



INTERNATIONAL
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Building the Case and Demonstrating the Impact of Coaching Programs

International Trade Administration (ITA)
Human Capital Learning Division

Office of the Chief Financial and Administrative Officer (OCFAO)

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International Trade Administration (ITA)





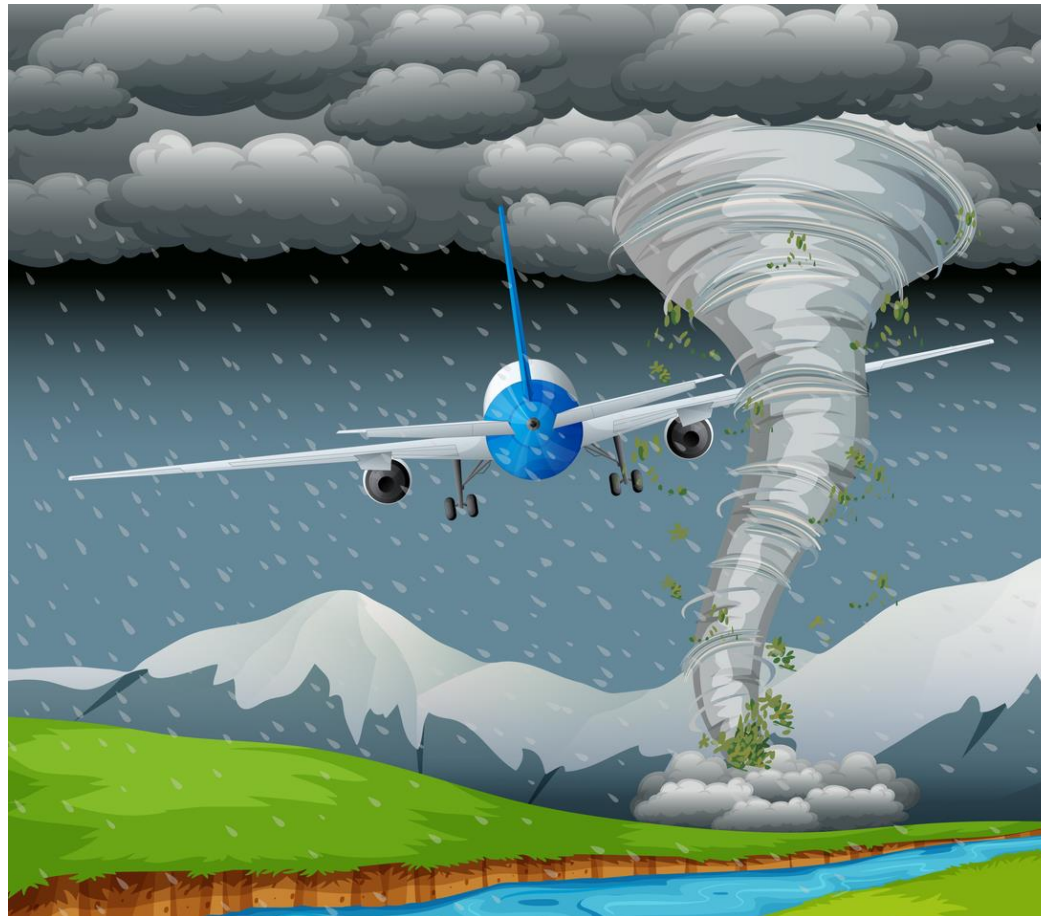
Organizational Context

**Resource
Constrained**

**Technology
Limitations**

**Highly Skilled,
Educated, Aging
Workforce**

**Globally
Dispersed**



**Highly Political
Environment**

**Workforce
Challenges**

**Employee
Development
Challenges**

**Employee
Engagement
Challenges**



Our Goal

To create a stronger, healthier organization by fostering a coaching and learning culture that more fully engages and leverages employees by unlocking and unleashing their individual and collective potential.



Source: Salvador Dalí: Geopoliticus Child Watching the Birth of a New Man



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In the Beginning...





