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CROSSCULTURAL MULTIDISCIPLINARY INTERPERSONAL

HONORARY PATRON

**HANNA GRONKIEWICZ-WALTZ**  
PRESIDENT OF WARSAW

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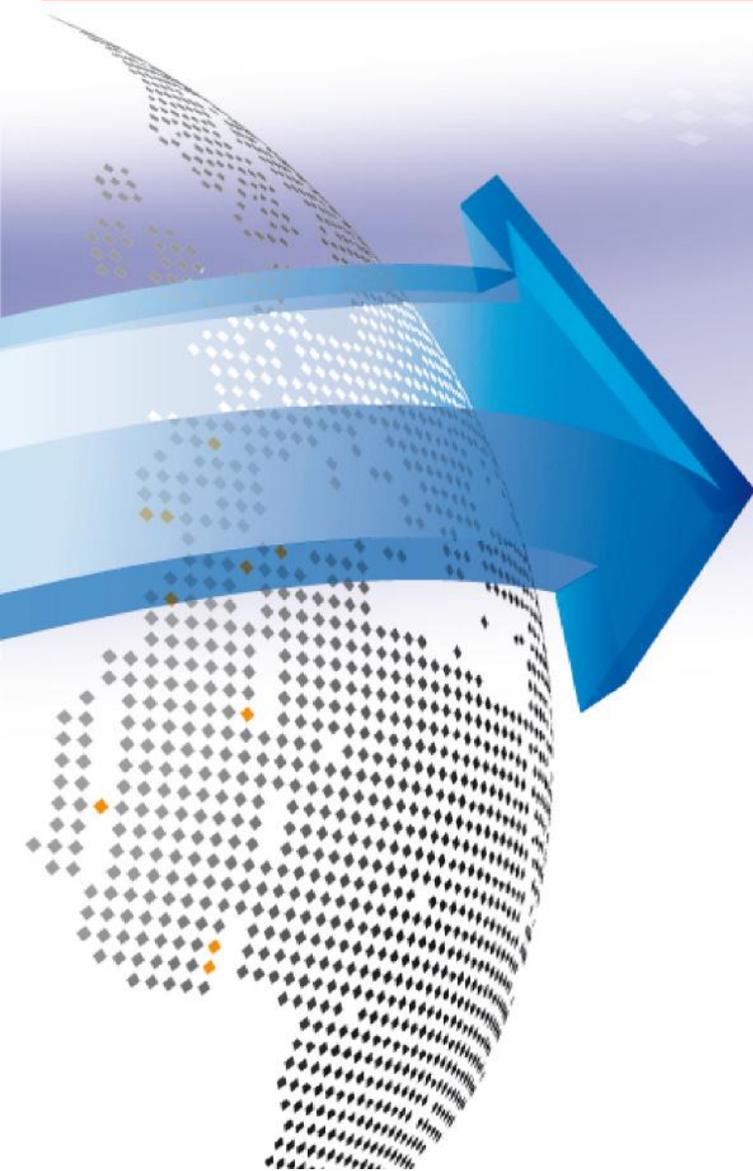


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# Coaching-The Way of the Future for Dynamic Businesses

People don't leave companies  
They leave Managers !

# Introduction

## **Noble Manhattan Coaching**

- Established in 1993
- 26 Countries, 7,800 Coaches trained

## **Gerard O'Donovan**

- CEO of Noble Manhattan Coaching
- President of International Institute of Coaching  
(11,000 members, 76 Countries)



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# Purpose Of Today's Talk

To cover:

Trends

Methodologies

Techniques



# What Do We Know About Coaching?

- **It Works . . .**
- **M A D - Makes a Difference**
- **R O I - Huge and Growing**

# Return on Investment in Executive Coaching

*"The goal of coaching is the goal of good management: to make the most of an organization's valuable resources."*

Harvard Business Review

*"The Bottom Line: Coaching produced a 529% return on investment and significant intangible benefits to the business. The study provided powerful new insights into how to maximize the business impact from executive coaching."*

MetrixGlobal, LLC 2001



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# International Findings



## Manchester Review (More than 300 companies)

**Delivered an average ROI of 5.7 times the initial investment (a return of more than \$100,000)**

**Executive productivity improvements (reported by 53% of executives)**

**Organizational strength (48%)**

**Quality improvements (48%)**

**Customer service improvements (39%)**

**Retaining executives who received coaching (32%)**

**Direct report and supervisor relationship improvements (greater than 70%)**

**Teamwork (67%)**

**Working relationships with peers (63%)**

**Job satisfaction (52%)**

## Association For Coaching (more than 600 companies)

- **Key fact:** Purchasers of Coaching stated **better people management skills resulted in 58%** of coaching programs and **increase job motivation in 53%**. While coaches stated **improved work life balance resulted in 48%** of coaching programs and **improved job motivation in 42%**.
- **Key fact:** 48% of purchasers of coaching stated having a quantifiable measure of the ROI from coaching is important.
- **Key fact:** In 72% of cases purchasers of coaching use coaches to develop individuals' business performance.
- **Key fact:** In the majority of cases coaches received **between 4 and 7 Coaching sessions!**



