LEADERSHIP
INSIGHTS

Leader Coaching™

A New Model to Accelerate Performance

Business & Talent. Aligned.®

Right Management®
ManpowerGroup

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Delivering Enhanced Value

THE OPPORTUNITY

Coaching has long established itself as an essential tool in creating more effective business leadership. With its roots in psychotherapy, coaching was first used by organizations with a generally talented leader who had a particular behavioral or performance problem that needed to be "fixed."

Over time, coaching acquired more positive and developmental applications, evolving naturally from addressing specific problems, to sharpening specific performance skills, to developing an individual's full leadership potential. The trend has been towards delivering increasing value to the organizations that have come to rely on it. But whether, as currently practiced, it yet delivers full value to clients, who often devote considerable resources to its uses, has been difficult to measure and quantify. Coaching today remains focused on the individual. At Right Management, the talent and career management experts, we see an opportunity for maximizing coaching's value by broadening its perspective and field of action. This paper is devoted to introducing Leader Coaching that fully leverages its individual, managerial and organizational dimensions.

EVOLVING EXPECTATIONS

The evolutions of coaching and of business are closely related. The advent of remedial coaching coincided with the breakdown of business hierarchies and the flattening of organizational structures. With fewer leadership peers and less time to perform tasks for themselves, leaders were, more than ever, required to achieve through others. A new premium was placed on collaboration, interpersonal skills and emotional intelligence. Leaders who had previously succeeded by deploying more autocratic leadership styles or by leveraging pure technical prowess rather than actual leadership skill were forced to adapt. In some cases, they needed the aid of remedial coaching to make the transition.

Coaching took on a more positive and less stigmatizing role when business conditions evolved again. As the pace of change quickened (often as the direct result of technological innovation), as organizations increasingly found themselves operating on a global scale, and as global competition increased the rate and scope of work, they could no longer rely on the vagaries of time and experience to develop their leadership talent.

To deliver full value, coaches must help leaders achieve broader strategic goals.

Instead, they needed to move high-potential candidates into positions of greater responsibility with maximum efficiency, usually by means of thoroughly planned and structured leadership development experiences in which one-to-one coaching played a central role. Coaches were relied on to meet such specific aims as helping leaders fill skill gaps or develop the cultural awareness necessary for succeeding in a global environment. But they were also tasked with the more general aim of impacting the entire organization by addressing the all-around potential of key leaders and, more significantly, working with multiple leaders. Where the typical coaching assignment previously involved a single “problem” leader, it now often involved a number of high potentials being groomed for a move up the ladder.

In its remedial but especially in its developmental form, coaching has been highly successful. It has delivered real value to organizations large and small operating on national and transnational scales. In a recent Right Management survey of North American human resource professionals, 81% of respondents indicated that coaching does indeed improve the effectiveness of leaders.

Despite such approval ratings, however, room for the further development of coaching remains. As currently practiced, coaching proceeds on the assumption that the organization's needs are best met by focusing on the needs of the individual — that improving the performance of leaders in general will necessarily drive business results. But is this assumption always sound? Wouldn't coaching do better to establish a clear, measurable link between the coaching of individuals and the achievement of the organization's strategic goals?

COACHING EVOLVED AS BUSINESS NEEDED TO MOVE HIGH POTENTIAL CANDIDATES INTO POSITIONS OF GREATER RESPONSIBILITY WITH MAXIMUM EFFICIENCY.

That it hasn't done so to date can largely be explained by the understandable, but ultimately false, belief that the leader's confidentiality can only be protected if coaching takes place within, as it were, a "black box" removing the process from meaningful external oversight. The results are often detrimental to the interests of both the leader and the organization. Coaching that focuses too narrowly on the performance and behaviors of individual leaders runs the risks of (a) ignoring systemic conditions that may impede the leader's progress no matter how well he or she responds to coaching and (b) improving individual performance in ways not particularly relevant to the organization's strategy and operational requirements.

Involving multiple stakeholders is essential to maximizing coaching's success.

In a business environment in which strategy can change quickly and in which global enterprises need to show sensitivity to local conditions while maintaining a worldwide strategic alignment, coaching will deliver full value only when it involves multiple stakeholders, perspectives and dimensions. Coaching that takes fuller account of organizational context represents the next stage in the evolution of the art and science of coaching.

