

Coaching at Work Annual Conference

Maintaining Momentum:

Coaching and Mentoring in a VUCA world

6th July 2016, London

Coaching
at Work

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Holiday Inn, Bloomsbury, London

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Coaching against the cultural tide

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Session overview

- The environment
- How it started and why
- Our approach
- Coaching as a systemic enabler, against the tide
- The challenges
- Benefits & results
- My learning/recommendations
- Questions

Traditional (print) products produced everyday

New (digital) products updated on a rolling basis

3 CEO's since Internal Coaching started in 2012

**Challenges to main revenue streams
(circulation and print advertising)**

Media consumption habits changing

Need for agility in a digital world

A mix of cultures throughout the organisation



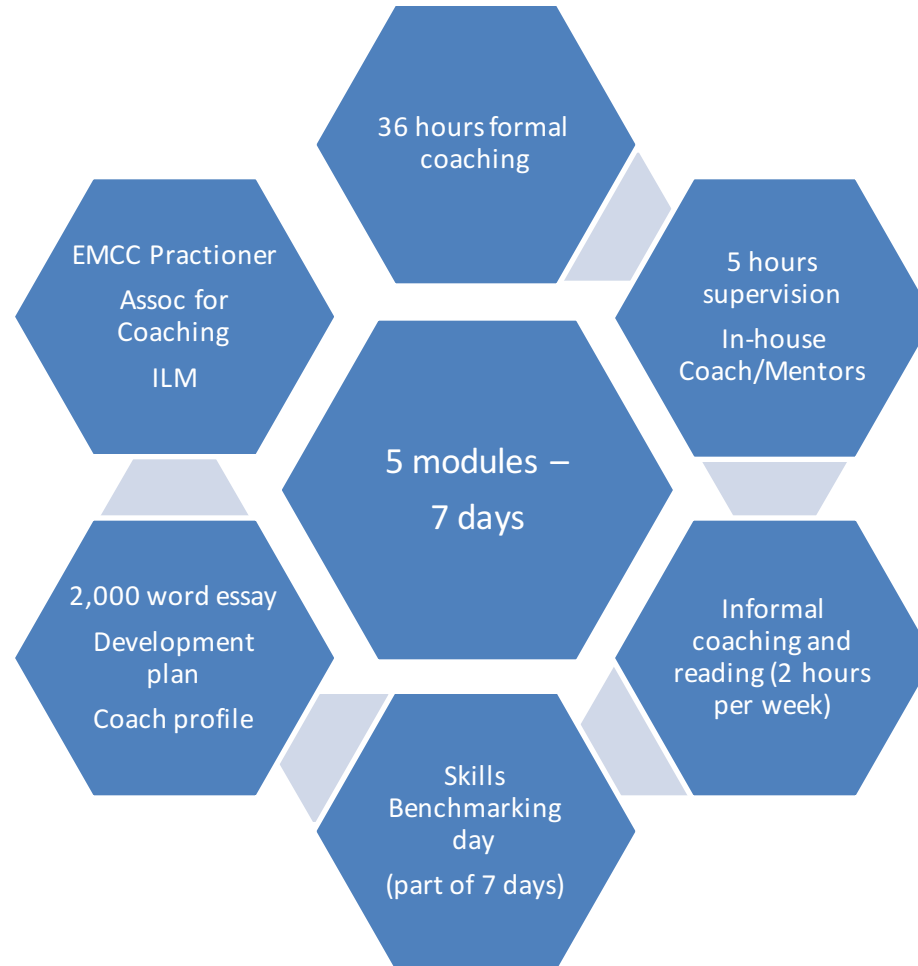
How it started and why

- Following the News of the World closure there was a need to ensure we retained our talent, both in the wider business and in HR
- Intuitively I knew coaching would offer value/benefit
 - Counter cultural – shift mindsets & ‘light fires’
 - Empower people
 - Encourage reflection and future planning in a fast paced environment
 - Build cross-functional relationships
- Aid retention and development of our high potentials
- The desire to build ‘business partnering’ capability within HR
- We were never going to get ‘endorsement’ so we went native!

