

The background of the slide is a composite image. It features a dark blue area on the left, a teal area in the center, and a yellow-orange area on the right. Silhouettes of palm trees are visible against the teal and yellow-orange sections. A city skyline is faintly visible in the background. The text 'ICF CONVERGE' is prominently displayed in white, bold, sans-serif font.

ICF CONVERGE

OCTOBER 23-25, 2025 • SAN DIEGO

**Creating Coaching Programs that Fuel
Business Success**



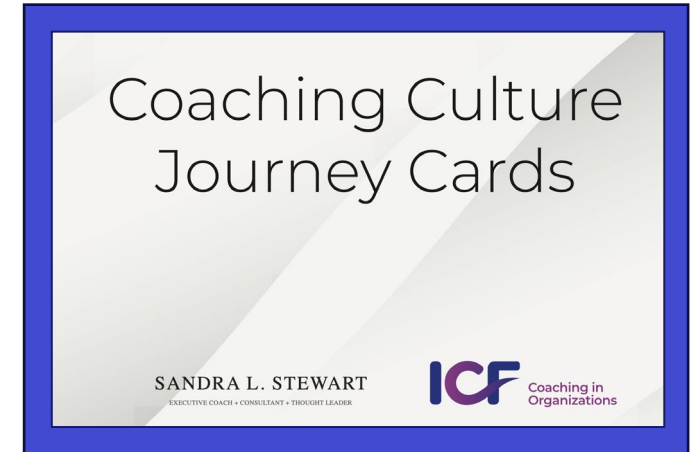
Who's here?

- Coaching Program Leader
- External Coach Program Consultant
- Internal Coach
- External Coach

What coaching exists in your organization today?

Resources

- **CIO Flash Cards On-Line**



Recommended Books

- Building the Core Competencies of Change: A Guide to Coaching in Organizations, Sandra L. Stewart, 2021
- The Global Business Guide for the Successful Use of Coaching in Organisations, Frank Bresser Consulting, 2013
- Building and Sustaining a Coaching Culture, David Clutterback, David Megginson and Agnieszka Bajer, Chartered Institute of Personnel Development, 2016
- Creating a Coaching Culture, Peter Hawkins, 2012

Norms

- Participate!
- Bring your wisdom
- Ask questions of me and other students

Agenda

Aligning Business Strategy & Coaching

Break in 90
minutes

Program Design Mindset
The Tools of Coaching

Challenge

Strategic Plan **Exercise**

Case Examples

Coaching Culture & Key Program Components

Ethics

Interactive/ Thinking Challenges / Worksheet

Evolution of Coaching



What does coaching do?

Generative Learning
Support
Create better learners
Build self-awareness and
confidence
Development focus

**SERVANT
LEADERS**

Focus on developing people
Growth mindsets dealing with
failure and innovation
Address the human
challenges in change

**LEARNING
ORGANIZATIONS**

ICF/ACMP: Change & Coaching

Coaching Capabilities in Change

1. EVALUATE CHANGE IMPACT & ORG READINESS

Coaching Program Strategist engages in assessing readiness

Coaching deployed with senior executive to assist with defining the purpose and goals for change

All change and coaching professionals use the Coach Approach with the client

5. COMPLETE & DESIGN SUSTAINABILITY PROGRAM

Evaluate

Lessons Learned

Best Practices

Design on-going sustainability coaching program

4. EXECUTE STRATEGIES & PLANS

Execute and oversee all coaching programs

Provide thematic feedback to system

2. DEVELOP CHANGE MANAGEMENT STRATEGIES

Coaching Program Strategist builds coaching program

All change and coaching professionals use the Coach Approach with the client

3. DEVELOP IMPLEMENTATION PLANS

Coaching Program Strategist co-designs plans for Individual, team, group coaching

Coaching skills training

Alignment of coaching with complementary programs
All change and coaching professionals use the Coach Approach with the client



- Coaching Program Strategist
- Coach Approach
- Individual
- Team
- Group
- Coaching aligned to complementary programs

Program Design Mindset: “Sitting at the Business Strategy Table” Coaching Program Strategist

1. Goal clarity up front (organization goals)
2. Identify the Human Challenge in the goal
3. Solve for the Human Challenge alongside the organization challenge.
4. Measure your success and design what is next

Coaching Tools

Individual

Team

Group

Peer

Teaching Coaching Skills

Technology and AI

Aligning with Complementary Programs

Coaching Tools: Individual

Type of Coaching	Best Use / Considerations
Individual	Client may resolve numerous barriers to their performance, creating an energized, optimistic, and empowered approach to their work. Client's professional and personal growth will be catalyzed. Barriers to change on the emotional, values and mindset level will be explored in a confidential relationship focused on building generative learning. • Individual Optimization • Integrate Learning
Internal	• Cost of coaching may be lower • Need to train and certify good coaches (this can create coaching culture) • Notice: confidentiality, bias concerns (careful matching needed)
External	• Expertise (coaching experience, cross industry knowledge, engagement experience) • Confidentiality • Useful when bias is an issue for an internal coach
Technology & AI	• Support for individual behavior change and individual cohort management and support

