

AFCC Coaching Story

'Transforming our culture with heart!'

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Arcs (Topics)

1. Understand how to create an internal coaching program.
2. Learn how to scale up and grow an award-winning coaching program in your organization.
3. Understand how leadership development and coaching can help shift an organization's leadership culture.
4. Learn more about the ROI of coaching.

Our Stake for this presentation:



By courageously and authentically sharing our coaching story, we will inspire and motivate others to take the 'first steps' to build new coaching and leadership cultures.

AFCC's Coaching Journey- *The Story*

How the coaching program began

Foundation of
HR



2008-2011

2012

2013

2014

2015

2016

2017

2018

Building a solid foundation in HR

- The high-level strategy was to become a **trusted advisor** for both **employees** and **leaders**
- Creating a **culture of openness, trust, support and partnership**
- One customer at a time
- Unconditional **confidentiality** was key - both managers and employees knew that there was a cone of silence in HR
- The **success** of these strategies was **measured** during our first **employee engagement** survey in 2009 - HR scores very high.



Group Question

What foundational pieces do you need to consider prior to building a coaching program?

Coaching Begins: Initial Insights & Challenges

Senior Leadership approves coach training and certification program - 2011

- Coaching supports company values
- Impacts employee engagement and retention

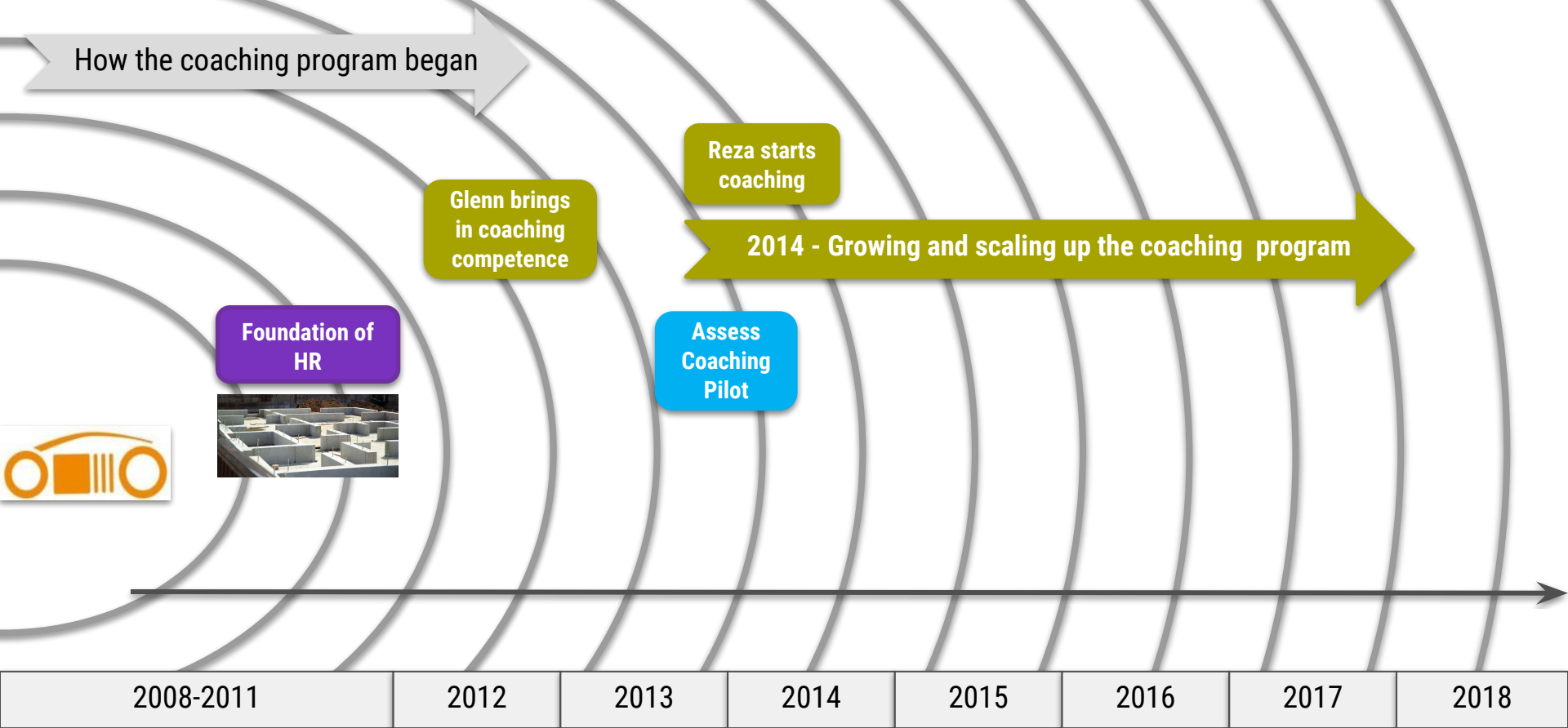
Learnings and Advice

- Get senior level buy-in
- Jump right in and start coaching - GET MESSY
- Be strategic - start coaching key influencers
- Coaching starts to have an impact - share successes
- Decrease employee relations issues
- Positive employee testimonials



Employee Testimonial

AFCC's Coaching Journey- *The Story*



2015 - continued scale-up of the coaching program

- 2015 (2nd) review of program
- Increased awareness and interest in coaching
- 2 internal coaches at full capacity
- Additional coaching support needed
- Coach Approach training rolled-out
- Developed strategy to bring 60-hour CTI coach training program in-house
- Government funding to augment costs
- 23 internal leaders start formal in-house program



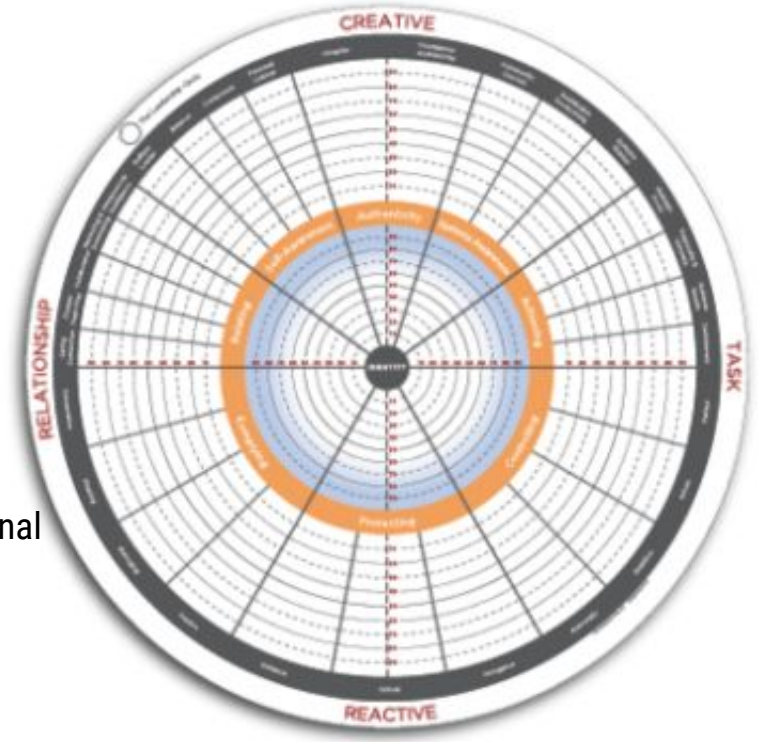


Key Takeaways - Pilot, Scale up and Integration

- Obtain buy-in from CEO and Senior Leadership Team
- Start small - just jump-in and start coaching
- Pilot everything - learn and then roll out to the rest of the organization
- Continually measure your program's impact
- Look for fans, champions and influencers to create positive momentum
- Create safe spaces for coaches to practice their skills: triads, coach supervision reviews, practice with intern/co-op students
- Integrate coaching into processes such as onboarding, performance management, leadership development, and career development
- Use a mix of internal and external coaches - expand your numbers

