



Case Study

Introducing A Coaching Culture Background

CECO were invited to work with an organisation that had made the decision to introduce a coaching culture.

The context for this decision was the introduction of a business transformation programme, the success of which was largely dependent on staff at every level in the organisation starting to take responsibility for their own job-related decisions. It was clearly recognised at the top of the organisation that the traditional approach to managing people, by instructing and directing, was not going to be appropriate in the longer term.

When CECO arrived to work with the organisation, the move to coaching i.e. the what, was the only decision in place and so the start point had to be to define the how.

THE OUTCOMES

As direct outcomes of this work with CECO, the organisation now has:-

1. A clear vision of the coaching culture and what it means specifically for them.
2. A robust definition of coaching that includes everyone in the organisation.
3. 40+ Directors and Senior Managers trained to coach and signed off by CECO.
4. A team of 6 internal trainers trained by CECO to run the coaching programme in-house.
5. An intention to train all the organisation's managers to coach by mid-2003 (using the organisation's own trainers) and to include coach training in new manager induction on an on-going basis.

THE PROJECT PLAN – PHASE 1

The project plan which began in May 2002 and ended in November 2002 comprised 5 stages:-

Stage 1

Directors and Senior Managers come together in a workshop facilitated by CECO to...

- Clarify the vision of the coaching culture
- Agree a definition of coaching
- The method of evaluating success
- The Key Performance Indicators
- The communication strategy for the programme

Stage 2

CECO develop a set of coach competencies to help with the selection of internal trainers.

Stage 3

40 Directors and Senior Managers attend
4 x 2-day coaching workshops run by CECO.

Stage 4

CECO train, support and sign-off a team of 6 internal trainers to run the 2-day coaching workshop.

Stage 5

Co-facilitating with CECO, the internal coach training team delivers the 2-day programme to operational managers. (5 workshops were run in this way)

Stage 6

The internal trainers run the are now self sufficient and are now running the 2 day workshop.

FEEDBACK

Feedback on the programmes run by the CECO team has been excellent:-

"A brilliant course, well presented and professional. The most useful, enjoyable course ever."

"One of the most useful and relevant courses I have ever attended."

"The course is superb and has the potential to give us a real competitive edge."

“Certainly the best programme this business has ever run.“

CECO's role now is to ensure that with our support the internal team of trainers to receive the same standard of feedback.

PHASE 2 - Nov 2003

To coach the CEO, Directors and Executives on a 1-1 basis for 6 months.

Design, planning and delivery of a series of 2 day Master Class workshops; to refresh, inform and improve on the coaching skills of;

- 12 Directors
- The Senior Management team
- 40 Senior Operational managers
- Internal training team

To maintain self sufficiency deliver a **Train the Trainer** programme for the Master Class workshops.

To maintain the internal trainers accreditation as tutors and coaches.

To act as a sounding board to ensure the company maintain their place as a leading edge employer and award winner in their field.

To measure success to enable the company to achieve an objective of winning a National Training award for introducing a Coaching Culture. (as above)

PHASE 3 - Current

We are currently defining the next step change in their coaching capability.

We are continuing to coach the MD.

We are running follow up workshops.

For further information please contact The Corporate & Executive Coaching Organisation Ltd.

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