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# Local Case Study

# A. Executive Team Coaching- relevant data:

- **The Team Coaching Program duration: 10 months (6 meetings).**
- **12 people extended board team (central management & heads of production units).**
- **General profile: experienced senior managers (more than 10 years in management positions), multicultural (3 different nationalities), high income (more than 100k euro per year).**
- **Non-individual, systemic approach during 5 assisted board meetings (plus 1 kick-off coaching program meeting).**
- **Average impact of board decisions: more than 1 mil. Euro per meeting.**
- **Estimated ROI (2 months after): 750%.**

## B. Measurable Criteria:

- **General time effectiveness in board meetings (up 78%)**
- **Time effectiveness related to agreeing on a decision (up 66%)**
- **Quantity of decisions per meeting (up 54%)**
- **Quality of decisions taken (impact, sell-ability to peers, etc) (up 44%)**
- **Information sharing and distribution (up 88%)**
- **Managerial risks taken on new projects (both strategic & tactic) (down 33%)**
- **Degree of project/task delegation downwards (up 54%)**
- **Group management skills and benefits (up 67%)**
- **Stress and pressure level (down 54%)**
- **Profit share increase based on assisted team's decisions (up 2.5%)**

# Trends

(Worldwide and in coaching)  
Young Dynamic Populations  
Technology Driving Change

- *telephones*
- *webinars*
- *Skype*
- *Ipad's*
- *Smart phones*
- *social media*
- *cost-cutting*
- *environmental awareness ( our carbon footprint)*

**Many countries worldwide in various stages of demographic transition:**

**Global population growth over 50 years from 3,000,000,000 to nearly 7,000,000,000**

**Work by David Bloom at Harvard suggests that the youth bulge can speed economic development. He and his colleagues suggest that as much as a third of Asia's miracle growth rates over the past few decades are attributed to the youth bulge.**

**Cairo University has about 200,000 students.**



# Changes In The World Of Work

- 1. Rapid change**
- 2. Younger work force at managerial level**
- 3. Moving up the value chain**
- 4. Increasing mobility / attrition**
- 5. Positive impact of globalization**
- 6. Changing nature of business itself**
- 7. Depersonalization**
- 8. Old ways are not working**
- 9. Increasing diversity within the workplace**
- 10. More knowledge workers**
- 11. Juniors are more knowledgeable in technical areas**
- 12. Flattening of hierarchies**
- 13. Increasing incidence of virtual teams**
- 14. Changing Lifestyles**
- 15. Driven by consumerism**
- 16. Less organized democracy because workforce more aware**



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# Service Delivery: Live vs. Phone – for Executives

- In-person coaching. It accounts for 44% of executive coaching,
- Phone coaching is second in frequency, at 37%.
- Email, internet chat and webcam work making up the remaining 20%.
- Personal and life coaches actually report a higher rate of phone coaching at 41%
- They also believe that phone coaching is more effective than in-person communication, by a 54% to 46% margin.



- In-person coaching is judged most effective by 70% of executive coaches, against just 30% who selected phone coaching as most effective. That's a slight change compared to last year's 67 / 33 ratio. Among veteran coaches who participated in both this year's survey and last, 7% moved away from the phone and towards in-person delivery, boosting their approval rate of in-person delivery to 81%.
- Coaching customers and HR experts see things differently, however:
  - 82% of those who purchase coaching see in-person as the most effective.
  - 89% of self-described HR and training professionals agree.
  - 96% of those who had worked with an executive coach say in-person coaching is best.

# Methodologies in Management

Two types of management:

- **Traditional = command and control**
- **Coaching**



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# TRENDS Coming Together

- **Coaching**
- **Mobility**
- **Sharing**
- **Working online**
- **International focus**
- **A very young world**
- **Outsourcing**
- **Competition**

# Mobility

- **Lenovo** ,The third largest computer company on the planet. Doesn't even have corporate headquarters, its executives just orbit the globe ?
- **Two in every five IBM** employees have no office ?
- **Ram Charan**, the most influential consultant alive ( in Fortune's words) had no home until he bought one at age 67 previously he has lived for the last 25 years plus in hotels and on planes. Sending his laundry to an office in Dallas from which strangers sent him fresh close to pick up at his next destination ??
- Polish surgeons commute every week to work in Nottingham, England?
- British people travel to Estonia for stag parties every weekend ?