Leadership Circle: Culture Survey & 360 Reviews

- Tested tool with 3 SMT members
- Glenn & Reza certified in Leadership Circle tools
- 2013 Leadership Culture Survey completed
- 2014 Leadership workshop - review results & identify key improvement areas
- 2014 - 2016 - Leadership Circle 360s completed for all leaders (Directors, Managers and Team Leads)
- Coaching became key part of 360-degree feedback program; External coaches brought in to support program
- If coaching was the pizza dough - then the Leadership Circle learnings were the sauce



Employee Testimonials

Employee Testimonial

"3.5 years ago, I started coaching with one of our internal coaches. I came to the first coaching session at a very low point in my career. Quite frankly, I was ready to leave the company. As a Manager in the company, I felt undervalued for my skills and my overall contribution. I also felt that I had been intentionally overlooked for a variety of promotional opportunities. I felt unconnected to my boss and demotivated by him.

During the first few sessions with my coach, we discussed my values, my life purpose and even created a crew. I have to be honest and say that I was a little skeptical at first whether coaching would have any impact on me. When I look back on this time in my career, I know that the only reason I am here today is because of my coach and the learning and new perspectives I was able to generate as a result of our sessions. Three years later, I have been promoted into a very senior and critical role at the company and I am happy and engaged. Coaching works! And, I even participated in the company's coach training session and I am now a coach."

ROI Measures

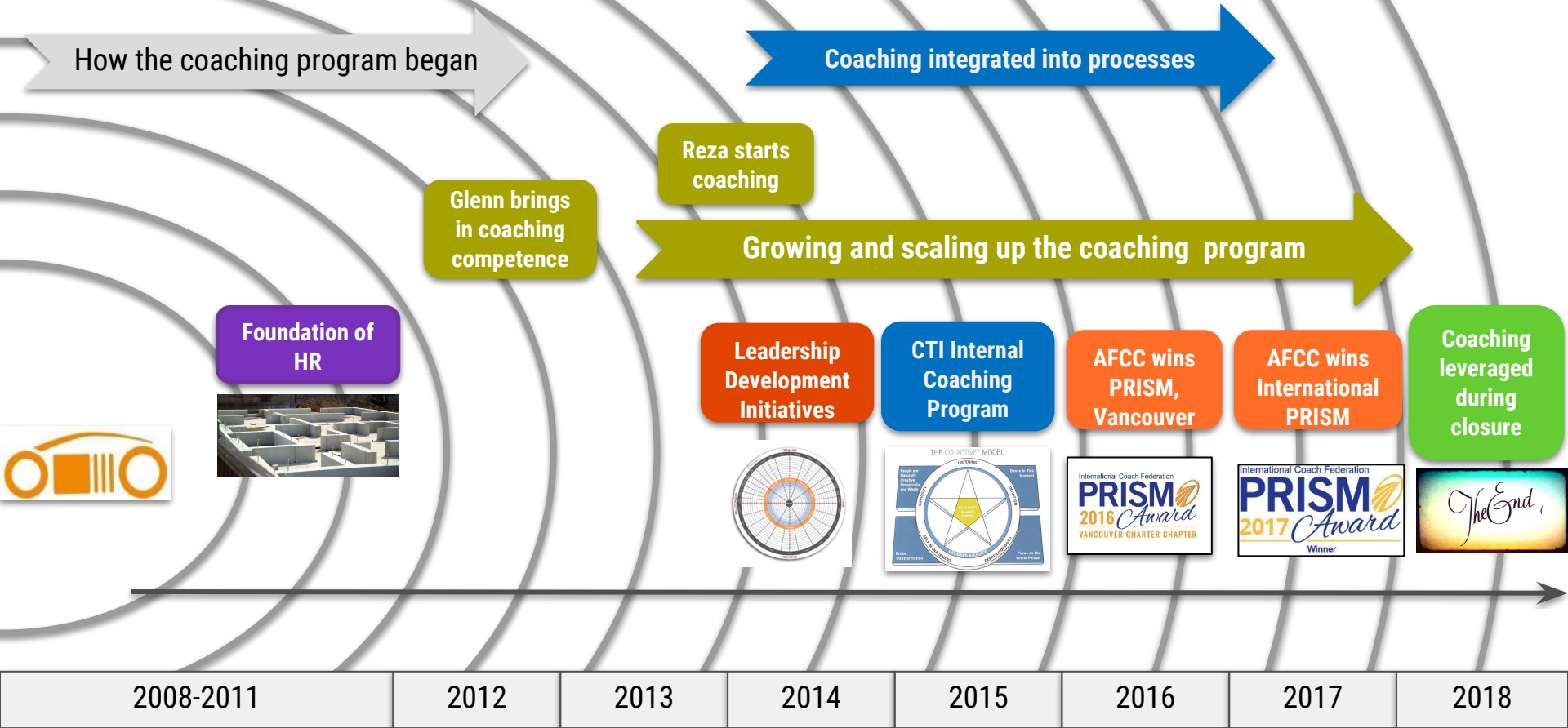
- 48% in employee turnover from 2012 to 2016.
 - **Cost Saving:** \$700K to \$800K per year
- 50% reduction in employee relations issues
- Coaching Survey Conducted- high scores for all areas of coaching
 - Very positive testimonials
- Leadership Circle culture survey results demonstrated a significant improvement in leadership effectiveness results over 3 years.
- Leadership Effectiveness scores are closely correlated to business performance.