What we did

- Met with numerous providers – cost and cultural fit were the most important criteria
- Partnered with icoach academy, because:-
 - Rigorous programme – counter cultural to our previous in-house approach
 - Accredited by various coaching bodies (EMCC, AC & ILM)
 - They were keen to understand how they could adapt the programme to deliver as big an impact as possible for our business
 - Ethos – ‘who you are is how you coach’, fits with us culturally

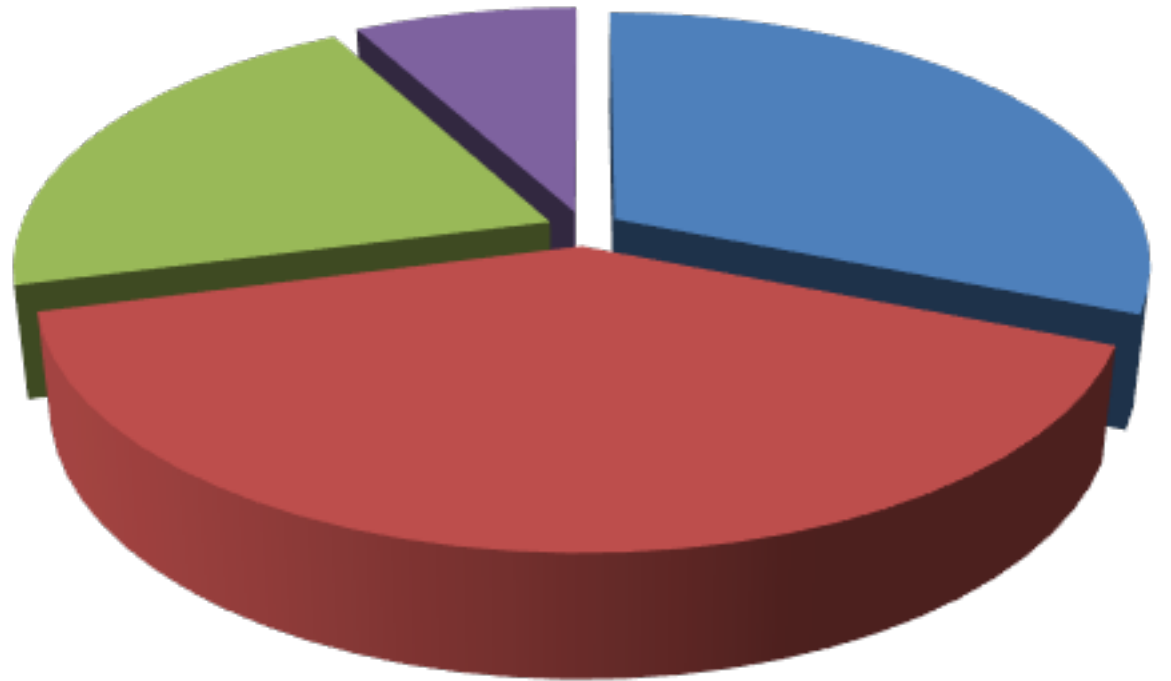
i-coachacademy



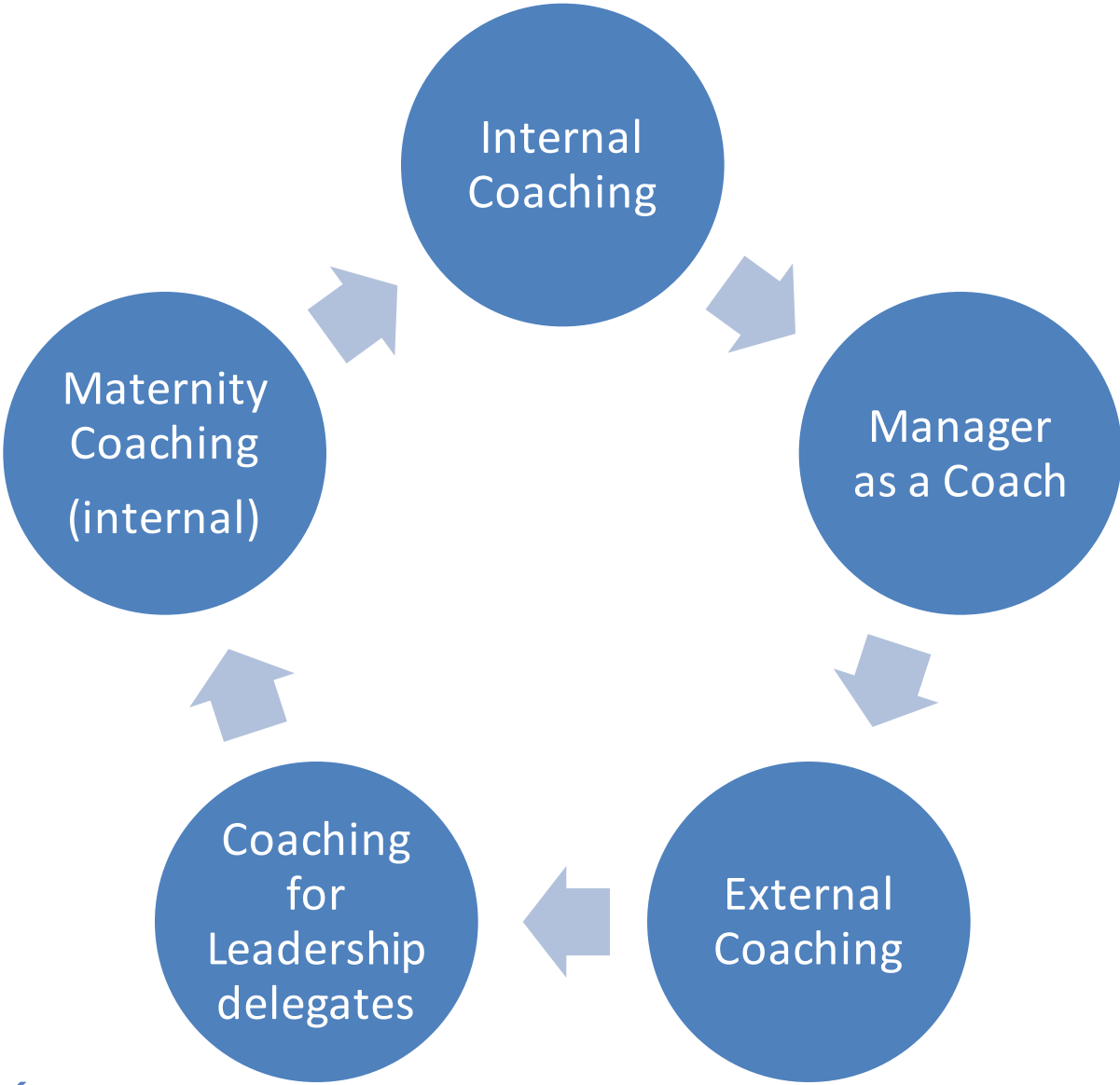
Recruitment of coach's



The focus of coaching sessions



- Career development
- Handling difficult situations
- Stepping up to a new role
- Maternity



What benefits do we see from coaching against the cultural tide?

- Offering coaching will deliver benefits, irrespective of the culture
- Counter cultural – offering difference
- Allowing space and time to think
- Building capability to coach, including self coaching
- Supporting resilience
- Editorial employees account for 43% of coachees, compared with less than 10% of course attendees being from Editorial.

The challenges

- Bottom up approach! (feels like swimming against the tide sometimes!)
- The 'need' for measures of success, return on investment and/or return on expectations. (Note - only 14% measure ROI - Ridler report 2016)
- Time! Coach's, coachees and those managing the scheme
- Momentum after the programme has finished (pace and pressure of the business)
- Continuing to drive and market the scheme is time consuming
- The ebb and flow of coach's and coachees
- Being part of the same system
- Budget

