

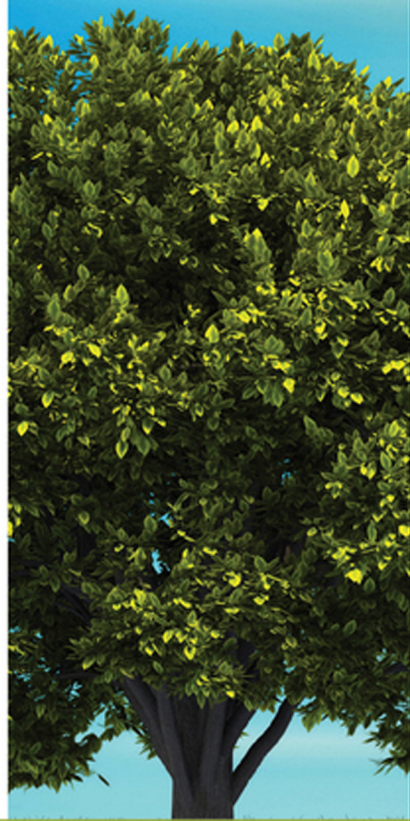
The Center for Creative Leadership Handbook of Coaching in Organizations

DOUGLAS D. RIDDLE
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Editors

Foreword by REBECCA L. RAY,
Executive Vice President, The Conference Board



Center for
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The Center for Creative Leadership
Handbook of Coaching in Organizations

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Dedicated to the human resource professionals who invest their hearts, minds, and hands for the betterment of their workplaces

FOREWORD

Few other elements of corporate preparation for global leaders have more impact than coaching. And few organizations have had more impact in shaping the thinking about the development of leaders within the coaching context than the Center for Creative Leadership.

Research tells us that coaching, when done well for the right reasons by talented coaches with clear goals and within strong ethical guidelines, works. Leaders tell us that one of the ways to develop what they find most effective is through coaching. Organizations can point to the positive effects of coaching for not only the leaders being coached but also their teams and the fabric of their very culture.

Recently I had the great privilege of researching what great companies know about consistently developing effective leaders who are different from the rest. The report, *DNA of Leaders: Leadership Development Secrets*, profiled the leadership development programs and philosophies at Accenture, L’Oreal, Shell, Siemens, American Express, the Coca-Cola Company, Wipro, Unilever, Intel, IBM, McDonald’s, Proctor & Gamble, Hewlett Packard, General Mills, Caterpillar, Cardinal Health, and BASF. They had much in common: a clear understanding of what leaders need to be and do at their organization; linkage to the organization’s values; active involvement and support from senior leaders; and the strong use of analytics and the continual assessment not only of development programs’ effectiveness but also the impact on business results. What they also had in common was a commitment to supporting leaders on a personal basis through structured coaching programs, a key element of their overall structure. As part of that same study, we asked business leaders what leadership development experiences they believed had the greatest impact. Their top six choices were mentoring, action learning,

rotational programs, international assignments, executive coaching, and informal feedback. Clearly coaching is top of mind; action learning, rotational programs, and international assignments all require an element of coaching and feedback to be truly successful.

Practitioners will find in this book the distilled wisdom that comes only from having built or witnessed hundreds of successful coaching programs and thousands of individuals who have been transformed by them. This highly accessible and comprehensive handbook is logically framed around three core elements: the human resource leader as a coach, building a coaching culture, and specific coaching applications. More than a blueprint to simply replicate a model, it is a launching pad for what could be.

The CCL Handbook of Coaching in Organizations has much to offer human capital executives charged with creating the environment in which leaders are successfully forged in a crucible of development and then sent forth into the complex, ever changing, unpredictable world that awaits them. There is probably no more critical task than to build the leaders every organization needs to drive its success; coaching is a powerful tool to accomplish that task. I know that you will find this new work to be of great value.