Expect Resistance

Money

Time

Priorities

Level of Effort

Mission-Fit

Job-Fit

Culture-Fit

Workload

Trust

Quality/Impact

History





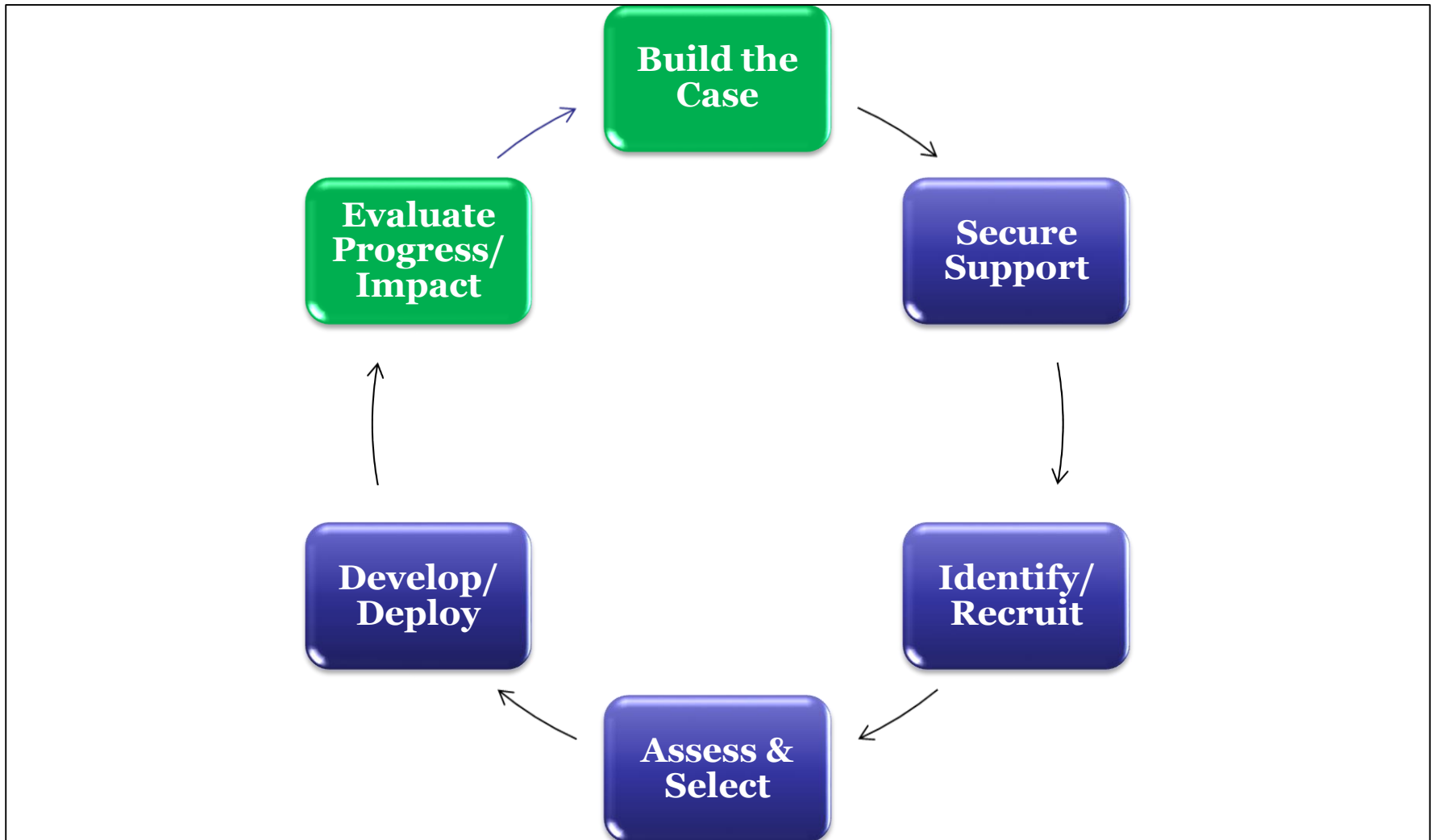
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Then We Were on a Roll...





Our Approach





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Building the Case

**Dollars and
Sense**

**Research and
Benchmark**

**Strategic
Alignment**



**Supply and
Demand**

**Leverage Social
Influence**

**Make It
Palatable**



Coaching Program Performance Dashboard

Data as of November 2019

Overall Target: Coaching Program Hours Provided	700
Total Hours Coached Since Inception	1,350.75
% of Target Reached for Coaching Hours Provided	193%
Average Historic Coaching Hour Cost (~\$300) - Average Staff Hourly Pay (~\$50)	\$ 250
Total Coach Training/Travel Dollars Invested Since Inception (\$)	\$ 165,000
Overall Target: Coaching Dollars Saved - \$ Amount	\$ 165,000
Total Coaching Expenditures Saved/Avoided Since Inception (\$)	\$ 337,688
% of Target Reached for Coaching Dollars Saved	193%
Coaching Program Return on Investment (ROI)	104%