Leader Coaching

A next generation approach to Leader Coaching integrates coaching with organizational context and strategy. Leaders develop broad capabilities relevant to realizing the organization's strategic objectives now and in the future.

A NEW COACHING MODEL

Leader Coaching is best described as coaching with an organizational consulting perspective and capability.

The one-to-one encounter between the coach and leader remains fundamental. The leader continues to work with the coach to set the objectives of coaching. Other stakeholders, however, are also factored into the process. They include the leader's manager, who not only helps define the expectations surrounding the coaching engagement but also takes responsibility for creating an enabling environment supporting the leader's post-coaching development and success. They may also include senior management and representatives of key functions such as HR, who share the responsibility of articulating the organization's strategic objectives and consulting with the coaching effort to ensure that the coaching and strategy agendas are properly aligned — in other words, that the organizational context is made relevant. Informed by organizational strategy, as well as by the organization's culture, values, processes and structure, Leader Coaching becomes a powerful mechanism for impacting the entire organization. Coaching is not only an individual event but also an organizational process driving systemic change.

To deliver full value, coaches must help leaders achieve broader strategic goals.

A key element of this model is the introduction of a new transparency into the coaching process. While the individual leader's confidentiality

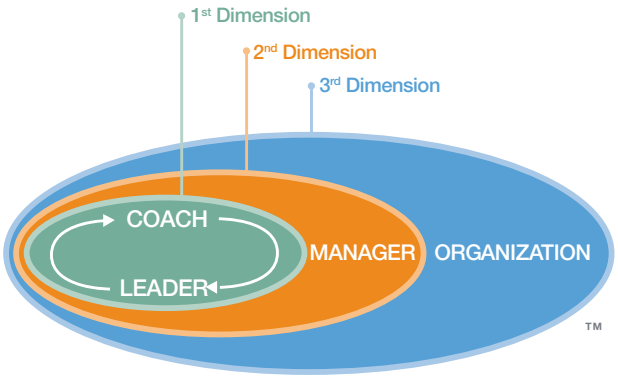

Figure 1
The Evolution of Leader Coaching

must continue to be respected, coaches report general trends emerging from coaching sessions to managers or senior leadership, and, where the engagement involves multiple Leader Coaching, coaches also consult with one another. So if, for example, a number of different leaders indicate certain systemic impediments to their higher performance, coaches are now in a position to make these findings known to line managers and senior management.

Leader Coaching is also a team-based effort. Coaching is delivered by a network comprised of coaches offering a wide variety of experience and expertise. These coaches are rigorously matched with leaders according to the particular needs of the leader and the strategic needs of the organization. Personality and chemistry are important considerations in matching coach to leader, but so too are the coach's knowledge and experience as they relate to the needs of both leader and organization. Coaches within the network collaborate closely, learning from each other to achieve common objectives. They are also supported by external network specialists able to enhance coaching sessions by contributing unique industry knowledge, functional expertise, targeted competency development and global experience.

Coaches are rigorously matched with leaders according to the particular needs of the leader and the strategic needs of the organization.

Members of the coaching network are linked via technology into a virtual community that provides resources, education and collegiality to attract, develop and retain the highest quality coaches (see Coaches Community of Choice, page 11). As well as helping nurture, define and measure coaching excellence, this virtual community provides organizations with access to a greater variety of coaches, thereby facilitating targeted matching and supporting coaching depth, quality, expertise and consistency worldwide.

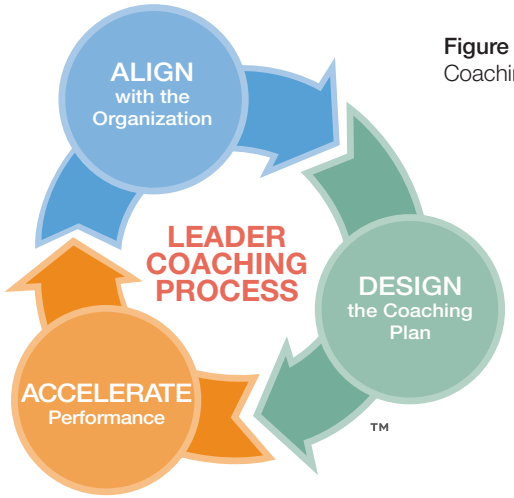

Figure 2
Coaching Process

Overseeing the entire coaching network are regionally based Master Coaches with senior-level coaching and organizational consulting expertise. The Master Coach serves as a link between those doing the actual local coaching and the organization's senior management. The Master Coach's responsibilities include liaising with senior management to determine the organization's strategic objectives, ensuring that these objectives inform the coaching engagement, tracking that engagement and reporting results to senior management.