Coaching Tools: Team

Type of Coaching	Best Use / Considerations
Team Coaching	Team's professional and personal interactions will be of a positive and productive nature. Team will arrive at decisions with a higher degree of quality and speed. Team development would focus on developing internal competencies of the team. • Building efficiency of team • Decreasing team friction • Creating opportunities for growth and development as a team
Team Optimization	• When the team needs greater cohesion • When the team adopts new members or leaders • Change requires resetting team norms and focus
Team Development	• Combine with training and facilitation • When a team requires new skills within the team

Coaching Tools: Group

Type of Coaching	Best Use / Considerations
Group Coaching	Coaching a selected group of individuals that are not a team. This is a cost-effective way to reach more individuals to assist in integrating new behaviors and mindsets and support on-going continuous improvement. • Integrating learning • Reducing silos, community building • Integrate with AI support to add human element • Integrating learning habits

Coaching Tools: Peer

Type of Coaching	Best Use / Considerations
Peer Coaching	Create a co-learning or peer learning environment for community building and competency building. One or more individuals will be trained in coaching skills. • Integrating learning • Reducing silos • Change management acceleration • Community building

Coaching Tools: Coaching Skills Training

Type of Coaching	Best Use / Considerations
Coaching Skills Training	Training leaders and managers to use skills they can deploy with their teams and reports. Builds skills of growth mindset that support a learning culture better at supporting change. Using coaching skills is distinct from coaching. • Inculcating the attributes of Servant Leadership • Creating a coaching mindset in leaders and managers • Culture change • Increased employee engagement and decreased attrition

Coaching Tools

Type of Coaching	What it does
Individual	Client may resolve numerous barriers to their performance, creating an energized, optimistic, and empowered approach to their work. Client's professional and personal growth will be catalyzed. Barriers to change on the emotional, values and mindset level will be explored in a confidential relationship focused on building generative learning.
Team	Team's professional and personal interactions will be of a positive and productive nature. Team will arrive at decisions with a higher degree of quality and speed. Team development would focus on developing internal competencies of the team.
Group	Coaching a selected group of individuals that are not a team. This is a cost-effective way to reach more individuals to assist in integrating new behaviors and mindsets and support on-going continuous improvement.
Peer	Create a co-learning or peer learning environment for community building and competency building. One or more individuals will be trained in coaching skills.
Coaching Skills Training	Training leaders and managers to use skills they can deploy with their teams and reports. Builds skills of growth mindset that support a learning culture better at supporting change.

Coaching Tools: AI & Technology



Performance Based

Assists with reminders for behavior change



Assessment with Performance

Assesses competencies and builds learning plan



Coach Cohort Design and Delivery

Design large client engagements with learning and development tools



Data Gathering

Receive feedback data on coaching program development outcomes

AI & Technology Examples

Training + Coach Cohort Management

Optify, Better Up, Bravely

Provides large cohorts of coaches with AI training and support

Data collection and KPI alignment

Training + Behavior Change

Valence.co, “Nadia”

Some coaching and then advice/training

AI + Group Coaching

Hudson Institute of Coaching, “Wiser”

AI coaching and human coaching focused on transformation. integrated with the human-led group coaching

Assessment and Performance

Ovida.io, “Omind”,

Emotional Intelligence /Communication/Self Awareness
metric-based assessment and skill building with ROI

Virtualsapiens.co

Role play for communications improvement

Complementary Programs

Training

Leadership training, skills building, workshops and programs

Integrate learning with coaching

Mentoring

Aligning those with less experience with more experienced

Train mentors with coaching skills

DEI

Diversity support and Inclusion Programs and initiatives

Coaching support

HR

Dovetail programs such as:
Compliance
On-Boarding
Succession

Catalyze with coaching

EAP

Support services that might be needed for coached employees

Promote services

CHALLENGE

Using the types of coaching how would you address this business challenge?

Individual

Team

Group

Peer

Teaching Coaching Skills

Technology and AI

Complementary Programs

Professional Services: Tax Consulting Firm

Business Challenge

Retention is an issue the year before partnership and within 2 years after the partnership award.

People cite concerns with:

- Life balance – “those partners work so hard”
- Company and culture fit - senior partners seem to represent a demographic unlike me (age, marriage status, race, gender) they think, “I don’t see myself”.