SMT Culture Survey (Summary Dimension)	% improvement
Authenticity	389
Relating	228
Self-Awareness	182
Achieving	167
Systems Awareness	151
Protecting (reactive)	68
Complying (reactive)	59
Controlling (reactive)	41
Average Improvement	161
Reactive-Creative Scale	108

Key Takeaways - ROI

- Measure as many things as you can; later you may sift through the data and discard what's not relevant
- Look for a mix of client stories and organizational KPI
- If possible pilot coaching and leadership development in a sub-group and compare their performance data to the rest of the organization to show clear distinction
- Ask coaches to do a pre-assessment and post assessment with clients
- Suggested metrics may be Turn-over Rate, Employee Engagement, # of Employee Relations Issues, Leadership Effectiveness (360s), Business Results such as revenue, and Client Surveys; estimate what % coaching attributed to the improvement in results.

AFCC's Coaching Journey- *The Story*



HR Closure Stake

“By supporting our employees in a caring, coach-like, hands-on and professional manner, we will step up as HR leaders and ensure the team feels supported during the closure of AFCC and empowered to move forward to their next chapter.”

How Coaching Was Used During The Closure Process

1. Supporting Coaches...
 - A. Emergency coaches meeting
 - B. Coaches Planning Session - setting intention for closure process
 - C. Monthly Coaches Gathering – Coaches Corner
 - D. Coaching Triads
 - E. Coaching Tune-up Sessions
2. Supporting 3 additional coaches to obtain ACC certification.
3. 29 new coaches (21% of employees) were trained .

