



PHOTO: Roche Turkey representatives at ICF Global 2012.

Reengaging Employees Through Coaching at Roche Turkey

With more than 100 studies illustrating the link between employee engagement and performance, it's becoming increasingly evident that cultivating an engaged work force needs to be a top organizational priority, particularly as employee satisfaction and engagement rates decline in the wake of the global economic crisis. The fiscal consequences of worker disengagement cannot be overstated: **It's estimated that disengaged employees cost organizations approximately 35 percent of their payrolls.**

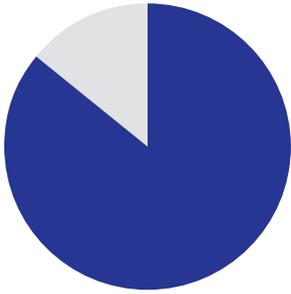
One organization that has experienced the consequences of worker disengagement firsthand is Roche Turkey. In 2009, the Turkish subsidiary of Roche Group, a multi-national pharmaceutical company, commissioned an audit by a highly regarded human resources consulting firm, with disheartening results: According to the consultants' findings, employee engagement at Roche Turkey was "indifferent" or lackluster.

To combat low employee engagement numbers, Roche Turkey decided to pursue an option that's still considered new for corporate development in Turkey: professional coaching. The organization coached high-potential leaders to become "internal" coaches, and then offered another 45 high-potential

employees 12 coaching sessions with an internal or an external coach.

"What makes our coaching initiative unique is twofold: The coaching process in Roche Turkey involves the total life of the coachee—it is for both personal and professional development. The process is completely driven by coachees and their development needs," says Berrin Yilmaz, head of human resources at Roche Turkey.

Since launching its coaching program, the organization has dramatically increased employee engagement from 55 percent to 66 percent, expanded its talent pool by 22 percent, developed its leadership talent, and enhanced internal promotions and international assignments.



Most companies (**86 percent**) say they at least made their investment in coaching back.

Industry research from the ICF reveals that coaching boosts many of the indicators associated with engagement. According to the *2009 International Coach Federation Global Coaching Client Study*, 70 percent of clients reported a positive improvement in work performance. The same study showed that coaching improved clients' ability to achieve work-life balance by 67 percent.

Improving a company's overall culture can help positively impact employee engagement, and coaching plays a role here too: In the *ICF Global Coaching Client Study*, 72 percent of clients who identified a change in corporate culture as one of their goals for the coaching interaction experienced positive change, while 20 percent of respondents identified culture change as an unanticipated but positive side benefit.

Roche Turkey employees report using coaching skills in daily business dealings, and when the HR consulting firm initially charged with evaluating the organization reevaluated Roche Turkey in 2011, it found employees to be more open and trusting since the coaching initiative went into effect. Employee turnover has also decreased.

As a result of the coaching initiative, Roche Turkey has been rated as a "high-performing" company rather than being in the "indifferent" zone in terms

of engagement, and other companies in Turkey have inquired about how they too can create a coaching culture. In 2012, the organization was awarded an International Prism Award by the ICF. The Prism Award honors organizations that have achieved a standard of excellence in the implementation of coaching programs for culture change, leadership development, productivity and performance improvement. (Learn more about the ICF International Prism award at Coachfederation.org/prism.)

Roche Turkey is not the only organization to experience firsthand the high return on investment offered by coaching. According to the *ICF Global Coaching Client Study*, most companies (86 percent) say they at least made their investment in coaching back, with 19 percent reporting an ROI of 50 times their investment and a further 28 percent reporting an ROI of 10 to 49 times their investment.

For organizations seeking a solution to low employee engagement and satisfaction, coaching provides a powerful set of solutions by empowering individuals to achieve personal and professional goals; promoting a culture characterized by open, direct communication; and demonstrating the organization's vested interest in developing internal talent. Roche Turkey's story is only one example of the power coaching has to strengthen human capital in the midst of a challenging economic climate.

Formed in 1995, today the International Coach Federation (ICF) is the leading global organization, with more than 20,000* members, dedicated to advancing the coaching profession by setting high professional standards, providing independent certification, and building a network of credentialed coaches. We exist to support and advance the coaching profession through programs and standards supported by our members and to be an authoritative source on coaching information and research for the public.

*Numbers as of December 2012. Numbers are subject to change month to month.



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