

# INVESTING

## IN THE FUTURE





At the University of British Columbia (UBC), coaching has been a way of life for more than a decade. The university introduced coaching as a talent development modality in 2003; since then, it's become an integral part of UBC's culture and strategy, and is the catalyst for leadership effectiveness and employee engagement..

In 2018, the International Coach Federation (ICF) celebrated UBC's sustained commitment to coaching by recognizing the university with an Honorable Mention in the International Prism Award Program. Since 2005, the Prism Award program has honored organizations that have achieved the highest standard of excellence in coaching programs that yield discernible and measurable positive impacts, fulfill rigorous professional standards, address key strategic goals, and shape organizational culture. (Learn more at [coachfederation.org/prism-award](http://coachfederation.org/prism-award).)

UBC's motto is Tuum Est, meaning "It Is Yours." In keeping with this, UBC HR invests in the well-being, engagement and growth of its leaders, staff and faculty through one-on-one coaching, and by embedding a coach approach in its Academic Leadership Development Program, Career Navigation and Transition Services, and Managing at UBC program for new leaders. In the early days of coaching at UBC, Master Certified Coaches were available to a small, select pool of staff and faculty leaders. Today, UBC's 15,455 employees all have equal opportunity to receive one-on-one coaching from a professional coach practitioner.

Prospective clients access coaching resources via a purpose-built web portal that provides comprehensive information on each coach's approach, experience, specialties, education and availability. On the practitioner side, the Coaching Portal tracks coaching hours and professional development for ICF Credentialing purposes. Meanwhile, program administrators can access the portal to view valuable data about the effectiveness and impacts of coaching across the university. UBC's orientation and onboarding processes operate on a coaching model, and the events are conducted with coaching scripts by a certified coach. Further, more than 4,300 faculty and staff have been trained to use a coach approach in their everyday work.

Throughout the past decade and a half, budget dollars have shifted toward coaching and away from traditional workshop-based training. The funding for internal coaching positions within Human Resources alone has increased to more than 17 times the initial funding allocation. UBC has also woven coaching into its course offerings: UBC Extended Learning delivers an ICF-accredited coach training program, along with several workshops that yield Continuing Coach Education units.

The university also offers a wealth of continuous professional development opportunities for its cadre of 80-plus external and internal coach practitioners—all of whom have completed accredited coach-specific training and are on track to pursue an Associate Certified Coach Credential from ICF. Since 2013, two

internal coach practitioners have earned ICF Master Certified Coach credentials. Coaches have access to a robust community of practice where they share insights and best practices with one another. They have access to ICF-approved Continuing Coach Education courses offered through UBC's human resources division. They also participate in periodic performance evaluations to ensure that the coaching they deliver meets ICF's high standards.

This rigorous professional environment yields extraordinary results. UBC has found that the managers and academic leaders who receive coach training skills influence more than just those in their practices. It's transformational. Data from UBC's Workplace Experience Survey shows steady growth, currently reported at employee involvement in decisions (70 percent) regular performance feedback (67 percent), managerial support for professional development/learning (73 percent) and confidence in achieving career aspirations (11 percent). Coaching has also been a game-changer when it comes to labor relations at UBC. The university has integrated a coaching approach into the collective bargaining process with outstanding results.

Individual coaching clients have also offered powerful testimonials that illustrate the impact of coaching on their professional and personal lives.

"My coach helped me to identify what a better work/life balance meant to me, the constraints I needed to work within, the barriers I needed to address, and the strengths I could draw upon to do so. They continually challenged me to check my assumptions and imagine new ways of working that aligned with

**"At UBC, coaching gives bold thinking a place to develop into ideas that can change the world."**

*Donna Howes, PCC  
Prism nominating coach*

my values. With their guidance and support, I have now made many positive, sustainable changes both at work and at home. These changes benefit not only me but also my colleagues, students and—importantly—my family," said a manager who participated in coaching at UBC.

"My coach helped me to learn about a framework to apply to many different situations in my life, which assisted in my approach to problem-solving, embracing change and seeing things in my life in a new way," said a union staff member about coaching. "Coaching helped raise my awareness of my leadership style and personality factors, and [uncovered] strategies for tuning into my colleagues' perspectives ... and leading effectively during meetings," an academic head said.

An employee who accessed coaching through the Career Navigation and Transition Program said, "My coaching conversations were nurturing, challenging, refocusing and inspiring, and gave me what I needed to land on my feet."

"At UBC, coaching gives bold thinking a place to develop into ideas that can change the world," says Prism nominating coach Donna Howes, PCC. With coaching woven into UBC's strategy, the university's potential to catalyze change is virtually unlimited.

---

The International Coach Federation (ICF) is dedicated to advancing the coaching profession by setting high ethical standards, providing independent certification and building a worldwide network of credentialed coaches across a variety of coaching disciplines. ICF is active in representing all facets of the coaching industry, including Executive, Life Vision and Enhancement, Leadership, Relationship, and Career Coaching. Its 33,000-plus members located in more than 140 countries\* work toward the common goal of enhancing awareness of coaching, upholding the integrity of the profession, and continually educating themselves with the newest research and practices.

*\*Numbers as of December 2018. Numbers are subject to change month to month.*

---



[coachfederation.org](http://coachfederation.org)

2365 Harrodsburg Road., Suite A325 Lexington, Kentucky USA 40504 Phone: 1.888.423.3131 or 1.859.219.3580 Fax: 1.859.226.4411

