

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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How to use coaching to effect change at an individual, group and organisation level

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- Context:
 - GSK – who we are, what we do
 - Coaching:
 - Individual
 - Group
 - Application
 - The issue – how do we support more women getting to senior leadership teams
 - The solution: Accelerating Difference
 - The Findings:
 - Experience of the women being coached
 - Experience of simultaneous individual and group coaching
 - Combined coaching as a development mechanism for organisations
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- Q&A

A global healthcare company on a mission

We're a science-led global healthcare company with a mission to help people do more, feel better, live longer.

We research, manufacture and make available a broad range of medicines, vaccines and consumer healthcare products.





Pharmaceuticals

We develop and make medicines to treat a range of conditions including respiratory diseases and HIV/AIDS



4bn

packs of medicines in 2014



Vaccines

We research and make vaccines for children and adults that protect against infectious diseases



800m

doses of vaccines in 2014



Consumer Healthcare

We make a range of consumer healthcare products in four categories: Wellness, Skin health, Oral health and Nutrition



18bn

packs of consumer healthcare products in 2013

A 150 year legacy of helping transform the lives and futures of millions of people around the world



Developing antibiotics

We pioneered the development of new antibiotics, including one that is still widely used 40 years after its introduction



Transforming HIV/AIDS

We developed the first medicine to treat HIV/AIDS.



Hope for respiratory diseases

Over the past 40 years our scientific research and medicines have transformed the treatment of asthma and other respiratory diseases.



Fighting polio

For over 60 years we've been supporting the battle to eradicate polio and today we provide one third of the polio vaccines used in the Global Polio Eradication Initiative.



Preventing measles and rubella

We created the first measles vaccine in the 1960s and the first rubella vaccine in the 1970s.



A world-leader in OTC medicines

Over the past 90 years we've helped millions of people treat their cold, 'flu and pain symptoms with over-the-counter medicines like *Panadol* and *Beechams*.

Our business today

Putting patients and consumers first



Our products are used by millions of people around the world, helping to improve their health and well-being.

Major research and development facilities in **3 continents**



More than **100,000** people working in **115** countries



84
Manufacturing facilities in 36 countries in 2014



We are innovating to widen access

We are changing the way we do things to help change the healthcare landscape.

We're working to develop tomorrow's medicines and find new ways to get them to everyone who needs them.

We must do this in a way that is sustainable for our business in the long term.

The Coaching



- Coaching Centre of Excellence founded in 2010
 - Today: 5 Internal Executive Coaches, 5 Coaching Directors, 650 Job Plus Coaches
 - Cadres of External Executive Coaches in Top 20 markets
 - 2016 Approximately:
 - 1500 Individual Coaching Assignments
 - 10 Group Coaching Projects
 - 20 Team Coaching Projects
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An Overview of Accelerating Difference



A 'Sticky' Leadership Pipeline



- Our research shows that women are “sticking”, typically at a Director role.
- The percentage of women leaders is growing at 1% per year; it will take 21 years for gender balance to be achieved at this rate of progress.
- There are significant differences in gender balance between business units, functions and countries.

Female Leaders: it starts with you



Why were you nominated to participate?

You meet these three criteria:

- **Potential**
- **Ambition**
- **Circumstances**

Attending Accelerating Difference is **not** a guarantee of promotion. It is a strong indication that GSK highly values you and is willing to invest in your development.

This initiative is **not** about quotas or political correctness. GSK retains strong values of meritocracy and fairness so that when female leaders are promoted, it is because of their performance and potential.



3 Parts

Coaching



For Female Leaders

Sponsorship



**Of Female Leaders by
Senior Managers who are
Sponsors**

Dialogues



**Attendance by Line
Managers and Sponsors of
Female Leaders**

Overview of Individual Coaching



- Coaching is 18 months in duration
- Each participant has 12 individual one hour coaching sessions with their Job Plus Coach
- Tripartite meetings occur at the beginning, middle and end of the coaching between the Line Manager, Participant and Coach
- HR join the tripartite meeting at the start and at end of the coaching.
- All participants complete the GSK 360 Feedback Tool as part of their assessment for development
- Support calls for JPCs – every three months