Master Coaching Tracking Log

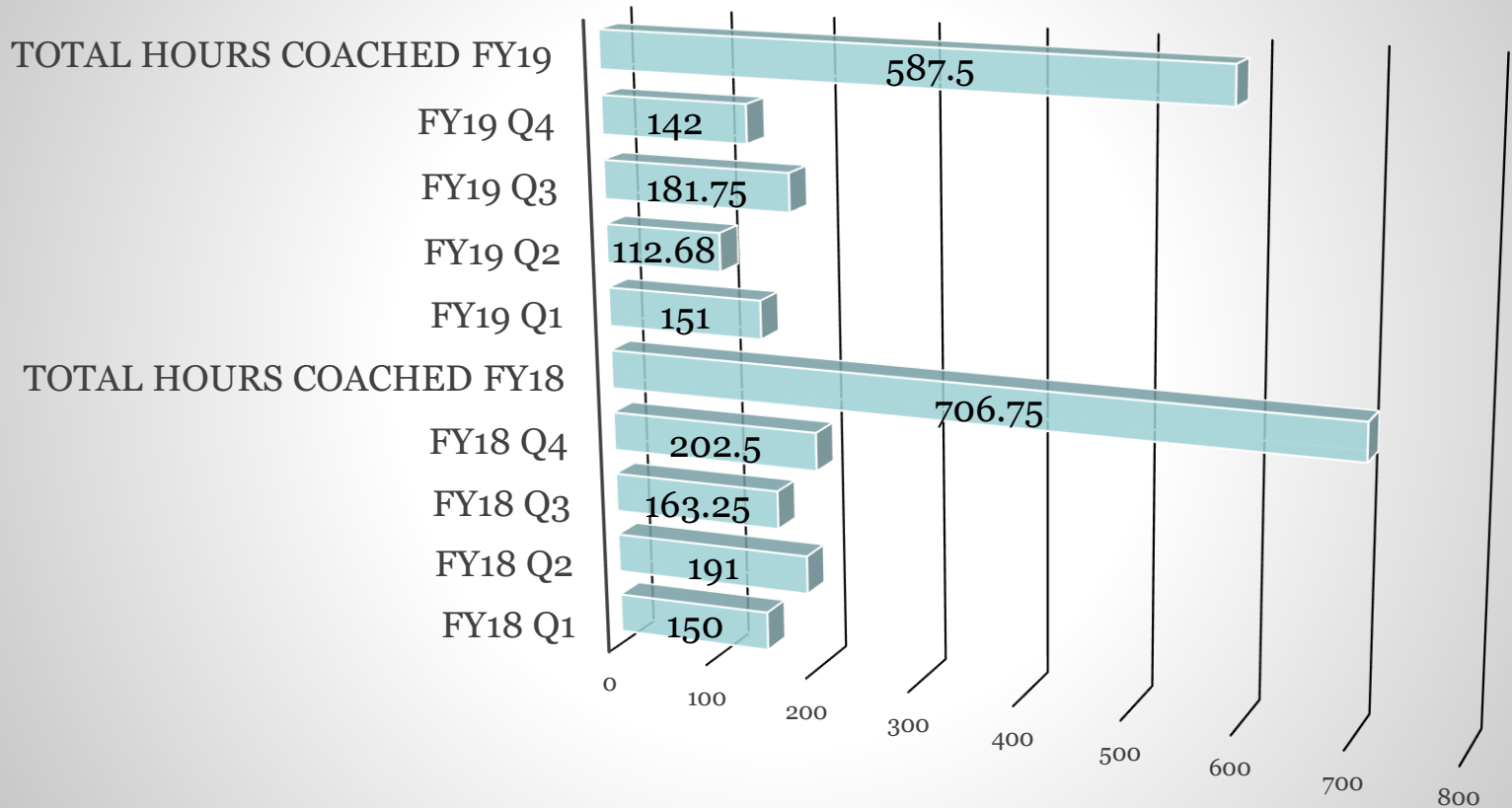
Coach Name	Status	# of Client Slots Available	# of Active Clients	# of Carry-Over Clients	Hours Coached Oct.	Hours Coached Nov.	Hours Coached Dec.	Hours Coached FY19Q1



Coaching Program Performance Dashboard

Data as of November 2019

Fiscal Year 2018/2019 Coaching Hours Provided





High 5 Pre-Coaching Survey Questions

% of respondents that Agree/ Strongly Agree	Before coaching...
98%	That they would like to acquire tools, resources and strategies for addressing challenges, setbacks, and failures.
73%	That on a day-to-day basis, they feel engaged in the workplace.
71%	That they feel engaged and inspired to do their best work and to contribute to the mission of ITA.
70%	That they have a good work/life balance.
68%	That they are aware of what their core talents and strengths are and how they can best use them.