Supporting Employees During Closure

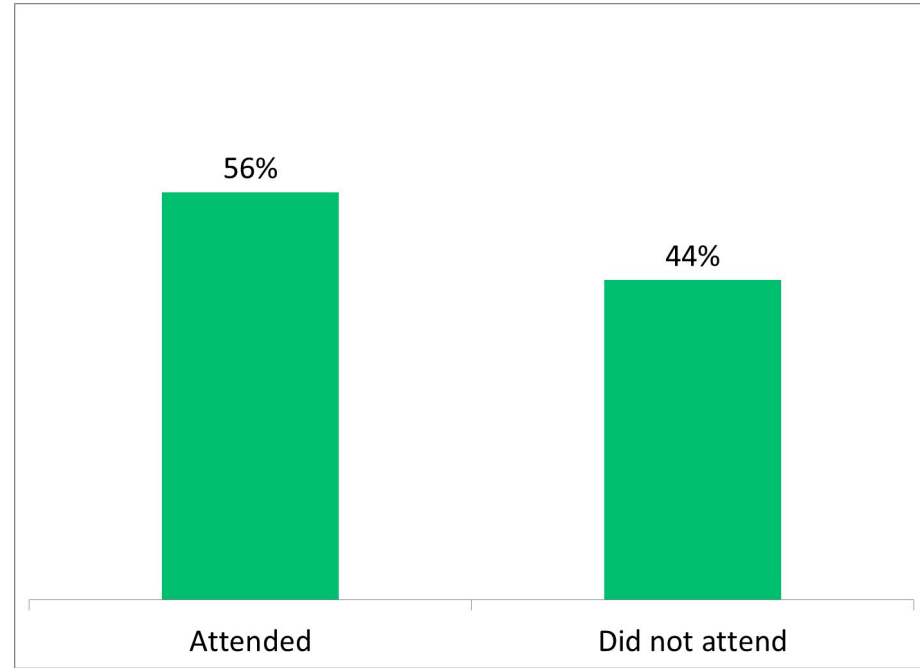
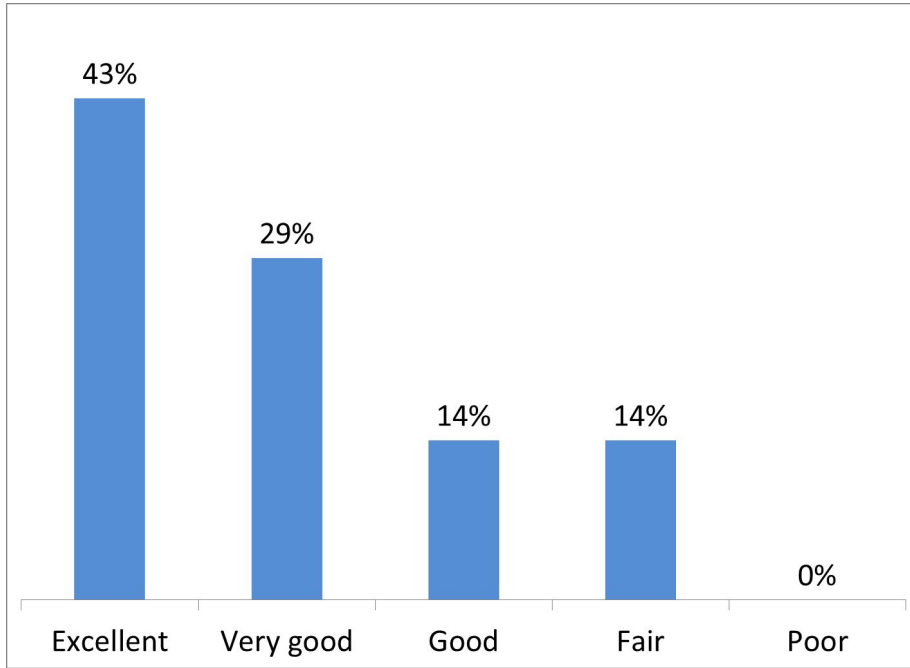
1. Coaching Workshops – Emotional processing for employees - 3 days after announcement and throughout the 8 month closure process
2. Career Coaching
3. Life Planning and Strengths Finder Workshops – Group and Individual Coaching
4. Despite closure - we created a corporate & board approved Internal Coaching Goal for the company closure