Rebecca L. Ray
Executive Vice President, The Conference Board

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INTRODUCTION

When people think about coaching in leadership, they often assume the reference is to executive coaching: one professional coach working with one leader. This may be a consequence of the fact that the profession of coaching has driven the growth of the field. We believe it is valuable to think more broadly about coaching and recognize that the applications of this kind of interaction should not be limited to executive coaching. At the Center for Creative Leadership, we look at coaching as a certain kind of relationship, worked out in certain kinds of conversations, that has value far beyond what takes place between professional coach and the person being coached. In fact, the most powerful coaching conversations with the greatest impact on leadership challenges are often the ones that take place in the hallways, cafeterias, offices, and other organizational workspaces. These conversations are conducted by thoughtful leaders and managers who recognize the importance of coaching relationships for the advancement of leadership capability at all levels in the course of the organization's everyday work.

For our purposes, coaching is a helping relationship with a developmental focus played out in conversations that stimulate the person or group being coached to greater awareness, deeper and broader thought, and wiser decisions and actions. The conversations are developmental because they always have in mind the improvement of the person's perceiving, thinking, and reflecting, as well as the solution to the concern at hand. It is a helping relationship because the benefit is clearly focused on the value to the person being coached and her leadership responsibilities. Coaching conversations are an important means by which experiences are turned into learning, and nearly anyone can conduct them. Friends, mentors, coaches, teachers, and leaders of every stripe have greater

impact on the thinking, feeling, and behavior of others when they listen carefully, respond thoughtfully, and are careful to resist imposing their own solutions. We can all coach. We can all create openness to new thinking and action.

At the core of this book is an idea: human resource leaders can create the conditions that permit the growth of a developmental culture and of climates that encourage individual and organizational learning. They can do this through implementing coaching systems based on lessons derived from organizations all over the world, in many sectors and industries, of all sizes. Coaching, mentoring, and other developmental activities are only part of the total work of human resource professionals; they are important to the health of the organization and the growth of those being coaching, and they are an essential element of organizational change. Furthermore, we believe that human resource professionals are ideally located within the organization to activate a variety of resources leading to leadership growth.

CCL research has consistently shown the consequences of trying to execute brilliant business strategies without the benefit of adequate leadership. The realization that implementation of business strategy requires a corresponding leadership strategy has shaped CCL's research and portfolio for over a decade. However, this book recognizes that it is nearly impossible for any internal HR professional to know all that is necessary to implement practical and effective coaching systems. We have gathered in this book experience and research from all over the globe in one place for busy HR and organizational development leaders who recognize the need for coaching as one piece of a comprehensive orientation toward development.

This book focuses on the opportunities and challenges of the professionals working within an organization responsible for doing coaching or implementing coaching systems. The key word is *system*, because we have come to appreciate an ecological perspective, which always seeks to broaden the attention beyond the current definition of a given situation. For instance, an HR leader may be called on to coach an executive who is in danger of derailing. In years past, the leader might have been content to counsel the individual, warn him of his potential fate, and consult with him until he either changes or flames out. An ecological perspective changes that approach and helps HR leaders recognize that they sit at the crossroads of a rich set of resources and are likely to be much more effective by activating the help of others, all for the benefit of the executive and the organization. HR leaders who think in terms of the system will help derailing executives enlist the involvement and support of many others.

Although it has become popular to seek alternative terms to describe the HR function within organizations (Google's People Operations, for instance), we consistently refer in this book to the functional group as human resources. Because of the variety of foci within HR departments or groups who are responsible for organizational development, learning and development, training and development, and the like, we have not imposed any particular constraints on the chapter authors, who come from a broad range of organizations and research and practice settings. You may see terms such as *human resource business partner*, *human resource coach*, or, as in the case of this Introduction, *human resource leader*. The common element in all of these labels is that they signify people in HR roles who are responsible for developing their organization's leaders.

This book originated in the persistent cries for help of clients and colleagues all over the world who have faced the challenges of implementing coaching systems or doing coaching. Human resource professionals have unique multiple roles in that they are often expected to coach and simultaneously create and manage systems of coaching. As we reviewed the literature on coaching and its applications within organizational life, the need for guidance based on CCL's global experience with organizations of every kind became clear. In particular, the multiple, competing roles of human resource leaders demonstrated the need for a book that addressed the requirement to be both a coach and manager of coaches and coaching.