Business Objective

Reduce attrition pre and post partnership

Fast Growth Technology Firm

Business Challenge

A technology firm is hiring as fast as they can to compete in a fast-growing new technology sector. The challenges are two-fold:

- Middle managers aren't good at helping new hires integrate into the firm.
- The new hires need to build skills of working with others to solve cross-expertise problems.

Objectives

1. Build middle manager understanding and mindset for integrating new hires.
2. Build cross silo/cross expertise collaboration in new hires.

Solution



External
coaches for
executives



Internal
coaches:
Trained 400
employees



Built software
tool to match
coaches and
clients



150 clients
coached at a
time (60 new
hires)



Tied coaching
to leadership
training
program

Results

Catalyzed New Hire Integration

Coaching increased firm knowledge and sense of belonging as new hires joined

Encouraged cross-organization communication and collaboration

Changed mindsets

Leaders (integrate new hires): “my job is to coach and empower”

New Hires (cross silo work): “I collaborate and co-create”

Embedded Growth Mindset: Paired coaching with training so all adopted coaching skills

Bonus

Won an award in the UK as the best place to work

Strategic Planning

- Business Objective
- Human Challenges & Coaching Program Objectives
- Factors of Success & Metrics
- Program Tools & Types and Complementary Programs

Use your worksheet to fill out your organization's strategy for a single initiative or whole organization

Business Objective: “How will the organization be better?”

Use your worksheet



- ❖ Identify a discrete business objective that would be measurable in roughly 6 to 12 months.
- ❖ Work with leaders to identify the objective and desired outcomes to ensure relevance and importance.

Human Challenges

What are emotions and reactions that will get in the way of the business objective? What pushback might you get? Why?

Identify the mindsets, values, assumptions, emotions that need to be addressed.

(Security, Control, Competence, Belonging)



Coaching Program Objectives

Identify what coaching will address the assumptions, emotions mindsets and values.

Identify the motivators that will be catalyzed.

Factors of Success

How will you know the program was successful?

Business changes
Behavior changes



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=

Metrics

Business Metrics
Reported Metrics

Business Metrics

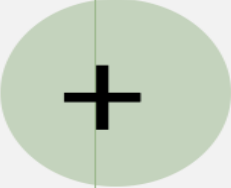
Productivity
Quality
Customer Service
Promotion
Retention
Profitability
Revenue
Turn Over

Reported Metrics

Job Satisfaction
Collaboration
Motivation
Confidence
Relationship Quality

Cerebellar cortical grey matter											White matter										
	Vol	1w/2w	T1p	T2p	AFF4	ICV	ODI	DeCe	ReHo	ALFF		Vol	1w/2w	T1p	T2p	AFF4	ICV	ODI	DeCe	ReHo	ALFF
Vol												Vol									
1w/2w	-0.500											1w/2w									
T1p	-0.245											T1p									
T2p	-0.361											T2p									
AFF4	-0.143											AFF4									
ICV	0.325	0.553	0.055	0.013	0.500							ICV	0.172	0.553	0.260	0.055	0.373				
ODI	0.175	-0.088	-0.488	-0.469	-0.315	-0.327						ODI	0.373	-0.100	-0.098	-0.170	0.155	0.005			
DeCe	0.470	0.382	-0.024	-0.138	0.251	-0.313	0.032					DeCe	-0.078	0.104	0.184	0.237	0.069	0.131	0.079		
ReHo	0.779	0.350	0.210	0.249	0.055	-0.331	0.256	0.377				ReHo	0.139	0.083	0.049	0.026	0.073	0.097	0.044	0.182	
ALFF	0.407	-0.477	-0.322	-0.362	0.117	-0.251	-0.356	0.347	0.717			ALFF	0.104	-0.105	-0.103	-0.062	-0.051	0.018	-0.014	-0.290	0.000

ROI and ROE



+

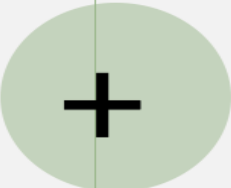
Business Metrics

- Sales & Profit & Productivity increases
- Customer retention
- Customer satisfaction

Opportunity costs of not doing the coaching program = positive returns

Employees leaving the company and needing to be replaced.

Uncaptured revenue/clients



+

Reported Metrics: Participant & Stakeholder Surveys

- Perceived outcome improvements
- Estimated metrics (unmeasurable)



-

Program Costs

- Program management personnel/time
- Coaching expertise
- IT systems costs for managing coach/client matching or program management
- Program resources development

CHALLENGE

Using your organization or using the following case example identify...

1. What is the Business Objective?
2. What are the Human Challenges & Coaching Program Objectives
3. How will you measure success?
4. What are program types and tools and complementary programs?

