



INTERNATIONAL  
**TRADE**  
ADMINISTRATION

# Key Components of Building a Successful Internal Coaching Program

April 1, 2020

**International Trade Administration (ITA)**  
**Human Capital Learning Division**

Office of the Chief Financial and Administrative Officer (OCFAO)

**Brian McNamara, PCC, CPCC**

Chief Learning Officer | Director of Learning

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# AGENDA

- Overview of the International Trade Administration
- Organizational Context
- Our Approach
- Results Thus Far
- Program Plan, Goal and Vision
- Program Roles
- Coaches (recruitment, selection, development, determining the right number)



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# International Trade Administration (ITA)



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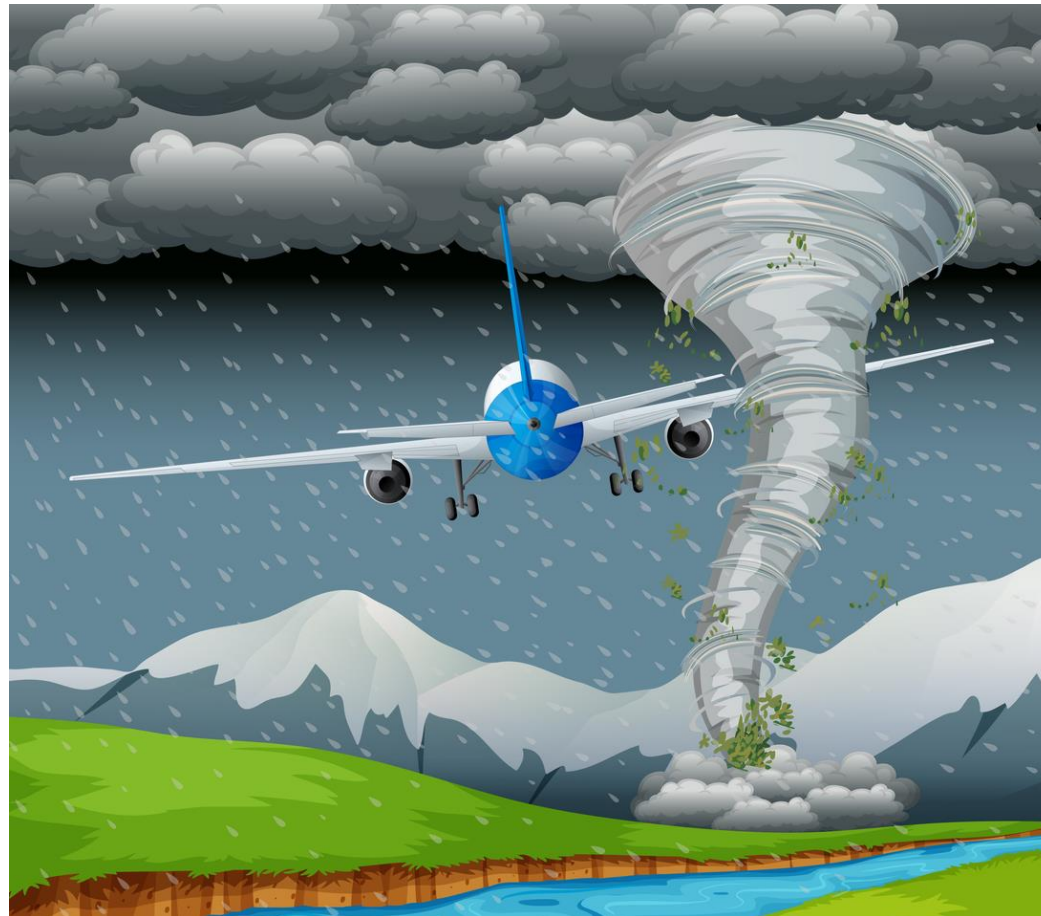
# Organizational Context

**Resource  
Constrained**

**Technology  
Limitations**

**Highly Skilled,  
Educated, Aging  
Workforce**

**Globally  
Dispersed**



**Highly Political  
Environment**

**Workforce  
Challenges**

**Employee  
Development  
Challenges**

**Employee  
Engagement  
Challenges**



## Our Vision and Goal

### **VISION:**

Any ITA employee worldwide that wants a coach will have access to a professionally trained coach.

