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HR Excellence  
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# Coaching:

## Maximize the Impact of Coaching in Workplace



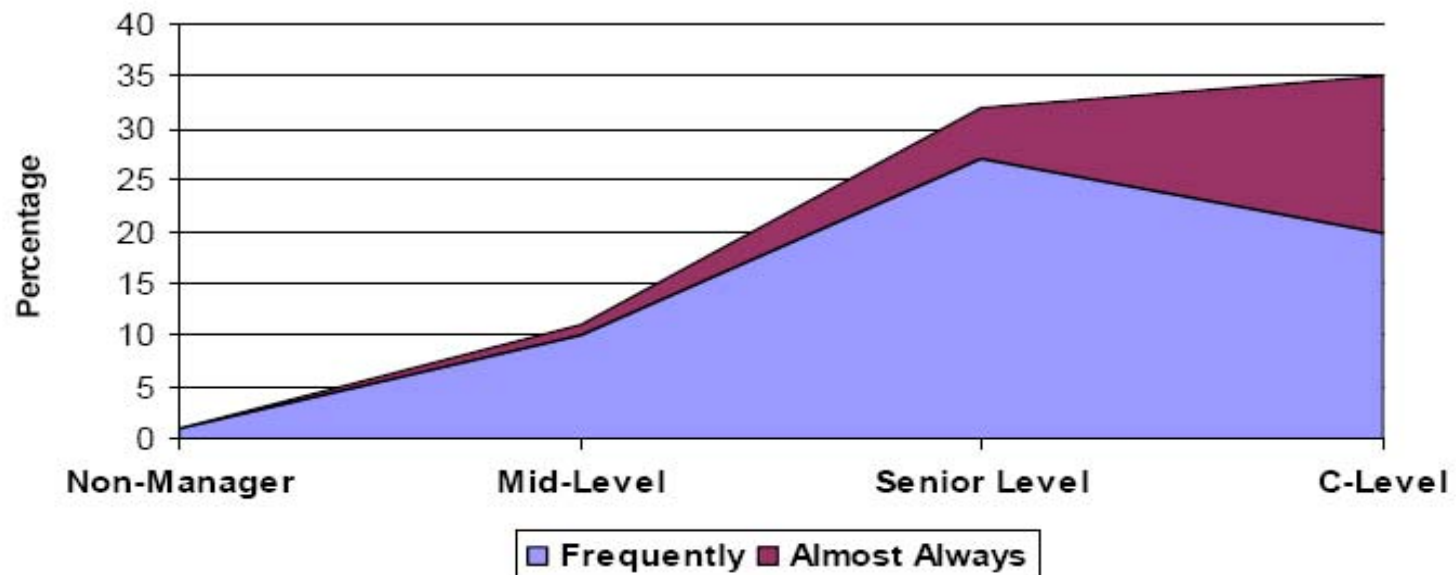
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# Agenda

- Research on Best Practices & Trends in coaching
- Maximizing the Impact of Coaching (3 Case Studies)
  - Company A's case
  - Company B's case
  - Company C's case
- Key Insights/Learning from the Case Studies
- Q&A