Technology Product & Services Firm

Situation

The organization is implementing a new customer tracking solution (CRM) for tracking customer and stakeholder outreach. This will impact multiple departments: sales, operations, executive management and division and product leaders.

Focus on Sales personnel.

Objectives

- Speedy adoption and compliance
- Ensure training is integrated into behaviors and habits.
- Minimize pushback and confusion.

The banner features a background with diagonal stripes in dark blue, teal, and yellow. Silhouettes of palm trees and a city skyline are visible, particularly on the right side where the sun is setting or rising. The text is prominently displayed in the center-left.

ICF CONVERGE

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Abdulsattar Aboulola

Saudi Chapter ICF President

Saudi's Vision 2030

Human Capability Development Program

Saudi's Vision 2030

Human Capability Development Program



- ❖ Enhance Saudi's global competitiveness
- ❖ Grow Saudi's human capital

Saudis Vision 2030

Human Capability Development Program

- **Future** : Building basic & advanced skills, knowledge & values for global competitiveness.
- **Empowerment**: Expanding opportunities and services to improve citizens' quality of life.
- **Youth Focus**: Developing hubs like *Misk City* to nurture youth in tech, arts, and entrepreneurship, growing Saudi's human capital.

It's all about Empowerment!

Coaching indeed is needed and is affective

Saudi Youth: Powering the Kingdom's Future

71%

of Saudis are
under 35 years old

10,000+

Male and female
students on
scholarships in the
top 200 universities
and institutes
around the world

"Our real wealth
lies in the
ambition of our
people and the
potential of our
younger
generation. They
are our nation's
pride and the
architects of
our future."

**HRH Crown Prince
Mohammed bin Salman**

54%

of Saudis are
under 25 years old

146+

Awards and medals
obtained by Saudi
contestants in
global competitions

VISION ٢٠٣٠
2030
الهيئة العامة
لتنمية الموارد
بالمملكة العربية
السعودية
GENERAL
AUTHORITY
FOR
HUMAN
CAPABILITY
DEVELOPMENT
PROGRAM



Sources:

Annual Report on Saudi
Vision 2030 for 2023
Annual Report on the
Human Capability
Development Program
for 2023

August 12 | International Youth Day

@CISaudi

International
Communication
CIC

Human Challenges

71% of Saudi's are under the age of 35, 54% under 25.

Saudi needs to build their future leadership capabilities and confidence.

"Our real wealth lies in the ambition of our people and the potential of our younger generation. They are our nation's pride and the architects of our future."

**HRH Crown Prince
Mohammed bin Salman**

Coaching Program Objectives

- Catalyze leader development with coaching.
- Build leaders that develop and empower others.
- Embed coaching mindsets and coaching skills.
- Coach key leaders across multiple sectors: ministries, organizations and companies.

The Inspire Coaching program

Succession planning Programs across different sectors to develop Saudi talent through coaching to prepare future leaders.

Enabled alignment on organizational expectations vs. employee engagement

Factors of Success

Rapid adoption by ministries, organizations, and leading companies.

Delivering measurable impact once implemented.

Supporting hundreds of leaders and strengthening leadership capabilities.

Supported thousands of youth in developing essential skills and confidence.



Metrics

Adoption rate has been high in all three sectors: ministries, organizations and companies.

Future metrics of success

Outcomes

- ❖ Strengthen leadership capabilities across the Authority.
- ❖ Boost engagement and motivation by fostering a supportive environment for leaders' growth and development.
- ❖ Build and sustain high-performing teams that enhance organizational performance.
- ❖ Enable leaders to effectively drive change within the Authority.
- ❖ Align leadership practices with the Authority's vision and culture.
- ❖ Promote leader well-being by supporting them in managing workplace challenges and improving overall job satisfaction.

Key Components

- Communicating
- Support Resources
- Internal Systems & Structures & the Coaching Culture

Communicating: Make A Plan

Audience

Leaders

Advocates

Clients

Coaches

Client Bosses



Content

Program Objectives,
Strategy & ROI/ROE

Language & Definitions of
Coaching

Program Progress & Success

Engagement Logistics
and Contracting

Shared Communications Resources

Audience

Coaches
Coachees

Leaders

SUPPORT



Content

Training Materials
Behavior Expectations
Coaching Objectives & Logistics
Development Plans

Contracts: Client & Coach
Client Assessments

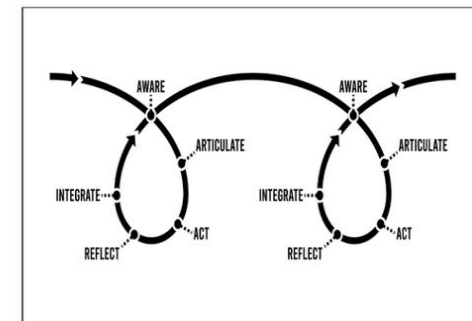
Quality Assessments of Coaching

Look Through the Learning Lens to Build Systems & Structures

Leadership Embodies Learning

Attributes of the Coaching Culture Leader:

Partners with and supports learning of their employees for empowerment and growth



- **Aware:** awareness of the needed change.
- **Articulate:** clarify the real issue.
- **Act:** develop and support actions.
- **Reflect:** make meaning of action outcomes.
- **Integrate:** connect past knowledge to new.

