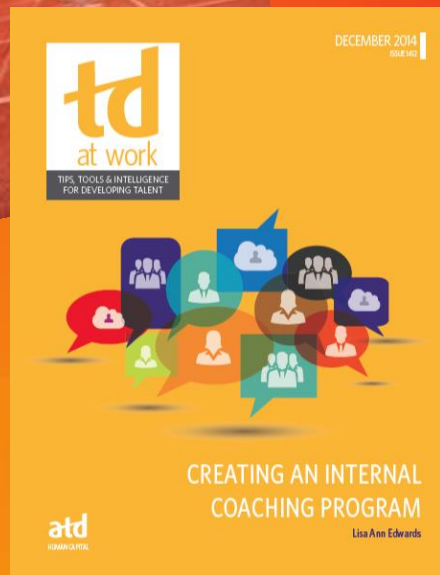
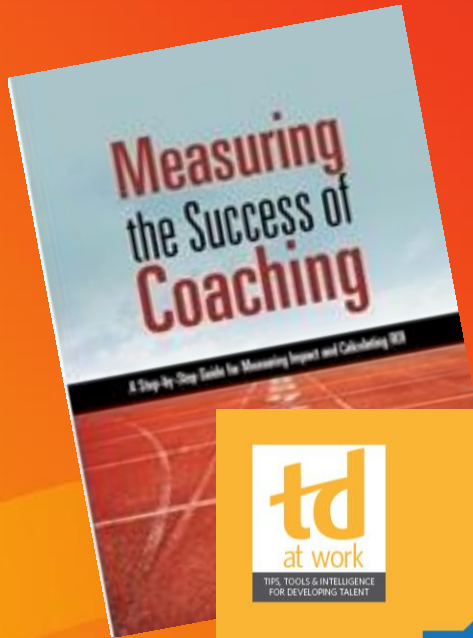


Make Internal Coaching A Success in Your Organization

Lisa Ann Edwards, M.S.
Lisa@BloomCoachingInstitute.com



Poll: *What's important to you, now?*

Which describes you?

- A. We **want to create** an internal coaching program.
- B. We do not currently have an internal coaching program and we **need to justify getting a budget** for one.
- C. We have an internal coaching program and we **need to justify growing our budget**.
- D. We have an internal coaching program and **we need to show results**.
- E. None of these apply to me.

Meet My Mentor





**% of one-person
households has
tripled
since 1950.**

2010 US Census data.

**There is someone at work
who encourages my
development.**

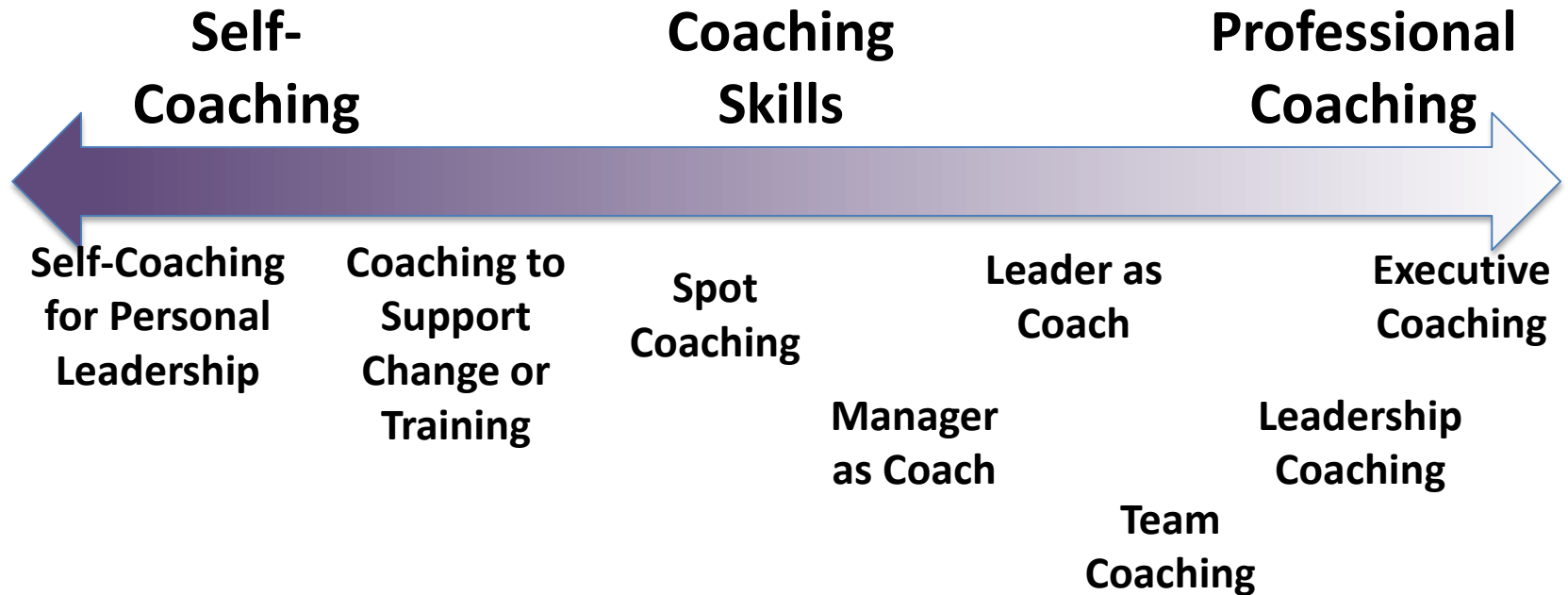
The Gallup Organization.