This book has three parts.

Part 1 focuses on the creation and management of coaching programs. Most organizations have come to realize that coaching activities have to include mentoring and peer coaching as well as developing the coaching competence of managers. The HR professionals responsible for advising senior leadership on development strategies and responsive talent management to achieve business results have told us they need resources to educate others on the conditions and activities important for successful initiatives. What are the best ways to begin or expand programs that can equip leaders for meeting rapidly changing market conditions? How can coaching address dynamic cultural changes that accompany new generations or the internationalization of the workforce? We share the lessons of our experiences with organizations in over 130 countries and with over thirty thousand leaders a year to put at your disposal in chapters 1 to 5 the best practices for creating and managing comprehensive leadership development solutions that incorporate coaching and describe the most critical pitfalls.

Part 2 addresses the need for all human resource leaders (or, as we refer to them, human resource business partners) to coach others. Human resource business partners (HRBP) are responsible for advising and helping other leaders throughout their organizations on the most delicate and sensitive issues, while simultaneously guiding processes of talent management and selection. In one afternoon, an HRBP leader may preside over a talent review of middle managers and coach a senior vice president on conflict between her direct reports. The next morning may require that same HRBP to lead a team in assessing its decision processes and finding solutions for its reputation as a bottleneck hindering the organization's agility. These multiple roles and competing challenges with political, ethical, legal, and interpersonal factors are unique to human resource departments. Coach training that doesn't address the conflicts and the complexity of that office will not properly equip HRBPs with what is necessary to do the job.

Part 3 tackles some specific applications of coaching that have grown more important in recent years and addresses them from the viewpoint of the internal professional. Team interventions, including action learning and senior team coaching, are examined here, as are special populations, such as senior executives.

We hope that you will find this handbook to be comprehensive enough that you will rely on it for developing appropriate coaching strategies that will contribute to your success in your organizations. But we also hope it is practical and sufficiently detailed that you will find specific, immediately useful guidance for the special challenges you face every day. Finally, because human resource experts are often the champion for smart leadership and advisors to managers and senior leaders and everyone else who needs to lead, we intend for this book to be broadly shared.

The Center for Creative Leadership
Handbook of Coaching in Organizations

PART ONE

Toward a Coaching Culture

Creating and Managing Coaching Programs

The challenge of promoting the necessary culture, talent, and leadership to support business strategies in today's complex organizational environments makes one-off and ad hoc coaching activities inefficient and ineffective. This is particularly true when it comes to coaching, because coaching is often delivered one-on-one or to only a few people in an organization, and it can easily remain hidden and disconnected from broader organizational goals and initiatives. A strategic, systemic approach to coaching, by contrast, is more likely to lead to sustainable results in terms of outcomes and the organizational impact that it is hoped will follow. Indeed, an ultimate goal for many organizations is to extend the benefits of coaching throughout its culture—to create a coaching culture—such that developmental conversations, reflection, and multilevel learning become embedded in the everyday behavior and attitudes of organizational leaders at all levels. Potential benefits of such a culture go beyond individual performance and development to team and organizational performance, as well as to employee retention and engagement. Moreover, a coordinated, systemic approach to coaching allows for visibility, management, and evaluation, the better to ensure an appropriate use of resources and a return on the investment of those resources.

So how do you, as an HR leader, plan and drive the development of a coaching culture within your organization? What are other companies doing that you could learn from? What range of coaching-related activities could contribute to an integrated approach to embedding coaching and learning into the culture of your organization? How do you decide what your organization needs and what it is ready for? How do you leverage outside resources as part of the equation, and how do you manage internal resources that are part of developmental activities? And, finally, how do you evaluate the effectiveness of any of these coaching-related initiatives in your organization to ensure that they are delivering the return intended?

