Helping Leaders Embrace Change Through Coaching

Let's Get Started!

- Introduction to ICF

- Latest Research

    - High performing organizations

    - Strong coaching cultures

    - Coaching and change management

- Key Take-Aways

- Resources

International Coach Federation

Founded in 1995, the International Coach Federation (ICF) is a non-profit, membership organization (34,000+) whose mission is to elevate the standards and professionalism for coaching.

More *specifically*, ICF:

- Accredits external providers for coach-specific training; awards individual credential for coaching practitioners (27,000+)
- Helps organizations build a coaching culture
- Conducts state-of-the-industry research
- Hosts in-person and virtual events that offer continuing education and networking
- Maintains chapter network (130+ in 70 nations)

Latest Research

Building a Coaching Culture for Change Management (2018)

Latest edition of ICF-Human Capital Institute (HCI) signature
research suite on building coaching cultures in organizations:

- 2014: Building a Coaching Culture (benchmark)
- 2015: BCC - Employee Engagement
- 2016: BCC - Managers and Leaders Using Coaching Skills
- 2017: BCC - Millennial Leaders
- 2018: BCC - Change Management

- Questionnaire distributed in June of 2018
- 432 valid responses received

Five subject-matter expert interviewees:

- Coaching and Mentoring Manager, *CareSource*
- Corporate Communications and Change Management, *Exelon*
- Manager Organizational Development and Learning, *University Hospitals*
- IT Manager Strategic Communications, *Exelon*
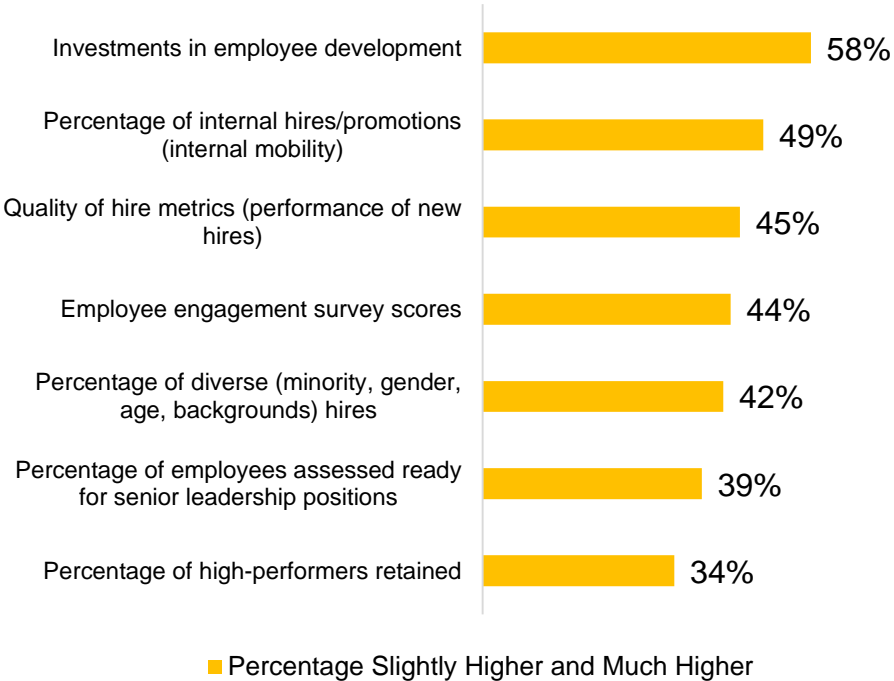- IT Change Management and Communications Manager, *Exelon*

Survey Demographics

Seniority	Percent
I manage my own work and contribute to teams and projects.	34%
I manage my own work and lead a team of people.	22%
I lead and am responsible for other people managers below me.	9%
I am responsible for a business unit or function.	26%
I am responsible for an entire organization.	9%

Global Region	Percent
North America	75%
Europe	5%
Middle East and Africa	7%
Asia	9%
Oceania & Latin America	4%

Functional Area	Percent
Learning and Development	24%
Human Resources	23%
Talent Management or Organizational Development	13%
Change Management	6%
Coaching	5%
Other	30%

Industry	Percent
Health Care and Social Assistance	14%
Finance and Insurance	12%
Government / Public Administration	12%
Professional, Scientific and Technical Services	12%
Other Services (except Public Administration)	11%
Manufacturing	10%
Educational Services	10%
Information	3%
Retail Trade	3%
Utilities	3%
Construction	2%
Transportation and Warehousing	2%
Accommodation and Food Services	1%
Management of Companies and Enterprises	1%
Real Estate Rental and Leasing	1%
Arts, Entertainment and Recreation	1%
Mining	1%
Agriculture, Forestry, Fishing and Hunting	1%
Wholesale Trade	1%

WATCH & LEARN webcasts atd

Index Time!

