

Business Impact Study – Large Asian Bank

Introduction

In late 2005, Results Coaching Systems (RCS) was commissioned to undertake a study of a coaching program that ran at a large Asian Banking & Insurance company. The purpose of this study was to assess the impact coaching had on the coaches and coachees involved and to identify the changes and impacts on the business that have occurred as a result of the internal coaching program rollout.

When making this assessment, we are looking at three components:

1. The impact that training as a coach has had on the participants;
2. The effect that being coached has had on the coachees;
3. How being coached has positively affected various performance measures including productivity, profitability, confidence, motivation, engagement, commitment, well-being, work relationships, happiness at work and work/life balance.

A total of 14 coaches and 7 coachees were used in this study. Coaches were asked to fill in a survey, whilst RCS assessors interviewed coachees.

Program Overview

Training commenced in May 2005. A total of 17 coaches (64.3% surveyed were a part of the leadership team) were trained over a 3-month period. Training included three live training days, teleclasses, optional assessments and mentoring. A follow up day of skills development and mentoring took place in November, after the coaches had begun coaching staff internally.

At the time of this study, all of the 14 coaches had begun coaching at least 1 staff member regularly. Of these, 21% had completed a full coaching series (consisting of 12 weekly one hour coaching sessions) with their coachees.

Coachees are asked to set 3 goals in their initial session with their coach, which typically consist of 2 business goals and 1 personal goal. Personal goals are important to the overall success of a coaching series, as the coachee becomes more motivated and interested in working with the coach when there some personal benefit involved.

A total of 7 coaches passed their assessments and are Certified Level 1 Coaches.

COACH RESEARCH FINDINGS



Feedback on training is voluntarily undertaken by participants of RCS training programs. 5 participants from the May program submitted their feedback.

Even though only a small amount of those who completed the training completed the feedback, the data received was excellent. All responded well to the training style and structure that was delivered by the facilitators of this program.

“Listening for potential and understanding that people’s brains are wired differently helps me to be more tolerant of staff”

“The materials are comprehensive and reader friendly”

“Engaged extremely well with the team and got everyone participating”

“The off site sessions proved not only to be educational but also acted very much as a ‘team building’ activity”

“They took the time to explain key concepts using a variety of stimulating learning techniques”

“Inspired some new wiring on motivational techniques, understanding why things do not work out and how to inspire people to come up with their own thoughts”