ROI - Coaching Through Challenging Times

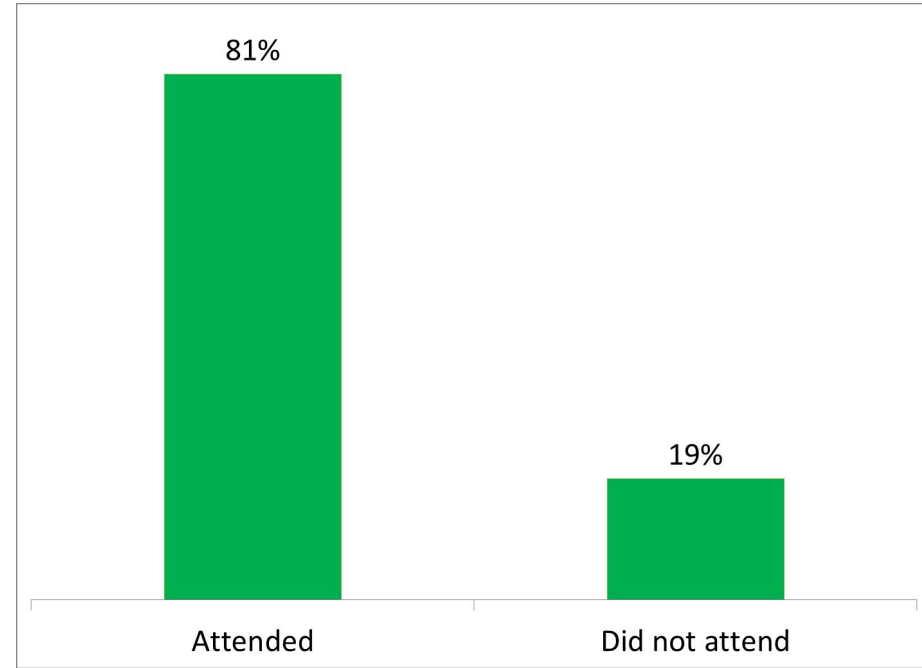
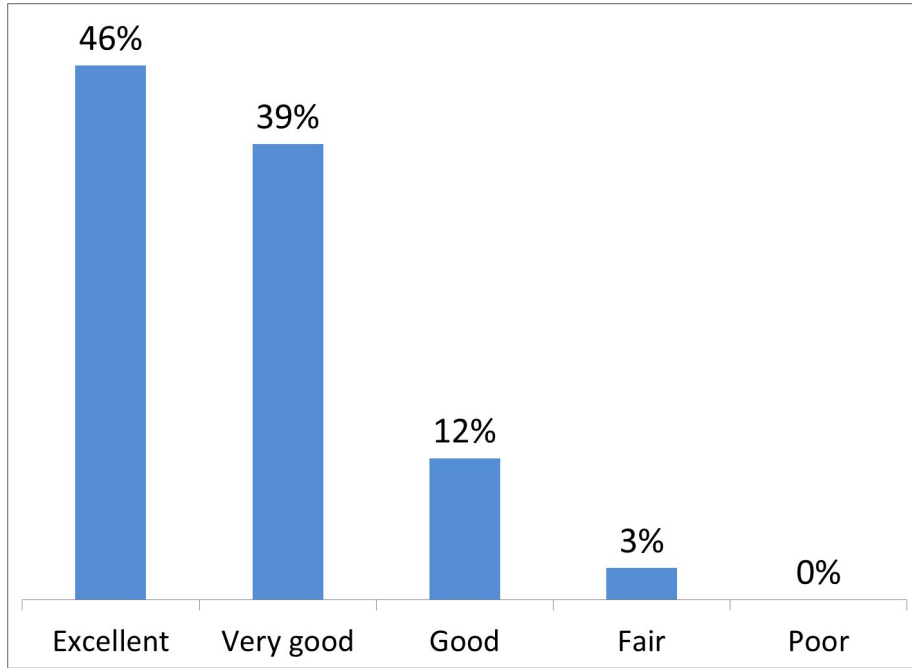
"This program has helped me stay grounded and focused through this very stressful time. It has helped me create a stake and purpose for the transition period and beyond. I was coached by multiple coaches during this period."

"Coaching provided me support and clarification about what I want to do next and made me feel better during the times I felt sad or confused."

