

## Why Corporates Invest in Coach Training

### Insight Interviews on Coaching for Performance

#### Introduction

We conducted a series of interviews with senior executives from the corporate sector who have participated in our flagship open programme, Coaching for Performance (C4P).



Luc Deflem  
CEO  
Securex



Miroslav Rakowski,  
Director, Customer  
Services and Sales  
T-Mobile, Czech Republic



John Collingwood  
Director, Global  
Organization Development  
Medtronic Inc



Jacobus Britz  
Head, Learning &  
Development  
SABMiller LATAM



Neil Hanley  
Leading Consultant in  
Learning & Development  
Statoil

We wanted to explore their experiences and share their insights on the value of coach training for themselves and their organizations in order to strengthen our understanding of what makes executives and organizations invest their time and resources in coach training and, also, what differentiates Performance Consultants International's C4P.

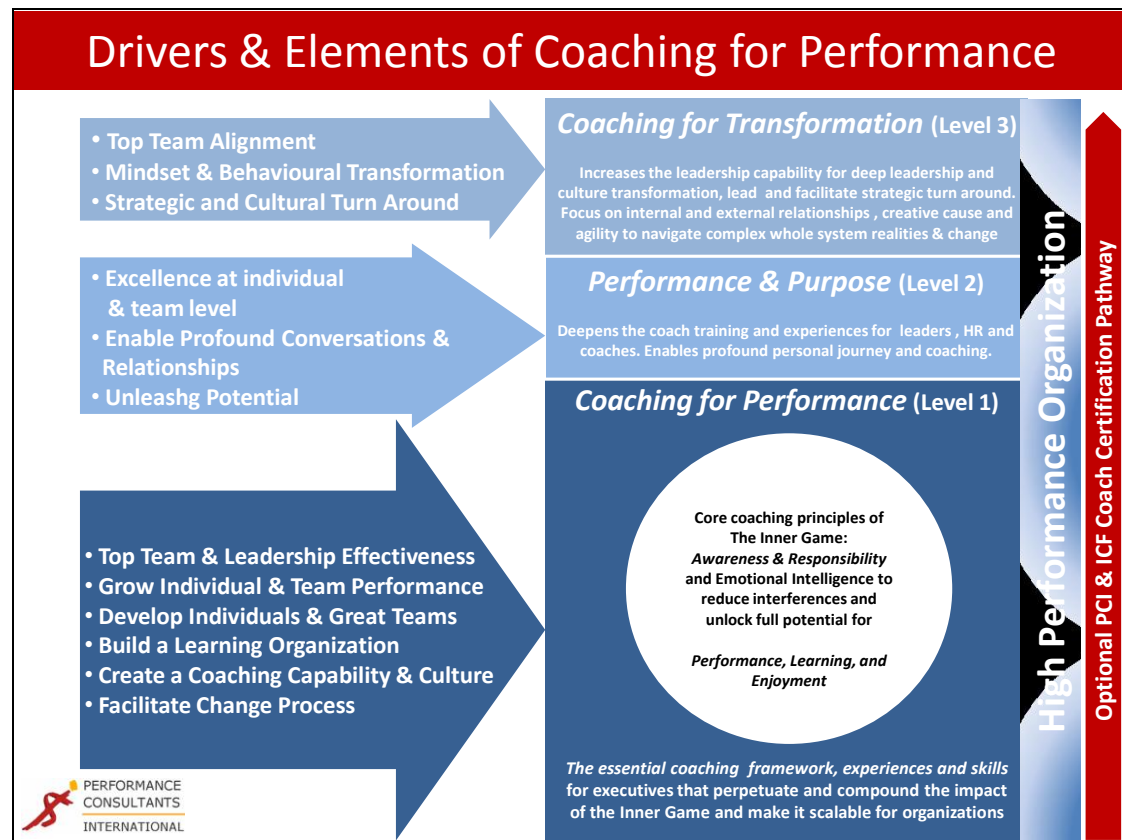
For Neil Hanley, Leading Consultant in Learning & Development, Statoil, it was clear:

*"Choosing PCI was a no brainer. Your focus is coaching in the work context. This is a big differentiator. For organizations, the efficiency of coaching has to be more in the focus; it has to be executive coaching and not life coaching."*

We would like to thank our interviewees for their participation in this research which has validated all our efforts to create the industry gold standard training for people who want to coach in organizations.