# DBM New Research Findings - Best Practices in Coaching

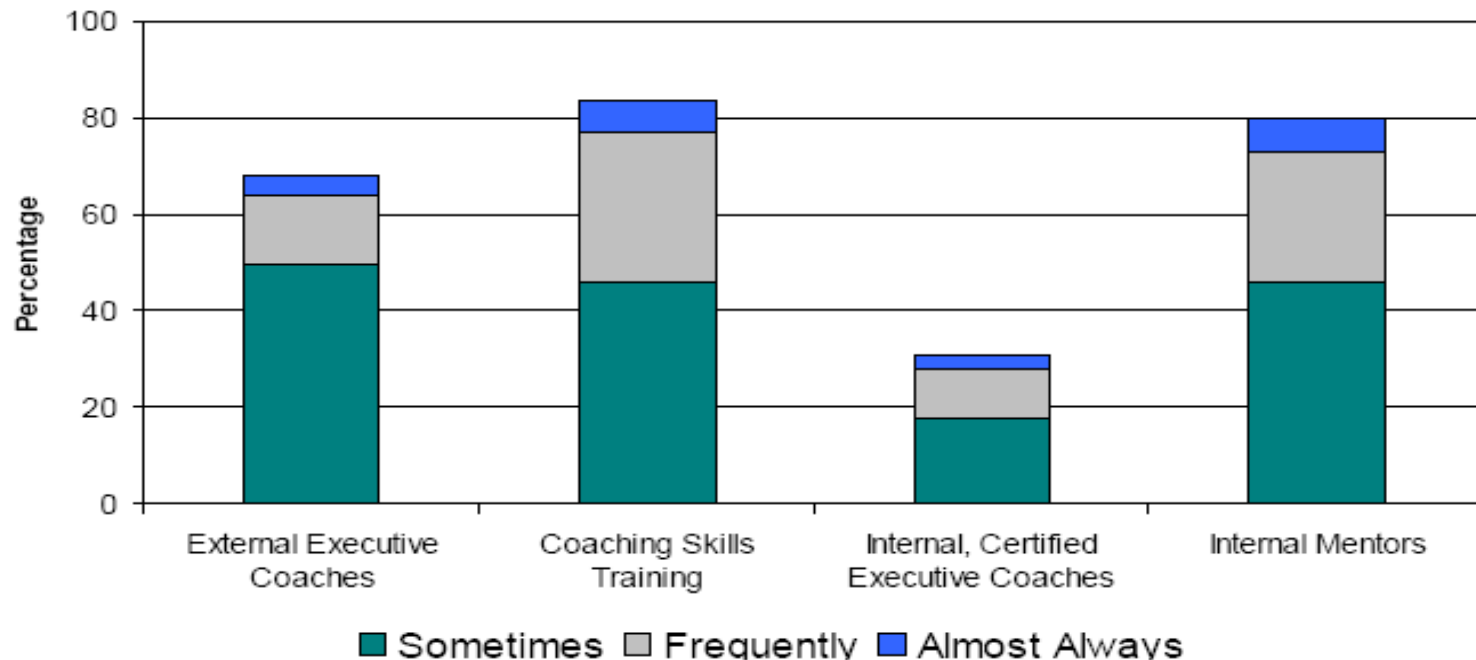
## Who is Being Coached?