High-Performing Organizations (HPOS)

Performance was measured for seven talent and eight business outcomes using 5-point scales.

Talent Outcomes

Investments in employee development	58%
Percentage of internal hires/promotions (internal mobility)	49%
Quality of hire metrics (performance of new hires)	45%
Employee engagement survey scores	44%
Percentage of diverse (minority, gender, age, backgrounds) hires	42%
Percentage of employees assessed ready for senior leadership positions	39%
Percentage of high-performers retained	34%

■ Percentage Slightly Higher and Much Higher

Business Outcomes

Regulatory compliance	65%
Customer satisfaction	65%
Shareholder value	56%
Profitability	54%
New product/service development (innovation)	54%
Employer of choice (talent attraction)	51%
Labor productivity	48%
Large-scale strategic change	47%

■ Percentage Above Average and One of the Best

*How have the following talent and organizational outcomes changed at your organization over the past two years?*

Compared to your industry competitors, how has your organization fared in the following business dimensions over the past two years?

WATCH & LEARN webcasts   atd

High-performing organizations (HPOS)

This index found roughly one in three (31%) are classified as
high-performing organizations

Percentage of sample (n=279)

69%

31%

■ All other organizations   ■ High-performing organizations
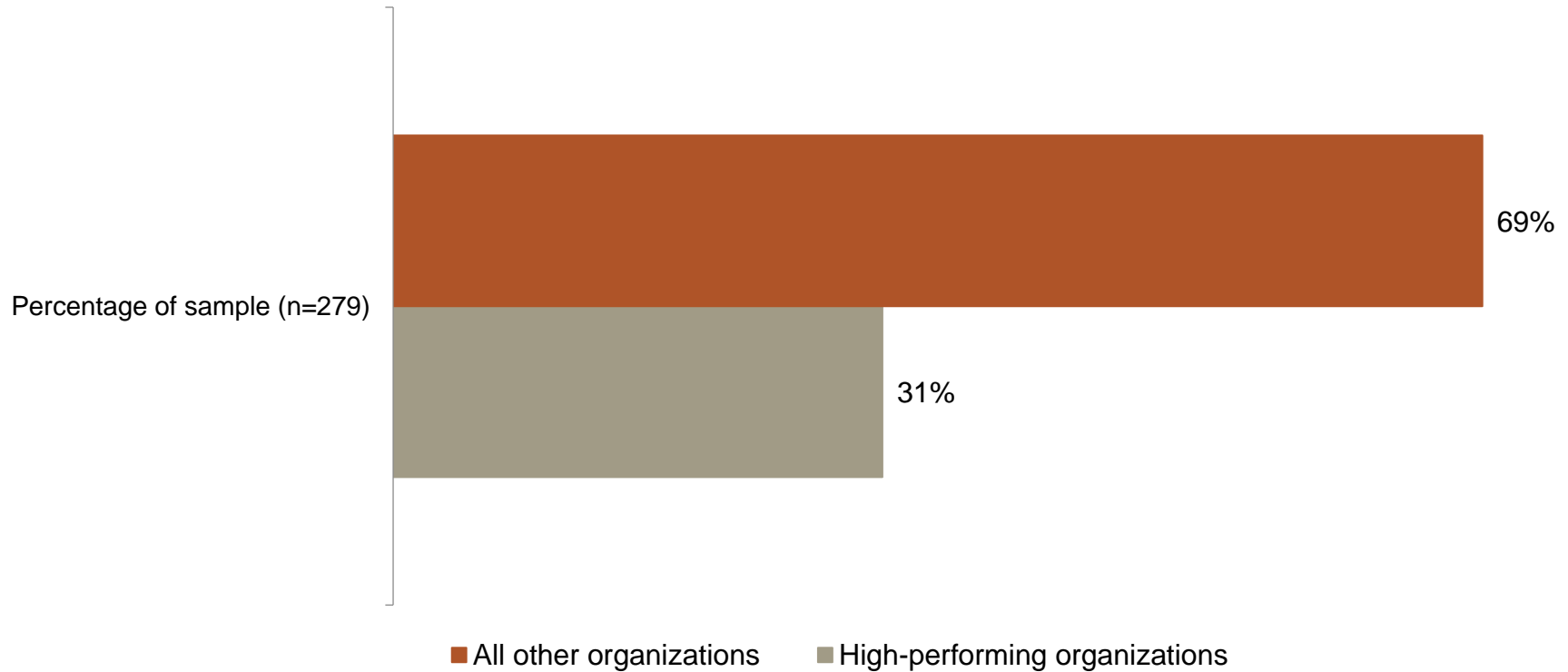
Percentage of sample classified by high-performing organizations index.