## Three-level Programme

C4P is a three-level certified coach programme which is intended to be the industry gold standard for people who want to coach in organisations. The programme is aligned with the ICF. Below is an overview of the programme.



For more information on C4P, visit:

[www.performanceconsultants.com/executive-coach-training-level-1-open](http://www.performanceconsultants.com/executive-coach-training-level-1-open)

## Interview Questions

We received an enlightening breadth and depth of responses to the following questions on motivation, and personal and organizational benefits of coach training:

- What motivated you to join C4P?
- What general insights on coaching and coach training would you like to share?
- What are the benefits, impact and value of coach training for your organization?
- What are the benefits and value of coach training for you personally?
- Who would you recommend C4P to?
- What in your view differentiates C4P from other coach trainings?
- What is your view on coach certification?

## A New Leadership Style

We begin by sharing a complete case study from Miroslav Rakowski, Director of Customer Services and Sales at T-Mobile in the Czech Republic who participated both in our C4P with Sir John Whitmore and also the Inner Game Programme with Tim Gallwey. Looking to create a new leadership style, Miroslav brought coach training into his organization and has experienced the profound culture change that followed.

### CASE STUDY – A New Leadership Style

#### Miroslav Rakowski, Customer Services & Sales Director, T-Mobile, Czech Republic

##### What insights can you share on coaching and coach training for executives?

*You can't control the global scale of business yourself. You have to rely on others. The important question is how do you rely on others in the most efficient way? I don't have time to check and control 24 hours of the day, so I have to delegate. I find the best way delegate is with clear communication and a coaching style. In this way I support my team and staff to become independent, responsible and accountable, which leads to fantastic results.*

*Coaching is a highly effective way of delegating and allows me to help my organization to perform at its best, develop my team and give me freedom to focus on what's important. It really works, even in big companies where you don't have time for one-on-one, tailor-made coaching. That is why I value coaching so much. Instead of pushing and checking you can choose the practical view and route, and give people freedom and responsibility to decide for themselves within a given framework.*

*When I talk about coaching I often avoid the actual term 'coaching' and instead talk about the 'new leadership style'. When you ask people about their experiences with leadership and different leadership styles they always point to the bad leadership examples. There is still a lot of directive or 'push'-mode leadership style in companies – 'I tell you to do...'*

*For me, coaching is a description of natural behaviour. We began to coach in Sales for our sales people 7 to 8 years ago and established measures behind the impact and to what level they have developed coaching. We gradually widened the coaching initiative to reach more people.*

*I myself try to coach and practise at all the levels of coaching, from applying basic methods to more advanced coaching when deep conversations are necessary. In reality, the former you do instantly and frequently, the latter probably happens once a month.*

##### What impact has the coaching had in T-Mobile and how has the culture shifted?

*The satisfaction and performance levels are on a much higher level since we introduced coaching. And we found that for people who actually get trained in coaching their satisfaction levels are even higher! Through coaching we have created a self-regulating and learning dynamic that improves behaviour and performance, and reduces the necessity for top management to interfere. Shifting the culture was not a 3 to 5 month journey but rather, in my experience, it takes 5 years or more to establish a true coaching culture and shift the culture overall.*

*From our experience, a key to success is that people need to be invited to come and experience coaching and in the process they need to understand why it is so important. Only when they get fully to the insight of 'why' through experiencing it, will they be 100% committed to lead with the new leadership style that will be mirrored by others.*

### How do you build the coaching ability in your organization?

*I asked John Whitmore exactly this question of how really to implement coaching and make it happen globally. We played with all the options to find the best approach for T-Mobile. We thought that providing coach training to everyone in top management, then middle management and, finally, the rest of the organization would be overkill. We also agreed that leaving it to a voluntary initiative based on coaching as a better way of living and leading does not work. Instead we decided to start with coach training for informal leaders and then to go for a cascade of coach training akin to a Tsunami, with wave following upon wave across the organization.*