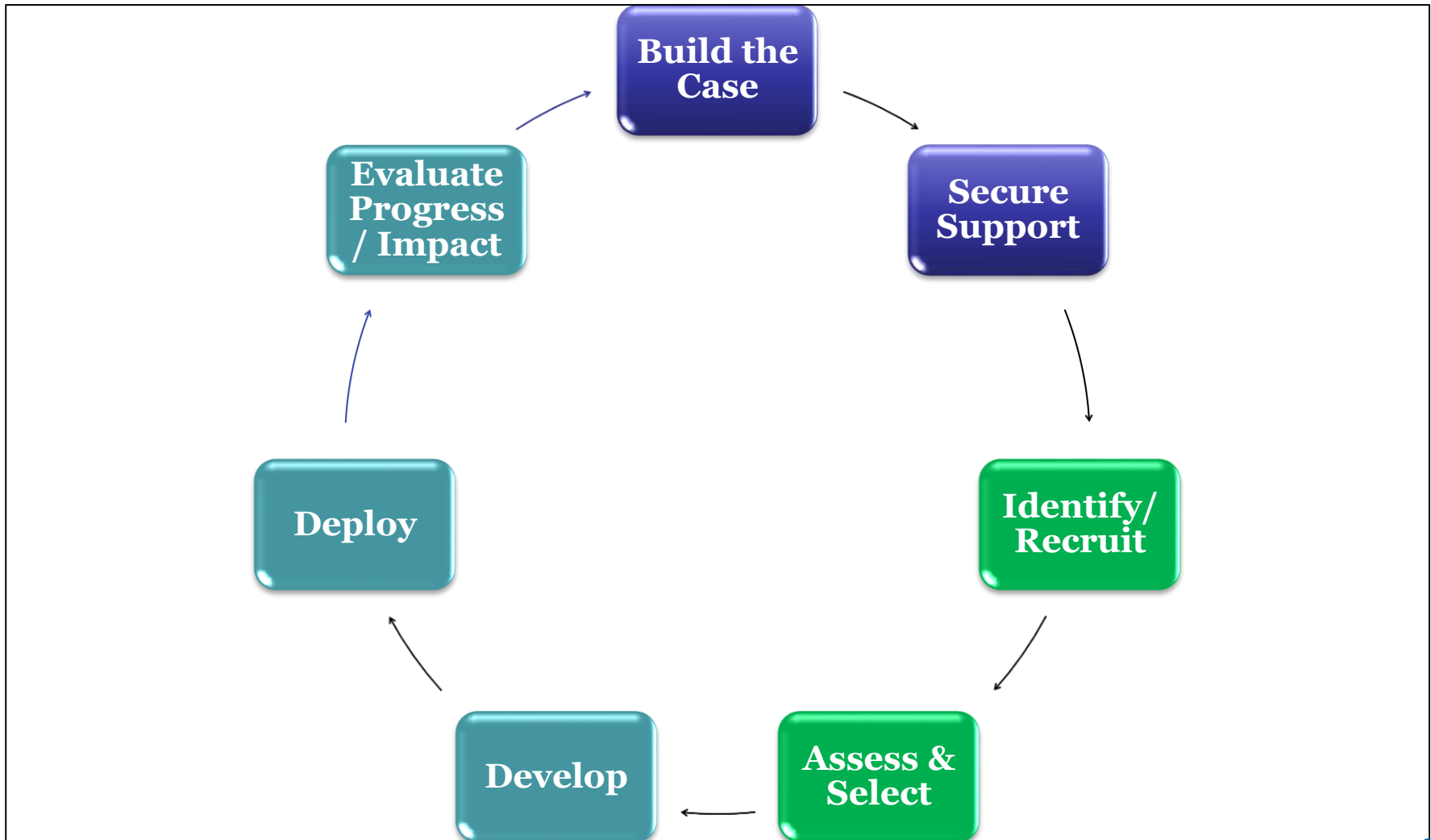
### **OUR GOAL:**

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

# Our Approach





# 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 that coachees were asked to complete as part of a program survey





# Program Results Since Inception in Fiscal Year 2018

- Secretarial Silver Medal Award (November 2019)
- Deputy Under Secretary Award (2019)
- Quarterly Star Award (2018)
- Comprehensive coaching program infrastructure and systems developed
- Twenty coaches trained, each receiving over 120 hours of training
- Over 250 staff coached/being coached
- Over 1,675 coaching hours provided
- Over \$420K in cost savings/avoidance – approximately 153% ROI on training dollars invested
- Of those that have received coaching:
  - 98% would recommend it;
  - 97% indicated it was valuable;
  - 96% accomplished at least one goal;
  - 93% indicated they acquired new tools, resources, and strategies for addressing challenges
- Coaching skills train-the-trainer being developed and implemented as a multiplier