Strong coaching cultures

This index found roughly one in six (15%) organizations had a
strong coaching culture

Coaching Culture Composite

1. Strongly/somewhat agree that employees value coaching.
2. Strongly/somewhat agree that senior executives value coaching.
3. Managers/leaders and/or internal coaches received accredited coach-specific training.
4. Coaching is a fixture in the organization with a dedicated line item in the budget.
5. All employees in the organization have an equal opportunity to receive coaching from a professional coach practitioner.
6. Have all three coaching modalities at their organization (internal coach practitioners, external coach practitioners and managers/leaders using coaching skills)

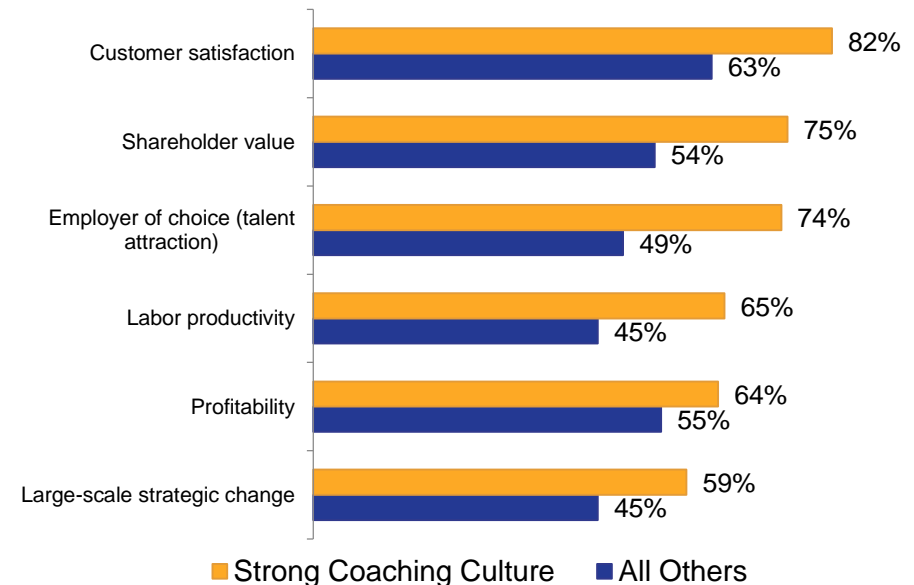WATCH**&**
LEARN
webcasts

atd

Strong coaching culture outcomes

Strong coaching cultures also demonstrate excellence in most elements of high-performing organizations. Led by very strong correlation with 'large-scale strategic change' outcome

Talent Outcomes

	Strong Coaching Culture	All Others
Investments in employee development	78%	57%
Percentage of internal hires/promotions (internal mobility)	69%	48%
Employee engagement survey scores	69%	39%
Percentage of employees assessed ready for senior leadership position (bench strength)	59%	36%
Percentage of diverse (minority, gender, age, backgrounds) hires	58%	42%
Percentage of high-performers retained	54%	32%

■ Strong Coaching Culture ■ All Others

Business Outcomes

|	Strong Coaching Culture	All Others
Customer satisfaction	82%	63%
Shareholder value	75%	54%
Employer of choice (talent attraction)	74%	49%
Labor productivity	65%	45%
Profitability	64%	55%
Large-scale strategic change	59%	45%

■ Strong Coaching Culture ■ All Others

How have the following talent and organizational outcomes changed at your organization over the past two years? (Percentage "Slightly Higher" and "Much Higher")

Compared to your industry competitors, how has your organization fared in the following business dimensions over the past two years? (Percentage "Above Average" and "One of the Best")

Strong coaching culture outcomes

Strong coaching cultures are more than twice as likely to be high-performing organizations.

Strong coaching culture (n=46): High-performing organizations 61% | All others 39%

Not a strong coaching culture (n=213): High-performing organizations 27% | All others 73%

