



FOSTERING A CULTURE OF  
**CARE, GROWTH  
& IMPACT**  
AT TD BANK GROUP



INTERNATIONAL  
**PRISM**  
AWARD *for Organizations*  
INTERNATIONAL COACHING FEDERATION



As a top 10 North American bank, TD Bank Group stands out from its peers. The financial giant strives for a differentiated brand anchored in a proven business model and rooted in a desire to give its customers, communities, and colleagues the confidence to thrive in a changing world.

TD's North American Contact Center (NACC) is a distribution network and strategic support group with more than 10,000 colleagues in Canada and the U.S. combined. NACC professionals provide customers with phone and online support to help them confidently reach their financial goals.

TD believes its people are the key to business success. When colleagues invest their time and talent at TD, they experience support and opportunities in return. At TD, talent development and building critical capabilities for all colleagues are at the heart of the company's business strategy. As a reflection of this, TD made a commitment in 2019 to focus on coaching skills for its 700-plus People Leaders. Other primary factors that impacted TD's commitment were the management of employee performance and a desire to increase employee engagement and improve customer satisfaction. The result was a new coaching ecosystem within the corporation.

TD's coaching program enhanced colleague engagement and delivered the impact required, especially during an unexpected transition to a virtual workplace due to COVID-19. "The pandemic required a change in the delivery model. We needed to equip leaders with coaching and remote leadership skills while managing their personal lives," said Carollyne Conlinn, Founding Partner, Essential Impact, Coaching and Leadership Development Programs, and external Master Certified Coach.

The most senior leaders of TD demonstrated their commitment to this strategic endeavor through resources, capital investments, and dedication of their time. Focusing on developing and sustaining

the critical skill of coaching has become a key priority for this function.

In recognition of TD's fully integrated coaching ecosystem, the International Coaching Federation (ICF) named TD a winner of the 2021 ICF International Prism Award. The Prism Award program honors businesses and organizations whose coaching programs fulfill rigorous professional standards, address key strategic goals, shape organizational culture, and yield discernible and measurable positive impacts. (Learn more at [coachingfederation.org/prism-award](https://coachingfederation.org/prism-award).)



## READY FOR CHANGE

Launching its new coaching initiative began with a survey TD conducted to understand how its People Leaders were allocating their capacity. This study yielded important insights. People Leaders were spending only 38% of their time coaching. Since coaching was already a highly valued aspect of People's Leadership at TD given its unique ability to empower employees, the company knew it needed to act.

This led to the development of a strategy for change, with the intention of evolving People Leader coaching practices from a risk mitigation requirement to an inspirational leadership behavior.

TD focused on creating a multi-phased program that would produce meaningful results for colleagues, customers, and the business. The result was a flexible coaching framework that standardized coaching practices to continuously enhance both individual and team performance and optimize

coaching effectiveness. The objective of the multi-phased coaching ecosystem was to instill a coaching program that would create space and time for leaders to connect one-on-one with colleagues, thereby fostering a culture of care, growth and impact through non-directive coaching anchored in qualitative and quantitative facts and data. The program had three core aspects: simplify documentation requirements, define a consistent coaching model, and build capabilities and confidence.

**“The partnership between our Shared Service, Colleague Experience team and HR, Learning & Development was instrumental in establishing such a well-defined strategy.”**

Jas Sidhu, Associate Vice President of Enterprise Learning Strategy, TD Bank Group

## **SIMPLIFY DOCUMENTATION REQUIREMENTS**

Through the development of a new compliance framework called “Risk Recovery Practices,” People Leaders were able to have more dynamic and individualized coaching interactions focused on the needs and goals of their direct reports. The framework outlined the sequence in which coaching must occur and standards for documentation.

**“This structure ensures that everyone gets the same amount of time and investment in their development.”**

TD NACC People Leader in response to a survey

## **DEFINE A CONSISTENT COACHING MODEL**

Leadership at TD understood that effective coaching is not simply about setting objectives or troubleshooting problems. It also is about maintaining a culture of continuous learning, ongoing skill enhancement, and opportunities to recognize, congratulate and encourage improvement while still balancing the needs of the business. It also is essential to exemplify TD’s Shared Commitments, such as making a meaningful and lasting positive

impact in the communities the firm serves and using the inspiration of TD’s unique and inclusive employee culture as a foundation.