*Source: DBM research results presentation at HCI, Dec., 2007*

# DBM New Research Findings - Best Practices in Coaching

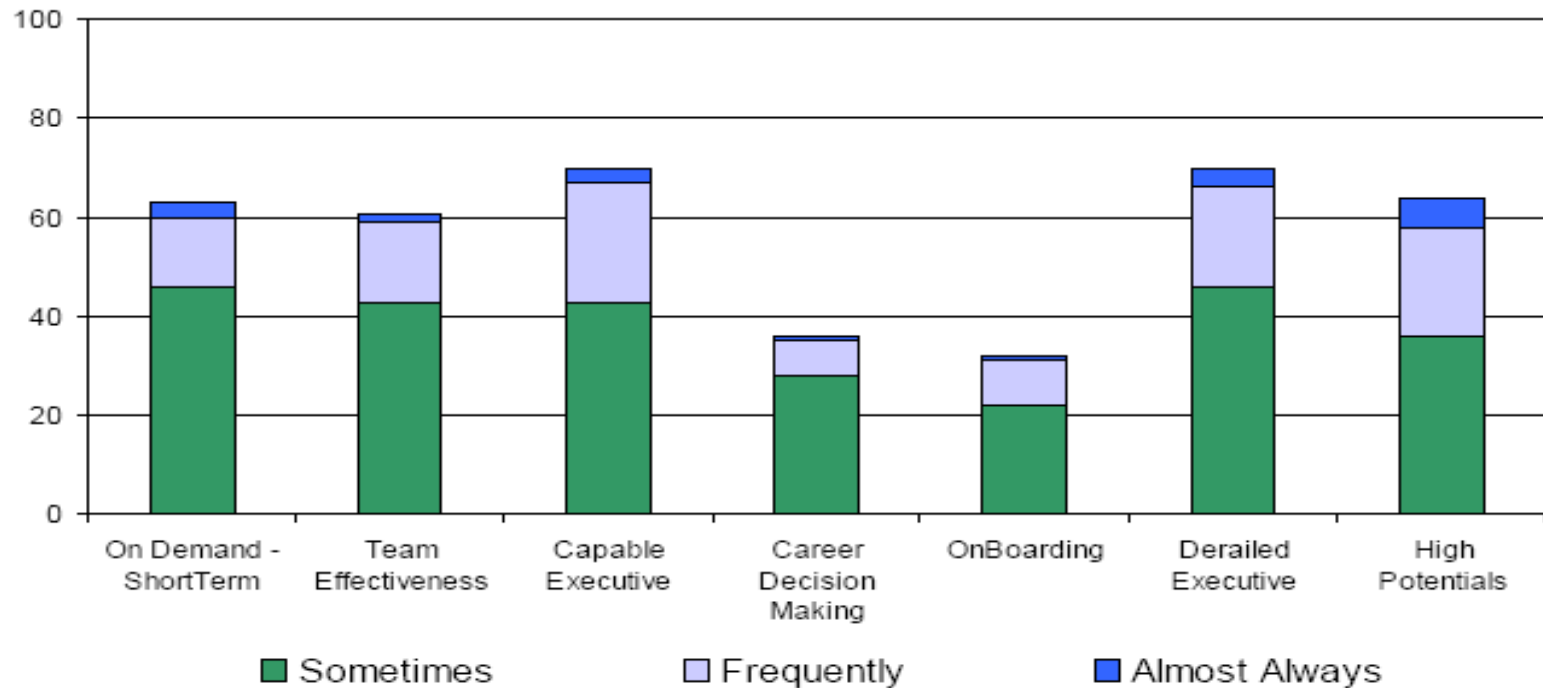
## What Coaching Related Solutions Are Being Provided, And How Often?



Source: DBM research results presentation at HCI, Dec., 2007

# DBM New Research Findings - Best Practices in Coaching

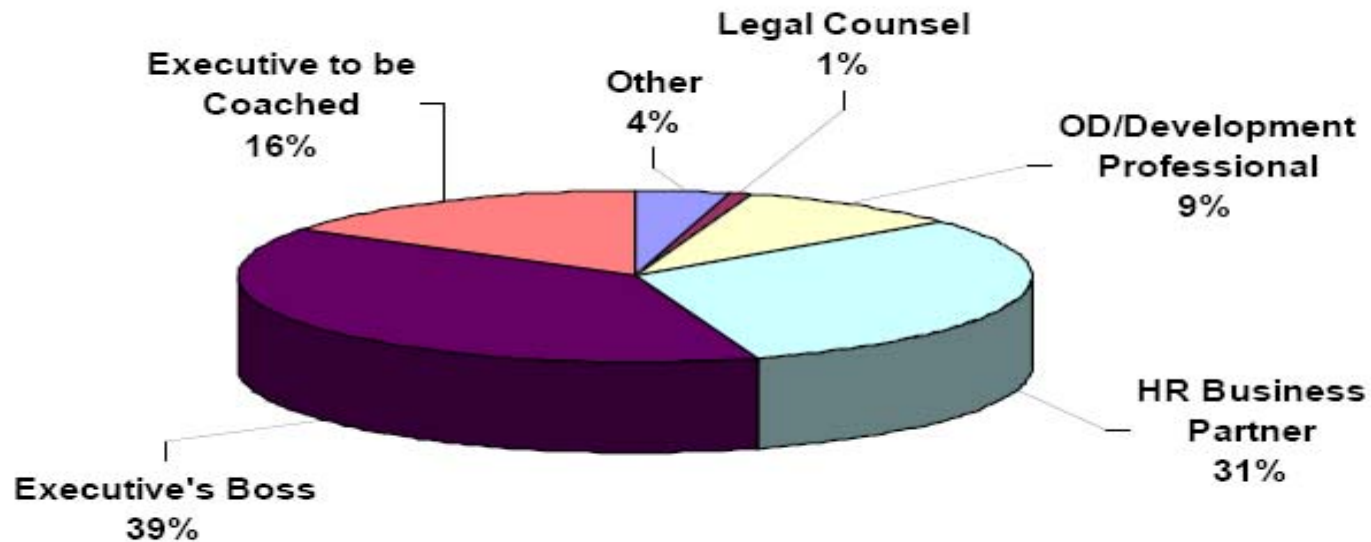
## When/Why Are Executives Being Coached?