Agenda

- Internal Coaching: *What is it & Trends*
- Making Internal Coaching A Success: *Three Keys*
 1. Case Study Example: *Alignment*
 2. Case Study Example: *Accountability*
 3. Case Study Example: *Measurement*
- Three things you can begin

Internal Coaching: *What is it?*



Internal Coaching: *Fastest growing*

2012 ICF Global Coaching Study:

- 47,000 Coaches worldwide
- Generating \$2 Billion in revenue
- ***10-22% are Internal Coaches***

Internal Coaching: *Opportunities*

2012 ICF Internal Coaching CoP:

- How to set up an Internal Coaching program
- How to measure success and ROI

Internal Coaches: *Do they cost less?*

	Internal Coach	External Coach
Base hourly rate	\$78 ¹	\$200 ³
Coach Training costs	\$5,000 ²	
TOTAL RATE/HOUR⁴	\$203	\$200

Internal Coaches: *Benefits*

- Coachees
- L&D Team
- The Organization
- ***The Internal Coaches***

Key #1: Alignment

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 - a) *Focus group / Nominal group technique*
 - b) *Interviews*
 - c) *Other data sources (E.g., 360, customer service, job satisfaction, etc.)*

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5. **Create objectives:** *business, performance, learning and reaction*
6. Then..... ***Create your internal coaching solution!***