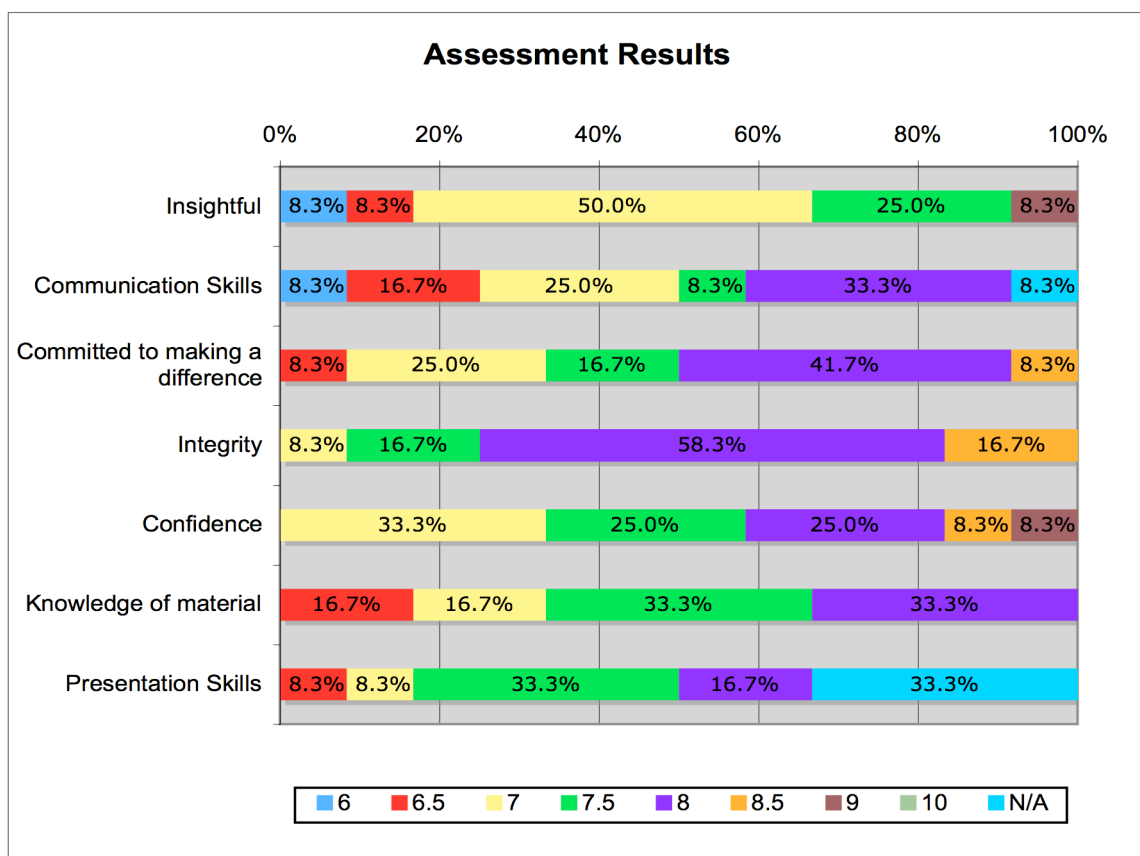
Assessment Results

Coaches were given the option to undertake an assessment with a senior RCS assessor upon completion of their training. Of the 17 participants, 71% completed an assessment. From these, 58% were assessed as competent.

Results certification programs are designed to ensure the highest possible standard of coaching is maintained. The level one assessment is a rigorous 1.5-hour test where the coach is graded (out of 10) in seven crucial areas. The pass mark for becoming a Level 1 Certified Coach is 75%.

All coaches displayed good levels of competency during the assessments. Many coaches came very close to passing but missed the pass mark by a small margin. This may have been due to the fact that they had not had enough experience coaching others within the workplace before undertaking the assessment.

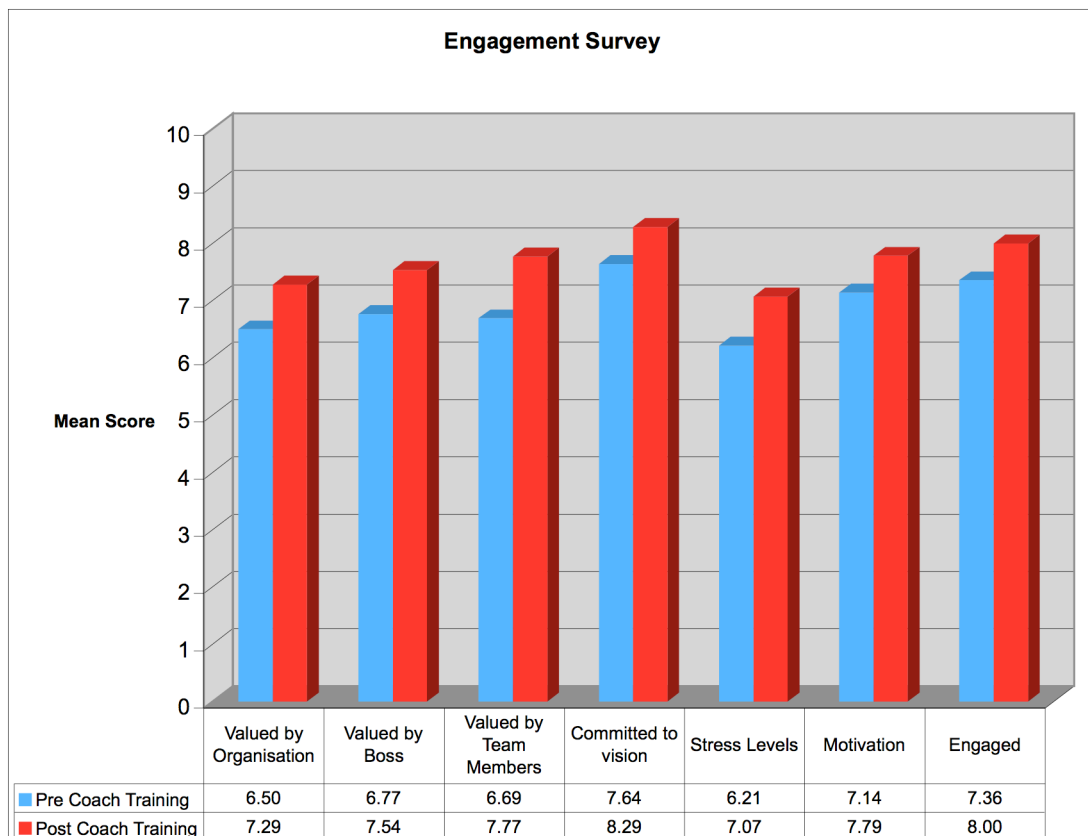
The table below details the results from the assessments. Each colour along each bar denotes the percentage who were awarded that score received out of 10.