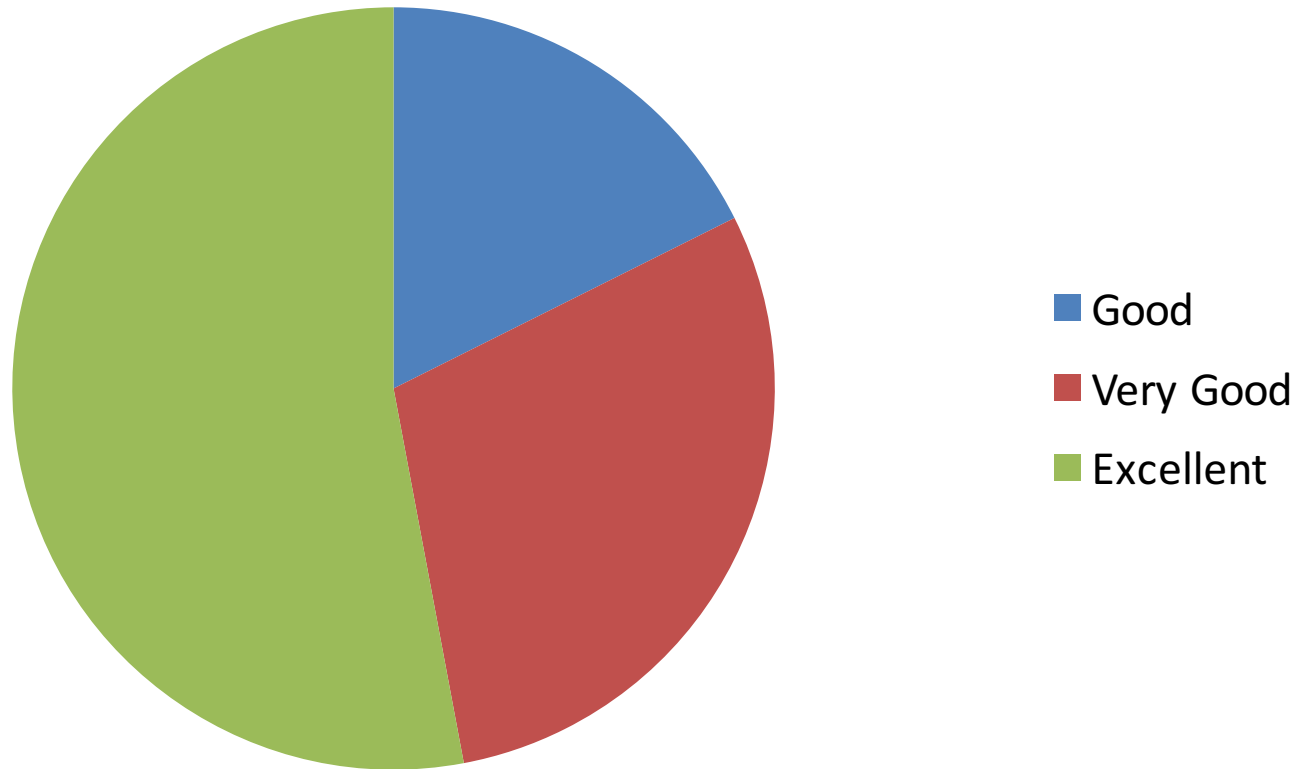
The benefits – not just a linear solution