Case Study: *Millennial Workforce*

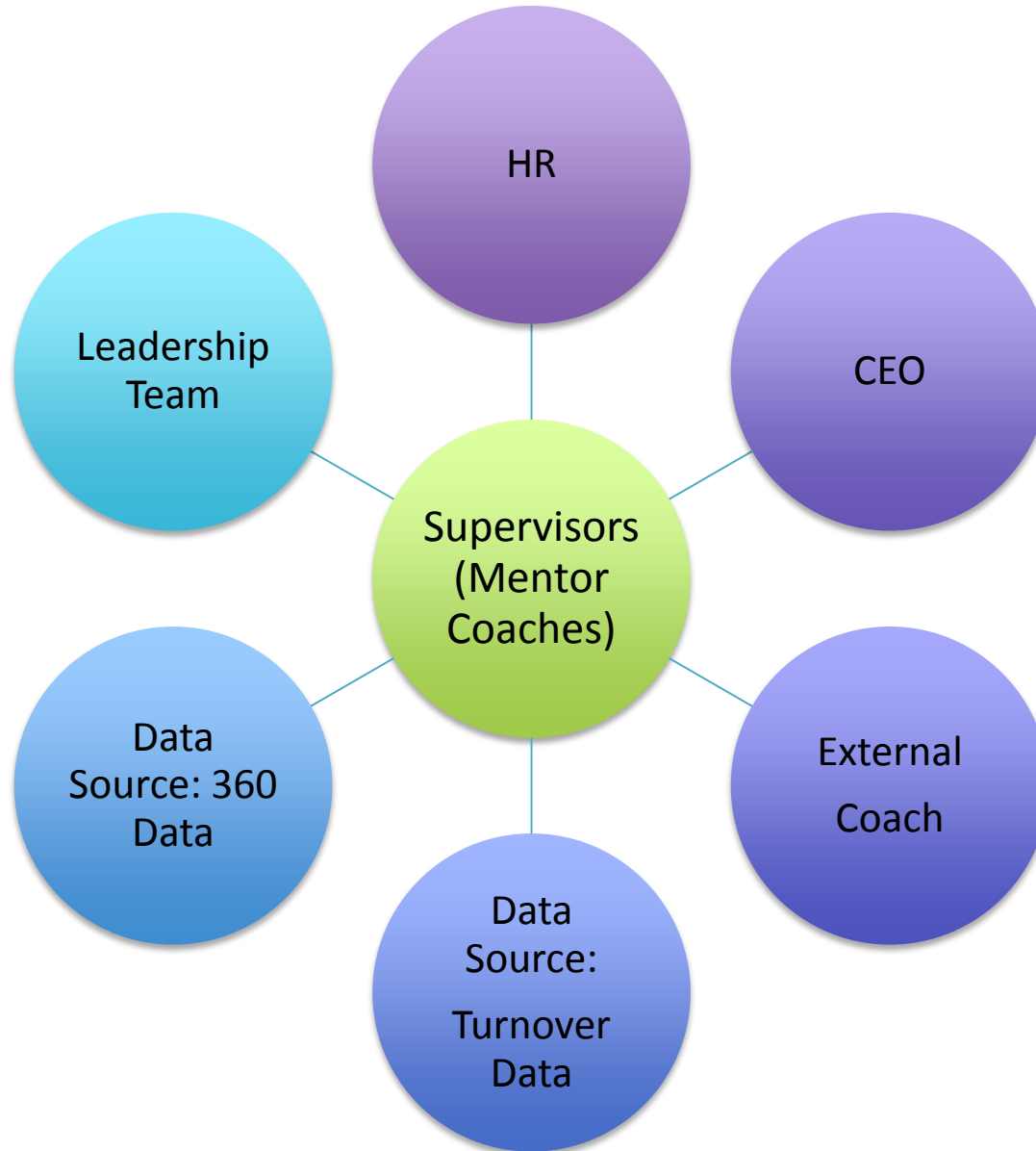


The Business Pain Point

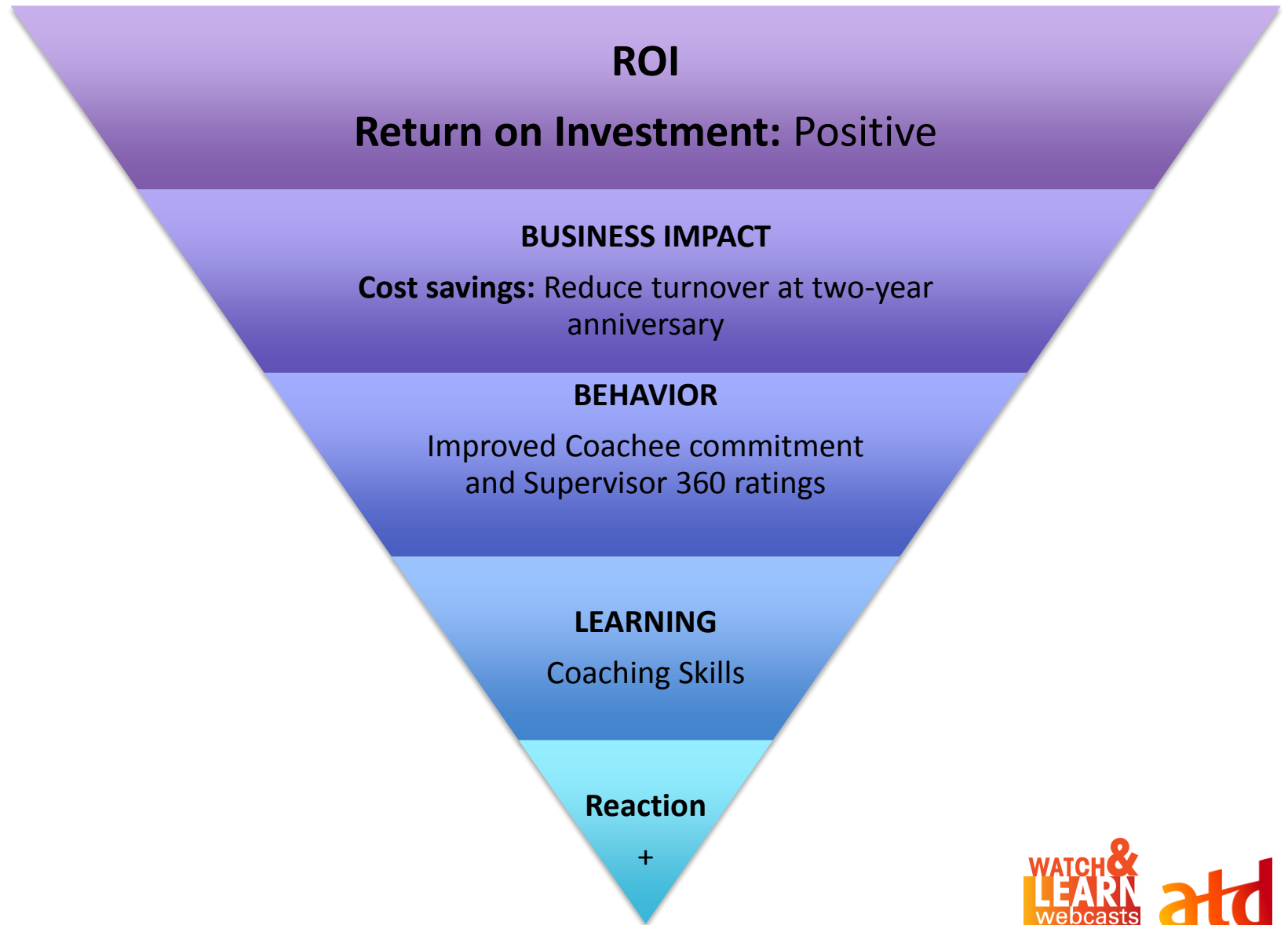
I quit!!

The image shows the phrase "I quit!!" written in a thick, red, hand-drawn style. Below the text are two parallel horizontal lines, also drawn with the same red marker. In the bottom right corner, the tip and part of the red marker are visible, pointing towards the text.

Alignment: *Stakeholders*



Alignment: *Needs & Objectives*



Case Study: *Millennial Workforce*

The Solution: *Mentor Coaching*

- 9-month training program for Supervisors
- 3 competencies: Business Knowledge; Communication & Managing Conflict; Developing & Mentoring Others
- Supervisors (Mentor Coaches) learn basic mentor coaching skills
- Emphasis on career development coaching skills
- Mentor Coaches coaching one Coachee; 6 coaching sessions
- Mentor Coaches are supervised; 6 total hours

Case Study: *Millennial Workforce*

The Results: *Mentor Coaching*

	Participation Goal: 85%	Reaction Goal: 90% Agree	Learning Goal: 70% Agree	Behavior Goal: 55% Agree
Participants	✓ 88% Participation	✓ 94% Agree	✓ 75% Agree	✓ 73% Agree
Managers	75% Participation	N/A	45% Agree	32% Agree
Mentees	78% Participation	79% Agree	57% Agree	60% Agree

Email me at: Lisa@BloomCoachingInstitute.com for a copy of the study.