Impact on the coaches

The workplace coach training program is not only a skills workshop, but also a leadership development tool for the participants. Coaching has enabled managers to communicate with others in a new way, not just in the structured 12 week coaching series, but also in day-to-day conversations with their staff.

What is evident when analysing the data is that all are competent and understand the application of coaching in the workplace and the effect that this has. Evidence of the effect that the coaching/coach training program is having on the coaches can be found in the graph below.



Measure	Change in Mean Score	Change	% of coaches who reported change
Valued by Team Members	+1.08	Very significant change	77%
Stress Levels	+0.86	Significant change*	36%
Valued by organisation	+0.79	Significant change	43%
Valued by Boss	+0.77	Significant change	54%
Committed to the vision	+0.65	Significant change	36%
Motivation Levels	+0.65	Significant change	50%
Engagement at work	+0.64	Significant change	57%

* Participants were asked to rate their stress levels with 1 being the MOST stressed and 10 being the LEAST stressed, so this measure is (in fact) an improvement on the coach's stress levels.

Significant changes were made in all areas measured in the engagement survey.

The most notable change has occurred in how valued the coaches feel by their team members. **Many commented that the communication skills they now have are impacting on the conversations they are having every day, outside of the structured coaching session.** The data suggests that the team members are reacting very well to the new communication tools that the coaches are using with a very significant change in the mean score in the table above.

Coaches have reported that they are more confident in their management of staff and that coaching is fostering effective relationships with others in the organisation.

Stress levels were also notably affected. Evidence suggests that by coaching others, stress levels can be alleviated. A recent management journal, **'Developing sustainable leaders through coaching and compassion'** by Richard E. Boyatzis, Ph.D., Melvin L. Smith, Ph.D., and Nancy Blaize, M.D. said:

"Coaching, along with the experience of compassion, should ameliorate the negative physiological and psychological effects of power stress. In this way, coaching with compassion is likely to enhance a leader's sustainability."

The responses from the coaches in this study indeed suggest that this statement is true. Coaches commented that developing these new capabilities has had a favourable effect on their well being; using words like 'uplifting', 'energizing', 'fulfilling', 'inspiring' demonstrates that the process of coaching staff regularly is undoubtedly having an impact on them.

This could be perceived as one of the contributing factors to the potential improvement in retention that was measured in the survey. The change in the mean score for the likelihood of the coaches leaving the company was 0.47. 36% reported a positive change in this area and on average; they attributed 60% of this change to coaching.

Developing coaching skills has also assisted the participants in accomplishing goals at work. Some of the goals that the coaches had set, or are working towards include:

- *Created a more energised HR department ready to solve solutions*
- *Managing projects better and more effectively*
- *Leading & motivating my team members*
- *Instil a framework for performance appraisal*
- *Improving relationship management and maturing as a leader*
- *Building a good relationship with subordinates*

This data demonstrates that the coaches are using the coaching structure and framework for goal setting to improve their own personal performance, thus affecting the performance of the teams that they are working with.

The impact of setting these goals and using the skills developed is significant. Below are some of the responses to what affect these goals are having:

- *Go the extra mile*
- *Improved communication at all levels and operational efficiencies*
- *Better time management - Do more*
- *Adding to the overall business goals*
- *Motivates and inspires me to do more*
- *Help me & my team to achieve our department's TPM, leading and motivating my team members to higher performance level*
- *Able to be even more effective in my work*

In the survey, the coaches were asked to describe how the program has impacted on them. The majority of responses described how they have a better understanding on the way the mind works, which allows them to communicate in a way that improves people's performance and empowers them.

Primarily, this is based around 'self-directed learning'. Coaches have a good understanding of the effectiveness of this tool in communicating with their staff and coachees. One coach commented:

"I have learned a structured process for coaching; the structured process facilitates more effectiveness in delivering a positive coaching (mentoring/team management/goal management) outcome."

Coaches commented that they are more aware of other people's thinking, are more open to ideas, can confidently stretch others and are being more generous with giving acknowledgment. This in essence is a transformation in typical managerial style.

