



Create an Impactful Coaching Culture

IN YOUR ORGANIZATION

In this guide, you'll learn how to:

- *Develop a culture that makes a difference in engagement and profitability*
- *Measure the positive impact of coaching in your organization*



As you read this, is your organization falling behind the evolving demands of today's top talent?

Are you prepared to elevate your business with a modern company culture that meets your clients' and employees' expectations?

Are your employees demanding new ways of leadership?

Do you wish to empower employees to reach their fullest potential?

Do you feel the desire to elevate your company culture and advance your organization's success?

Implementing a coaching culture is a solution to all these needs.



Key Terms

Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Coaching Culture is leveraging effective coaching practices and coaching competencies to enable leaders and managers to maximize the potential of their teams.

The Value of a Coaching Culture in Organizations: A Modern Business Requirement

Leadership changes. Adoption of new technology. Updates to onboarding, role changes and company culture policies. These are only a few of the most common challenges as many as 80% of organizations around the world regularly navigate according to the International Coaching Federation (ICF) and Human Capital Institute (HCI) joint study, *Building a Coaching Culture for Change Management*.

For many, these challenges have only escalated in scale and urgency amid the pandemic. Organizational leaders now must balance evolving expectations from employees, high levels of competition, and burnout for both themselves and their team. Leaders must also be increasingly human-centric and focused on the whole person, with an emphasis on meaningful and actionable practices for diversity, equity and inclusion (DEI).

A coaching culture is proven to be one of the most effective ways to increase employee engagement, enhance collaboration, achieve change management success, and improve both employee and team performance.

Imagine this: Your colleagues show up with renewed passion; employees take ownership of their work with confidence; positivity defines your organizational culture; from top to bottom, everybody knows how they contribute to the common good and success of the organization, while the entire team benefits from improved work-life balance and there is an overall sense of enhanced well-being.

A coaching culture has made this vision a reality for many organizations, and it can bring these benefits to your organization, too.



A Global Industry in High Demand

Professional coaching is a **\$2.85 billion USD industry** with over **70% awareness globally**, according to the *2020 ICF Global Coaching Study*.

Further, **44% of high-performing organizations dedicate a line item in their budget to the integration of a coaching culture**, according to the ICF and HCI *Building a Coaching Culture for Change Management Study*.

How Coaching Culture Makes a Difference: A Case Study

The global corporate world has stepped into a new business paradigm which embraces complexity and integrates humanism with sustainable business practice. To engage and respond creatively to this paradigm, Tata Consultancy Services (TCS), a global organization with over half a million employees around the world acknowledges that the organization and its people must use all the facets of who they are, be more emotionally intelligent, combine discipline and empathy, learn to cope with the rapid change, uncertainty and complexity.

Coaching has enabled leaders to stay centered and resilient in the face of disruptive change. The coaching stance has enabled leaders to have deeper compassion for self and others in order to step up, take charge, and steer the ship through the chaos. It has now become synonymous to cultural transformation within the organization. Over the years it has led to:

- Transformation at different levels through the reinforcement of the systemic lens in creating a culture of leveraging interconnectedness.
- Accountability and support to hold each other to one's highest potential creating a ripple effect of positivity.

As the organization has come to recognize many purposes and benefits of coaching, the offerings have grown dramatically thereby creating a culture shift in which coaching behaviors are used as a means of communicating, managing and influencing others leading to an environment which encourages and develops leadership behavior in everyone.

A shift in the culture with a specific impact on collaboration, self-regulation, well-being, connection and productivity with Leaders showing an increase in:

1. Encouraging people to draw on each other's strengths and experience
2. Giving others the power to participate in decision making
3. Finding common ground to accommodate different stakeholders
4. Displaying a strong commitment towards success of others
5. Leveraging individual strengths for deeper alignment with organization's culture

Coaching has enabled a culture of innovation, trust and inclusion, resonance, strength-based mindset and diversity of thoughts making the organization future-ready with deep focus on client satisfaction and in leveraging the wisdom of its people while being invested in their development, thus creating an empowered workforce at all levels leading to a culture shifts as follows:

- **28% increase in demonstration of emotional intelligence**
- **33% increase in cognitive flexibility**
- **67% increase in innovation management**

Similarly, across the entire team, coaching resulted in:

- **13% improvement in work-life balance**
- **20% improvement in building a global inclusive mindset**
- **21% increase in powerful questioning in team communications**

Coaching in the organization has evolved into a process enabling individuals to realize their potential and contribute more to institutional performance. It envisions an overall well-being, which encourages people to approach life with energy, positivity, and a drive to seek out and undertake new goals.

The organization has witnessed a tremendous transformation journey, from holding a coaching stance to integrating coaching in learning initiatives, leveraging coaching for change, inspiring leaders to build expertise in team and group coaching to building an internal pool of 260+ Coaches.

