



# **Creating a Coaching Culture**

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# A Little Background

(Why we are here today)

- We need training.
  - ✓ You got it.
- We need more training!
  - ✓ Is this really a training issue? Do your employees lack the knowledge or skills to perform?
- We need re-training!!
  - ✓ Perhaps this is not a training issue; perhaps it's a coaching issue.

# Ice Breaker



# Why Managers Don't *(or won't)* Coach

- Lack of ability
- Lack of time
- Don't want to expose themselves
- “We have a training department for that...”

# Or...

They coach for the wrong reason(s)

- Focus only on numbers, not behaviors
- Tell employees to change, but don't show them how

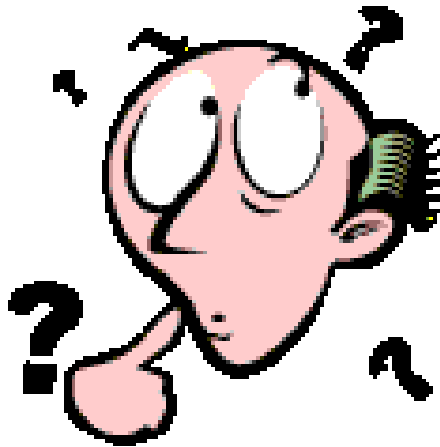


# Our Motivation

- “Coaching” sessions focused exclusively on sales numbers.
- Employees feared for their jobs, whether or not their sales numbers were low.
- This drove a major initiative to redesign the sales program.

# Our Motivation

- Perhaps our managers did not truly know ***HOW*** to coach.



# Actions

## Partnership with Progress Coaching

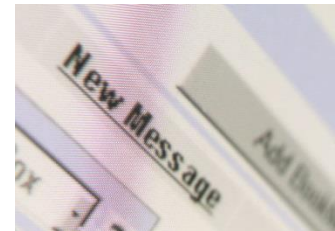
- Aligned with our corporate values
- Brought weight and credibility to our effort
- Created a common language between frontline managers and learning & development



# Actions

Not a quick-hit solution

- 21 days of online pre-work for managers
- Full day intensive workshop
- Personalized follow-up each week



# Tell Us

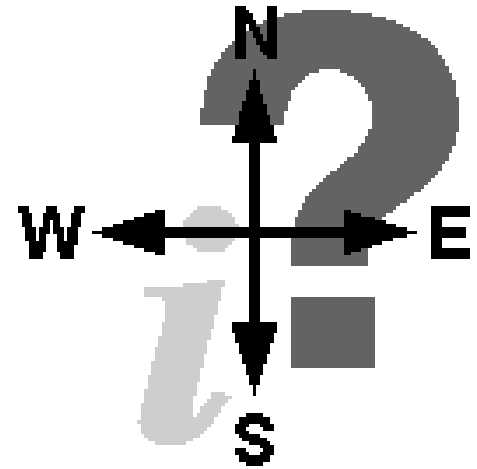
What are the differences between coaching and managing?



# Program Content

## Coaching Skills

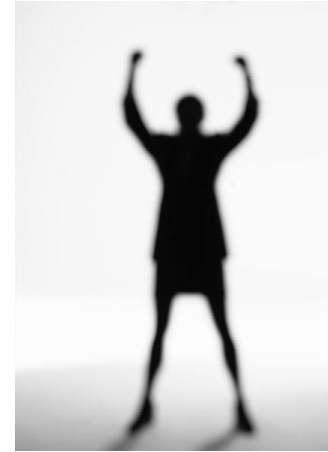
- Coaching Types
- Coaching Questions
- Coaching Techniques



# The Role of Learning & Development

- Certification
- Coaching Guides
- Best Practices
- Point of contact and information sharing

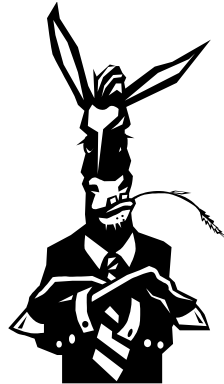
# Results



- Partnership
- Employee excitement & empowerment
- Employee ownership in their own development

# Challenges

- Comfort level
- Resistance to change
- “Flavor of the month” attitude



# Approach

- Help managers experience the value of coaching
- Provide them with the WIIFM (What's in it for Me)
- Spread coaching throughout the entire organization



# Questions

