

Coaching at Work annual conference – 4th July 2018, London

Innovation and Creativity in Coaching and Mentoring

Coaching
at Work

Coaching at Work Annual
Conference
4th July 2018

Holiday Inn, Bloomsbury, London

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The Story & Lessons Behind Building an internal Coaching Capability.

Alternatively: 'The Long & Winding Road!'

Coaching at Work Conference July 2018



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For today.....

- Who are Euroclear?
- What would you like to know?
- Some facts & figures
- The Why, What and How of our journey
- Peek into the future
- Lessons learned
- Q&A



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Our business

Euroclear is the financial industry's trusted provider of post-trade services. We provide settlement, safekeeping and servicing of domestic and cross-border securities transactions, from bonds, equities and derivatives to investment funds.

We connect over 2,000 financial market participants across the globe and ensure securities transactions are processed safely and efficiently.

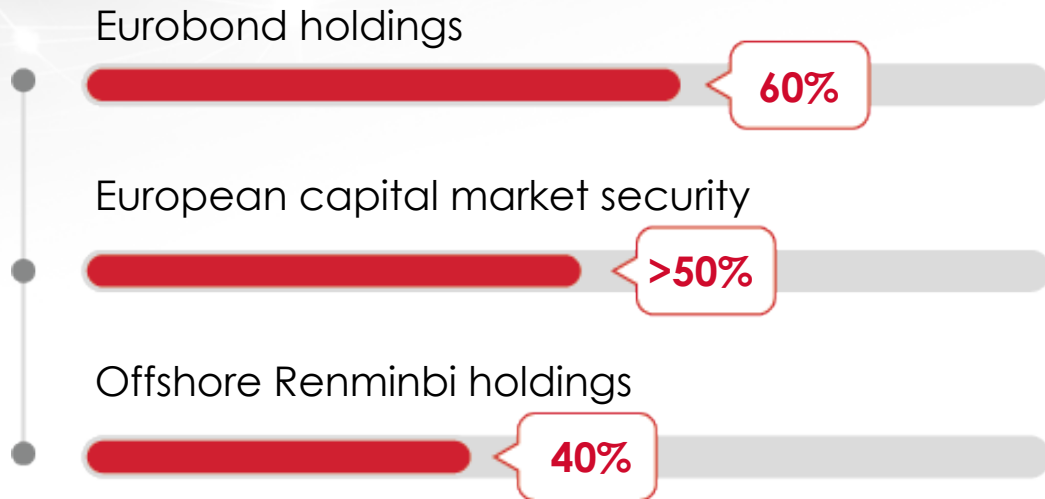
As an open and resilient infrastructure, we help clients cut through complexity, lower costs, and mitigate risks.



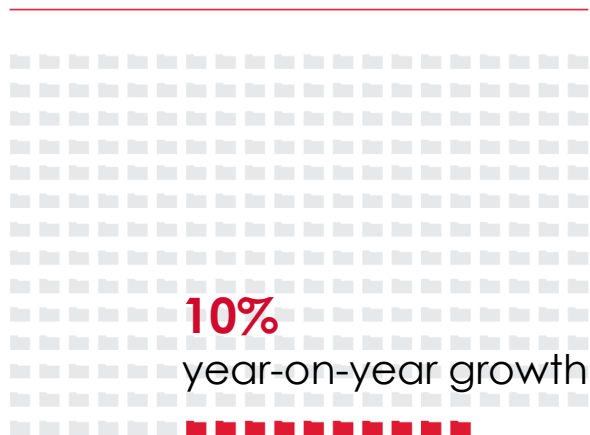


Euroclear - Scale provider of post-trade services

€ 28.6 trillion
assets held in custody
for our clients



 **215 million**
netted transactions processed



€ 733 trillion
In turnover
12% year-on-year growth



Euroclear - Your global partner

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Workplace

- We employ 3,941 people across the group, of which over 50% are women.
- 80 nationalities are represented.



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What would you like to know?





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Some Facts & Figures

- Around 4,000 people employed by Euroclear
- 2013 – 2017: 350 individual coaches
- 2016 - 2017: Over 500 team coaching participants
- Last 6 months: Over 100 Insights Discovery® profiles delivered
- The coaching team:
 - ▶ 5 Full time coaches
 - ▶ 18 (soon to be 28 Job+ coaches)
 - ▶ Coaching available in 8 languages





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Satisfaction?



- Results: 90% believe coaching to had 'clear' or 'significant' impact on them or their team
- “Thanks to the coaching , I've learned to be open to different opinions and ways of working. This way, I benefit from the key strengths of others”
- “I felt that the trust in our team has grown through this team coaching. We got to know each other even more through the interactive exercises”
- “Enlightening, we've become a better team”



Why did Euroclear want a coaching capability?