# Techniques

New coaching models - specifically aimed at managers  
- specifically aimed at teams

*For example "The Coaching Circle" teaching self coaching,  
therefore self replicating*



# Group Coaching

**A facilitated group process that is led by a professional coach and formed with the intention of maximizing the combined energy, experience, and wisdom of individuals who chose to join in order to achieve organizational objectives and/or individual goals.**

Characteristic	Group Coaching	Team Facilitation	Training/ Workshop
Size	6-12	5-20	Any size
Decision to participate	Participants opt in	Participants are enrolled	Participants are enrolled or opt in
Source of members	Same company different companies Community	Same company or organization	Community, company (same/ different), individuals
Accountability	Personal and group	Team	Personal and/or organization
Group agenda	Group creates or helps create agenda	Facilitator sets the agenda	By organization
Goals	Individual and group	Team	Individual, Team, Organizational
Leader	Coach	Facilitator (may or may not be a coach)	Trainer (may or may not be coach)
Connection	Personal or professional goals or interest, business goal	Business goals, professional goals	Goals (personal/ professional)

# Finally- Leadership

- **Definition of manager vs. Leader**
- **Managers do things right**
- **Leaders do the right thing**
- **Coaching turns managers into leaders**



- *A leader is best*

*When people barely know he exists,*

*Not so good when people obey and acclaim him*

*Worse when they despise him,*

*But of a good leader, who talks little*

*When his work is done, his aim fulfilled*

*They will all say “We did it ourselves” — Lao Tse*

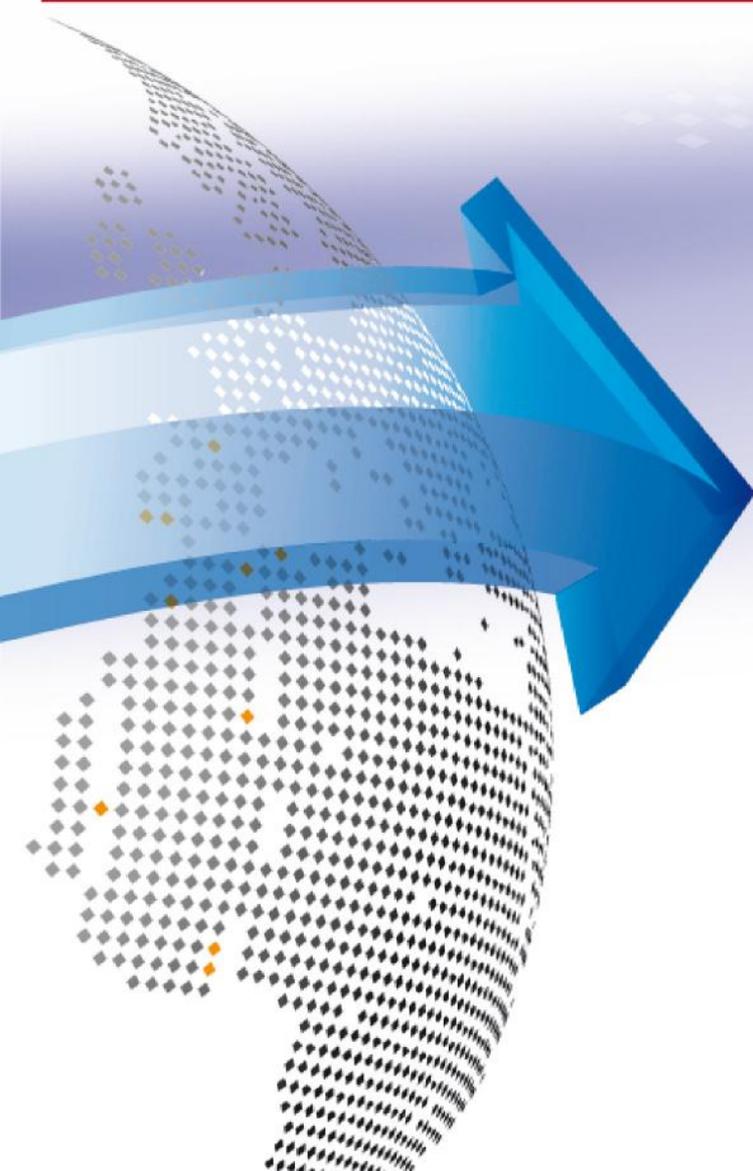


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An abstract graphic on the left side of the slide. It features a stylized globe made of small black and grey dots, with several large, blue, 3D-style arrows pointing to the right. The background is a light blue gradient with a pattern of small, semi-transparent diamonds.

**END**