S. Stewart, Building the Core Competencies of Change: A Guide to Coaching in Organizations, 2021

adventure

Systems & Structures

Institutionalizing the Coaching Culture

Coaching Center of Excellence

Coaching Embedded in Succession Planning & Leader Development & Sales Training...

Norms, Systems & Structures that support the Learning Organization: Awareness, Articulation, Action, Reflection, Integration

Coaching Tracking & Feedback System



Coaching Culture

Norms, Systems & Structures that support the Learning Organization: Awareness, Articulation, Action, Reflection, Integration

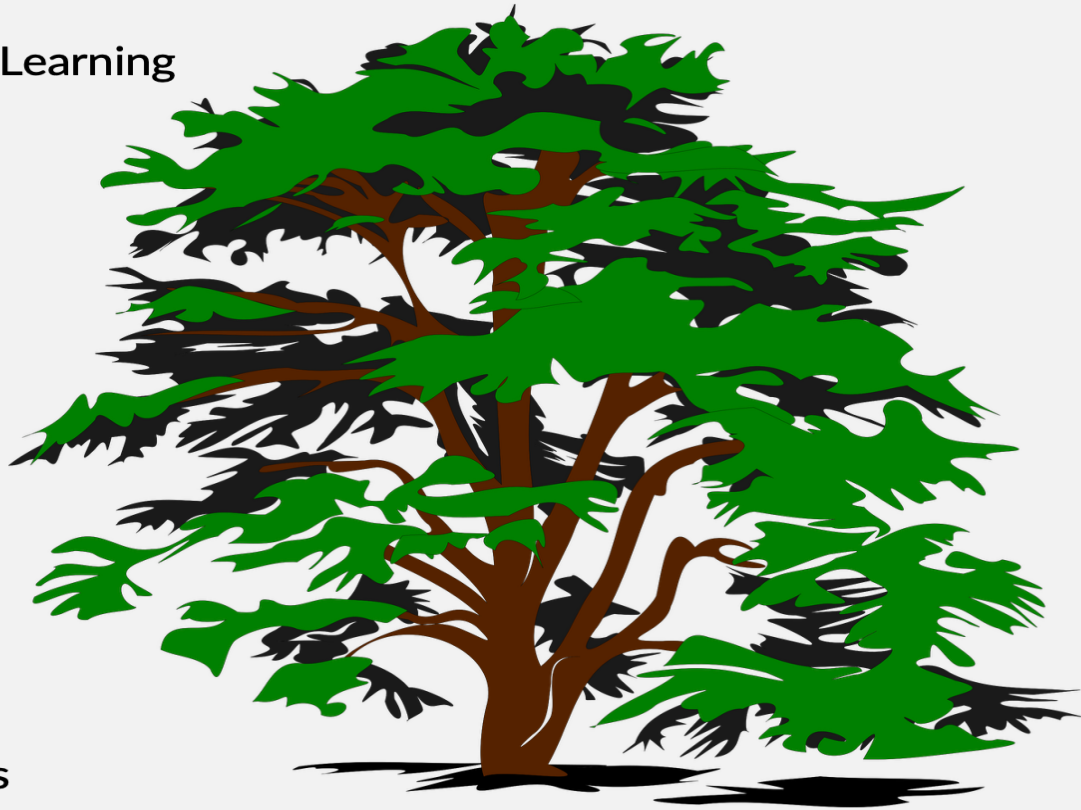
Leadership training and mentor programs embed coaching skills training

Team, group and peer coaching

Leader coaching skills training and usage

Trained internal coaches

Hire external coaches



Coaching Culture

Ethics

- Internal Coaches
- Multiple Program Overlap
- Perceived v. Actual Ethics Breaches

Case: Job Role & Coaching Responsibilities

Situation



You coach an individual on the executive team who was going through a lot of personal turmoil that impacted their job performance. You complete the relationship. Then you are asked by HR if they should be promoted.

What do you respond?

Standards



- 3.1 Am aware of and discuss with all involved parties the implications of having multiple agreements and relationships, and the potential for conflicts of interest.
- 3.2 Manage conflicts of interest and potential conflicts of interest with coaching client(s) and sponsor(s) through self-reflection, coaching agreement(s), and ongoing dialogue. This includes addressing organizational roles, responsibilities, relationships, records, confidentiality, and other reporting requirements.

