

# Coaching as a Strategic Enabler of Transformation with **Saudi Electricity Company**



Every year, the International Coaching Federation (ICF) honors organizations with coaching programs that meet rigorous professional standards. The [Coaching Impact Awards](#) celebrate the best of coaching and ICF through various categories that encompass the multifaceted aspects of the profession.

**In 2025, Saudi Electricity Company** received the prestigious ICF Coaching Impact Award for Emerging Organization. They are a leading producer, transmitter, and distributor of electrical energy in the Middle East, servicing all consumer segments, from private businesses to individual households to government entities.

As Saudi Electricity Company sought to be a preeminent power provider, their coaching program advanced company objectives, transformed the organization, and strengthened national efforts to advance [Saudi Vision 2030](#). Saudi Electricity Company initially launched its coaching program to support company leaders. The success of this program prompted the organization to grow it with additional coaching opportunities. Executive sponsorship for coaching has expanded the organization's coaching program, which seeks to support onboarding of new leaders, develop

employees and leadership in preparation for promotion opportunities and succession, improve employee engagement, and more.

## An Expanding Coaching Program

In 2022, the Saudi Electricity Company re-launched its coaching program. The original program was started to foster leadership skills and capabilities for executives, ensuring succession plans and the company's endurance. While the potential for progress and sustainable growth was exciting, the organization wanted to ensure that the steps taken were strategic and had measurable outcomes. Readiness assessments, employee engagement, internal promotions, and psychological safety on teams were some of the identified target metrics. Upon scaling coaching programs, the organization achieved improvements across all these categories.

Eager to build on this success, Saudi Electricity Company expanded its coaching program into a comprehensive coaching culture. Now that leadership had experienced the benefits of coaching first-hand, they were inspired to scale the program so that all leadership and talent had the opportunity to utilize coaching.



Eleven major coaching programs for different target groups were established to support Saudi Electricity Company leaders, early-career professionals, emerging leaders, department managers, and high-potential talent. Over eight hundred of Saudi Electricity Company's employees have participated in coaching programs annually, and 85% of the organization's leadership pipeline have received coaching. A majority of the female workforce received coaching. This demonstrates Saudi Electricity Company's commitment to inclusion, a cornerstone of ICF's Diversity, Equity, Inclusion and Belonging principles and Saudi Vision 2030.

One of the most successful aspects of the expanded coaching culture proved to be the direct support to new leaders. This program had each new leader meet with a coach several times throughout their 90-day onboarding period. They discussed the new responsibilities that came with being a leader and worked together to troubleshoot challenges. New leaders who experienced coaching reported that they had greater clarity in their new positions and higher confidence in their ability to execute. They were able to adapt faster and have greater impact earlier in their leadership.

Saudi Electricity Company also implemented a "Coaching Skills for Leaders" Workshop. Talented leaders throughout the organization received this training to use coaching skills in leading their teams. As Saudi Electricity Company employees implement coaching skills in their regular work, they positively influence their teams and transform their culture, all while achieving improved outcomes.

As the coaching program has grown, so too has Saudi Electricity Company's relationship with ICF and local ICF chapters. The organization employs ICF-credentialed coaches and adheres to ICF's code of ethics. The partnership with ICF has ensured that Saudi Electricity Company's coaching program creates safe spaces for employees as they engage in meaningful dialogue and pursue personal and professional growth.

Saudi Electricity Company also supports internal coaches to advance their skills, which directly benefits the employees those coaches support. Internal coaches can apply their coaching hours toward pursuing advanced ICF credentials. The

organization's long-term coaching strategy seeks to build a sustainable internal coaching program, actively developing Saudi coaches from within the company who have local expertise and cultural knowledge. Further, company leaders can develop their coaching skills through a Level 1 ICF-accredited coach training program.

## A Coaching Culture's Strategic Influence

The Saudi Electricity Company coaching culture's growth was driven by the measurable impacts and the stories and experiences of those who have been coached directly observed the impact of coaching on their team members, and they rated the coaching program's effectiveness an 8.9 out of 10, emphasizing the impact of coaching on workplace outcomes.

- **87% of managers reported they would recommend coaching as a core element of leadership development.**
- **The initial coaching program focused on developing a stronger leadership pipeline by providing high-potential employees and new leaders with six coaching sessions that supported their work and leadership development, planning for the future, and fostering agility throughout their responsibilities.**

As Saudi Electricity Company has implemented its coaching culture, it has measured the business impacts of the program. These metrics have demonstrated coaching's tangible value and financial benefits to the organization, as well as contributions to strengthen the nation's economic development through Saudi Vision 2030.

- **100 million SAR in cost reduction through OPEX optimization projects within coaching programs.**
- **12,500 hours in time savings**

As the coaching programs grew, they were uniquely developed to support periods of organizational transformation. Leaders could explore bold and ambitious outcomes and brainstorm how to evolve the company culture during their sessions, because coaching created a space where they could safely explore ideas and strategies. It also instilled critical thinking skills and encouraged employees to keep the big picture of the company's future in mind in a holistic manner.

Employee engagement has improved as a result of the coaching program. Employees feel safer in departments that are led by coached managers. Saudi Electricity Company's commitment to inclusion and efforts to create a safe space for employee discussions have strengthened hiring and improved employee engagement across the organization, which has improved the organization's talent retention.

- **300% increase in female hiring over three years**
- **Employee engagement increased by 19%**
- **Psychological safety within teams led by coached managers improved by 16%**
- **Talent retention is above 95% for the whole organization**
- **Overall leader retention is at 98%**
- **The coaching culture has also strengthened Saudi Electricity Company's internal promotions and readiness for new roles. Internal promotions among coached leaders rose by 22% as well. Coaching also played a significant role in the promotion of Saudi Electricity Company's first female Executive Vice President. And as a result of the coaching program, promoted individuals are more ready for their new roles. Leadership effectiveness and next role readiness improved significantly, with rates ranging from an improvement of 3.85% to 11.9%.**



Now, coaching's influence is seen throughout Saudi Electricity Company. Leaders have adopted coaching in their day-to-day interactions, and conversation and collaboration throughout the company has improved. The company has also seen changes in the style of leadership. Following coaching, leaders reported they felt increased self-awareness and were more collaborative and empathetic. Company leaders listened to their teams thoughtfully, that was felt by employees throughout the company.

As the organization continues to scale its coaching program, more employees and leaders will have opportunities to engage with coaches as they pursue professional development.



## Transforming Today for a Powerful Tomorrow

Coaching has been a deeply transformational tool at Saudi Electricity Company, strengthening the workforce at all levels. The overwhelming success of coaching culture has led the company to continue to scale the program so even more employees may participate. This includes opportunities to directly receive coaching and to work alongside colleagues who can share coaching approaches and strategies. The behavioral benefits in the workplace, as well as the increased employee engagement and sustainable agility of the organization, all highlight

how valuable coaching can be to companies investing in their workforce today as they plan for tomorrow. As organizations throughout Saudi Arabia pursue Saudi Vision 2030, Saudi Electricity Company is leading the charge, powered by its coaching culture to bolster the workforce, improve outcomes, and strengthen the nation's economic development.

Saudi Electricity Company's coaching program demonstrates that coaching can be a strategic enabler that catalyzes cultural transformation and developed sustainable practices that encourage leadership excellence.

