

Since they started entering the workplace, millennials have been under the spotlight. After all, they're the generation of employees who grew up with technology and who expect it in virtually every aspect of their lives. That's having a big impact in the working environment. But let's not forget something really important. Yes, millennials have grown up in a digital world. But the digital era was ushered in by the previous generation.



Rewarding and purposeful work is expected



Development in communications, connectivity, big data and the internet of things means the world is transforming for all of us. Everyone in the workplace is working within, and is affected by, the digital age. It's not just millennials who have a greater expectation of feedback. Or, for that matter, greater expectations around self-fulfillment and personal development either.

Let's face it. People have always wanted those things – but providing them wasn't quite so straightforward. Employees want to be given the space to develop, learn and be coached. They don't expect to be told – they want to direct their own experiences and master the skills of asking themselves the right questions.

Coaching becomes an accessible way to make work more rewarding and purposeful



The fact is not every company can offer every employee (or even just every manager) face-to-face coaching. Yet the likelihood is that virtually everyone would benefit from coaching as a way to make their work more purposeful and rewarding.

Effective coaching of any kind means asking questions that highlight strengths, skills, capabilities and impact on others. Good coaching isn't about a coach supplying answers. It's about the facilitation of the coachee's ability to make observations about themselves, capture those observations and then act on them.

Technology is transforming the HR and L&D space



Technology is already having an impact on the HR and learning and development space. In the past, HR and L&D professionals wrestled with ways to increase engagement, improve communication, deliver training flexibly and increase recognition. Technology is now offering support and solutions that could only have been dreamt of previously. And now it's coaching's turn.

Digital self-coaching brings a new dimension and brings coaching to the masses



So where does digital coaching fit in? Well, it can ask many of those questions, encouraging individuals to take a step back and view themselves from new perspectives. From that develops the ability to self-coach; individuals effectively become their own observer, working out new ways to find solutions and becoming accountable to themselves for the progress they make.

Digital is bringing coaching to the masses, facilitating development opportunities that might otherwise never be available to individuals. For some people, the fact that self-coaching offers a neutral coaching experience is beneficial. Some coachees may struggle to be open and fully engaged in a face-to-face coaching situation for fear of being judged. That can impair collaboration and learning. But in a self-coaching environment, observations can flow more easily for those who might otherwise feel very self-conscious discussing their thoughts.

Coaching on the coachee's terms



Blended learning has already highlighted the benefits of combining face-to-face with online and it's no different for coaching. Face-to-face support blended with coaching that's delivered when the coachee needs it; an ability to digest observations and learning according to personal preferences and time availability: it's all about coaching on the coachee's terms, providing structured support combined with flexible coaching that's carried out when they're at their most receptive.

We see a future that's all about mixed modality



Mixed modality coaching simply means offering coaching in several ways. Some companies may use coaching modalities like accredited external or internal coaches. Others might utilise line managers to deliver coaching. Digital coaching is effectively providing a fourth modality. There are many different ways to coach and we see a future where companies use a mix to sustain a genuine coaching culture.

Human presence is unique and the role of the human coach will be as vital as ever. But coaching as a whole has the potential to be enhanced significantly by technology. Blending the coaching approach to offer external and internal coaches along with digital coaching according to circumstance and need will open up many more doors for people; self-coaching extends opportunities to those who may never otherwise have the chance to be coached.

WHAT ABOUT ARTIFICIAL INTELLIGENCE?



- With AI capabilities accelerating in understanding natural language patterns, is it likely that voice-activated questioning could be applied within the coaching setting? We think so. How closely it will be able to replicate the human coaching experience remains to be seen - but it certainly has big potential to further complement and create coaching opportunities in many ways.
- Expect artificial intelligence to play a part in future coaching activity too. It might sound like it requires a stretch of the imagination but actually AI, in the form of digital assistants like Alexa and Siri, is already here and part of many people's day-to-day lives. Could you once have pictured asking a chatbot to book a hotel room for you? Well, it might be in its infancy but that's exactly what Expedia's chatbot is doing.

MINDSET

by Coaching Culture

SOFTWARE TO FACILITATE A COACHING CULTURE

Mindset Modules Library:

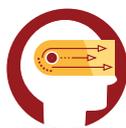
Each module is designed to create sustainable change through **self-awareness, self-reflection and accountability**. We do this using quick and easy self-assessment questionnaires and micro-coaching exercises. Anyone who takes the module will receive a **personalised profile** based upon their assessment responses and they are given **targeted micro-coaching exercises** tailored to their results. They are also given the opportunity to **make commitments** to change using our goal setting and habit tracking process.



RESILIENCE



CONFIDENCE



FOCUS



PEOPLE PLEASING



FEAR (OF FAILURE)



SELF SABOTAGE



STRESS TEST



WELL BEING



POSITIVE ATTITUDE



CREATIVITY



RESPONSIBILITY



HAPPINESS



GROWTH MINDSET



VALUES



EMOTIONAL INTELLIGENCE



PROCRASTINATION



SELF DISCIPLINE



IMPOSTER SYNDROME



PERFECTIONISM



MOTIVATION



CHANGE READINESS



MINDFULNESS



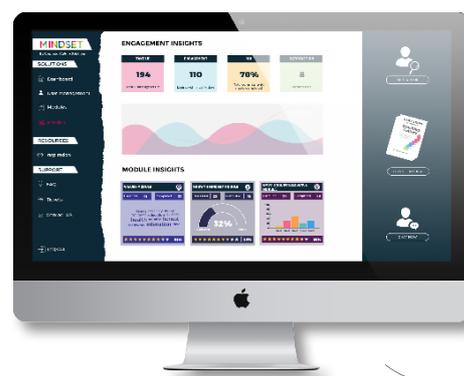
FEAR (OF SUCCESS)



OSTRICH SYNDROME

Raise self awareness of your employees

Easy to drive engagement



Get organisational insights

TO GET YOUR FREE MODULE HEAD TO WWW.MINDSET.CO.UK/EBOOK-OFFER