Case: Coaching & Positional Bias

Situation



You are coaching someone who is junior to you in the organization, but not in your direct reporting line.

Is this OK?

What must you do?

Standards



4.1 Am aware of and, in partnership with my client, **actively** manage any power or status differential between us that may be caused by cultural, relational, psychological, or contextual issues.

Case: Personal Impacts

Situation



You are coaching someone who expresses frustration with the workplace culture. You share their issues and frustration.

What do you do?

Standards



4.2 Recognize my personal limitations or circumstances that may impair my coaching performance or professional commitments. I will seek support if necessary, including relevant professional guidance. This may require suspending or terminating my coaching relationship(s).

Contracting

1.1 Communicate (before coaching begins) with coaching client(s), sponsor(s), and/or other involved parties that the coach is in a direct relationship with to explain the nature of coaching and to co-create a coaching agreement regarding roles, responsibilities, confidentiality, financial arrangements, and other aspects of the coaching engagement.

2.3 Have a clear agreement with client(s), sponsor(s), and other involved parties about what confidential information may need to be disclosed to the appropriate authorities, e.g., illegal activity, required by law, valid court order or subpoena; or imminent/likely risk of danger to self or to others.

3.1 Am aware of and discuss with all involved parties the implications of having multiple agreements and relationships, and the potential for conflicts of interest.

Managing Self

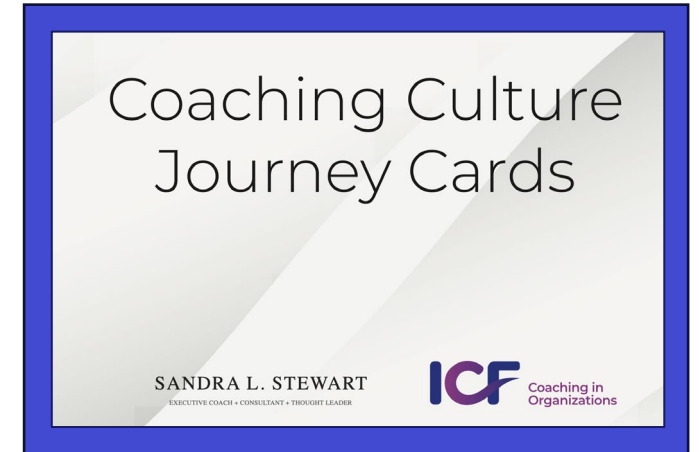
4.1 Am aware of and, in partnership with my client, actively manage any power or status differential between us that may be caused by cultural, relational, psychological, or contextual issues.

4.2 Recognize my personal limitations or circumstances that may impair my coaching performance or professional commitments. I will seek support if necessary, including relevant professional guidance. This may require suspending or terminating my coaching relationship(s).

4.3 Remain alert to indications that there might be a shift in the value received from the coaching relationship and discuss this with the client. If appropriate, explore changes in the coaching relationship and/or the potential for a different coach, professional, or resource.

Resources

- **CIO Flash Cards On-Line**



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- Creating a Coaching Culture, Peter Hawkins, 2012



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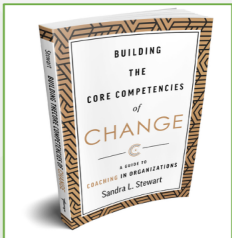
Coach & Consultant

MCC Coach for Executives, Teams, Groups since 1999
Thought partner in coaching program development

Thought Partner & Contributor

ICF, Independent Review Board
ICF & Association of Change Management Professionals Joint Task Force
Organizational Change Initiatives: Synergies for Change & Coaching Professionals, 2025
ICF, Coaching in Organizations
Coaching Culture Journey Flash Cards

Author



Building the Core Competencies of Change: A Guide to Coaching in Organizations, 2021, Sandra L. Stewart, Advantage
Building an Organizational Coaching Culture: Creating Environments for Growth and Success in Organizations, 2024, Benham Bakhshandeh and William j. Rothwell, Rutledge Publishing (Academic Text), CH 10 & 11
Becoming an ICF Credentialed Coach: Practice Insights by ICF assessors, contributor

