

### About the Initiative

Memorial Sloan-Kettering (MSK CC) is one of the world's leading cancer treatment and research centers.

In partnership with Results Coaching Systems, MSK CC trained eleven HR/Training & Development professionals to be internal coaches in 2005. Additional managers were trained as coaches in public programs following the initial in-house program. The objective of the initiative was to put in place a formal internal coaching program, drive leadership development and provide a development opportunity for the T&D team.

### Return on Investment Calculation

#### Costs of the Initiative

- *Training costs*
- *Time in training for coaches*
- *Management of the initiative*
- *Time in coaching sessions for coaches*
- *Time in coaching sessions for coachees*
- *Coach meetings*

**Total Costs:** \$107,625.76

#### Return Calculation

**Positive Cash Flow:** \$4,100,000

*Increase in revenue x % confident and % attributable*

**Time Savings:** \$124,309.27

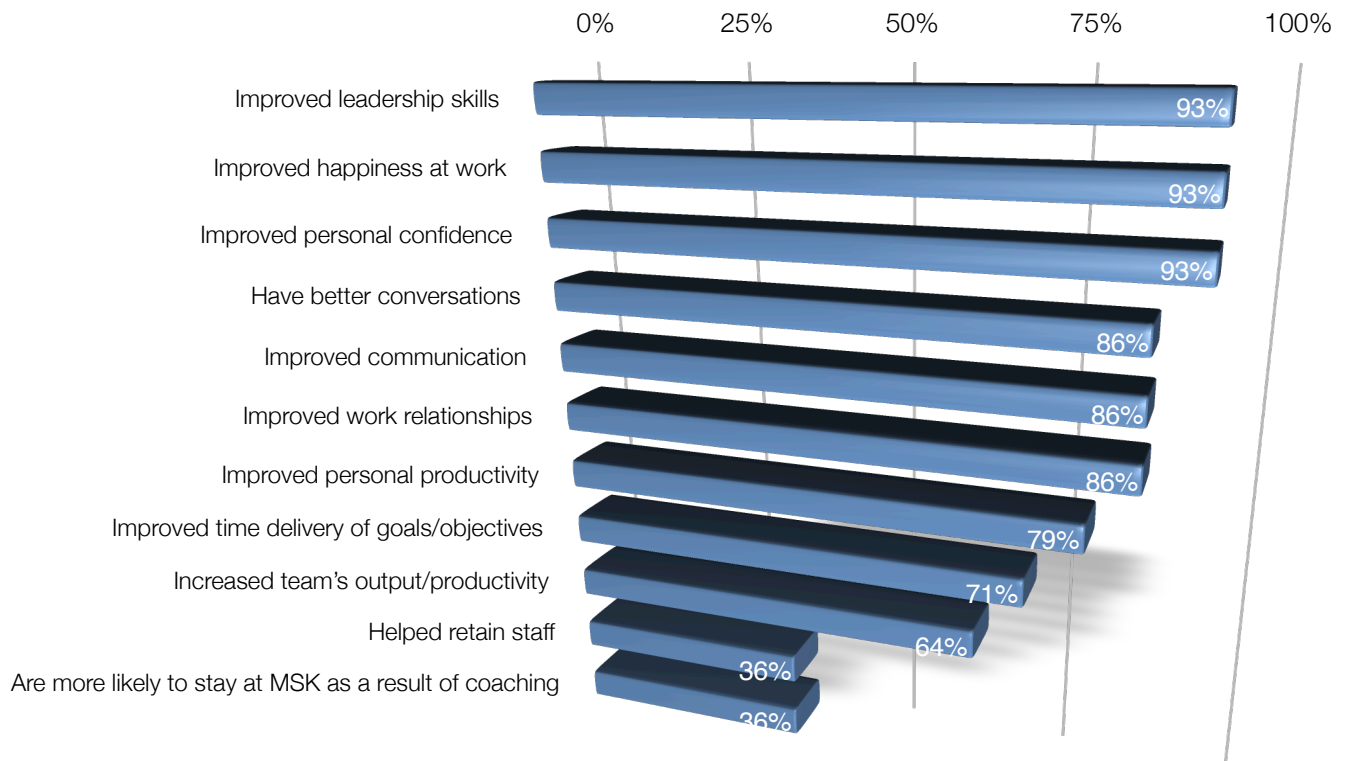
*Hours saved (per week) x weeks since coaching completed x hourly rate x % confident and % attributable*

**Total Return:** \$4,224,309.27

**Return on Investment:** 39:1

# Key Findings

The following data was collected from a sample group of 14 coaches during this study. The data below represents the percentage of coaches who responded positively in the following areas.