The specific mechanism by which the Master Coach ensures that strategic objectives are translated into a practical agenda for coaching is the Business Value Chain (BVC). As defined by the Master Coach working closely with leaders and managers, the Business Value Chain charts a path to achieving such strategic goals as increasing market share, revenues and profits by addressing the following areas, for example:

Leader Competencies	Organization Capabilities	Business Outcomes
Developing talent	Talent management	Talent retention
Customer focus	Service excellence	Customer loyalty
Strategic thinking	Goal clarity/alignment	Strategy-driven culture

Figure 3
Business Value Chain (BVC)

With the aid of their coaches, leaders examine the competencies they must develop in order to expand those organizational capabilities tied to desired business outcomes and strategic goals. Actual coaching begins only after the organization's Business Value Chain has been properly vetted. The Business Value Chain then serves as a practical guide for the entire coaching engagement.

BENEFITS

Leader Coaching delivers three major benefits. First, it takes a comprehensive approach to coaching so that coaching not only improves individual performance but impacts the entire organization. It ensures that the leader's interpersonal, leadership and strategic skills are aligned with the organization's desired leadership brand. The leaders who emerge from multi-coaching engagements share a new sense of common purpose and direction.

The Coaching network forms the backbone of the Leader Coaching methodology.

Second, Leader Coaching ties coaching outcomes to organizational strategy. Coaching is often tactical in orientation. Leaders tend to develop generic capabilities identified as "gaps" separate from the leader's unique context. A next generation approach to Leader Coaching, by contrast, integrates coaching with organizational context and strategy. Leaders develop broad capabilities relevant to realizing the organization's strategic objectives now and in the future.

Third, Leader Coaching supports the development of an organization-wide coaching culture. Addressing the broader context in which the leader operates, it takes into full account the role of managers, colleagues, business strategy, culture and processes. Using the insight, tools and experience of seasoned management consultants, it works with the organization to create an environment conducive to the success of the newly coached leader and of the coaching of other leaders.

KEY ELEMENTS OF THE LEADER COACHING MODEL

- A consulting perspective and capability driving systemic change
- A new transparency facilitating valuable information sharing
- A network of coaches enabling rigorous needs-based matching
- A Master Coach ensuring that coaching and strategy are aligned
- A Business Value Chain translating strategic objectives into a practical agenda for coaching
- A Coaches Community of Choice providing coaches with powerful and dynamic web-based coaching resources
- Measurable operational outcomes providing a yardstick of coaching success

WEB-BASED SUPPORT

Leader Coaching is supported by a web-based portal offering clients and coaches multiple resources for optimizing coaching effectiveness. A Coaching Management System allows the client and the coaching organization to track and manage the coaching relationship. iConnect™, a leading-edge coach matching tool, helps clients evaluate coach-leader fit by providing brief pre-recorded interviews of prospective coaches. A third major web-based resource is the Coaches Community of Choice.

Fully 46% of survey respondents indicated that they conduct no tracking of coaching effectiveness whatsoever.

COACHES COMMUNITY OF CHOICE

The coaching network forming the backbone of Leader Coaching consists of certified coaches who have been trained and inducted into the methods of this unique approach. A key resource supporting their work is the Coaches Community of Choice, a dynamic component of the coaching portal offering coaches:

- A repository for the latest research, white papers and references relevant to coaching in general and coaching with a strategic focus in particular
- Educational resources, webinars and conference announcements
- A blogging capability allowing the free exchange of ideas and best practices
- Inclusion in a database of coaches' profiles that can be searched by Master Coaches looking to match coaches and organizational/ leader needs

The Coaches Community of Choice is restricted to qualified coaches and is intended for their use only. It aims at maintaining the highest level of professional competence and integrity among coaches involved in Leader Coaching worldwide. It provides coaches with a forum for discussing with their peers the strategic challenges faced by client organizations and the unique needs of the leader they are coaching. And it supports Leader Coaching by identifying a pool of highly qualified coaches — each of whom posts his or her coaching profile on the site — from which individuals can be identified for specific coaching assignments.