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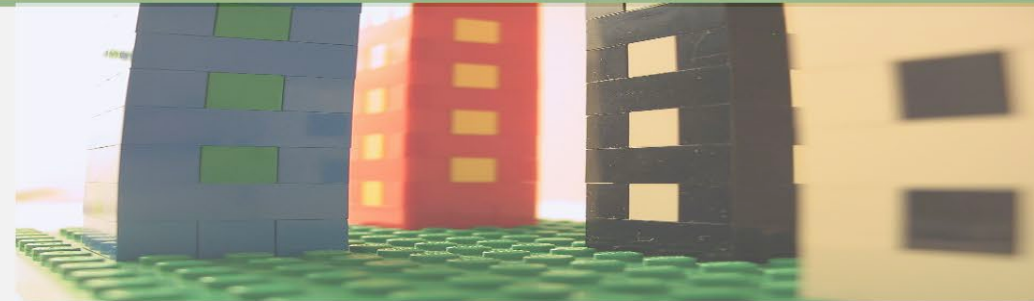
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Stages of Build

Foundation

- Identify mission and end-point
- Establish first coaching elements



Amplify

- Build on first coaching elements
- Address systems and structures that benefit from coaching



Maintain & Renew

- Establish plan to maintain coaching
- Ensure program management structure



Example: Building Over Time

- 1 { External Coaches
...Worked with receptive leaders or targeted individuals leaders wanted coached
Mentor Program
...Used advisory skills and gave a context for coaching
- 2 { Training Internal Coaches
...Internal coaches certified in coaching and matched to internal clients
- 3 { Leadership Training Program Integrating Coaching Skills
...Supervisors
- 3.5 { Coaching Skills Training for Leaders
...Supervisors and HR personnel