*First, it was very important to identify the informal leaders because people mirror their leadership style. We nominated those leaders for coach training. John provided the first round of coach training. Once they began practising a coaching leadership style we created a demand and 'pull'-mode for coaching across the whole organization. We are now in the third wave of coach training for leaders and managers who have reached the top. It is a method of slow but profound cultural change. Today we don't have to explain anymore to anyone why we do it. I have handed over responsibility for the coaching initiative and am now more of a symbol for the whole exercise and this new leadership and management style.*

### Who should do Coaching for Performance Training?

*What is important in my eyes is the selection of people that provide the coaching. It is great to work with and join John Whitmore in the training and PCI offer an impressive variety of trainers, course elements and experiences. Really, you have to know and decide who needs the coach training and to what level. I believe that every kind of manager and leader should learn the basics in **Level 1, Coaching for Performance**. They are essential to everyone in management. They include basic coaching knowledge, skills and how to use these techniques as a leadership style and in particular situation, eg giving feedback in a coaching way which is great and a different mode.*

***Level 2, Coaching for Performance and Purpose**, is more advanced and is required to keep the energy for coaching high in organizations! I recommend it to higher-level managers from the first or second level of management. **Level 3, Coaching for Transformation**, is for HR, L&D and OD who need expertise and ability to check the temperature in the organization.*

### Certification

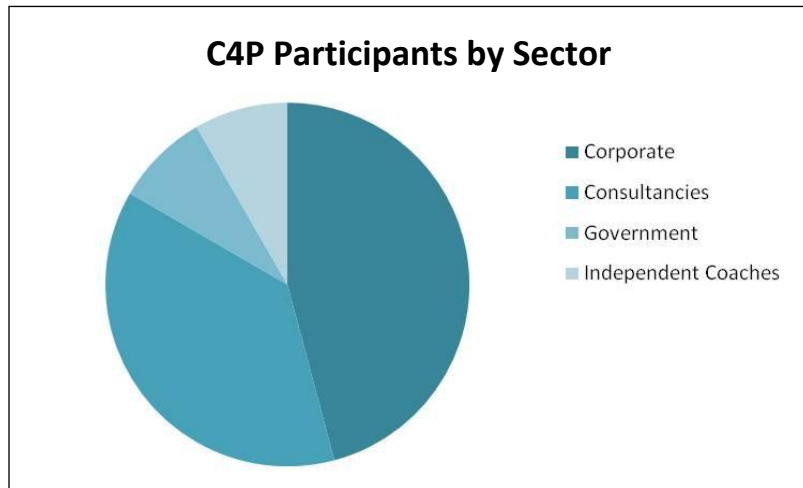
*C4P offers participants the opportunity to become a Certified Executive Coach and is aligned with the International Coach Federation (ICF) certification pathway. I plan to do that but am not in a hurry. I value that I can choose to make it suit my priorities and timetable. Generally, certification is important for the coach who wants to coach executives and in business. It is about the paper and proof that you have acquired the skills and ability to deliver at that level. For people inside an organization it seems less important but I recommend it where the highest level of expertise is required, such as for HR executives, champions of coaching in top management like me, and for internal coaches.*

## Context for the Uptake of Coach Training

As coaching skills become a standard part of an executive's arsenal, who are the people joining C4P and acquiring those essential leadership skills in depth?