■ High-performing organizations ■ All others
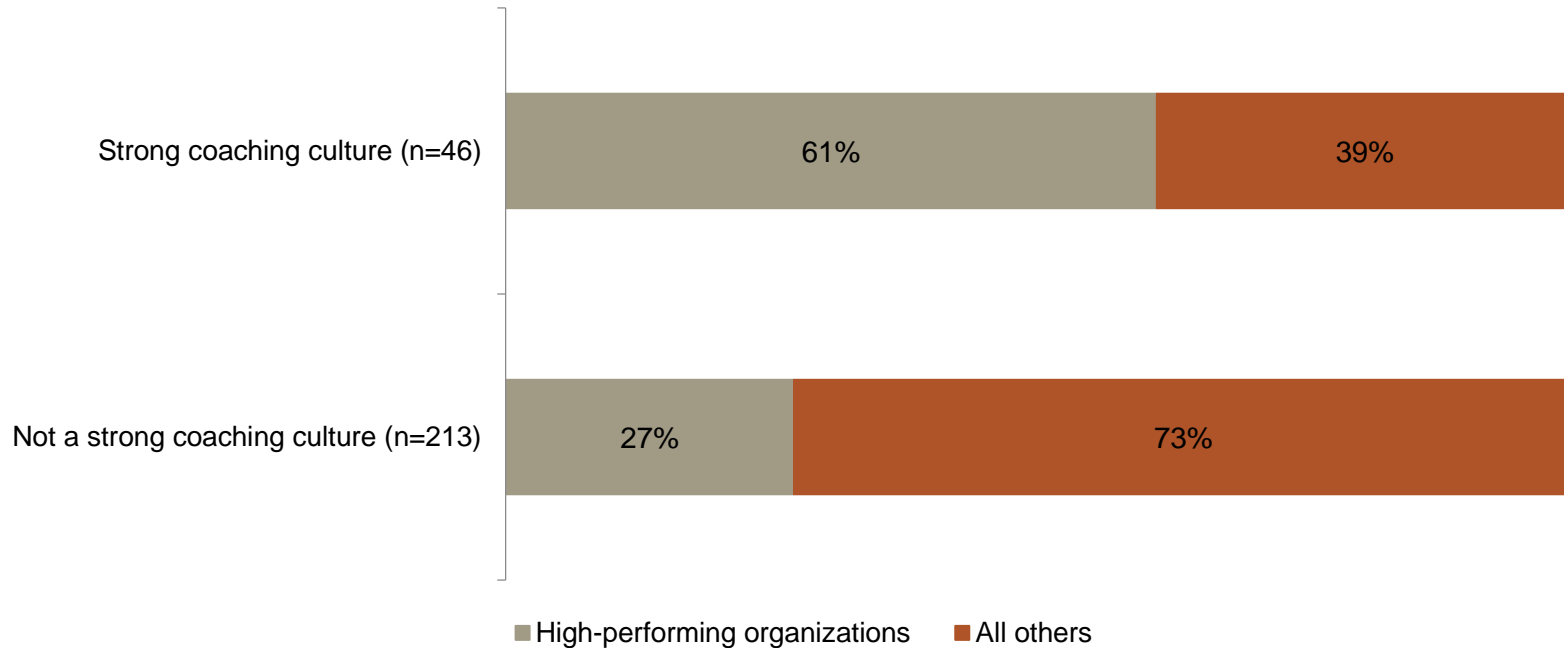
Percentage classified as high-performing organization.

Change Management

Poll Question

Which of the following change management initiatives have occurred at your organization over the <u>past two years</u>? (choose all that apply)

- Organizational leadership change

- Organization-wide technology change

- Department or team technology change

- New product development/innovation

- Environmental/regulatory/legal change

- Business process implementation

- Human Resource process implementation

- None of the above

Change Management Initiatives

List of the most common change management initiatives as reported on survey

Initiative	Percentage
Business process implementation	89%
Specific department or team technology change	83%
HR process implementation	83%
Organization-wide technology change	82%
Change of leadership	80%
New product development/innovation	79%
Environmental/regulatory/legal changes	74%

■ Percentage reporting occurrence over the past two years
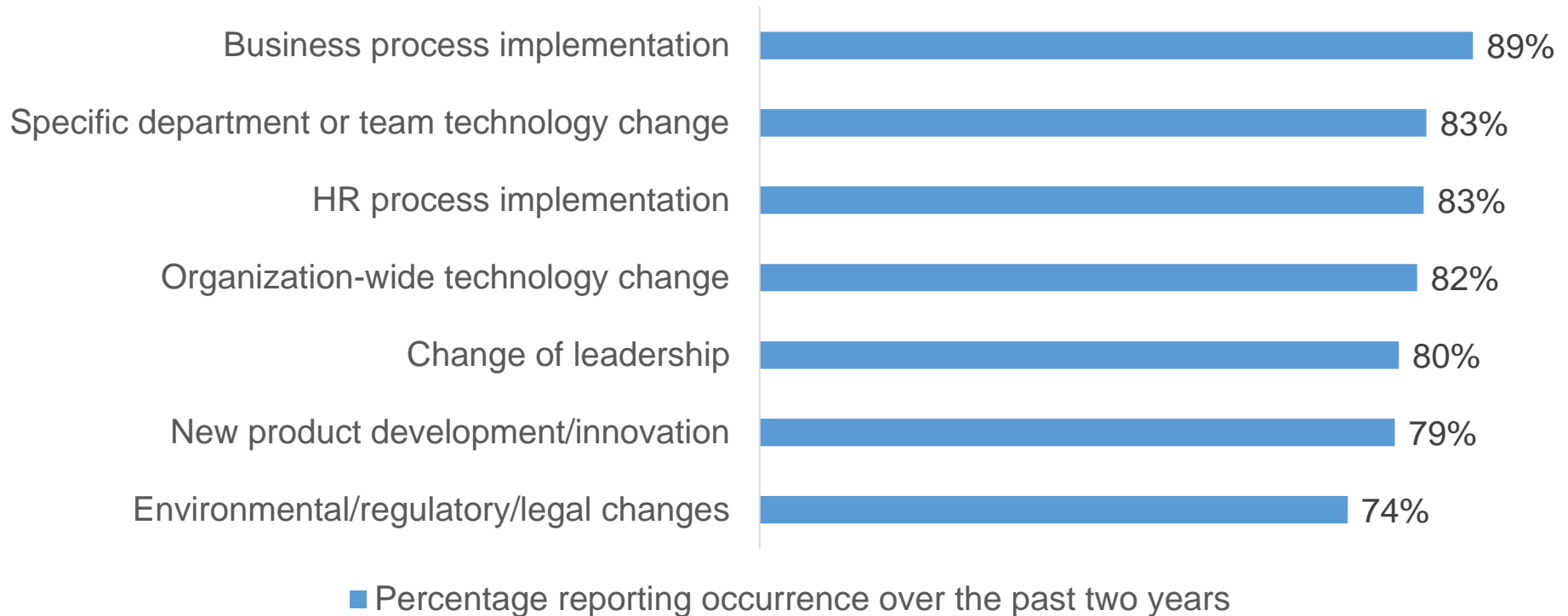
Of the change management initiatives at your organization over the past two years, what has occurred?