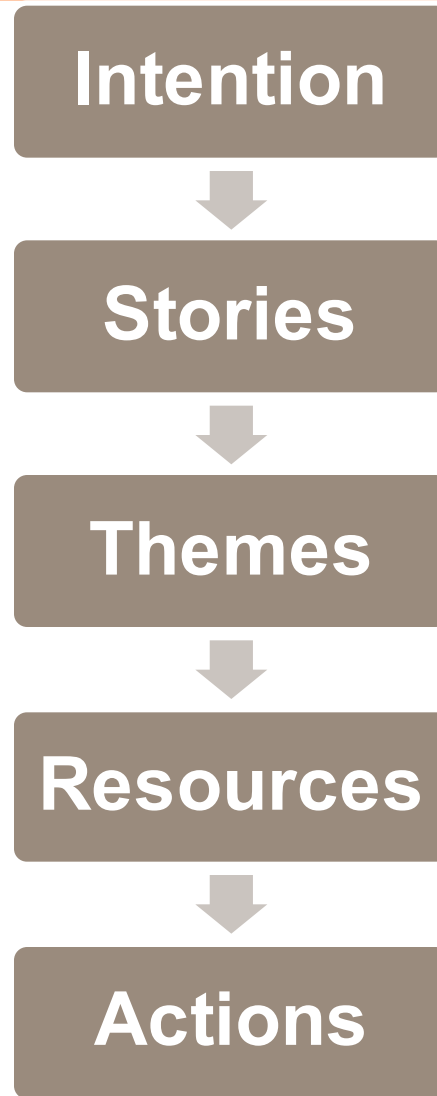


- Six Group Coaching sessions of 6 hours for the first session, followed by 4 hour sessions
- Coaching carried out by a coach pair – one External Executive and Internal Executive or Professional Coach
- Topics covered in the Group Coaching include:
 - Defining our Ground: a Foundational Session
 - Self confidence, self belief and self esteem
 - Power, presence and impact
 - Becoming a Challenger
 - Developing your authentic leadership brand
 - Integrating all the learning: an ending for a beginning
- Briefing and debriefing calls for Group Coaches before and after every group session



Common Format for All Six Group Coaching Sessions

5 stage 'ISTRA' Model



Findings



Findings: Experience of simultaneous individual and group coaching



Individual Coaching

- Relationship with my coach
- Individual is tailored and varied

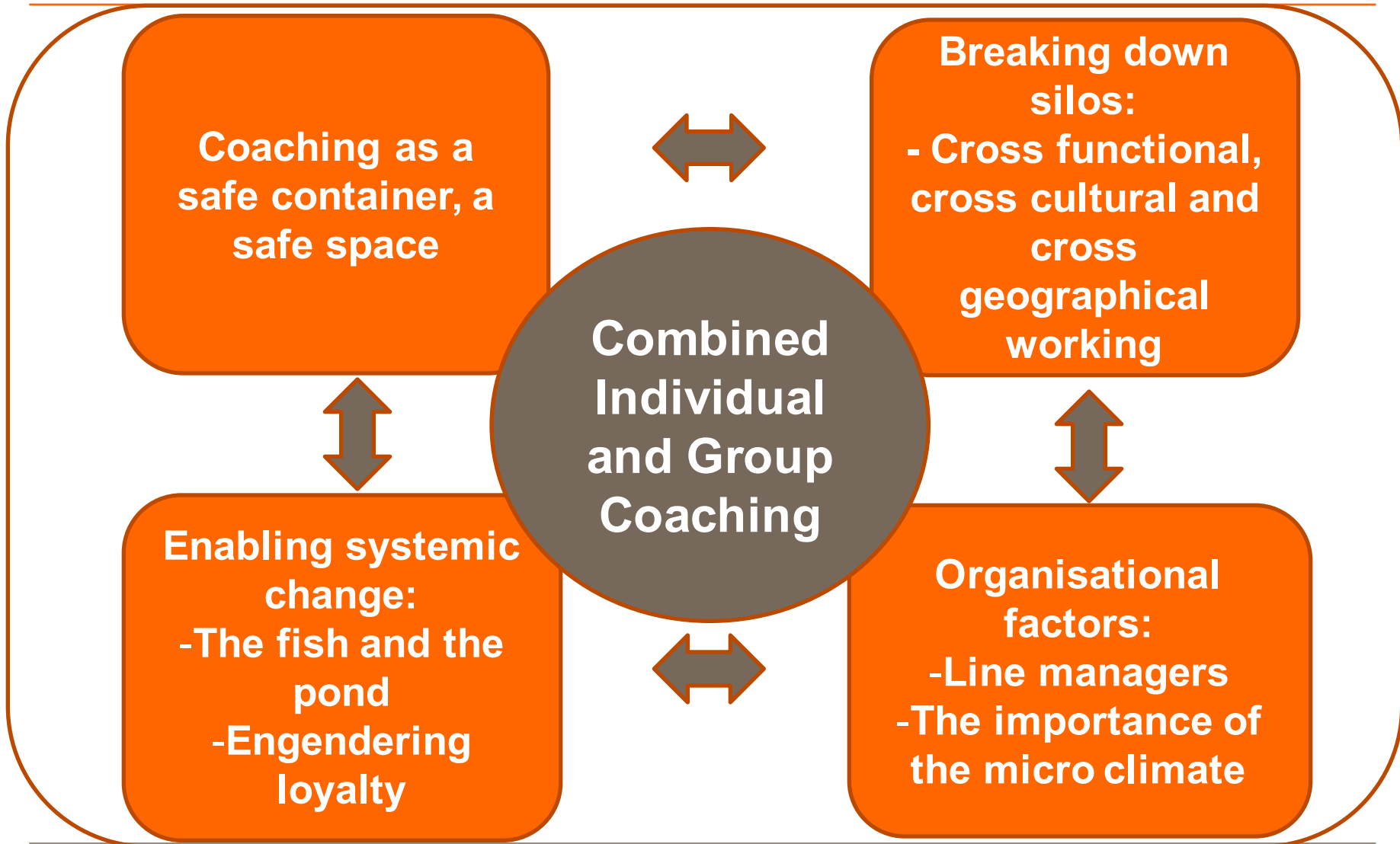
The power of the interplay between group and individual coaching