# Coaching Program Performance Dashboard

Data as of March 2020

Overall Initial Target: Coaching Program Hours Provided	700
Total Hours Coached Since Inception	<b>1,675</b>
% of Target Reached for Coaching Hours Provided	240%
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 (\$)	<b>\$ 418,750</b>
% of Target Reached for Coaching Dollars Saved	240%
Coaching Program Return on Investment (ROI)	<b>153%</b>

## 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 Plan

## FY18/19

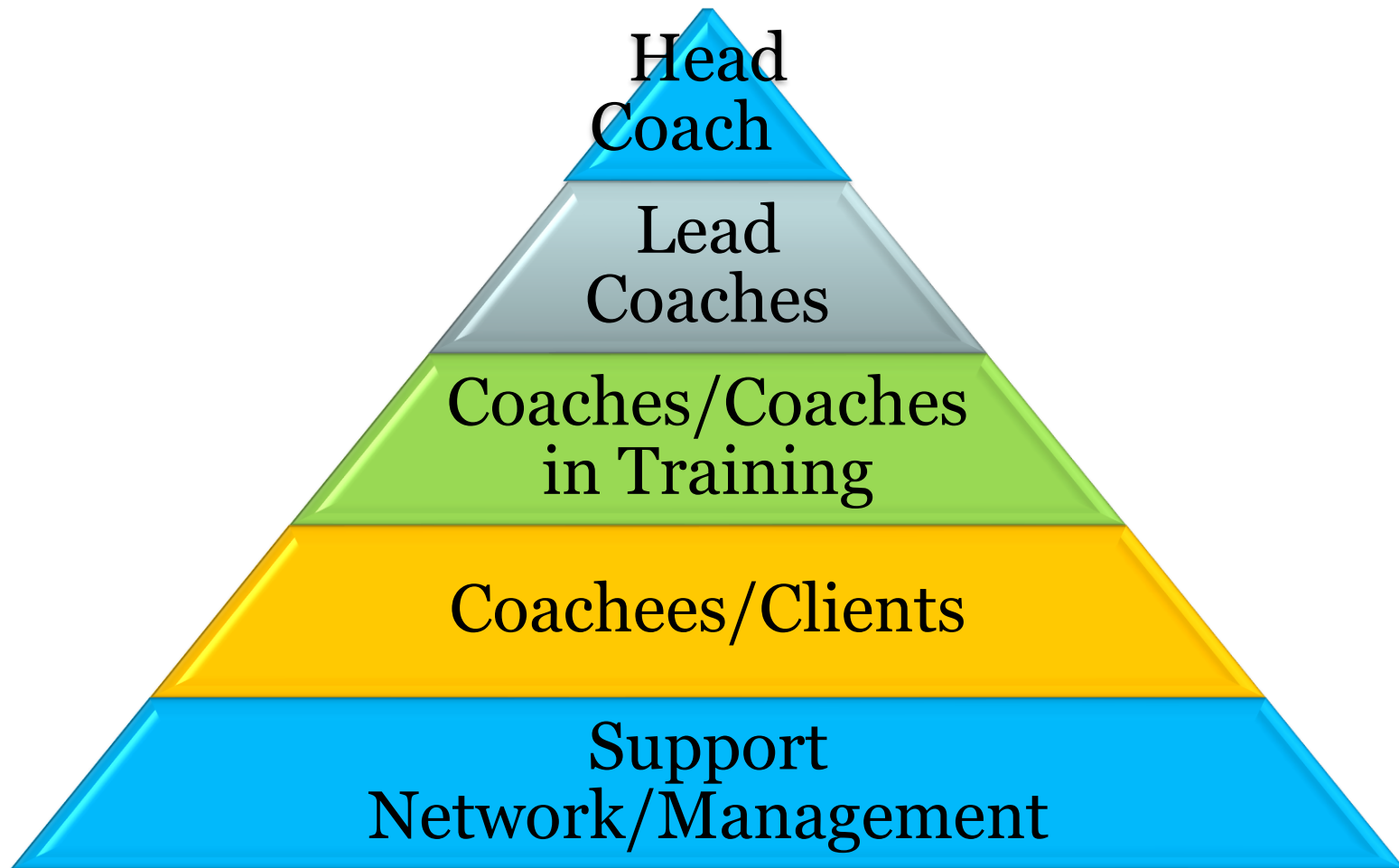
- Recruit/train a core cadre - each receiving 120+ hours of formal training
- Initial program pilot phase one and two targeted GS-13s (N=~400-500)
- Phase one of GS-13 pilot - November 2017-June 2018
- Phase two of GS-13 pilot July/August 2018 – January 2019
- Pilot expanded coaching services to include GS-9-13s
- FY19 coaching program is institutionalized and expanded to all GS/SES staff