It's difficult to assess the affect this is having within the teams without interviewing direct reports of the coaches, however we can anecdotally say that this 'transformation' would be beneficial to overall company culture as communication plays a major role in defining this area.

COACHEE RESEARCH FINDINGS

Coachees were asked to answer questions relating to the goals they had set and quantify some of the impact these goals have had on them and the organisation.

All coachees had undertaken a full coaching series, except one who had only completed 3 – 6 sessions when the coachees were interviewed. Of the 21 goals that had been set by the coachees in this study group, **the average percentage of achievement of the goals was 74.25%***

On average, coachees **attributed 55.75% of this success to the coaching** they had undergone and they were **92.77% confident in these measures**. Whilst not every goal received a 100% success rate, they were 55.75% more likely to begin working on these areas as a result of being coached.

** Please note: These figures have been affected by the coachee who is yet completed a full coaching series.*

The Goals

Of all the goals set by the coachees, 62% were business related goals, 24% were personal and 14% could be considered for both. Some examples of the goals can be seen below.

- *To build a team*
- *Managing people effectively*
- *Meeting 85% of my sales target by September*
- *Achieve TPM and sales target by identifying supportive intermediaries*
- *Further develop creative thinking and problem solving skills*
- *Hands on daddy*
- *Have a clear and defined career path*
- *To get out of the office to visit producers 6 times a week*
- *Develop management skills*
- *Running the 21km race*
- *To become a go-getter*
- *Risk management - measure operational risk*
- *Complete MBA dissertation by Dec*
- *Go back to school*
- *Meeting TPM*
- *Short term financial plan*

Outcome of achieving the goals

The feedback on overall outcomes of achieving their goals was excellent. It was clear that they strategised achieving these goals with their coach, which resulted in such a high success rate. Of those that had not reached 100% success, coachees knew how to continue on and all commented on how satisfied they were with the outcome.

“Met this and stretched it further. Had steps to show me how to achieve the goal and coach guided me to come up with these strategies myself so now I can use this process myself in future.”

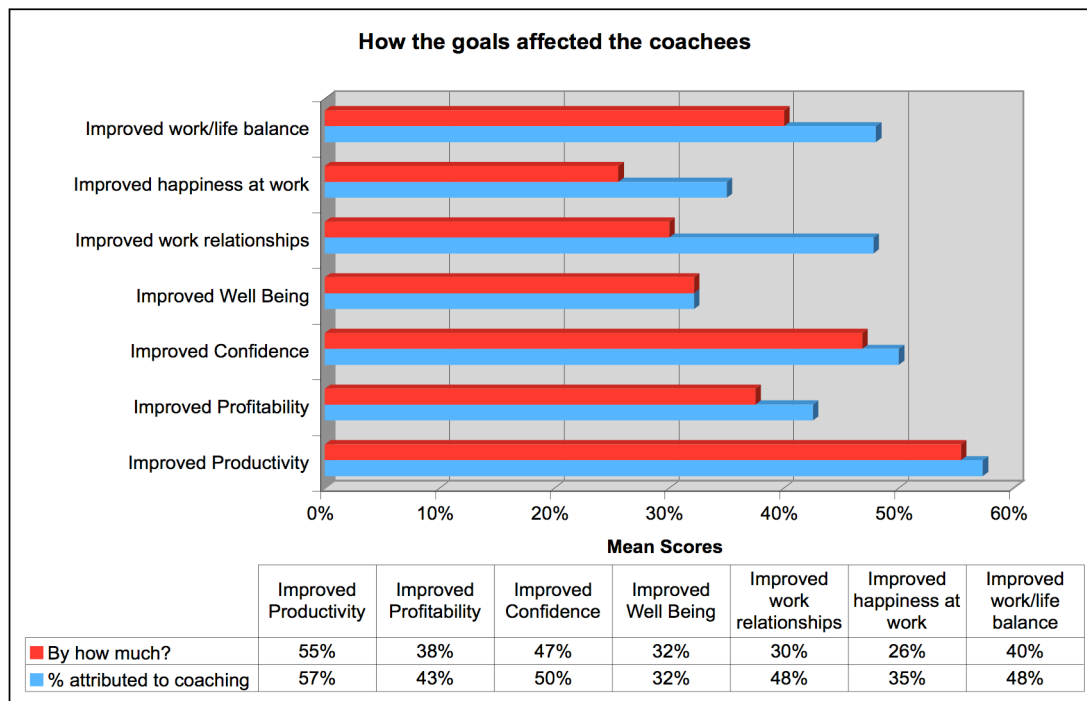
Some notable outcomes include: a promotion, **someone who achieved more than 100% of their sales goal**, a father who is more connected to his family, someone who ran a 21km race and feels a lot healthier and someone who has built an efficient, focused team.