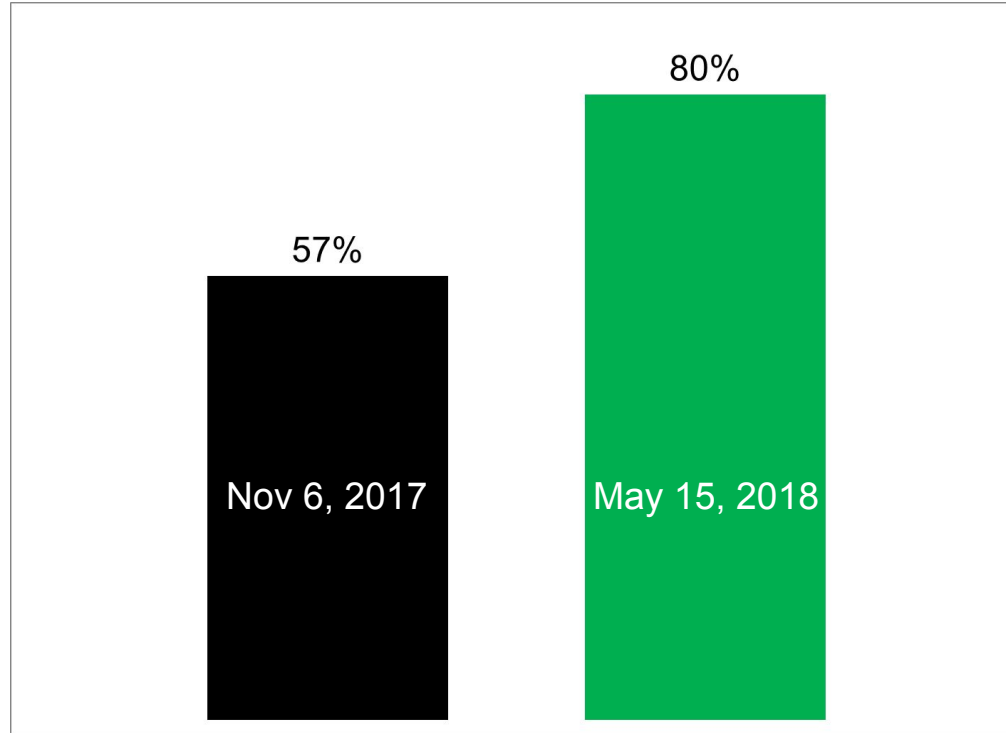
72% of employees who utilized **internal coaching program** rated it as “Excellent” or “Very good”.



85% of employees who attended [internal Employee Planning and Strengths Finder workshops](#) rated it as “Excellent” or “Very good”.



Employees reported a **23%** increase in confidence in future success due to support received.



Planting New Coaching Seeds



Overall Takeaways

- Build a foundation of trust
- Ensure Senior Leadership support & involvement - champions
- Start with a small 'v' Vision - Take the First Step - start small
- Look for Fans or Champions
- Adapt, learn and modify the program
- Celebrate Small Successes
- Look for Inspiring Stories that support your WHY - Sell as a strategic initiative
- Keep the coaching initiative alive
- Coaching is part of blended solution to transform an organization
- Coaching is a gift that keeps on giving during rewarding and challenging times



Thank you

Glenn St. Onge, CPCC, PCC

Glenn's HR journey began at the Hudson's Bay Company, BC Transit and WorkSafe BC. It was during his 9-years in biotechnology that Glenn's hunger for a different way to do HR was born. This hunger continued in his current role, as Head of HR at AFCC, where it collided with coaching, which became his passion. Glenn's 2012 HR-strategy envisioned coaching/leadership as a catalyst to unlock the potential of individuals, teams and the entire organization. This vision resulted in a thriving coaching/leadership culture. To balance his work-life, Glenn loves to ride his bike, listen to audiobooks, and travel.

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Reza Rahmani, CPCC, PCC

Reza is a recovering engineer, a passionate coach, and an avid tennis player who works as a Senior HR Generalist at AFCC. Reza's focus is leadership development, employee coaching, and talent acquisition. As a coachee turned coach, he was looking for a way to fully express his life purpose- until he experienced coaching. Reza quickly fell in love with coaching because he saw its power to create transformations. Reza received a Bachelor of Applied Science in Engineering Physics from University of British Columbia. During his free time, you may find Reza on a tennis court working on his killer serve

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