01

Directive Management Style

02

Staff not fulfilling potential



03

Silo mentality

04

Prepare for the future (VUCA)



Ingredients Required for Launch





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Coaching Milestones





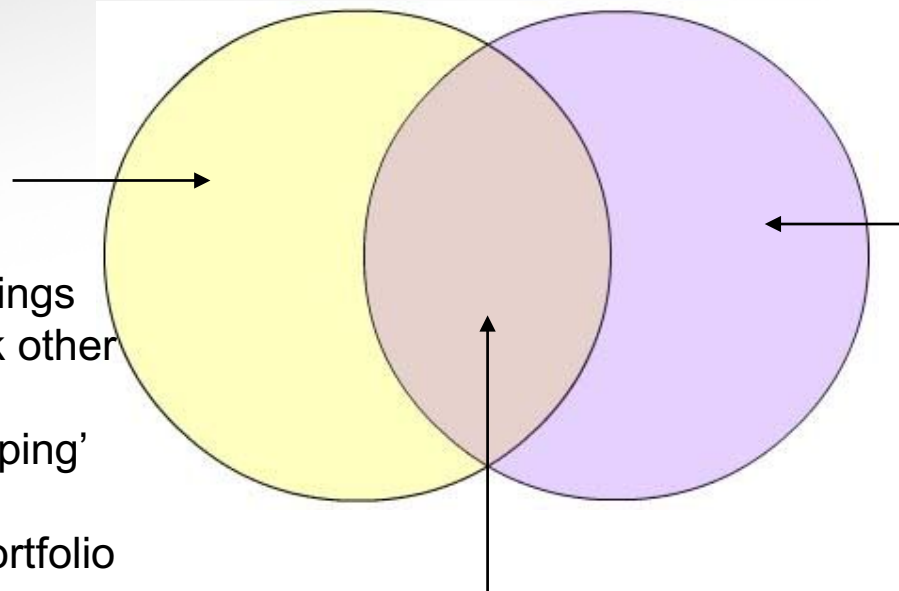
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Virtual Team / Embrace Diversity



Centrally funded

- 3 People
- Deliver all service offerings
- Time set aside for work other than coaching. (eg procedures, 'housekeeping' etc)
- 1 person runs 'Job+' portfolio
- 1 person will run the mentoring portfolio



Job+ team

- 18 now, soon to be 28
- Coach 1 or 2 days a month
- Diversity of:
 - Gender
 - Language
 - Country
 - Training
 - Thinking
- Deliver individual coaching

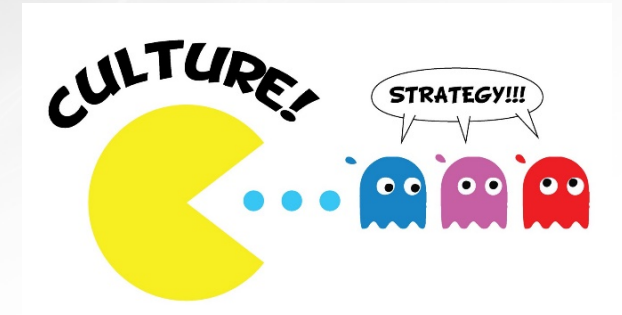
The Coaching 'Think Tank'

- A mixture of both teams
- Plus others for an outside view
- Stocktake
- Challenge ourselves
- Look for opportunities



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Strategy? Framework, Guidelines, 'Red Lines'



- No defined strategy. Mantra: Make and keep ourselves relevant.
- Coaching is available to anyone in the organisation.
- All coaches are qualified
- We do not charge for our services
- Coaching Terms of Reference are public:
 - ▶ What is coaching
 - ▶ How to apply
 - ▶ Process (Contracting, number of sessions etc)
 - ▶ Confidentiality
 - ▶ Information shared and with whom
 - ▶ Code of Ethics & GDPR



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Strategy? Framework, Guidelines, 'Red Lines'