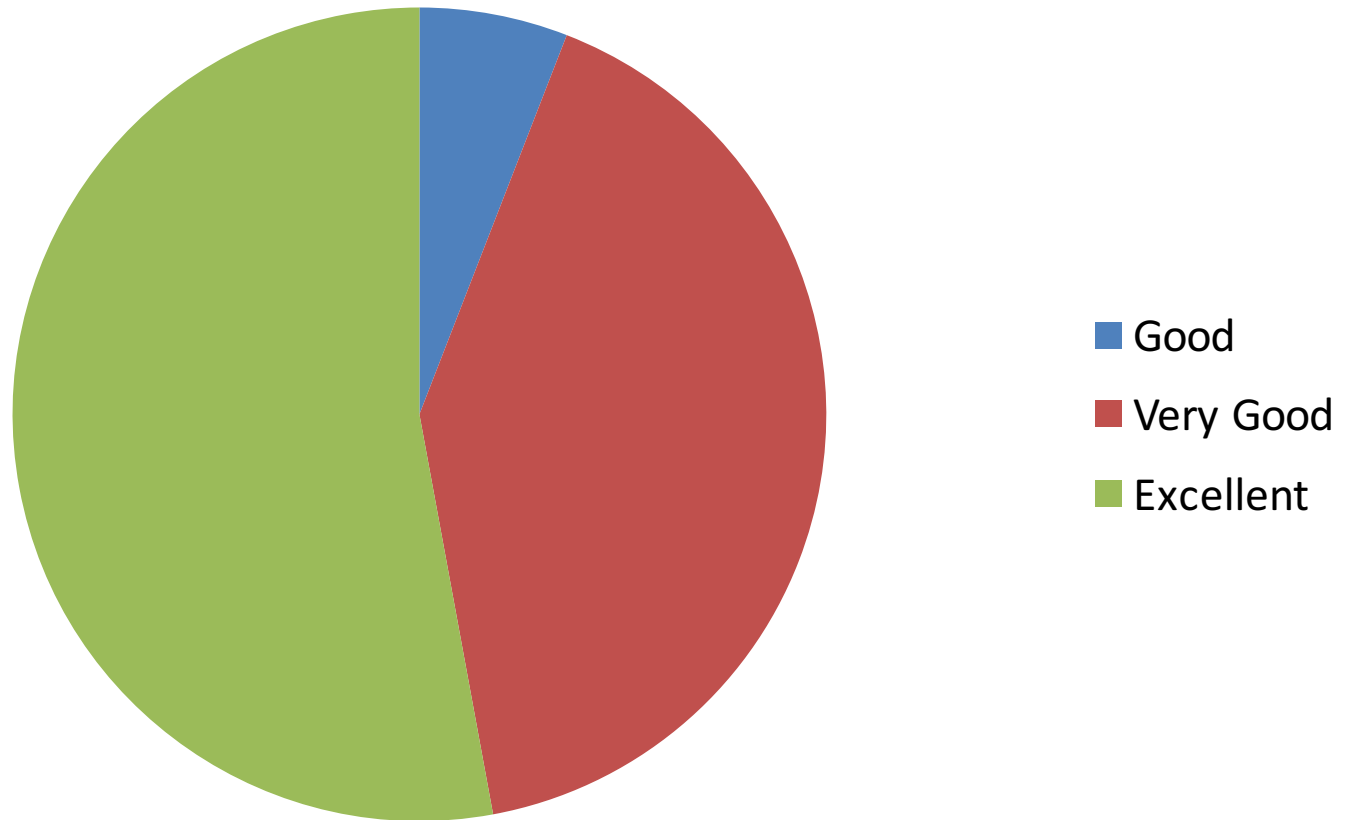
Benefits - the data

- Since the start in October 2012, we have achieved over **1200** hours of coaching
- Approx. 300 people have benefitted from 1 to 1 coaching through the internal coaching pool. 221 of these remain in the business
- 41 people from across the business have been trained as a coach. 31 of these remain in the business
- The cost of training per coach is approx. £2,500
- Overall coaching cost since 2012 is approx. £102,500
- A comparative external cost of coaching to indicate ROI would be £300,000 @ £250 per session. Therefore the suggested ROI is **£197,500** along with the added value of developing coaches and building networks across the business

