

Global Agricultural Machinery Manufacturer

Developing 500 brain-based internal coaches

92% of participants become better communicators

The project

One of the world's leading agricultural machinery manufacturers desired a more purposeful and effective internal global coaching culture with tangible business outcomes. They identified that what was needed was a new approach to a coaching culture that results in higher employee engagement and retention.

This company focused on developing coaching skills as a core competency for select leaders that could be used in more formal coaching engagements with employees as well as coaching skills that could be applied to everyday conversations.

Rather than relying exclusively on external coaches for talent development, the organization sought to instill an internal coaching culture with global reach. It became clear that training leaders to be effective internal coaches was the optimal strategy, as it was the only method that ensured long-term, persistent growth throughout the organization.

This company is committed to training 500 leaders as internal coaches during the next 3 -5 years. Information shared in this case study reflects the feedback and data from 2 pilots that have completed. Additional leader coach training programs are in process in a number of regions worldwide.

About the initiative

The purpose is to provide a coach training program that will give leaders the skills they need to act as internal coaches for formal engagements.

The key objectives for managers who attend the program are:

- Learn a structured coaching framework
- Approach management tasks more as a coach
- Foster more effective communication with direct reports, colleagues

The solution was development of a program resulting in a "coach certificate" and delivered via two options spanning a 6 month time frame.

One option combined 2 days of classroom learning with additional virtual teleclasses. The second option was delivered via teleclasses only, so that the program delivery could be scaled very quickly, worldwide and minimize cost.

The aim of the program was to introduce new neuroscience-based coaching skills that enhanced existing corporate culture among managers and direct reports, colleagues, as well as boost overall employee engagement and retention.

Initial findings

- 92% of participants improved communication skills
- 37% more direct reports are happier at work

Feedback

From Direct Reports

"My manager is making a conscious effort to recognize the work that I'm doing. She understands a lot more of what I do."

"The approach now is more towards inclusive growth and influential leadership with strong focus on business results."

"This makes me think of more options versus immediately jumping to my typical solutions."

"Our communication has improved drastically."

"I now have a better understanding of his expectations."

From Participants

"I am a better listener. I am more open to other possibilities towards solving an issue/challenge."

"My language has changed. I have a new vocabulary for asking questions. I ask 'how' and 'what' which causes people to think and gain insight more frequently."

"I am motivating my team members and colleagues to find solutions from within them. I am providing more empowerment."

"Helping people think through the problem and arrive at a solution has increased engagement level of my staff."