Source: DBM research results presentation at HCI, Dec., 2007

# DBM New Research Findings - Best Practices in Coaching

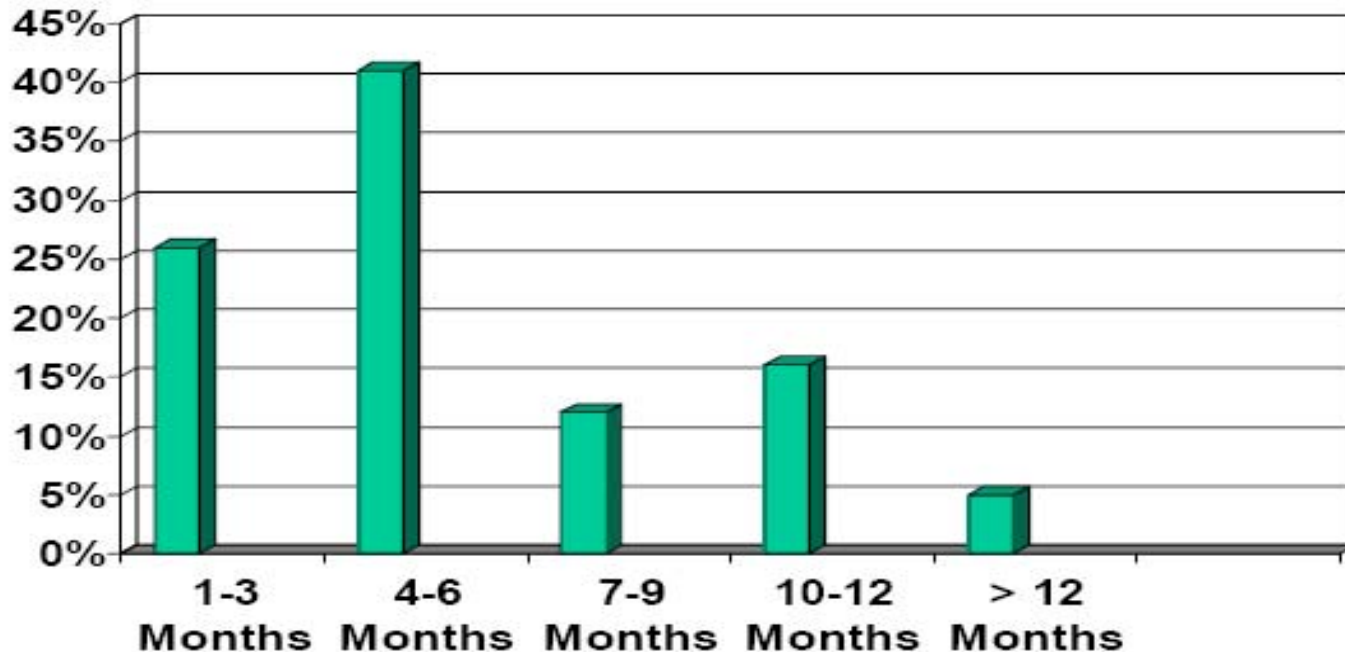
## Who Initiates the Coaching?