WATCH & LEARN webcasts   atd

Let's Chat!

Chat Question:

First - think about the LEAST successful change management initiatives within your organization the past two years…

What word(s) would you choose to describe why they were NOT successful?

Mentioned most often (success or failure):

1. "Leadership"

2. "Communication"

3. "Resilience"

Why Change Is *Not* Successful

Thinking about the LEAST successful change management initiatives in the past two years, what three words or phrases would you choose to describe why they failed?

Change management initiatives and successes
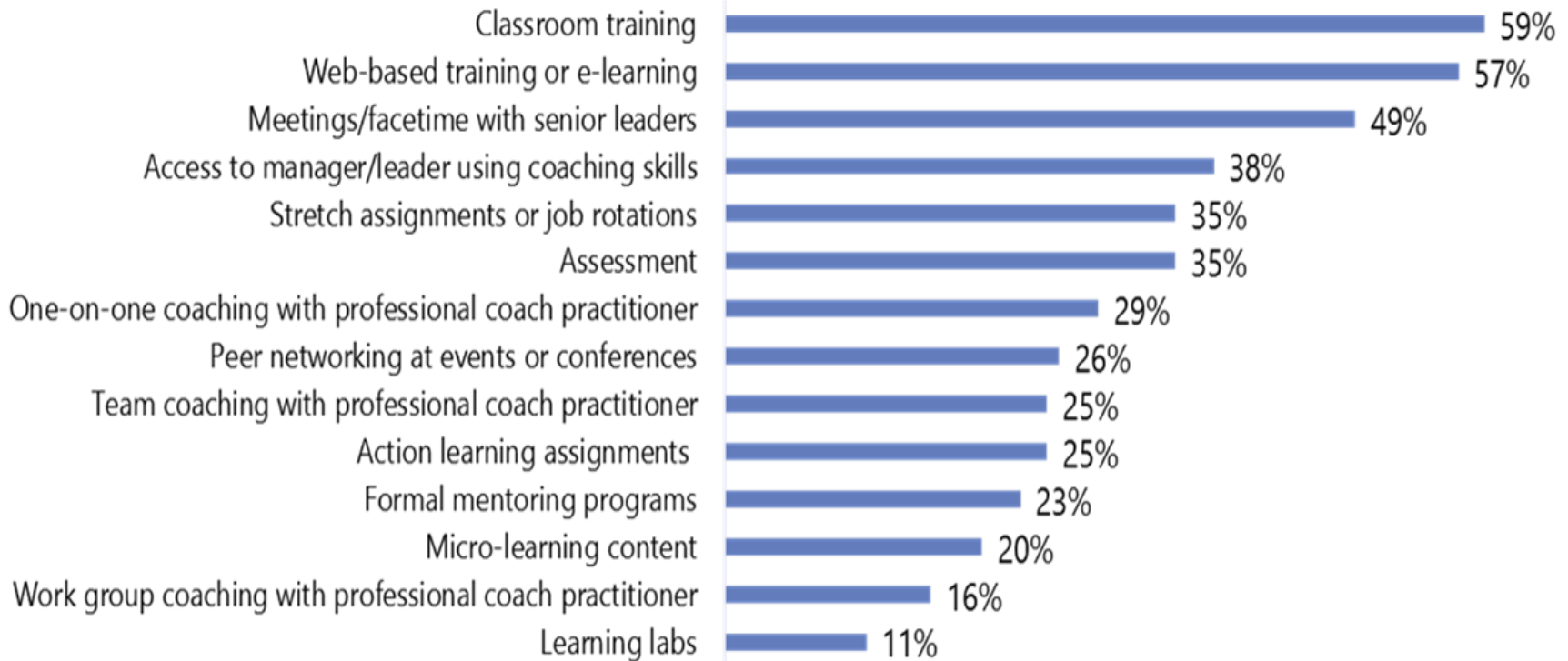
High-performing organizations are more likely to report that change management initiatives meet or exceed their expectations for success.

