Creating Internal Coaching Programs: 10 Keys to Success

February 9, 2016
LWHRA Symposium – Session 4 – 3:00 p.m.
Lisa Downs, M.S.Ed., CPLP, ACC
Welcome!

What, if anything, are you currently doing with coaching in your organization or with your clients?
Objectives/Application

• Utilize information and tools provided to design, develop, and implement an internal coaching program
• Discover and explore 10 key considerations for coaching program success
• Create an action plan with next steps
#1 Begin with Vision

- Why are we doing this?
- What do we want the program to be known for?
- What’s the impact we want this to have?
- How far into the future do we see this being relevant?
- What are the major goals of the coaching program?
- Given unlimited time and resources, what would we do?
- How can we ensure alignment with organizational vision, mission, values, and business goals?
Program Impacts

- Leadership development
- Team/group effectiveness
- Problem solving capabilities
- Employee health and wellness
- Employee work/life integration

- Change management initiatives
- Customer service improvements
- Communication/feedback skills
- Employee engagement
- Career development
#2 Conduct Benchmarking

**ICF Prism Award Winners**
- Rogers Communications
- Banner Health
- Joey Restaurant Group
- Genetech, Inc.
- IBM
- Microsoft (WA State)
- Gates Foundation (WA State)

**Additional Nominees**
- SAP
- CareSource
- Defense Acquisition University
- Boeing (WA State)
- PEMCO Insurance (WA State)
- Clark Nuber PS (WA State)
#3: Ask and Answer Key Questions

- What are the desired outcomes?
- What’s the framework?
- What infrastructure will you need?
- What is your anticipated timeline and budget?
- Will it be mandatory? Piloted?
- Level of “coachees” targeted?
- Internal, external, or combination of coaches?
#4 Consider Coaching Skills

- Meeting professional standards
- Establishing coaching agreements
- Establishing trust
- Coaching presence
- Active listening
- Asking powerful questions

- Direct communication
- Creating awareness
- Designing actions
- Planning and goal setting
- Managing progress and accountability
#5 Decide Who Will Coach

Base on items such as:

• Organizational culture
• Level of coaching skill development needed
• Time and budgetary resources available
• Which approach will get you your desired outcome
• Objectivity v. organizational knowledge
• Level of program management required and available
• Sustainability
#6 Identify Partners & Roles

- Executives (and their EAs)
  - Sponsors
  - Coaches
  - Event hosts/speakers
- Team members, L&D, OD
- External coaches
- Managers of “coachees”
#7 Decide Program Components

- Coach-the-Coach training
- Special events
- Assessment tools (360s, inventories, etc.)
- Individual only or group/team coaching
- Specific coaching model
- Rotation of coaches and participants
- Newsletters, intranet content, etc.
#8 Determine Measurement

What does success look like and what will you use?

- Pre- and post-surveys or assessments
- Interview data
- Performance and goal attainment (business, team, individual)
- Promotions
- Merit increases
- Retention
- Employee engagement survey data
#9 Develop Solid Communications

- Kickoff event and initial program overviews
- Coach and “coachee” events (live and/or virtual)
- FAQs (for coaches and their “coachees”)
- Information packets (outline, calendar)
- Update communications
- Newsletters/special communications
- Social/online community postings
#10 Pull it Together

Pre-Launch:
• Project plan
• Communication plan and development of pieces
• Development/organizing of program elements

Launch:
• Executing on communication
• Special events

Post-Launch
• Sharing of results and next steps
• Celebration
Next Steps

What’s the first step you’ll take?

1. Use your handout to document your next step
2. Find a partner who you haven’t yet met
3. Share your action item with each other
Thank you!

Lisa Downs, President/Owner
DevelopmentWise Consulting
lisa@developmentwise.com
http://developmentwise.com
Ph. 425-216-3015