Generative Learning & Coaching

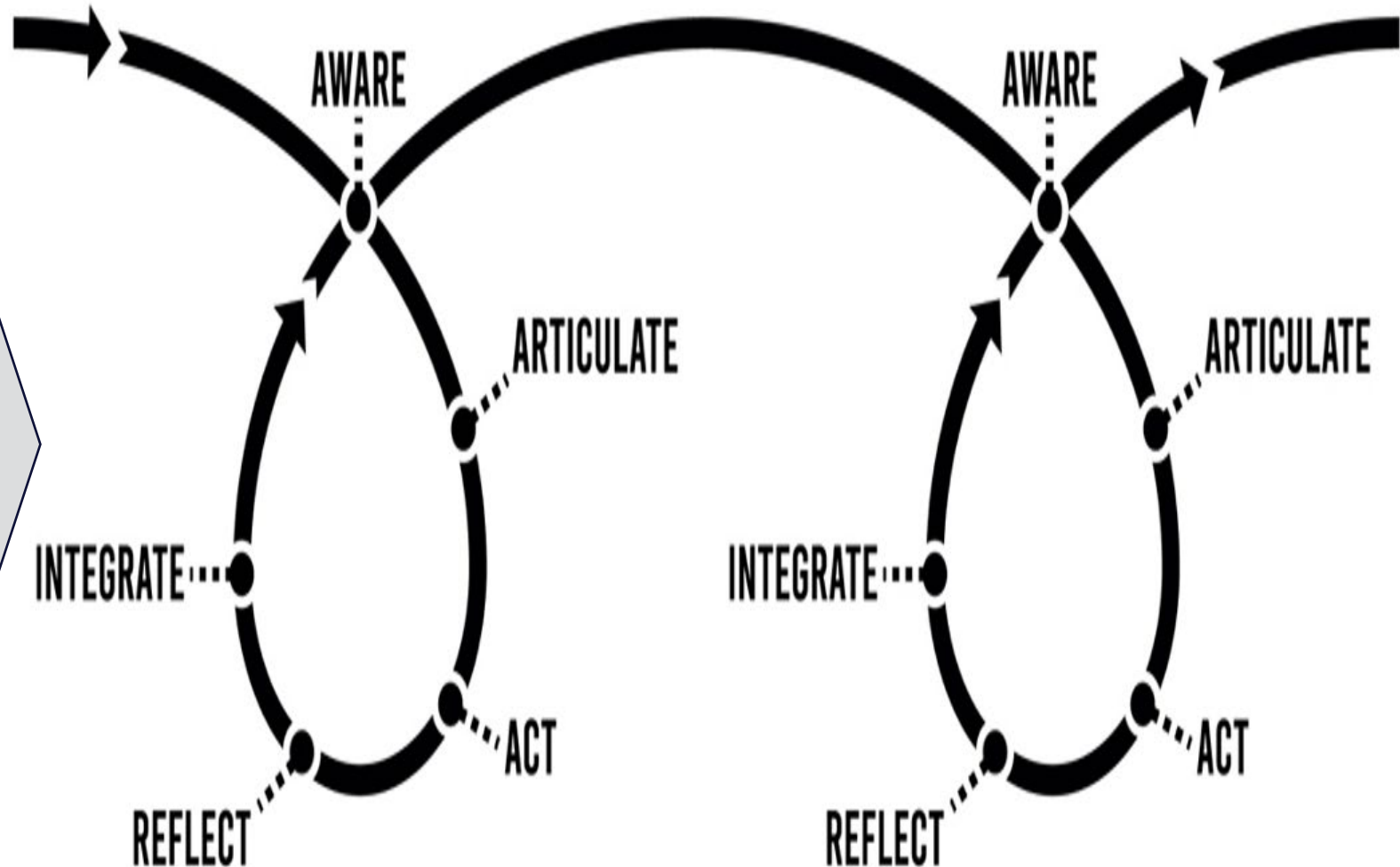
Aware – of needed change

Articulate – the challenge

Act - develop & act on next steps

Reflect – on actions

Integrate – new learning



Cleveland Clinic

Cleveland Clinic with over 67,000 caregivers weaves coaching throughout all caregiver experiences, from onboarding and development to performance management and retirement and beyond. They operate two separate coaching centers for physicians and non-physicians that align coaching activities and training.

Some strategic program components include:

- One-on-one and group coaching.
- Peer coaching program brings doctors from different departments together to collaboratively set goals.
- Coaching skills training with more than 2,600 managers and leaders.
- Coaching success led to the adoption of the “Inspire & Coach” philosophy — one of the

organization’s four leader behaviors. Leaders throughout the organization are expected to lead using a coach approach.

- Managers and leaders trained in using coaching techniques during daily interactions also learn how to transform their review processes into real-time coaching conversations. Such discussions reframe the experience from a reactionary, metric-focused review into a reflection-based dialogue designed to inspire and engage.
- During Covid employees were connected with an internal coach for a one-time, 30-minute virtual session to assist with issues of stress and change. Half of the on-demand requests came from first-time leaders and managers.

Continued on next page...

Return on Investment

Cleveland Clinic estimates coaching saved the organization \$84 million USD in physician retention. More than 160 physicians cited coaching as a key factor in their decision to stay with the organization.

Future

The Cleveland Clinic intends to measure the impact of coaching skills training on patient satisfaction – a key focus of their institution.

CASE STUDIES

TD Bank

The strategic objective of the TD Bank coaching program was to evolve people leader coaching practices from a risk mitigation to an inspirational leadership behavior and “to equip leaders with coaching and remote leadership skills while managing their personal lives.”

Some strategic program components include:

- 73 leaders across North America participated in a series of individual one-on-one coaching sessions paired with peer learning.
- More than 700 People Leaders completed an ICF approved training and were taught how to increase engagement with their colleagues, ask meaningful

questions, overcome barriers, and increase commitment to action.

- With 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.
- Training in team coaching built skills of enhancing team engagement and productivity.

Results

Since the implementation of the new coaching ecosystem, TD has achieved record-high customer experience scores and improved colleague engagement and retention.

CASE STUDIES

International Trade Administration

The International Trade Administration (ITA) is a part of the U.S. Department of Commerce. It has close to 2,000 employees in the U.S. and abroad.

Some strategic program components include:

- ITA established a Human Capital Talent Management Division a central component of which was the creation of an internal coaching program.
- ITA aligned its coaching activities with four principles—impact, sustainability, scalability, and efficiency.

- ITA trained 30 internal volunteer coaches with at least 100 hours of ICF-accredited training. And the coaches completed 2,100 hours of coaching.
- Goal of coaching skills workshops to over 90% of US-based leadership and over 80% of US-based field staff.
- Established a Coaching Affinity Group offering continued learning and skills practice.

Results

ITA captured both qualitative and quantitative coaching metrics:

- 225% ROI on training dollars invested on 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.
- Pre- and post-coaching surveys revealed benefits for coachees included: feeling heard, improved clarity with personal and professional goals, increased confidence and self esteem, and having an accountability partner.

Future

From the U.S. to Kenya, and around the world, every ITA employee will soon have access to use coaching.

Generative Learning Loop	Organization Culture & Systems	Leader Competencies
Awareness	Continuous improvement is based on shared information. Systems feed key performance data back to leadership and cross-functional leaders.	Asks: What can we do better? What can I do better? What is the real challenge here? (logistical and human)
Articulation	Logistical challenges and human challenges are articulated when assessing change.	Engages teams in the strategic process. Communicates strategy so people are aligning to strategy not a single leader. Elicits the human challenges in change for the teams to address.
Action	Organization encourages cross-functional problem-solving to develop actions that impact multiple groups. Action support by leadership.	Asks: What will we do? What support is needed to act? What stakeholders are in this process that we should engage? Supports the action.
Reflection	After action systems. Information sharing horizontally and vertically. Culture of “we learn from our mistakes”	Asks: What are we learning from what has happened? What support is needed next?
Integration	Incorporate knowledge into habits and systems. Identify the next set of changes.	Asks: Now that we know this what will be institutionalize and what will we continue to improve?