Initiative	All other organizations	High-performing organizations
Business process implementation	69%	89%
Specific department or team technology change	63%	76%
HR process implementation	69%	90%
Organization-wide technology change	56%	79%
Change of leadership	67%	73%
New product development/innovation	73%	89%
Workforce reduction/downsizing	62%	92%
Global/regional expansion	73%	94%
Mergers and acquisitions	62%	93%

■ All other organizations   ■ High-performing organizations

Of the change management initiatives at your organization over the past two years, how would you rate its current success? (Percentage reporting: Equals, Exceeds, and Far Exceeds expectations)

WATCH & LEARN webcasts   atd

Change Management Activities

List of the most common activities offered by organizations to help navigate change initiatives

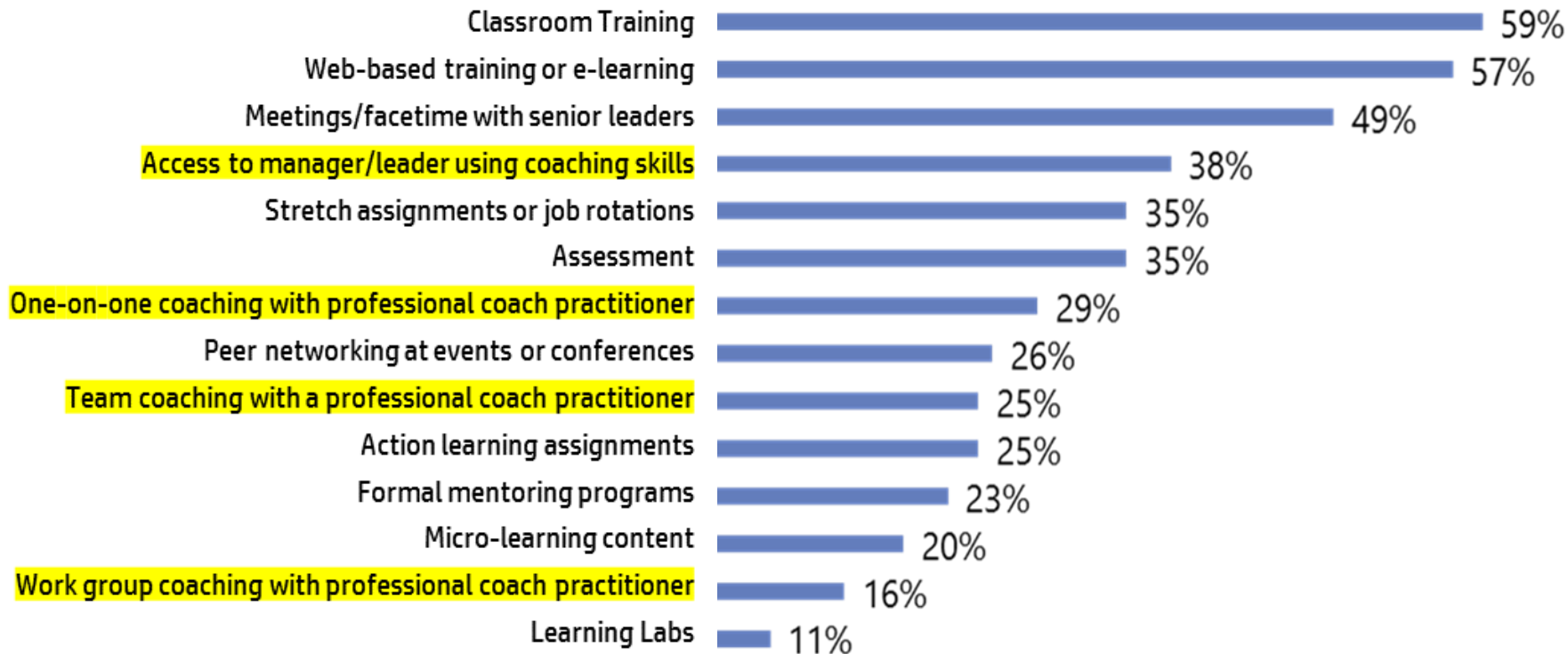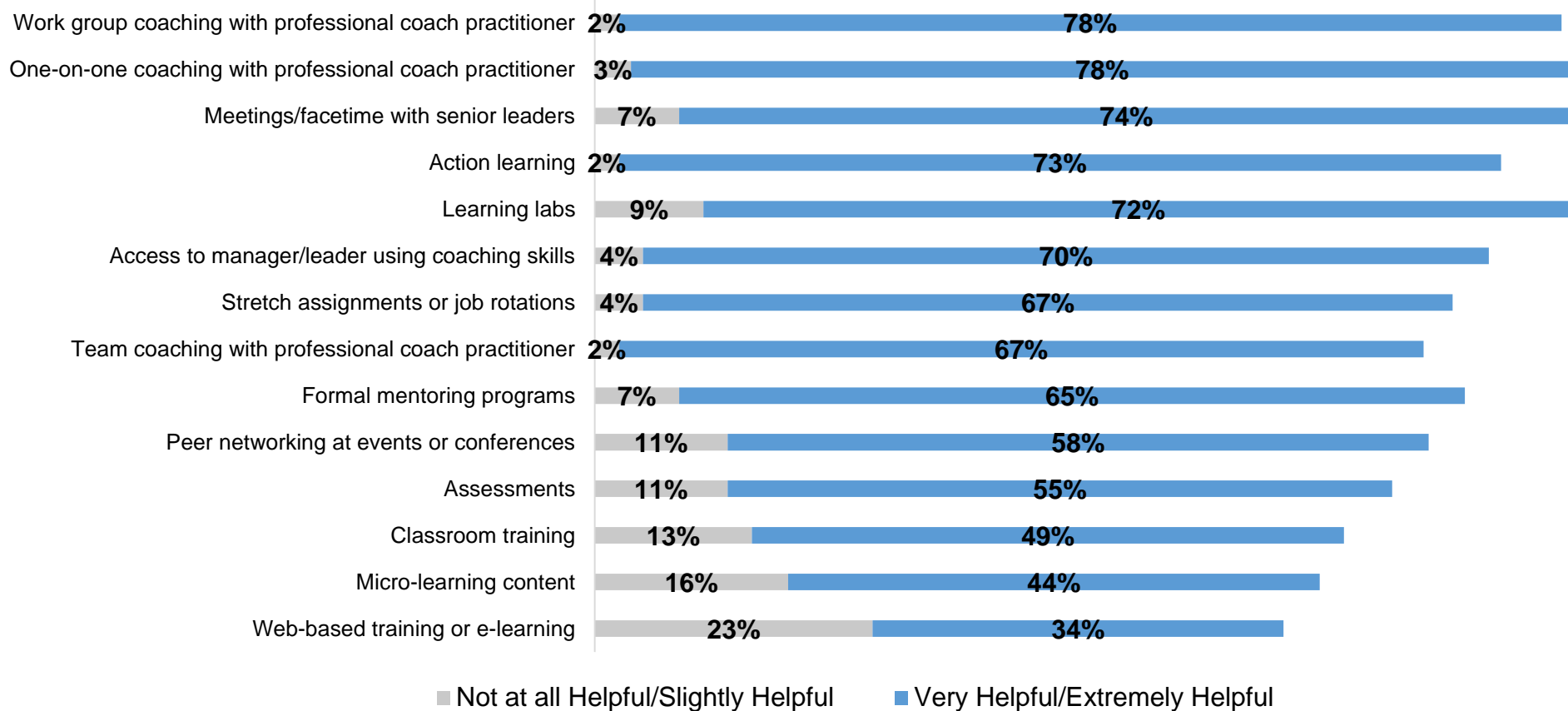| Activity	Percentage
Classroom training	59%
Web-based training or e-learning	57%
Meetings/facetime with senior leaders	49%
Access to manager/leader using coaching skills	38%
Stretch assignments or job rotations	35%
Assessment	35%
One-on-one coaching with professional coach practitioner	29%
Peer networking at events or conferences	26%
Team coaching with professional coach practitioner	25%
Action learning assignments	25%
Formal mentoring programs	23%
Micro-learning content	20%
Work group coaching with professional coach practitioner	16%
Learning labs	11%

■ Percentage of respondents offering activity (n=432)

Over the past two years, which of these activities has your organization offered as part of a change management initiative? (Select all that apply.)

Change Management Activities

Same list of activities offered by organizations – coaching activities highlighted in <mark>yellow</mark>

Activity	Percentage
Classroom Training	59%
Web-based training or e-learning	57%
Meetings/facetime with senior leaders	49%
Access to manager/leader using coaching skills	38%
Stretch assignments or job rotations	35%
Assessment	35%
One-on-one coaching with professional coach practitioner	29%
Peer networking at events or conferences	26%
Team coaching with a professional coach practitioner	25%
Action learning assignments	25%
Formal mentoring programs	23%
Micro-learning content	20%
Work group coaching with professional coach practitioner	16%
Learning Labs	11%

■ Percentage of respondents offering activity (n=432)

Over the past two years, which of these activities has your organization offered as part of a change management initiative? (Select all that apply.)