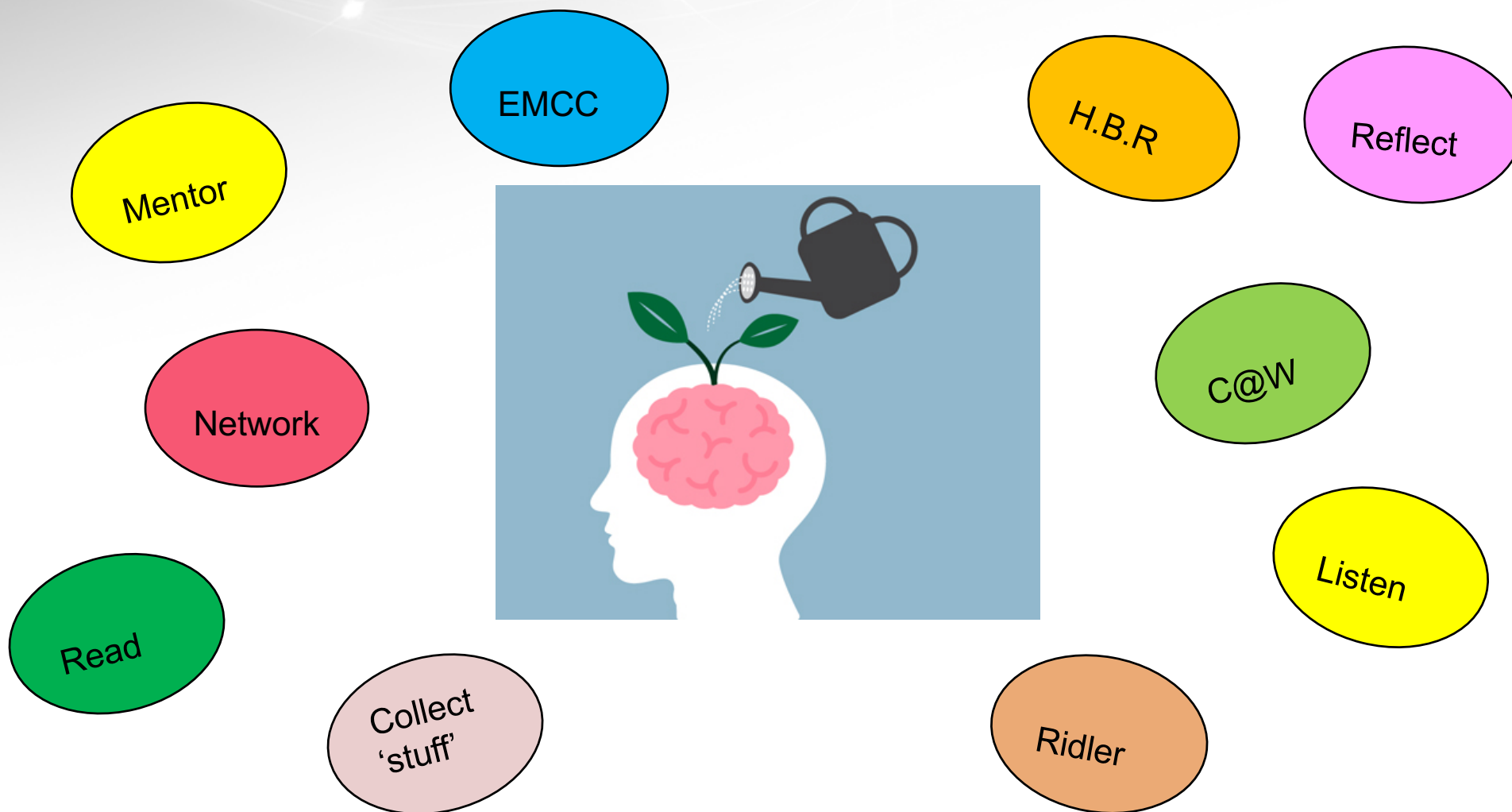


- Ethics
 - ▶ Members of the EMCC
 - ▶ Members of the 'Association of Coaching Supervisors'
 - ▶ Subscribe to the EMCC and AC code of ethics
- Matching: Distance in the organisation
- Licence to operate
 - ▶ Each Job+ coach has a regular 121 mtg
 - ▶ All coaches receive supervision
 - ▶ CPD events for learning and networking