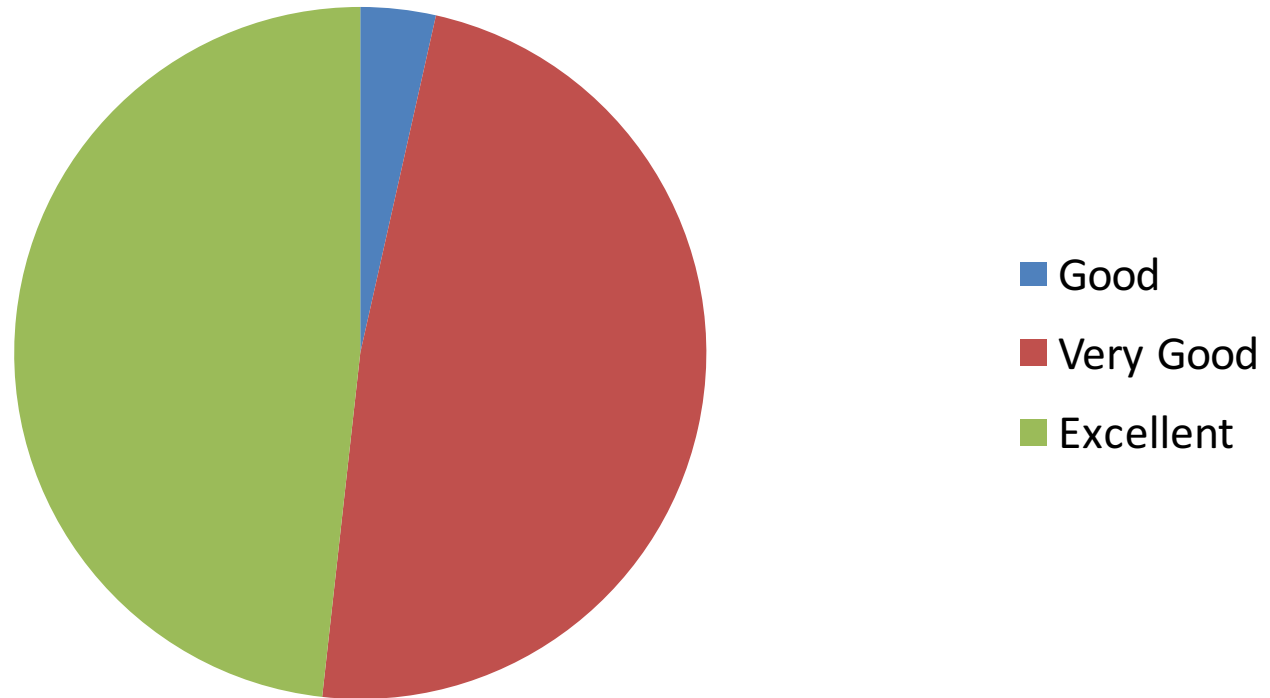
Rate your coach's questioning skills



Rate your coach's listening skills



Rate your coach's ability to help you reach a solution or new way of thinking



The benefits – key themes from coachee feedback

- What was most beneficial?
 - Time to reflect on the things that are important to me/to focus on ideas and issues that I normally wouldn't have time to
 - Breaking down big issues in order to move forward
 - Able to talk honestly about issues and develop systems for navigating problems
 - Learning to challenge yourself to think/act in different ways
 - Having the confidence to believe in myself
 - Structuring thoughts & having a plan

‘How has the business benefitted from you having coaching?’