WATCH&LEARN webcasts atd

Are the Coaching activities helping?

Helpfulness of change management activities

While e-learning was among the most frequently cited, it was rated as one of the least helpful activities

Activity	Not at all Helpful/Slightly Helpful	Very Helpful/Extremely Helpful
Work group coaching with professional coach practitioner	2%	78%
One-on-one coaching with professional coach practitioner	3%	78%
Meetings/facetime with senior leaders	7%	74%
Action learning	2%	73%
Learning labs	9%	72%
Access to manager/leader using coaching skills	4%	70%
Stretch assignments or job rotations	4%	67%
Team coaching with professional coach practitioner	2%	67%
Formal mentoring programs	7%	65%
Peer networking at events or conferences	11%	58%
Assessments	11%	55%
Classroom training	13%	49%
Micro-learning content	16%	44%
Web-based training or e-learning	23%	34%

■ Not at all Helpful/Slightly Helpful   ■ Very Helpful/Extremely Helpful

Of what was present in your organization, how helpful was the activity in achieving the goals of the change management initiative(s)? (Percentage reporting Moderately Helpful are not displayed here)

WATCH&
LEARN
webcasts   atd

Change Management Success by Category

Coaching activities among most helpful for achieving the goals of the change management initiatives.

Coaching		Formal Learning		Peer Learning		On-the-Job Learning	
One-on-one coaching with professional coach practitioner	78%	Assessments	55%	Meetings/facetime with senior leaders	74%	Action learning assignments	73%
Work group coaching with professional coach practitioner	78%	Classroom Training	49%	Formal mentoring programs	65%	Learning labs	72%
Access to manager/leader using coaching skills	70%	Micro-learning content	44%	Peer networking at events or conferences	58%	Stretch assignments or job rotations	67%
Team coaching with professional coach practitioner	67%	Web-based training or e-learning	34%				

Of what was present in your organization, how helpful was the activity in achieving the goals of the change management initiative(s)? (Percentage reporting: Very and Extremely Helpful)

Coaching Activities and Change Management

Coaching Activities	Applications for Change Management									
	Personal leadership style, strengths and blind spots	Over-coming resistance	Processes and tools	Personal resilience	Change-friendliness/ change-readiness	Fostering partner-ships and building change teams	Leading an agile culture	Models and methods	Stress manage-ment	Developing change agents
Team coaching with professional coach practitioner	81%	70%	67%	66%	59%	56%	53%	46%	42%	42%
Work group coaching with professional coach practitioner	83%	67%	64%	67%	66%	63%	53%	46%	40%	43%
One-on-one coaching with professional coach practitioner	76%	64%	52%	62%	60%	52%	48%	37%	44%	35%
Access to manager/leader using coaching skills	72%	62%	58%	54%	59%	51%	47%	39%	37%	41%

In the past two years, how has coaching been used with your change management initiatives? (Select all that apply.)

WATCH& LEARN webcasts atd

Key Take-Aways

- Three core features found to impact change management success/failure are leadership, communications, and resilience

- High-performing organizations more likely to have change management initiatives meet/exceed their expectations for success (i.e. large-scale strategic change)

- Strong coaching cultures are more than 2 times more likely to be a high-performing organization than their counterparts

- One-on-One, Work Group, and Team Coaching are rated among the most helpful activities in achieving change management goals

Resources

Building a Coaching Culture for Change Management

- ICF/HCI signature research for 2018
- Final Report (34 pgs. – digital copy)
- Access at coachfederation.org/coachingculture
- Special offer for ATD webcast participants

International Prism Award

- Presented annually by ICF
- Honors businesses and organizations with coaching programs that:
  - Fulfill rigorous professional standards
  - Address key strategic goals
  - Shape organizational culture
  - Yield discernible and measurable positive impacts
- Learn more and read honoree case studies at coachfederation.org/prism-award

ICF Communities of Practice (CPs)

- Total of 10 CPs - Each meets four times/year (virtually)
- CPs include:
    - Executive and Leadership Coaching
    - Internal Coaching
    - Team and Work Group Coaching
    - Coaching and Human Capital
    - Government Coaching
- Register online at coachfederation.org/communities-of-practice

Connecting at ATD Conference

- May 19-22, 2019 (Washington, DC)

- Career Center – Exclusive Sponsor
  - Pro bono coaching offered to attendees (Sunday-Wednesday)
    Educational sessions with Tara Jaye Frank (Monday-Tuesday)
    https://tarajayefrank.com/

- Visit ICF in Expo Hall (booth #1901)

Questions?

Contact Me

Mark Ruth, Director of Research & Education, ICF

mark.ruth@coachfederation.org

https://www.linkedin.com/in/mark-ruth/

Contact ICF

2365 Harrodsburg Road, Suite A325
Lexington, KY 40504
888-423-3131

coachfederation.org