Key #2: Accountability

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Key #2: Accountability

1. **Prepare** participants and stakeholders
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3. Establish a **process for managing progress**
4. Keep the **end in mind**

Case Study: *New Hire Turnover*⁶



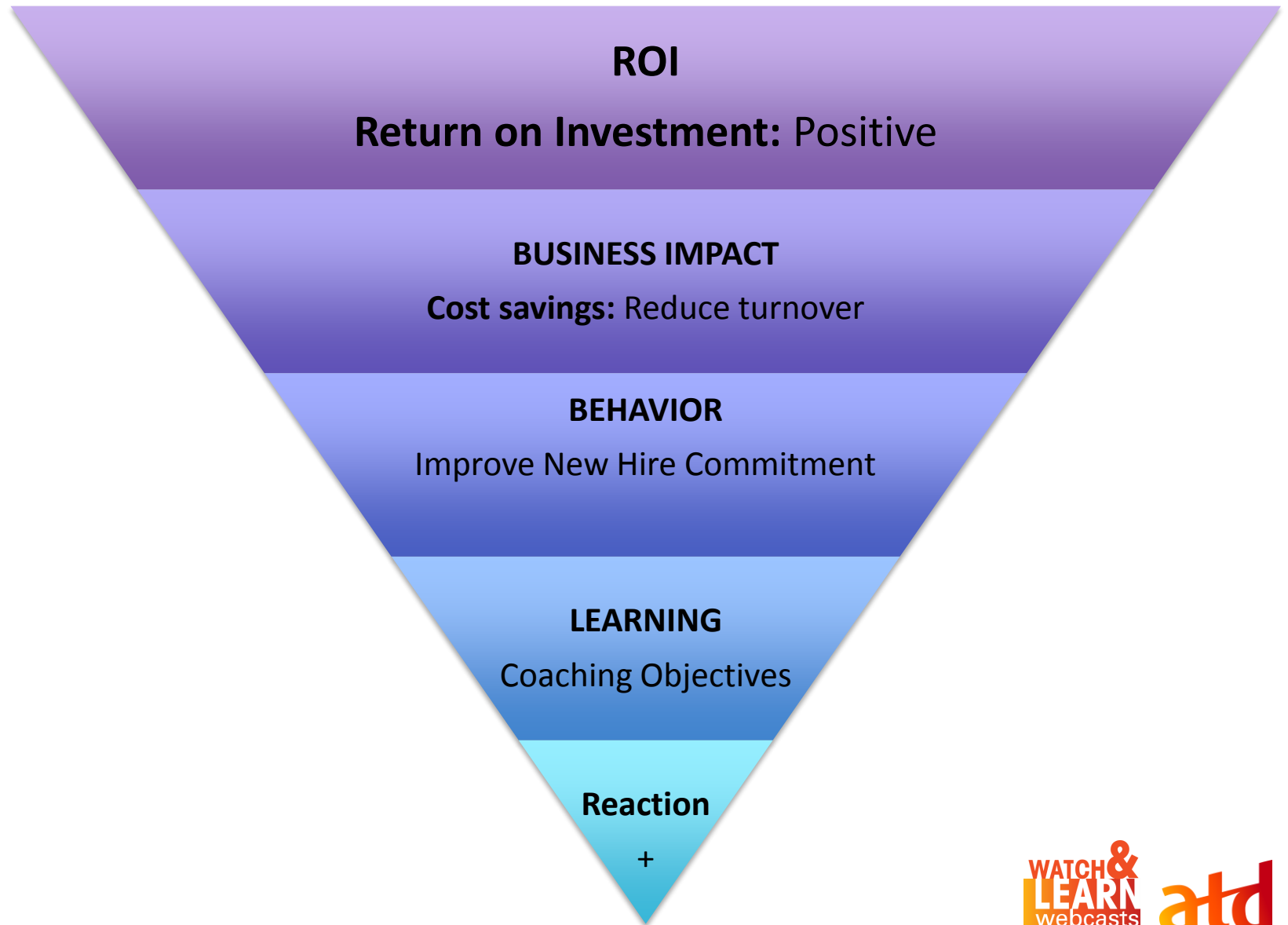
The Business Pain Point



Alignment: *Stakeholders*



Alignment: *Needs & Objectives*



Alignment: *Needs & Objectives*

**Learn more about the
specific challenges
New Hires faced!**

Case Study: *New Hire Turnover*

The Solution: *New Hire Coaching*

- Invitation to all New Hires
- 4 Team Coaching sessions; 8 Individual Coaching sessions
- Program lasted through 1st year

