

Coaching culture study

Global telecommunications

500% improvement in effectiveness at coaching others

The project

In 2008 a leading provider of telecommunications equipment and services invested in a leadership development initiative across its global services business. As an organization they realised that in order to achieve their strategic objectives, investment had to be made in the development of their leaders. It was agreed that the leadership framework needed to focus on people, thought and organizational leadership.

Key objectives

The challenge was to develop and roll out an organization-wide leadership initiative across 180 countries. The key objectives of the initiative were:

- Facilitate more effective everyday coaching conversations
- Foster more effective debriefing on projects and performance
- Increase ownership and accountability for actions

The solution was a program that was flexible in format, and suitable for delivery across multiple regions and cultures. Through this global training roll-out they affect everyday learning for their leaders, and increase everyday performance. Their aim is to ensure their leaders possess a high level of professional competence in coaching conversations, as they strive for daily excellence.

Feedback from participant direct reports

"My manager is listening more, more willing to understand the problem and help me to find my own answers."

"He's now encouraging me to find the solutions that I've needed in a more efficient way by asking me the right questions."

"I'm now feeling much more safe and empowered since I'm allowed to take more initiative."

"We now have more open discussions and exchange on new ideas. I do not hesitate to ask for his support."

"He introduced me to a better way of communicating and thinking so as to tackle everyday issues."

"I now have increased motivation and positive thinking in the issues that I have to deal with."

"I feel more confident in the outcome and thus more committed to proceed with action points."

"He's now better in communications and effective discussions, and more supportive in solving everyday work problems."



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Key outcomes and findings

From a summary of data collected from 320 participants in 17 programs across 4 divisions:

- 100% of participants reported communication improvements
- 95% reported having more effective coaching conversations
- 92% reported improvement in managing performance
- 87% reported ability to resolve a business dilemma within 5 minutes, compared to only 17% prior to training
- 80% reported improvement in productivity

Prior to the commencement of each training program participants were asked to use any experience or coaching skills they'd acquired to help another person resolve a business dilemma within five minutes. At the end of the training, participants were again asked to participate in the same exercise. After comparing both pre and post-training exercise results, the ability of participants to resolve a business dilemma within five minutes increased by 500%.

About the intervention

The initial phase of the initiative focused on consulting on the program design and roll-out strategy. A tailored web portal was developed so that information about the initiative could be accessed and shared by leaders. Over the last three years, the program has been delivered to HR business partners, technical personnel, research professionals and marketing experts.

Since June 2011 this coaching initiative has been adopted and rolled out within the organization and to date, has been delivered in the United States, Canada, Sweden, Italy, the United Kingdom, Finland, Greece, Australia, Singapore, Japan and the Middle East. A wider roll-out is currently in progress.

Participant feedback

"This was by far the best course in years! Thank you for putting me on this path."

"It introduces me to the theory and practical way of having a "solution" way of conversation. It is one of best training courses I have taken."

"The course has given me a tool kit of coaching models, empowering me to have effective interactions with my team members in order to overcome challenges we face daily and reach our target goals."

"Totally new approach in managing and supporting my team."

"I do consider this course very useful that will help me communicate better and to deal with both individuals and groups in a more productive way."

"The methods are very powerful and are applicable for a wide variety of situations, not only coaching."