## Coachee Achievements

### Manager of Systems and Training

#### Goal: Make my staff work as a team

**Result:** Is better able to manage staff, with half the amount of meetings. Has freed them up to focus on more strategic concerns.

#### Goal: Improve time management skills and decrease stress

**Results:** Reduced stress levels by 75% and work output has increased significantly. Also allowed them to go back to school.

*"I loved that time was set aside each month for my own personal development. With coaching it became easier to achieve my goals"*

## Director of PBD/CPP

### **Employee Retained:**

*"This person has been in the role for 8 years and had not done well. There was no satisfaction for them in the role. Now the person is more effective, working a process that nets a savings of \$250,000 per year. Their satisfaction and sense of control have increased."*

*"I learned how to use a different management style to affect change. Predecessors in the role didn't do well, those in the role always left the role."*

**Impact:** \$441,000 in billing payments refused as of 08/07. Now monthly resolution of issues is yielding \$650,000 collected per month. Manager still in the role, productive and doing well – no need to spend money recruiting and training another person.

**Coaching attribution: 100%**

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## Project Manager, Information Systems

### **Goal: Restructure and redefine responsibilities within the group**

**Results:** Successful implementation of the restructuring plan improved efficiency and productivity.

- Was able to promote 2 people - this was the first time anyone has been promoted in 7 years.
  - Was able to remove some of the ambiguity of tasks. Tasks were completed quicker and more efficiently once clear roles and expectations were established.
  - Once maintenance routines were established and running efficiently, the group was able to embark on enterprise wide projects they weren't previous able to undertake.
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## Pharmacy Supervisor

### **Goal: Improve organisational skills**

Was overwhelmed with meetings, staff were unhappy and felt ignored. Everything got done, but not as timely as she wanted.

**Results:** Learned to schedule meetings better, provide more time for staff to address team needs and redistribute some of her responsibilities. This extra time allowed her to free up time each month to focus on other projects that previously could not be undertaken.

## Manager of Support Services – Ambulatory Care

**Goal: Learn how to consistently separate personal and professional management of a challenging direct report.**

Was spending up to 10 hours a week focusing on a direct report's problems, which was emotionally draining and unproductive. She developed a new system of managing more effectively, established boundaries which freed up 6 hours per week to focus on other projects.

*“Coaching really allows you to focus on what you want to accomplish and find ways to achieve it. You do it better when there's someone taking you through the steps”*

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## Security and Transport Manager

**Goal: Manage transportation department like Donald Trump**

In the past, 80 – 90% of items would go missing, requiring 2 – 3 hours per week to track them. Delivery complaints were up and staff were unmotivated. Through coaching, he created better communication channels with staff, gave more ownership and responsibility to staff and created tracking systems for items to be delivered.

**Results:** Decreased number of items went missing which lead to a significant decrease in stress levels. There were less complaints, more control over tracking of items and an increase in staff morale – they were taking more pride in their work and were more punctual.

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## Research Manager – Dept of Surgery

**Goal: Improve staff management skills**

A new manager, managing people older than her, who had been at MSK for some time. There was one staff member in particular who was going through corrective action process and was negatively affecting other staff.

Through coaching, she was able to enhance her management skills, putting in place various systems that included providing additional development opportunities to staff, changing the way staff meetings were run and delegating more effectively, which resulted in staff being more open and trusting of her. She is now more comfortable and confident as a manager, is having shorter conversations with more impact and believes that everything she has achieved through coaching has helped her retain her staff.

Case study compiled by Matt Rule (Global Operations Manager, RCS), Michelle Broomfield (Associate, RCS), Yvonne Gaines (Organizational Development Consultant, MSK CC) & David Rock (CEO, RCS). For enquiries, please contact David Rock: [davidrock@workplacecoaching.com](mailto:davidrock@workplacecoaching.com)

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