Coaching assists business and organizational leaders in gauging the impact they have on others which lends them to become more mindful, empathetic, social and receptive.

*“Tata Consultancy was an organization of about 380,000 people when we first integrated coaching; today we are 592,195, 153 nationalities, across 46 countries. Every system within our global network had its own dynamic, coming together to make a successful, fast-paced and large-scale enterprise. The challenge was avoiding slipping into a transactional approach, ultimately neglecting the relationship building that would sustain long-term growth. **Our coaching culture taught us resonance** which allowed us to develop a process that would leverage the broad end of being able to deliver on what was operational, business as usual, while also maintaining relationships, elevating connections and enhancing belonging.”*

*Preeti D'mello,
TCS Global Head Diversity
& Lead Academy, Mumbai, India*



Introducing a Coaching Culture for Your Organization

It's of the utmost importance that an organization's leadership support and engage with a coaching culture for it to be successful. These proven results can help you demonstrate how, and why, leaders in your organization should implement a coaching culture in today's corporate landscape.

- A coaching program at Cleveland Clinic resulted in **\$85 million USD in physician retention** as of 2020.
(Cleveland Clinic Prism Case Study, 2020)
- Since the inception of a coaching culture at the International Trade Administration, the organization has achieved a **225% ROI on training dollars invested** as of 2020. Of those who received coaching, over 96% said the experience was valuable, helped them accomplish at least one goal and was something they would recommend to colleagues.
(International Trade Administration (ITA) Prism Case Study, 2020)

“This coaching program changed my life on all fronts within six months.”

ITA Employee, Washington, D.C., USA

*“Leadership challenges are very individualized and personal. When you put all leaders into one training, it will not be effective because each person learns and leads differently. We realized we needed individual solutions and customizable approaches for each leader. **Coaching was the answer to this dilemma.**”*

*Iftikhar Ali Nadeem,
HR Strategy Advisor at
King Fahd University of
Petroleum and Minerals,
Saudi Arabia*



- The University of Texas MD Anderson Cancer Center found an 11% increase in favorable sentiment toward leadership along with a **20% jump in employee engagement** following implementation of its coaching program in a biennial employee engagement survey, as of 2020.

(University of Texas MD Anderson Cancer Center Prism Case Study, 2020)

- Convene's commitment to supporting employees' personal and professional growth through a coaching culture culminated in more than **150 internal promotions or transfers**, of which 42% had participated in the Human Centered Leadership Mastermind training or had received one-on-one coaching with a certified professional coach in 2019 alone.

(Convene Prism Case Study, 2019)

- The Defense Intelligence Agency (DIA) invested from within by training 22 internal leaders to become certified professional coaches, which effectively created a ripple effect throughout the agency: **99.9% agreed that coaching skills improved their relationships with direct reports**, 88% agreed that coaching skills improved their relationship with their peers.

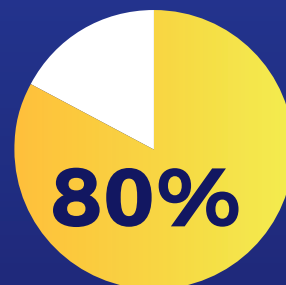
(DIA Prism Case Study, 2019)

For TCS, a coach approach was presented to organizational leadership as a tried-and-true method for meeting the personal and professional needs of their global employee base, advancing cultural inclusivity through intersectionality, and improving employee relationships both inside and outside of work. Through these initiatives, TCS's human resources team effectively laid the groundwork for the organization to meaningfully serve each of their global team members.

The Proof is in the Numbers

Those who have experienced coaching reporting they gained numerous benefits from it, according to the *2022 ICF Global Coaching Awareness Study*, including:

1. Improved communication skills (42%)
2. Increased self-esteem/self-confidence (41%)
3. Improved work-life balance (38%)
4. Increased productivity (38%)
5. Optimized individual/teamwork performance (33%)
6. Improved business management strategies (30%)
7. Accelerated onboarding into new professional roles (23%)



More than **80%** of respondents whose coach held a credential were **very or somewhat satisfied** with their coaching experience.

2022 ICF Global Coaching Awareness Study

Coaching Culture Strengthens Your Team in Challenging Times

If the pandemic reminded organizations of one thing, it is that change is inevitable. A strong coaching culture is correlated with most of the indicators of a high-performing organization including success at large-scale strategic change, according to the 2018 HCI and ICF *Building a Coaching Culture for Change Management Study*. More so, because coaching is tailored to the needs of the individual employee, team or work group, coaching-related activities were rated as the most helpful in achieving the goals of change management initiatives. Further, within that study, 50% of the top activities that were considered extremely helpful to employees and leaders alike were those that centered around a coach approach. These included work group coaching, one-on-one coaching, access to a leader using coaching skills, and team coaching. Therefore, when incorporating a coaching approach into a business for the first time, offering coaching in a variety of capacities will result in an easier transition.