Source: DBM research results presentation at HCI, Dec., 2007

# DBM New Research Findings - Best Practices in Coaching

## Duration of Coaching Assignments



*Source: DBM research results presentation at HCI, Dec., 2007*

# DBM New Research Findings - Best Practices in Coaching

## When Coaching Has Greatest Impact

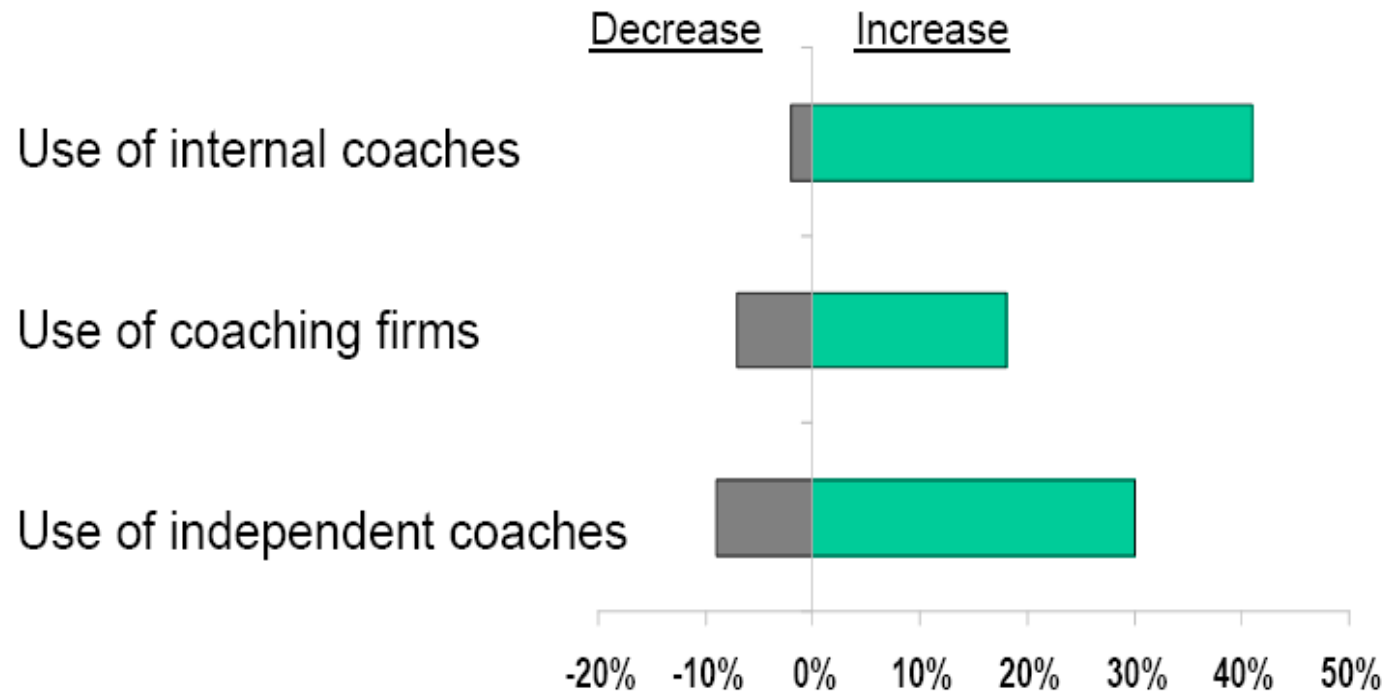
Top 3 Situations:

1. Helping a team work more effectively
2. Helping a capable executive to achieve a higher level of performance
3. Developing “high potential” candidates for succession planning

*Source: DBM research results presentation at HCI, Dec., 2007*

# Trends in Coaching

## Future Trends: Sources of Coaches

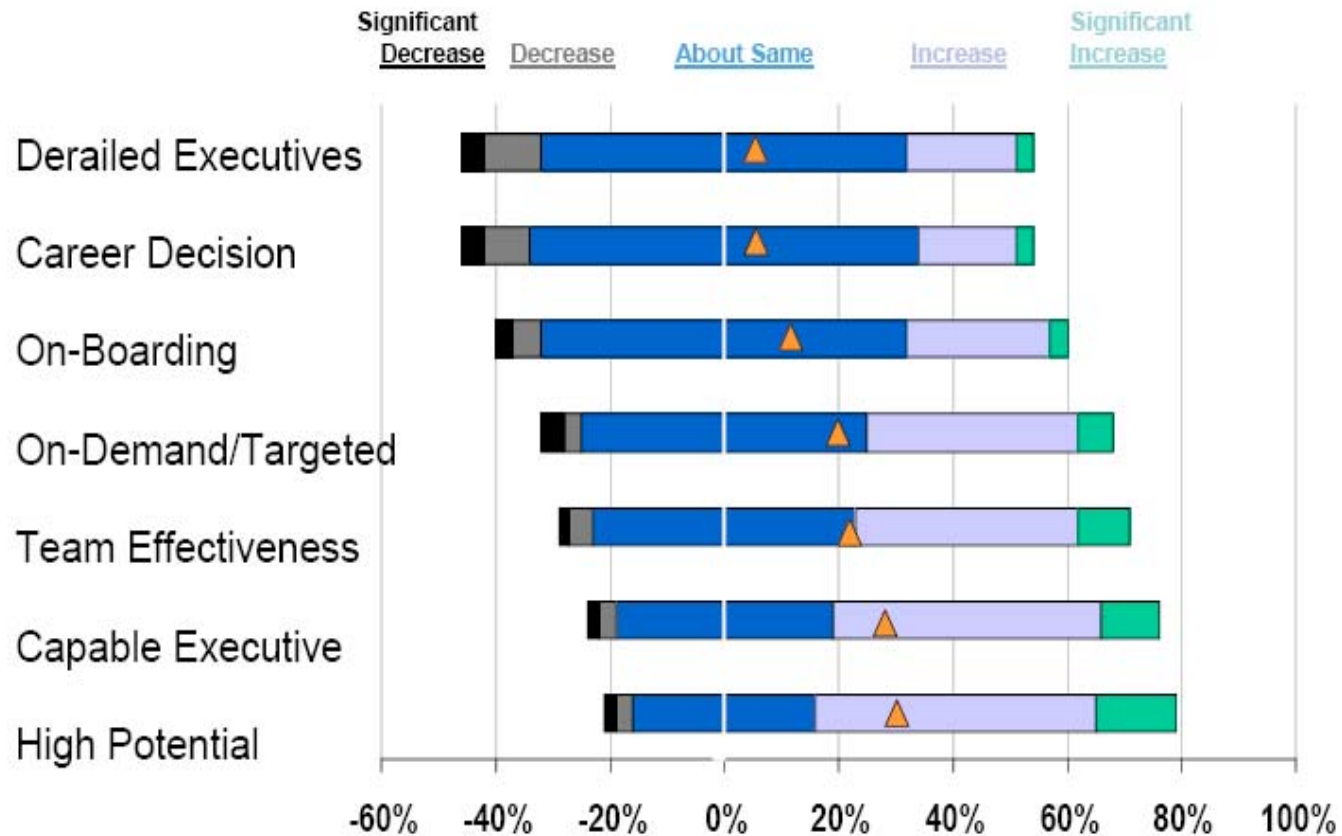


*30% reported no change in past year*

*Source: DBM research results presentation at HCI, Dec., 2007*

# Trends in Coaching

## Future Trends: Plans for Investment



Source: DBM research results presentation at HCI, Dec., 2007

# Summary of Trends

- **Increased use of internal and independent coaches + external firms**
- **Greatest impact: team, making best better, growing Hi-po's**