## FY20/21

- Continue program for all GS/SES staff
- Pilot program internationally/expand program internationally
- Develop enhanced skillsets within cadre, i.e. group coaching, 360s, MBTI, etc.
- Offer group/team/peer coaching
- Offer various personality and leadership assessments
- Coaching skills Train-the-Trainer as a multiplier



## Coaching Program Roles





## Coach Service Requirements (once selected)

- Sign a Participation Agreement as part of the application process (specifies the service requirements and time)
- Provide a one-page bio to post on Wikita (template will be provided)
- 18-month commitment (6 months of training followed by 12 months of coaching), with the option to extend with supervisor approval
- Minimum of 100 coaching hours (~1-3 hours/week)
- Minimum of 10 coaching clients (~3-6 month coaching engagements, 1-2 sessions/month/client)
- (optional) Assist with the design, development and delivery of Coaching Skills courses/workshops for managers and staff (FY2021)
- Participate in bi-weekly, 60-minute coaching cadre calls (18 hours/year)
- Participate in required and optional continual coach learning opportunities
- Receive a coaching evaluation and feedback form from each coaching client





## Core Coach Training Curriculum

- New Coach Orientation(1-2 hours virtual or in-person)
- Course 1: Co-Active Coaching Fundamentals (2½ days)
- Course 2: Co-Active Fulfillment (3 days)
- Course 3: Co-Active Balance (3 days)
- Course 4: Co-Active Process (3 days)
- Course 5: Co-Active Synergy (3 days)
- Onboarding/Integration (6-8 hours virtual or in-person)
- Ongoing Coach Training Opportunities

**NOTE: The Co-Active Training Institute (CTI) courses generally take place on Friday, Saturday and Sunday though some mid-week courses exist.**



## Determining the Right Number of Coaches

- Identify an initial target audience and size
- Plan for 20-30% participation
- Plan a 1:6 or 1:8 coach to coachee ratio/year (3-4 clients every 4-6 months)

***Target Audience Size:*** 1,000 employees

***Expected Participation:*** 200-300 employees

***# of Coaches:*** 20-30 (~1:10 ratio)

### ***Determining Coaching Capacity:***

# of coaches X # of coachees/clients/year

20 coaches X 8 coachees/clients/year = 160 total clients/year

**Plan for Coach Attrition:** 10-20% (20 coaches: 2-4/year)



# Candidate Eligibility Criteria and Application Process

## Eligibility Criteria

- GS-13 or higher or Foreign Service equivalent FS-03 or higher
- Has worked in ITA for at least two years
- Has been in current position for at least one year
- Received an overall performance rating of a level 3 or higher on his/her last appraisal
- Has written supervisory approval
- Is willing and able to make the time commitment

## Application Process

- Formal application and resume submission
- Supervisor Agreement and Candidate Evaluation
- Panel interview(s)
- Candidates are scored, ranked, selected and notified