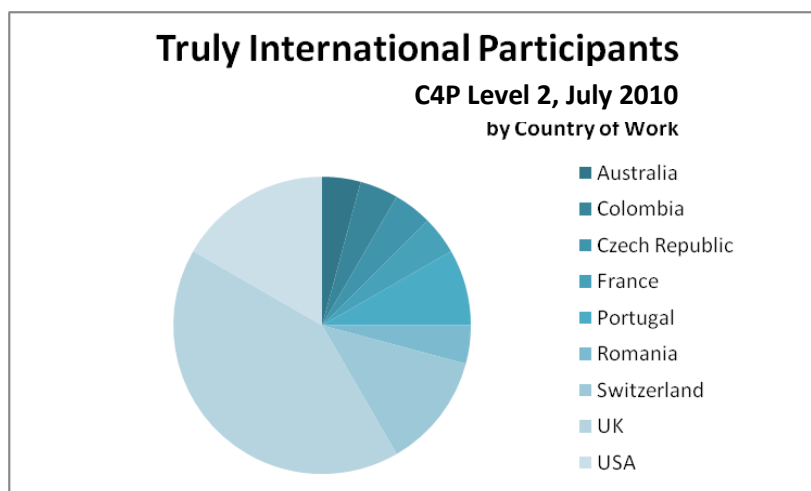
The largest proportion of participants joins us from the corporate world and from this group we selected our interviewees. The executives participating in C4P hold senior management positions at CEO and Director-level, and include Global Heads of HR and OD, and Sales &

Marketing. Similarly at the specialist level a great number of Heads of Leadership Development and Talent Managers have traditionally joined C4P. See the following page for a breakdown of participants by Sector.



The second largest group of executives come from consultancies including those in training and coaching. We also see a group of participants who have leadership or managerial responsibility in government bodies, and a similar proportion of participants is comprised of independent coaches that work or want to work within the corporate sector and with executive coaching.

The graph below shows the proportional and geographic split of our July 2010 C4P Level 2 intake in London, and is representative of the truly international mix of our open programmes.



## Drivers and Value of Coaching for Performance Training

The reasons for the uptake of coaching that our interviewees gave are related both to business drivers and to personal motivations, and stem from the practical as much as from business philosophy and leadership style. What is behind this uptake of **coaching in leadership development** is explained by Kobus Britz, Head of Learning & Development at SABMiller LATAM:

*“Leadership development requires coaching as LD has two key components, a corporate and an individual part:*

- 1) The corporate journey is about the organizational readiness and the culture that you want to create to support strategy and achieve your business goals.*
- 2) The individual leadership journey clarifies where do I stand as an individual, where do I need to grow, and how can I contribute towards the corporate journey?*

*The individual journey requires both executive coaching and coaching skills development at executive level in order to realize the maximum potential of the individual and team, and reach the desired business impact. Building coaching skills at executive level:*

- a) drives performance of the leader and his team;*
- b) the delivery of strategy; and*
- b) helps the executive to develop his people.*

*In this way, coaching has become part of our leadership culture that has its base in a coaching management style and in individual coaching. It is part of our leadership model.”*

This corresponds with a required **leadership paradigm shift** that John Collingwood, Director of Global Organization Development at Medtronic Inc, is seeing the need for:

*“Developing coaching skills will allow executives to embrace the emerging and successful paradigm ..... Leadership as a way of being as opposed to an autocratic, directive style, engaging the full potential/wisdom of team members instead of constantly feeling pressurized to have all the right answers oneself .”*

In our interviews we heard evidence for the dynamic that the **organizational culture and performance is inextricably linked to the leader**. As coaching and coach training is established in the leadership model and at the top of the organization the impact of coaching can unfold. As Luc Deflem, CEO of Securex, says:

*“It has changed the way we work at the board – the way we interact as people. Although we have known each other for a long time, we reached a new level of talking about problems. There are no points anymore that cannot be discussed. C4P taught us to talk about the difficult things – that makes us much closer. You get very strong at a personal relationship level and transform the interaction at executive level. We go to the bottom of things in a whole new way.*

*This quality comes with the fact of how good you are with yourself. This personal element has become part of our leadership model. Self-development though a coaching mindset and getting better at becoming yourself are the first part of it. As a consequence, coach training is a major part for our leaders to realize that their state of mind is key in solving problems. As our leaders become more aware they can see the full and real problem in its parts:*

- The interaction among the people that is part of the problem*
- The issue and its practical side that have to be solved*