# Maximizing the Impact of Coaching

## - 3 Case Studies

- **Company A's case**
- **Company B's case**
- **Company C's case**

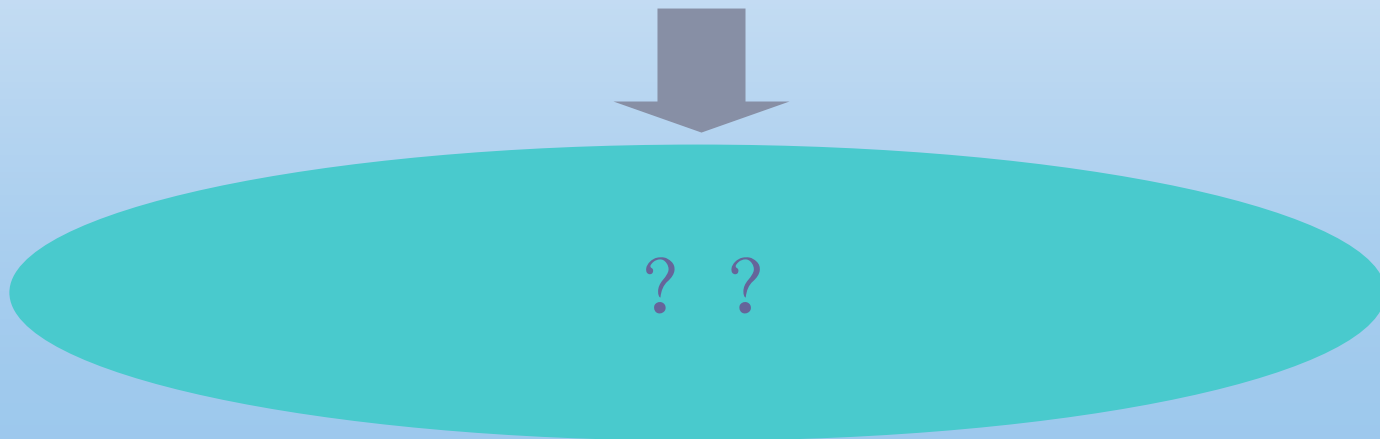
# Case Study – Company A

## Maximize Coaching for Culture Change



# Global 360 Assessment Results

- ❖ **Providing feedback & coaching is the one of the lowest rated area**
- ❖ **Feedback & development discussion with line leader is also a weak area**



# Leader as Coach Initiative

## -Build Feedback & Coaching-rich Culture



Leader as  
Coach  
Proposal

Select &  
Train 10  
internal  
Coach (half  
from Line  
Leader

3 day  
Leaders as  
Coach  
workshop

3 month  
Coaching  
Follow up

2 day TTT

Internal Coaching  
as Trainer for  
2 day LAC course

**Internal LAC  
Roll out, well  
received by  
leaders**

# Key Learning Quotes from Participant Leaders



“This is one of the best of trainings that I've ever had.” “Please let me share with you what coaching means to me. 1) A powerful tool to develop people to meet/exceed working expectation. 2) A good approach in supporting continuous learning environment, improving interpersonal relationship. 3) The coachees will have good morale, enjoying the accomplishment through development, willing to stay with company longer. 4) With coaching, the team will be stronger and be capable of taking more challenging works. 5) Through coaching, the coachee will find ways to learn by themselves after understand their insights and build up motivation. 6) Coaching can take place during daily work communication, Less investment, but great output.”

“This training was different from all other programs I have ever attended. It was the first time that I had a training that followed up with me to see my application of the skills. I had not expected that after 3 months of the workshop my staff would have such great progress as I long wished for. It really impacted my work and improved my leadership quality.”