The impact of coaching

Some coachees were able to quantify the financial impact that achieving their goals has had on the business. This is quite a difficult question for a coachee to answer and many could not give a response. However, the responses received were remarkable and have had quite a substantial impact on the organisation, financially. They were:

- **40% increase in sales in unit for new business compared to the budget**
- **Productivity 2 million reserve released**
- **66% of \$3 million**

These results do not take into account other intangible results that coaching has had on the business unit. These results are quantifiable and are mapped out in the graph below.



The table demonstrates how the goals have impacted on various workplace and personal issues, giving a percentage for how much the coaching has affected it and how much of that affect can be attributed to coaching. Coachees were quite certain of these measures.

The most significant change can be seen in improved productivity. **Of all 21 goals set, 62% improved workplace productivity** – quite an outstanding result. Coachees cited 57% of improved productivity to the coaching; a testament to the effect coaching has on improving various workplace issues.

Other areas where there has been a notable change is in improved confidence and improvement in work/life balance.

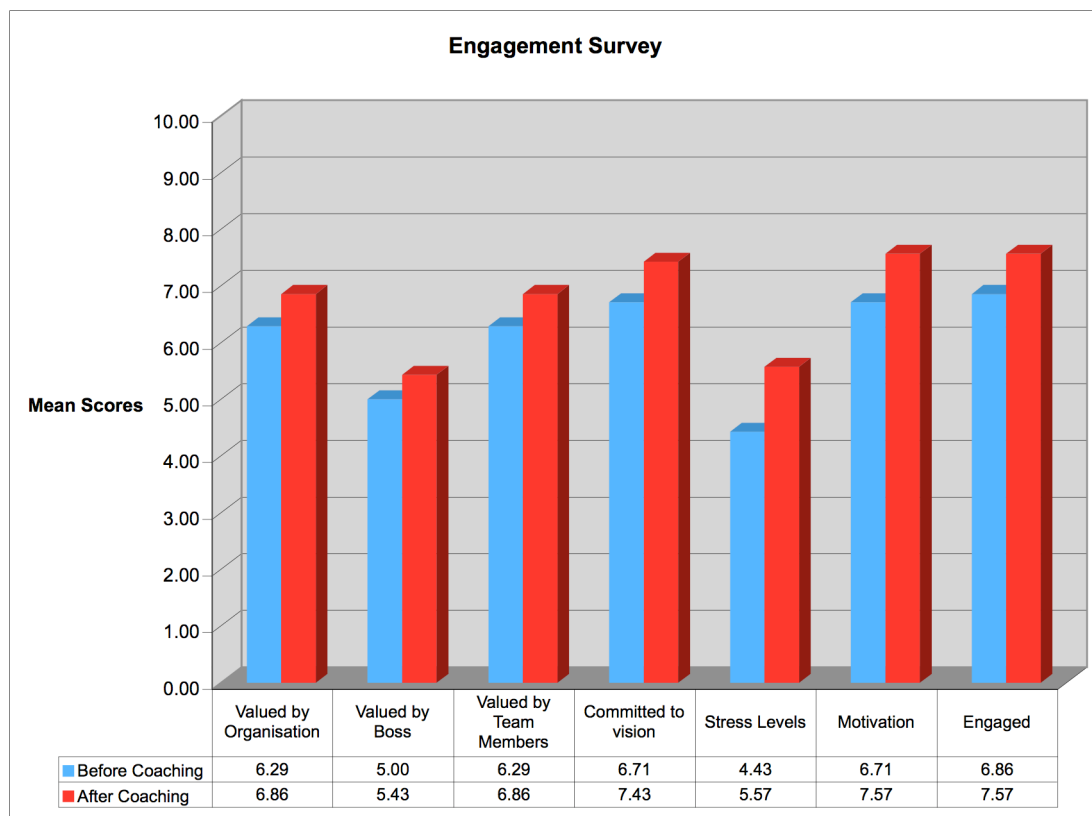
The coachees have demonstrated in their responses that coaching has appropriately stretched them and allowed them to think in new in different ways.

“The coaching had me think beyond the expected scope of any particular task and gave me a platform to add value to me as a professional as well as to the organisation.”