*You create a culture that is sensitive to people – where they are more effective and happy as you create a different kind of interaction with staff. It is much more natural. There is no unnecessary interpersonal stress while they are far more effective in the normal business stress. It has helped us in this crisis.*

*We are convinced by the benefits and return. We do C4P training for all of our people who have responsibility as leader. They do 6 days over 6 months. The benefits are there for the company every moment of the day!"*

We also heard evidence for the benefits of coach training and receiving one-to-one coaching. As Kobus Britz explains:

*"Our leaders reach their maximum potential through coaching and coaching skills; this generates the desired business impact. You can see huge changes through coaching [in our culture]. Coaching forms a far deeper conversation than just class-room based leadership work."*

As Neil Hanley, Leading Consultant in Learning & Development, Statoil, says, coach training is core to the **professional development of the individual and the leadership team**:

*"I had a powerful reminder that people have a natural tendency to learn and you can support that tendency more and instruct less. This has a strong impact on their performance and motivation. As a result of C4P Level 1 I was a better coach with a better toolbox. The feedback exercise was the best I have experienced. Raising the bar was another excellent model. C4P generally contains really clever elements that I use it for facilitation and feedback. I'm confident I provide better value now."*

*In my 'architect' role, it has influenced my approach to supporting learning in an organization. We move away from instructive to a learner-centred and supportive style. We more frequently put the learner at the centre in our approach to development. People reach out when they need help. We put more accountability, control and responsibility in peoples' own hands. Simple tools and processes that support a coaching approach in team building and development dialogues can reduce the need for facilitators and reduce cost. You build the skill set within the team e.g. regular feedback exercise and structure in team meetings. This is a practical way of coaching."*

## What differentiates Performance Consultants' C4P Training

When asked what made the interviewed executives choose our C4P rather than another course in the market, they said that they chose us on the basis of having come across our work either in their organisation or externally or were attached because C4P is unique in that it is specifically designed for people who want to coach in organisations. As John Collingwood reflected on the quality of PCI's faculty:

*"C4P was a great taster and piqued my curiosity. I read John Whitmore's seminal book Coaching for Performance and this captured my imagination immediately. David Hemery is the perfect embodiment of the powerful coaching style PCI brings to corporations."*

Generally, there is a perception that coach trainings in the marketplace vary greatly and that there are many different approaches. All pointed to the great experience and practical learning in C4P, as Neil Hanley, Leading Consultant in Learning & Development, Statoil, put it:

*“Choosing PCI was a no brainer. Your focus is coaching in the work context. This is a big differentiator. For organizations, the efficiency of coaching has to be more in the focus; it has to be executive coaching and not life coaching.*

*C4P has a clearer and better balance of theory and practice. Coaching with other providers is often in teaching mode but PCI lets people experience it. The rapid learning cycles are really important and generally underestimated by other providers. Feedback exercises are really positive and you practise what you preach in the programme.*

*You have heavy hitters among your trainers who boiled the training down to something really practical. Your different trainers bring a great variety of experiences and styles into the room. They bring tacit knowledge and practical tricks of coaching – what works, what doesn’t work – that can be used in the job!”*

## Who should attend Coaching for Performance Training?

Our interviewees had the same overriding message:

CEO viewpoint:

*“Everyone at board level should have to go through coach training.*

*For me Coaching for Performance is more about yourself than coaching of others. It is a journey of discovery. You learn: what are the dangers in my character, you have to accept them and learn how this impacts upon others. You cannot do C4P in a single way. In any case, every CEO should have received some coach training. You cannot ‘use’ the coaching skills unless you become more of yourself as a leader. Every good leader/coach has to have this personal journey first too. If not they cannot lead/coach well.”*

Luc Deflem, CEO, Securex

L&D viewpoint:

*“Coaching for Performance Level 1 is a well executed introduction. It is inspiring! It can be deployed generically to all leaders. It gives the base line skills.*

*C4P Level 2 is a different level. It is executive coaching territory and more profound. It is about the internal dimension and the skill set. It is for HR, leaders and managers that want to build a deeper skill set.”*

Kobus Britz, Head of Learning & Development, SABMiller LATAM