Low 5 Pre-Coaching Survey Questions

% of respondents that Agree/ Strongly Agree	Before coaching...
37%	That they have tools, resources and strategies for addressing challenges, setbacks and failures.
35%	That they are satisfied with their level of personal and professional development.
28%	That they are satisfied with their career path and direction.
28%	That they have clear personal and professional goals and a plan by which to achieve them.
27%	That they have a clear sense of their career path and direction and how to pursue it.



High 5 Post Coaching Survey Questions (% of respondents that Agree/Strongly Agree)

As a result of coaching...	FY18 Pilot N= 54	FY19 Program N = 101	% Change +/-
That they would recommend coaching to others.	98%	98%	0%
That they have gained new or different perspectives because of coaching.	96%	98%	+2%
That this was a valuable experience and developmental opportunity.	96%	97%	+1%
That they have accomplished at least one goal that they established as part of their coaching.	92%	96%	+4%
That they have acquired new tools, resources and strategies for addressing setbacks and overcoming challenges.	90%	93%	+3%



Low 5 Post Coaching Survey Questions (% of respondents that Agree/Strongly Agree)

As a result of coaching...	FY18 Pilot N= 54	FY19 Program N = 101	% Change +/-
That that they feel more valued and respected for my talents and skills and what I contribute.	64%	76%	+12%
That they have gained a better work/life balance.	64%	73%	+9%
That they are more productive at work because of coaching.	64%	70%	+6%
That they feel more engaged and inspired to do my best work and contribute to ITA's mission.	76%	81%	+5%
That they feel that others have noticed/remarked on positive differences they have seen since they began their coaching.	40%	45%	+5%



Post Coaching Survey – My Coach (Top Results)

% of respondents that Agree/ Strongly Agree	As a result of coaching...
98%	That their coach established an environment and relationship of trust and confidentiality.
98%	That their coach focused completely on what they were saying and not saying, understanding the meaning of what was said in the context of their desires, and supported their self-expression.
98%	That their coach was supportive and championed them towards achieving their goals.
97%	I would recommend my coach to others
95%	That they have acquired new tools, resources and strategies for addressing setbacks and overcoming challenges.
95%	That their coach guided them to clarify their goals and in designing actions to support and pursue them.



Pre-/Post- Coaching Engagement Questions Comparative Results and Impact of Coaching

+42.39%

I have opportunities to fully utilize my talents, skills, and abilities every day.

+41.52%

I have clear personal and professional goals and a plan by which to achieve them.

+41.08%

I have tools, resources, and strategies for addressing challenges, setback and failures.

+20.57%

I feel valued and respected for my talents and skills that I contribute.

+19.44%

I am aware of what my core talents and strengths are and how I can best use them.

+14.51%

Overall, I feel more engaged.

+8.80%

Overall, I feel that I have a good work/life balance.

Note: the percentage change is based on the difference in weighted averages between the pre- and post-coaching evaluations for identical questions.



What was the greatest benefit that employees have received from being coached?

- Being **listened to** and **feeling heard** – having a trusted source to talk to without judgment
- Getting new, **better, greater and different perspectives** both personally and professionally
- **Additional tools and resources** for addressing challenges, failures and setbacks
- Increased and better **clarity with personal/professional goals** and career path direction – making **positive progress** towards them
- Increased **confidence** and self-esteem
- Increased **self-awareness** and **better clarity** around strengths, weaknesses, and the value one contributes
- **Having a champion, supporter** and accountability partner



Lessons Learned

- *Have an inspiring vision*
- *Build the business case*
- *Dedicate 1-2 cadre leads*
- *Secure active senior level support*
- *Start small and build momentum*
- *Plan for opposition*
- *Establish clear metrics & targets*
- *Communicate success regularly*
- *Divide and conquer*
- *Be patient and stay persistent*
- *Have a sense of humor*
- *Be flexible and adaptable*
- *Make participation voluntary and flexible*
- *Regularly engage the coaches*
- *Create a framework for ongoing coach growth and development*



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What's on the Horizon





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QUESTIONS?????

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