- Backward and forwards and in parallel
- Amplification effects

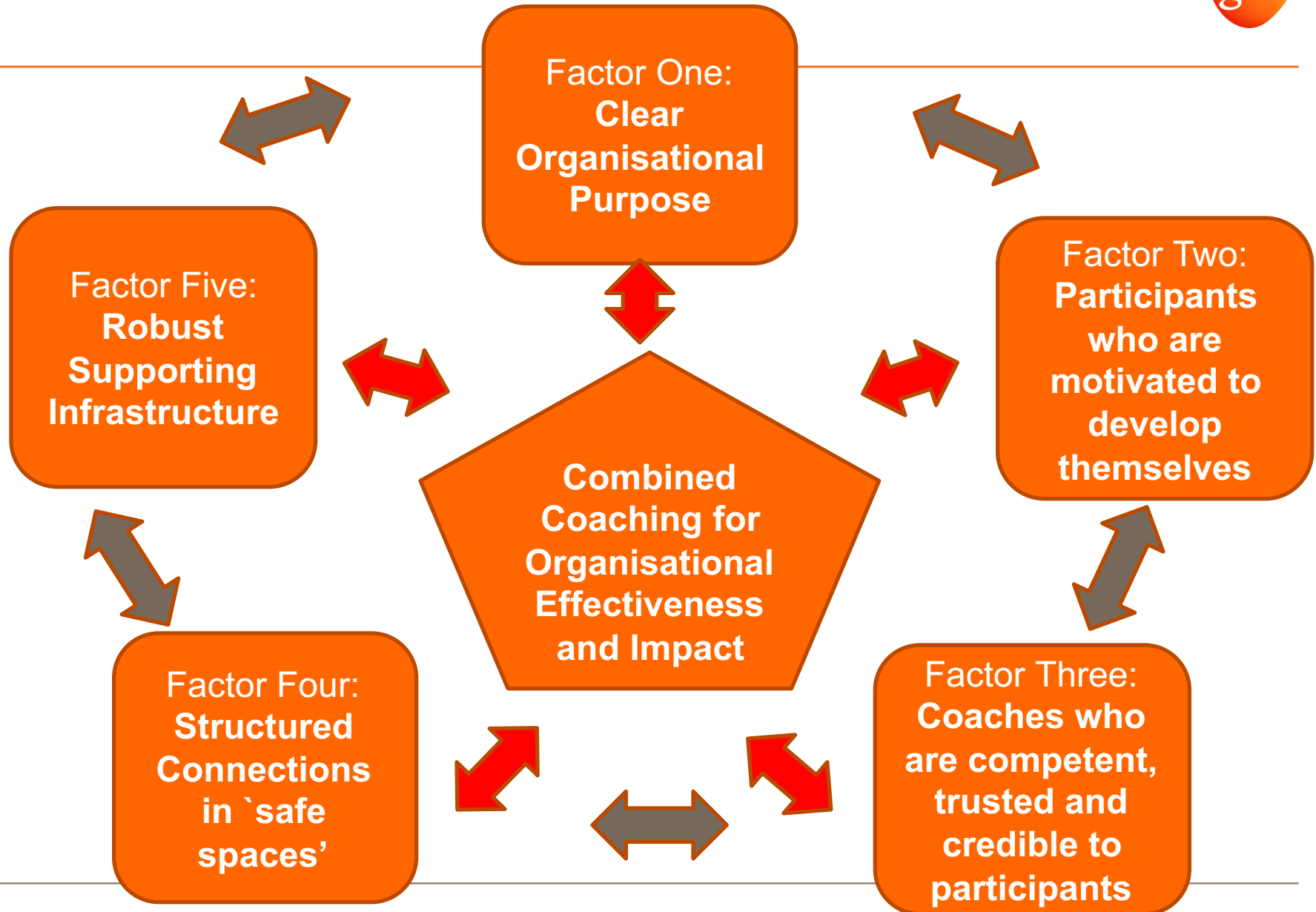
Group Coaching

- Getting Feedback
- Going to places I wouldn't go on my own

Findings: Combined coaching as a development mechanism for organisations



A Framework of Combined Coaching Effectiveness



Conclusions



For Coaches:

- Combined coaching is very powerful!
- Internal and External is best....
- Something different and systemic

For Organisations:

- Creates organisational change in targeted populations
- Mechanism for generating social capital – vital in a changing, complex organisation
- Great developmental utility

For Clients:

- Transformational change
 - Amplification effect of coaching
 - Satisfying
-



Q&A



Thank you

For more information, please contact:

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