# Key Factors to Shape a Feedback & Coaching-rich Culture at Company A



- ❖ Top management takes every opportunity to advocate the importance of coaching to company A
- ❖ Leaders role model coaching behaviors
- ❖ Leader's coaching skills get improved at all levels
- ❖ Leaders truly see the positive results by themselves from coaching to business and development of people
- ❖ Integration with key HR processes (GOLD, 360 Assessment, PCP, PA, EDP) & reinforcement of accountability

# Case Study – Company B

## Maximize Coaching for Leadership Development

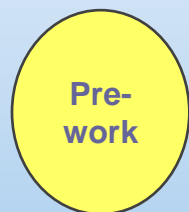


- ❖ **Business growth and leadership development**
- ❖ **Global leadership develop program**
- ❖ **Local deployment strategy**
  - Align with business strategy
  - Anchor behavior change

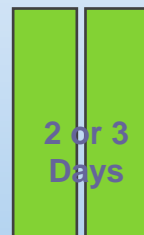
# Case Study – Company B

## Maximize Coaching for Leadership Development

- 360 Degree Assessment
- DISC



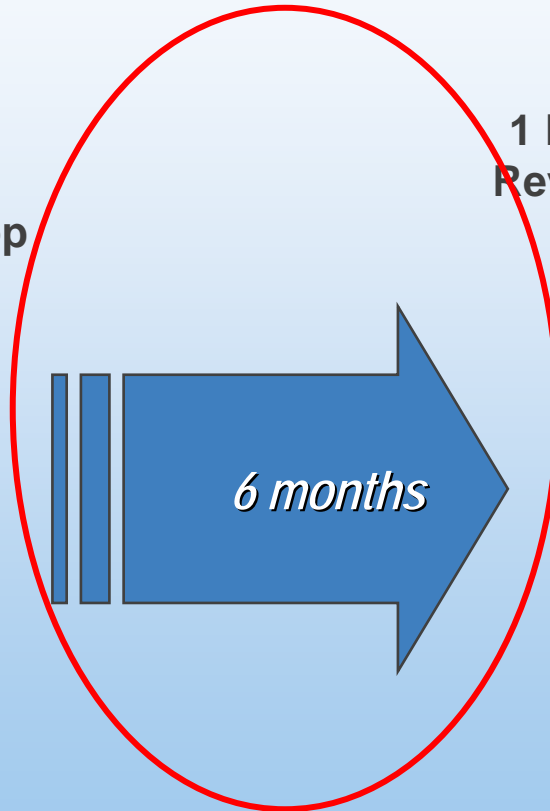
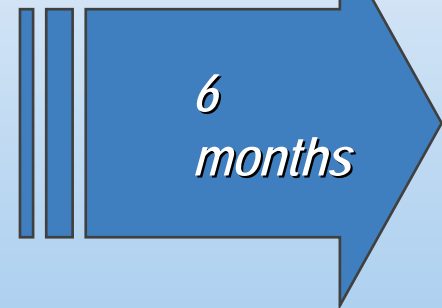
2 or 3  
Days  
Workshop



1 Day  
Review



On going  
Practice in day  
to day challenge



Leadership Workshop + 6 Month Coaching Follow-up

# Case Study – Company C

## Maximize Coaching for Business Grow

- ❖ **Business growth**
- ❖ **Capability challenges**
- ❖ **How to enhance the whole sales team's capability in key areas that affect business performance?**

# Case Study – Company C

## Maximize Coaching for Business Grow

- ❖ 1+1 coaching training
- ❖ Pre-workshop
- ❖ Post-workshop

# Summary of Key Insights from the Case Studies – How to Maximize Coaching in Workplace



- ❖ **Right positioning of coaching initiative is key**
- ❖ **Greatest impact when aligned with business priority**

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