Part 1 serves as a resource for you, the HR leader, as you consider these questions in the context of your organization. It can also be a resource to you as you consult with and educate the senior leadership of your organization as you work to incorporate coaching into its talent and leadership strategy. Chapter 1 lays the foundation for thinking through the nuts and bolts of developing and managing coaching programs by providing some benchmark data from the most recent Conference Board survey on the internal use of coaching in organizations, including recent trends and thoughts on future directions. Chapter 2 dives into the needs and readiness assessment processes, prompting you to ask the questions necessary to clarify the unique demands of your specific context and the indicators of readiness or challenge that should be taken into account in developing next step plans for your organization. Chapter 3 serves as a “thought partner,” with which you can interact to consider the variety of activities or components that might contribute to a coaching culture and which ones and which combinations make the most sense for your organization given its strategic goals.

Having comparative data on other organizations’ coaching activities and assessing the needs and readiness of your own organization are important elements to ensuring that quality in your development efforts is only half of the coaching culture equation. Understanding the value and impact of coaching initiatives at the individual, team, and organizational levels is the other half. The topic of evaluation is covered in chapter 4, including models for the evaluation of coaching, best practices, and a new instrument recently developed at CCL, the Coaching Evaluation Assessment (CEA), for understanding coaching impact and the quality of coaching. This part ends with chapter 5, which covers the complicated topic of managing pools of coaches, from recruitment and selection to supervision and accreditation. Drawing on years of CCL’s own experience and that of HR leaders

within its client organizations across the globe, part 1 offers proven cutting-edge advice to you as you design your own approach to a coaching culture.

All of the authors who contributed chapters to this part provide well-grounded resources, drawn from research and experience, trial and error, successes and failures, and their work will give you a head start in the do-it-yourself process of creating a coaching culture that fits with your organization's values and goals.



The Rise of Coaching in Organizations

Amy Lui Abel and Sherlin V. Nair

Workplace dynamics have dramatically changed over the past two decades. Globalization, increased competition and regulations, emerging technologies in the cloud, global connectivity and social media, evolving workforce demographics, and a shorter shelf life of knowledge have not only shrunk world borders but have also all converged to make the workplace more fluid, complex, and ambiguous (Meister & Willyerd, 2010). These sweeping changes may have unleashed the need for a new breed of leaders with new skills and competencies. Gone are the days of superhero CEOs who swooped down to rescue organizations (Senge, 2000). Globalization and inter- and intraconnectedness have destroyed the cult of the hero-leader and made it mandatory for organizations to develop leadership capabilities throughout the organization.

Businesses today operate in an environment where the pace of work will continue to accelerate, talent will be the single most important factor in driving competitive advantage, and the skills and capabilities needed tomorrow may not exist today (Elliott, 2010). This focus on talent and human capital in an evolving business environment has also been the primary and most critical challenge that CEOs globally have identified (Mitchell, Ray, & van Ark, 2013). This was the most important insight to emerge from the responses of 729 CEOs and presidents from across the globe to the 2013 edition of The Conference Board CEO Challenge survey.

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Building internal strength and creating value requires an unflinching focus on people, as well as an enterprise-wide dedication to excellence, regardless of the task or the external landscape. For leaders to focus on the human side of business and manage in a highly future-oriented business environment requires them to have new competencies: the ability to lead change, possession of a global thinking and mind-set, the ability to retain and develop talent, and collaboration with others (see exhibit 1.1).

Despite the critical need for leaders to demonstrate these competencies today and be prepared for the future, a recent study conducted by The Conference Board (Abel, Ray, & Roi, 2013) to examine strategic leadership practices found that 40 percent of leaders were not prepared at all or only marginally prepared to meet the business challenges of the next twelve to twenty-four months (see figure 1.1). For any one organization, this could mean that a large number of the leaders do not have the required competencies to meet strategic business goals and objectives. In addition, this lack of preparation of leaders may have further impacts on organizations, especially in the United States and Europe, that will soon have to also face the inevitable vacuum in the senior leadership pool created as the baby boomers begin to retire. With only 9 percent of leaders identified as very prepared to address current and future dilemmas, the study exposes gaps in leadership developmental efforts and a need for organizations to develop their new and existing leaders in order to promote continuity and seamless business growth (see exhibit 1.1).