Accountability

1. **Prepare** participants and stakeholders

- Manager Session
- Information Session
- Manager Communication

2. **Clarify expectations** of all roles

3. Establish a **process** for managing progress

- Coaching Plan
- Coaching Prep
- Coaching Logs
- Manager check-in

4. Keep the **end in mind**



Results: *Reaction, Learning & Behavior*

Reaction / Satisfaction to the Program	% Agree
Relevance, Importance, Value-Add, Recommend	100%

Learning	% Agree
Meeting coaching objectives	100%

Behavior	% Improvement
Commitment	11%

Results: *Impact, Costs & ROI*

Calculated Cost Savings Realized per New Hire	Value
Trend vs. Actual cost savings + Expert Estimate Isolation	\$58,463

Fully-Loaded Costs of the Program	Value
Participant time, coach's time, facilities & materials	\$16,665

$$\text{ROI} = \frac{\$58,463 - \$16,665}{\$16,665} \times 100 = \mathbf{251\%}$$

Case Study: *New Hire Turnover*

The Results: *Improve!*

1. Manager unavailable for direction & support
2. Available manager, but poor direction & support
3. Chaotic, disorganized workflow
4. Lack of training for tools specific to the job

Key #3: Measurement

1. Refer to the **levels of evaluation**

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1. Refer to the **levels of evaluation**
2. Use a **methodology**
3. **Report** success
4. **Learn** from data & make improvements

Case Study: *Medical Field Reps*⁵



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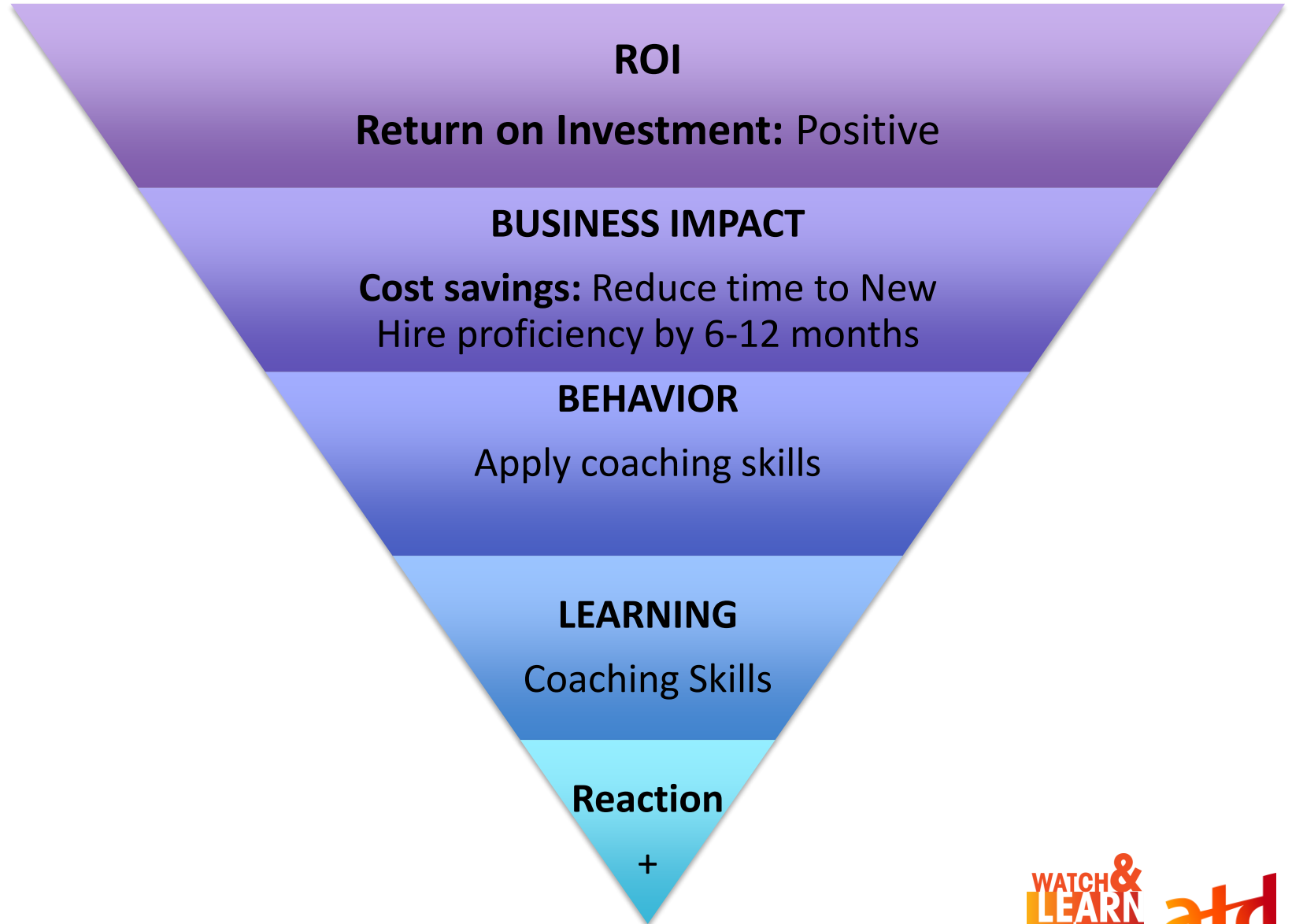