The new coaching model introduced a standard four-session coaching cycle which combined integrated and focused coaching, to promote a multi-layered performance analysis process.

## **BUILD CAPABILITIES AND CONFIDENCE**

In addition, TD recognized that a further investment in the skills and capabilities of its People Leaders was critical to the success of the coaching ecosystem. As a result, two new programs were introduced.

More than 700 People Leaders completed an ICF-approved Essential Impact Excelerator Coaching™ Lite Training. Participants were taught how to increase engagement with their colleagues, ask meaningful questions, overcome barriers, and increase commitment to action. After completing the program, participants were motivated and inspired to implement non-directive coaching.

**“The Coaching Model has had a quite substantial impact on both my and my team’s experience. It allows for meaningful conversations, focused more on behaviors and root causes rather than a transactional, one-way numbers driven, directive discussion. As a result, genuine connections are made and sincere buy-in is established, along with positive outcomes.”**

LaShonda Becton, Group Manager, TD USCC

To further enhance leadership coaching capability, 73 leaders across North America participated in a series of individual one-on-one coaching sessions with TD’s lead coach Ernie Gross, MCC, CHRE, and founder of Dare2Soar Inc. This program focused on the role leaders have in reinforcing the coaching ecosystem, holding People Leaders accountable, overcoming objections and obstacles, and allowing them to practice the application of coaching principals. The experience of being coached on real-life business challenges reinforced the effectiveness of non-directive coaching and supported key coaching ecosystem principles.

The teams of these leaders also participated in group coaching sessions led by Ernie Gross. This peer learning experience further supported the adoption of non-directive coaching practices playing an important role in reaching all leaders within the business.

**“The virtual learning workshops and the individual and team coaching touchpoints with Ernie were very impactful in helping us understand and adapt to the coaching model.”**

Claude Sears, Group Manager, TD USCC

In addition, sustainment activities were developed to ensure the continuous advancement of TD's People Leaders. Frequent assessments done through quarterly check-ins introduced opportunities for “bite-size” learning events offered on a bi-monthly basis and focused on specific coaching skills and capabilities.

## MAKING AN IMPACT

The success of the program arose from a robust Change Management delivery strategy focused on communication and executive reporting. A measurement tool was an impactful investment. The tool ensured the successful execution of the formal learning curriculum and proved integral to the generation of clear business metrics.

Since the start of this focused effort that prioritized equipping TD's People Leaders to coach their teams, TD has seen improved quality, structure, and frequency of coaching practices.

Overall, feedback on the coaching program indicated it was incredibly beneficial. This

*The International Coaching Federation (ICF) is the world's largest organization leading the global advancement of the coaching profession and fostering coaching's role as an integral part of a thriving society. Founded in 1995, its 35,000-plus members located in more than 140 countries and territories work toward common goals of enhancing awareness of coaching and upholding the integrity of the profession through lifelong learning and upholding the highest ethical standards. Through the work of its six unique family organizations, ICF empowers professional coaches, coaching clients, organizations, communities and the world through coaching. Visit [coachingfederation.org](http://coachingfederation.org) for more information.*

included testimonials about how it effectively reinforced the coaching model and associated skills and helped solve the challenges employees faced. Feedback further created heightened awareness around ownership and accountability for both People Leaders and their direct reports. It revealed deepened trust to empower team members, and more—a high-value payoff to TD to bolster its employee benefits and support.

All these changes significantly contributed to positive impacts for the company. Since the implementation of the new coaching ecosystem, TD has achieved record-high customer experience scores and improved colleague engagement and retention.

**“The feedback and results we've seen from the program have been immeasurable and have set TD up for continued benefits and success in the years to come.”**

Greg Smith, SVP of TD's North American Contact Center

TD continues to demonstrate the power of coaching at all organizational levels while the benefits it realizes accrue to professionals as well as customers, communities, and colleagues. Carollyne Conlinn says, “coaching is a muscle, and you have to keep practicing it. I'm so heartened to say that here we are two years later, and the culture is alive and well.”

It is clearly a culture of care, growth and impact that is worthy of ICF's Prism Award recognition.