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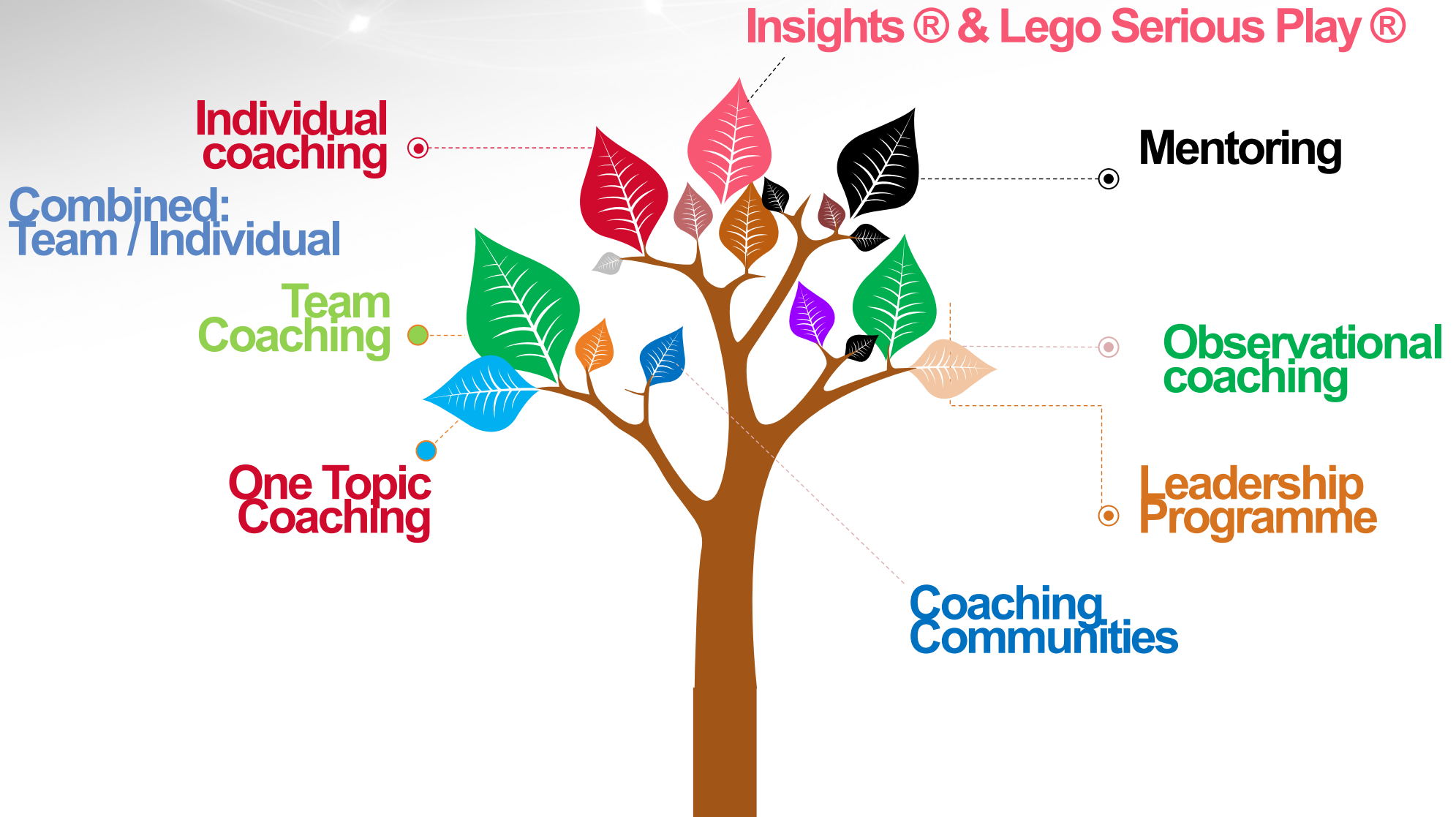
Oxygen, Ideas, Creativity, Inspiration





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Full List Coaching Services





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The Road ahead???

2021

- ???

2020

- Coaching programme for key clients?

2019

- April 29: ICF: International Coaching Week

2018

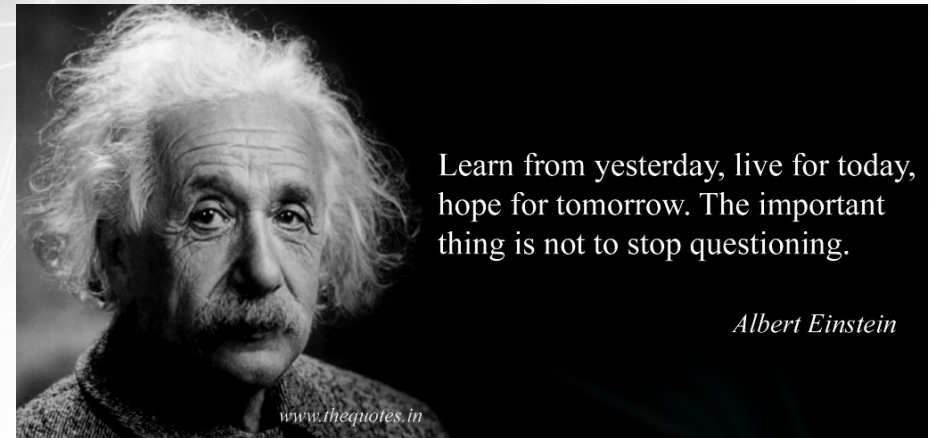
- Launch Mentoring programme
- ILM: Team Coaching Endorsement



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Lessons Learned

- Be clear on what problem you're trying to address
- Make your own 'weather'
- Be clear on your 'red lines'. This brings clarity & respect
- Your clients will become more sophisticated and demands more.
- Look to be 'added value' for the organisation
- Don't be 'infected' by the system



- Don't underestimate the overheads
- Balancing supply & demand
- Measurement is hard
- Challenge your thinking
- Network, network, network
- "Success has many fathers. Failure is an orphan." *Tacitus, 98AD*
- Have fun and enjoy the journey



Q & A

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euroclear

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