**The Business
Pain Point**

Alignment: *Stakeholders*



Alignment: *Needs & Objectives*



Case Study: *Medical Field Reps*

The Solution: *Coaching Skills & Tools Course*

- Coaching process for new hire
- Roles/responsibilities
- Behaviors of a coach
- Communication skills, career support & psychosocial support
- Learning tools available

ROI Methodology™: *Framework*

Level

Measurement Focus

- | | | |
|---|--|---|
| 1 | Reaction, Satisfaction, and Planned Action | Measures participant satisfaction and captures planned actions. |
| 2 | Learning | Measures changes in knowledge, skills, and attitudes. |
| 3 | Application and Implementation | Measures changes in on-the-job behavior or actions. |
| 4 | Business Impact | Measures changes in business impact variables. |
| 5 | Return on Investment | Compares benefits to the costs. |

Results: *Reaction, Learning & Behavior*

Reaction / Satisfaction to the Program	Average Rating (1-3 Scale)
Reaction, recommend and planned action	2.76

Learning	% Confidence
Knowledge and confidence in using coaching skills	90%

Behavior	% Agree
Application of coaching skills (11 items)	87%

Results: *Monetary Benefits*

Calculated Savings Realized per New Hire	Value
Current vs. historic revenue value due to improved time to proficiency	\$615,662
Current vs. historic cost savings of corporate training expenses	\$2,408
Current vs. historic cost savings on-boarding	\$51,447
Subtotal monetary benefits per 1 New Hire	\$669,517
Subtotal monetary benefit for program (17 students)	\$11,381,789
Current vs. historic cost savings in improved ability to identify 1 mis-hire sooner	\$108,567
TOTAL MONETARY BENEFIT	\$11,490,356



Results: Costs

Item	Cost
Needs assessment conducted internally via online survey	\$500
New Hire costs (travel, salaries, and materials)	\$124,261
Cost to train TFEs and DSMs	\$260,000
Costs to develop Coaching Skills course and Coaching Tools Field Guide	\$319,777
Evaluation costs, conducted internally	\$8,000
TOTAL COSTS	\$712,538



Results: *ROI*

$$\text{ROI} = \frac{\$11,490,356 - \$712,538}{\$712,538} \times 100 = \mathbf{1512\%}$$

Key Ideas?

What are you going to use right away?

Next steps

Three things you can begin:

1. **Align** your work with business impact
2. Create **accountability** in your programs
3. **Measure** the success of your work

Next steps

Keep looking up.

Lisa@BloomCoachingInstitute.com



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