Integrating a Coaching Culture: Where to Start

As companies continue to navigate the post-pandemic workplace, it is becoming abundantly clear that the modern workforce, particularly those in Gen Z, are placing greater value on purpose than paycheck. Data from a 2019 ICF and HCI Study show that 83% of organizations plan to expand the scope of their programs to help managers implement a coaching approach to attract and retain Millennial and Gen Z talent.

As the coaching industry has continued to grow, so has the importance of ethics and standards as exemplified by credentialing programs. ICF is the global leader in upholding strict principles and competencies for coaches credentialed through the organization. These core competencies, which all ICF-credentialed coaches must uphold, ensure the value of coaching experience, and in turn, the value of an integrated coaching culture.

Across all generations surveyed, at least 79% of those who had previously engaged in coaching, as well as those who would be open to coaching, considered it important or very important for any coach they work with to hold a credential, according to the 2022 *ICF Global Consumer Awareness Study*, further proving the importance of credentialing. Those whose coach held a credential were also more likely to recommend coaching to colleagues, friends and family. Incorporating a coaching culture into your organization by working with a credentialed coach inevitably leads to better results than working with a non-credentialed coach.

*“EY is a global firm with over 360,000 employees across 150 countries. We initially looked to coaching to address an inherent challenge of our firm-based structure. With many of our employees joining straight out of university and working their way passionately up the ranks, we discovered that there was a myopic focus on reaching partnership, and then a sense of wonderment that set in once that ‘ultimate’ goal was achieved. Our coaching practice positioned our firm to support new partners’ transition during their defining career moment – not just in the moment, but throughout their first 18 months to foster continued growth; **our coaching practice helped our leaders find their footing faster and lead more purposefully.**”*

*Janice Smith,
Global Director,
Ernst & Young Centre for
Transformative Leadership,
Denver, Colorado, USA*



Measuring the Impact of Coaching Culture

For any business decision, an investment requires measurable outcomes. A coaching culture is no exception. Fortunately, a coaching culture can demonstrate its value in a variety of ways. Measuring results begin with understanding the desired return on expectations (ROE).

The gains of a coaching culture can include improved communication and collaboration, optimized performance, and heightened engagement across all levels of employment. By measuring these results through ROE, leaders and HR personnel alike can track both quantitative and qualitative results of the program.

For Janice Smith at Ernst & Young, coaching showed higher engagement and increased revenues for employees involved in the coaching culture.

By utilizing satisfaction surveys, King Fahd University of Petroleum and Minerals has been able to qualify the value and impact of their coaching culture and related programs.

For TCS, utilizing pre- and post-coaching surveys based on self-awareness has allowed them to connect the dots between the coaching culture and measurable business successes.

Return on Expectations (ROE): A quantifiable way to gauge the impact of an initiative defined by the specific desired results, such as retention, employee advancements or organizational morale.



Coaching cultures solve unique challenges.

“As an academic institution, we had unique challenges compared to other organizations. Research showed that deans who were coached performed better because they learned how to relax, be more creative, and renew their energy to focus on results.”

Iftikhar Ali Nadeem, HR Strategy Advisor at King Fahd University of Petroleum and Minerals, Saudi Arabia



Coaching cultures are multifaceted.

“Leaders in our organization who received coaching were often promoted to decision-maker roles. For new partners, we found that those who had coaching had higher engagement and increased revenues. For larger accounts, coaching correlated to increased collaboration and market wins.”

Janice Smith, Global Director of Ernst & Young Centre for Transformative Leadership, Denver, Colorado, USA



Coaching cultures are clear.

“We found that learning could be accelerated when a coach and a leader were able to reflect and then train others through the acquired coaching lens.”

Joydeep Bose, President & Global Head at Olam International, Mumbai, India

Today's talented professionals demand a coaching culture as part of the human-centric corporate environment expected in the post-pandemic workforce. Is your organization prepared to keep up?

Building a coaching culture is an investment in the future of your organization, its leaders and the talent working their way up through the ranks. By setting your organization on this path now, you'll be ready to retain top people, empower your leaders and achieve business goals.

The International Coaching Federation's Coaching in Organizations offers a community of forward-thinking global leaders who already have found success in integrating a coaching culture in their own organizations. Now, it's your turn.

Visit coachingfederation.org/coaching-in-organizations to learn more about the unprecedented value of being a member of this worldwide ICF Coaching in Organizations community. Your employees will recognize your investment in them with dedication, performance and growth. ICF Coaching in Organizations can support and inform the creation of your coaching culture with the world-class gold standard for resources and practices.

The time is now.



coachingfederation.org/coaching-in-organizations