“I didn't believe before the coaching that I could achieve this but I did. I realised it can be done. And the ways in which I did do it were not things that I would have thought of myself before the coaching”

Personal satisfaction and fulfilment were significantly impacted by coaching. The majority of coachees responded that they were incredibly satisfied that they were working towards their goals, and most mentioned that it has made them a happier worker.

We can assume from this data that these results have also impacted how engaged these coachees are in the workplace. Below are the results from the engagement section of the interview.



Measure	Change in Mean Score	Change	% of coachees who reported change
Stress levels	+1.14	Very significant change	71%
Motivation levels	+0.86	Significant change	57%
Committed to the vision	+0.72	Significant change	43%
Engagement at work	+0.71	Significant change	43%
Valued by organization	+0.57	Significant change	57%
Valued by team members	+0.57	Significant change	29%
Valued by boss	+0.43	Notable change	43%

Similar to the results of the same section in the coach engagement survey, there have been significant changes in all areas.

Most noteworthy of these changes is the effect coaching has had on the coachee's stress levels. A reduction in stress has led to the coachees being happier at work, has made them more motivated and committed. The benefits of this are monumental. Evidence suggests that these results are directly linked to staff retention, performance and productivity (cited as the area affected most by coaching). A small improvement of .14 was noted in potential retention of the coachees.

One of the intended outcomes of coaching is the creation of new habits. The coachee's comments demonstrate that they are doing things differently as a result of being coached. Many have commented that they are using the coaching framework (setting goals, strategies, actions and accountability) personally in everyday work life now that the official coaching series is over.

They are communicating more effectively with others and have discovered new ways of thinking. One coachee commented that they are more organised and are less stressed about big projects. Others commented that they know how to prioritise their work more effectively, they're more structured and focused as a result and are more goal orientated and motivated to achieve their goals.

It has helped to foster effective relationships between the coaches and coachees, bridging the gap between the leadership team and lower levels of management. Coachees appreciated having someone there for support, stretching and pushing them to their limits.

Coachees believe that coaching is having a significant impact on the organisation as a whole. They believe that coaching sends a good message to employees that the organisation values them.

"It's telling employees that they're valued and the business is willing to develop them."

"Improves your impression of the organisation- it still cares"

They believe that the business is now operating more effectively due to the improvements in productivity and performance.

"Increased productivity. Improved the way insurance does things for the bank. Things move quicker with hardly any red tape in this area. Quality has improved - less complaints. Company can shout that quality is better than competitor in this area."

All believe that the experience of being coached is an excellent development tool for employees, and should be available to everyone within the organisation. Some were weary about being assigned a coach initially, but once the coaching series was underway they felt a lot more comfortable. This is a testament to the coach's ability to create a safe and intimate space for coaching.

CONCLUSION

There are many conclusions we can draw from this data. Both coachees and coaches agree that coaching is an effective tool for the development of staff.

Senior leaders who have undergone the training and are coaching others have reported that they are **less stressed, feel more valued by those around them and are communicating more effectively with others**. They report that they **find coaching to be an uplifting and energizing exercise for both them and the coachee**.

It's evident that the coaching skills are not contained in just a formal coaching environment. Coaches are using the tools developed with their own staff, as well as in the everyday conversations they are having with other colleagues.

The 'coaching language' is regarded as one of the most effective communication tools today. Through adopting this language as the basis for communicating with others, it is fair to assume that the coaches are developing a 'coaching culture' – one that empowers others, improves performance and leaves them feeling more valued by the organisation.

The changes in the engagement survey for both coaches and coachees tells us that coaching is impacting the way people work. There were significant improvements in all areas including: stress, value (or worth), motivation, commitment and engagement. We can assume that this in turn has affected the likelihood of retention of these people.

Through being coached, coachees have shown improvement in all areas including: productivity, profitability, confidence, well-being, work/life balance, happiness, and relationships. They attributed quite a lot of this change to being coached; many commenting that they never thought they would be capable of these sorts of achievements before being coached.

Coaching has reduced the stress of the coachees and as a result, job satisfaction has improved. Coachees are happier, more motivated and committed to the organisation's vision.

Finally, coaching has helped in the development of workplace relationships. Both coachees and coaches have had the opportunity to learn more about the people they have worked with, which adds to job satisfaction.

From the data provided we can say that the impact coaching has had on the people involved has been quite remarkable. It shows that the application of coaching in the workplace can lead to a myriad of improvements in performance of both the coaches and the coachees.