# Coach Candidate Initial Applicant Review

**EVALUATION:** each candidate will be scored on a competitiveness scale.

**(0=Not Competitive, 1=less competitive, 3=competitive, 5=highly competitive)**

Applicant Package Evaluation Criteria	JD
• Has experience with facilitating personality/leadership assessments (Y= 1,3 or 5 depending on #/type , N=0)	3
• Has prior coaching/skills training (Y= 3 or 5 depending on hrs, N=0)	0
• Has received coaching (Y=5, N=0)	5
• Supervisor Evaluation of Applicant: (Mostly SA's and 3 or fewer A's=5, Some SA's and 3 or more A=3, If any number of D's or SD's=1)	1
• Has a strong motivation and desire to be trained as a coach	3
• Strong clear explanation for how becoming a coach will enhance his/her career development and contribute to ST and LT goals	3
• Has a clear plan for how he/she would apply coach skills to enhance/improve ITA	3
• What makes you a good candidate? What would you to the cadre bring that others may not?	3
• Diversity Factor (unit, position type, various roles within ITA, leadership role, race, gender, geography, time zone)	1
<b>APPLICANT PACKAGE TOTAL SCORE</b>	<b>22</b>





# Coach Candidate Interview

## *Characteristics to Look For:*

- Authentic passion and caring for developing and contributing to others
- Strong explanation for what would make him/her a good candidate
- Enjoys working with people/strong interpersonal skills (good listener/empathetic)
- A genuine interest in becoming a coach to make a difference in others' lives vs. checking the box or self-interest
- Demonstrates a natural ability/interest to grow/develop others – coaching skills
- Demonstrates a high-level of self-awareness and emotional intelligence



# Coach Interview Questions/Evaluation

**EVALUATION:** each candidate will be scored on a competitiveness scale.

**(0=Not Competitive, 1=less competitive, 3=competitive, 5=highly competitive)**

- Why are you interested in becoming a coach? What interests you about this opportunity?
- What traits or characteristics do you believe make an effective coach? What would you bring to the coaching cadre that others might not?
- Please provide an example of how you coached someone through a situation. Not sharing any names, please briefly describe the person's situation, how did you coach them and what questions did you ask? What was the result/outcome?
- You will be coaching other staff across ITA. In any organization, there are concerns and benefits with having internal coaches. How will you maintain the trust and confidentiality of the individuals with whom you will coach?
- You have a client/coachee that feels unfulfilled and/or stuck in her/her professional life. What approach would you take to coaching this person? What questions would you ask?
- If selected, what would be your preferred training location for your CTI coaching program? When would you be able to start?
- What questions do you have for us?



## Coaching Program Recruitment/Onboarding Timeline

	<b>Timeline</b>
Program Recruitment Marketing/Ramp-Up	2-4 Weeks
Call for coach program applications	2-3 Weeks
Review applications	1-2 Weeks
Applicant Interviews/Selections/Notifications	1-2 Weeks
Coach Training Program Begins	4-8 Weeks
Core Coach Training	5-6 months
Coach Onboarding/Integration	1-2 months

Note: Program training dates across the U.S. vary



## Lessons Learned

- *Have an inspiring vision*
- *Build the business case*
- *Secure active senior level support*
- *Dedicate 1-2 cadre leads*
- *Start small with a pilot 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





# QUESTIONS?????

Brian McNamara

Chief Learning Officer | Director of Learning

U.S. Department of Commerce | International Trade Administration

Email: [Brian.McNamara@trade.gov](mailto:Brian.McNamara@trade.gov)

Phone: 202-482-0332

Website: [www.trade.gov](http://www.trade.gov)

LinkedIn Profile: [Brian McNamara](#)

TD Magazine Articles and Blogs:

- *On Reserve – Unleashing Your Organizational Talent* (July 2019)
- *Just CARE More – Employee Engagement Made Simple* (November 2018)
- [Maximizing Your Leadership Career](#)



# ATD International Conference and Expo Denver, CO - May 2020

**Tuesday, 5/19**

**Event:** *GOV500 - Maximizing Your Leadership Career Success*

**Time:** 1:00 PM - 2:00 PM

**Location:** Colorado Convention Center

**Room:** MH BR 1ef

**Wednesday, 5/20**

**Event:** *W321 - Building a Successful Internal Coaching Program in the Government*

**Session Type:** Education Session

**Time:** 1:30 PM - 2:30 PM

**Location:** Colorado Convention Center

**Room:** 601/603