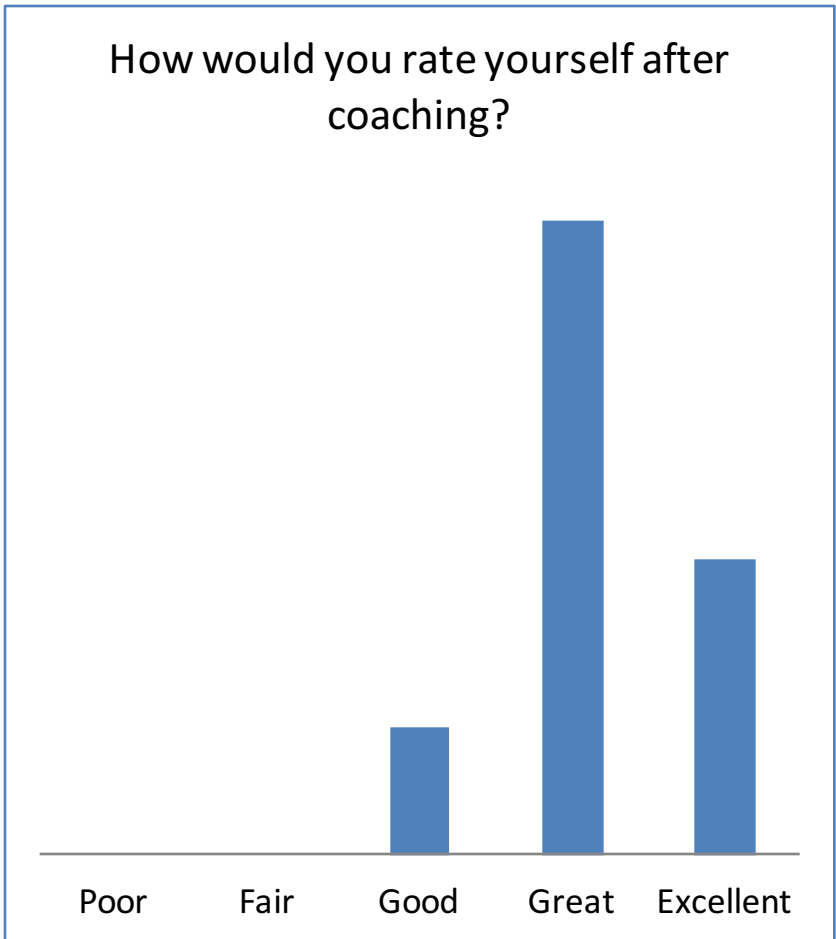
- I have been able to take additional responsibilities on. This is as a general result of me trying to forge a new path and expand my network.
- I was promoted into a Director role. Coaching was one element of my development training
- I have been able to refocus and mould my new position to benefit both the business and myself.
- Coaching helped me get a fresh perspective on the challenges I was facing during a period of change. It gave me insight into different approaches to tackling some of the concerns I had. It helped me feel confident in my approach. I'd really recommend coaching to give you some space and a framework to look at your goals and challenges and understand how you can achieve them.

Coachee pre and post self-rating (Good to Great)

Before you started having coaching, how would you have rated yourself in relation to your area(s) of focus?



How would you rate yourself after coaching?



Coach's ratings

People were asked to rate their coach from Poor to Excellent.

	Poor	Fair	Good	Great	Excellent
Match with the coach	-	-	5%	50%	45%
coach's ability to challenge appropriately	-	-	4%	48%	48%
coach's ability to help find solutions/new ways of thinking	-	-	-	45%	55%

What are the benefits (ranking order)

	Most beneficial for you personally?	Business benefits?
1	Able to think long term/proactively	More focused (I know my strengths and put my energy into the right places)
2	Confidence	More efficient
3	Promotion	Coach my team
4	Clarity on my future	Have a new job & am very clear about how I will best work in the role
5	Objective sounding board	Improved my focus and motivation
6	Learned a lot about myself	Confidence

The benefits – key themes from Coach's feedback

- How would you describe your development?
 - Coaching incorporated into my day job
 - Self awareness
 - More mature/gravitas
 - Developed the service I provide to my stakeholders
 - Feel more assertive
 - I have a calmer presence this helps me when people present their problems and help them work on a solution
 - Better relationships, more confident in meetings, challenge and support more effectively
 - More comfortable with my own style
 - Personal confidence, as a coach and a line manager

What I've learnt (sometimes the hard way!)

- Internal coaching can succeed in a range of organisational settings. What's the strategy/purpose and how does it deliver for the business?
- Partner with the right provider
- Research as much as you can, learn from the variety of internal coaching provisions. I'd also recommend 'Internal Coaching: The Inside Story' by Katharine St John Brooks.
- Not having endorsement from the top can make it more difficult but doesn't mean it can't deliver and add value
- Be clear before you start (start with the end in mind)
 - Evaluation – how will you measure success
 - Selection and training of coaches
 - Expectations of coaches – how many hours, supervision, CPD etc.
 - Eligibility
 - Personal vs. business goals and the measurement of
 - Contracting with coachees – confidentiality, feedback, matching, issue resolution etc.
 - Don't under estimate the time required to run the scheme

The future of coaching at News UK

- 3rd internal coach programme underway
- Continue to build internal maternity coaching capability
- 3 way contracting and evaluation of certain objectives
- External and internal blend of coaching
- Supervision of coach's
- Continued alignment to strategic projects & leadership development
- Feedback on systemic/cultural issues
- Further work on evaluation/ROI

Questions?

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