Master-level Coaches play a key role in supervising the Community. They ensure that participating coaches are properly oriented, trained and accredited, as appropriate. Based on a rigorous analysis of strategic and other client needs, they also match coaches from the pool with organizations requiring Leader Coaching.

MEASUREMENT — PROVING IT DELIVERS

Coaching, focusing on individual performance largely takes it on faith that enhancing the leader's capabilities will eventually yield palpable business results. In Right Management's survey of human resource professionals, fully 46% of respondents indicated that they conduct no tracking of coaching effectiveness whatsoever, while only 14% conduct formal assessments both before and after coaching. Of those who do track, about a quarter measure leader satisfaction and a third measure coaching's effect on behavior. Only a third again measure coaching against objectives and a mere 11% measure return on investment (ROI).

With its emphasis on transparency, strategy and organizational impact, Leader Coaching offers new opportunities for measuring the success of the coaching assignment.

The specific means employed is the Alignment and Measurement Tool (AMT). AMT defines a clear set of success targets and adds accountability to coaching programs by embedding measurement of business outcomes in the coaching process. Determined before coaching begins, metrics include before-and-after and/or control group assessments. They measure performance by both the organization and the individual leader.

Client Success Measures are used to set goals and evaluate progress at the business unit or enterprise-wide level. This tool defines the overall purpose of a multiple-Leader Coaching program and determines the program's effect on productivity, strategic change, employee engagement, as well as on promotion and succession, leadership brand alignment and talent attraction and retention.

The Business Value Chain (BVC) is used to set goals at the level of the individual. It provides a line of sight allowing the leader to identify objectives at all three linked levels of performance, where development at one drives improvement at the next. Targets and metrics are established at the outset and the leader's proficiency at achieving targets is assessed both before and after each Leader Coaching engagement or according to designated timelines. Improvement in outcomes pre-defined by the organization and the achievement of strategic objectives become the ultimate yardsticks of coaching success, especially where the coaching engagement involves multiple leaders.

Master Coaches ensure that pool coaches are properly qualified and matched with leaders according to rigorous criteria.

THREE KEY DIFFERENTIATORS OF THE LEADER COACHING PROCESS

1. Organizational Context is Made Relevant Through Our Three-Dimensional Approach

- Coaching both incorporates and leverages the mutual impact between the leader and the aligned components of an organization effectiveness approach.
- Beginning with the leader's manager and other key stakeholders, the business strategy, culture, values, structure and processes are folded into the coaching engagement

2. Coaching Goals are Measurable and Linked to Business Outcomes Through Our Alignment and Measurement Tools

- A Business Value Chain aligns leader competencies with business outcomes
- Client Success Measures track program results
- Coaching is more successful and its value more sharply defined

3. Coaching Excellence is Nurtured, Defined and Measured Through Our Technology-enabled Virtual Community that:

- Provides resources, education, and collegiality to attract, develop and retain the highest quality coaches around the world
- Connects extensive on-the-ground global resources
- Provides clients with access to a greater variety of coaches, enabling targeted matching, depth, quality, expertise and global consistency

Experts In Leader Coaching

The Leader Coaching model evolved as a result of Right Management's global experience in coaching and organizational consulting.

Our coaching practice is, in fact, one of the largest in the world and our roots in talent and career management go back nearly 30 years. Right Management is well positioned to develop and implement a model that approaches coaching from an integrated consulting perspective. Leader Coaching brings our long-time consulting expertise into relationship with our extensive coaching expertise.

It also draws on our experience as a global organization. As a business with a presence in over 50 countries and that has continued to grow and thrive since its founding, we have direct experience of balancing center and circumference — of creating consistency throughout our worldwide operations while allowing sufficient diversity to meet local needs. This experience allows us to devise and apply a model that similarly requires a consistent alignment between coaching and strategy across the entire organization but that also recognizes the need to remain sensitive to local and individual differences and preferences.

Right Management's expertise in both Coaching and development comes from unparalleled breadth and depth of industry experience.

Right Management formalized this approach to Leader Coaching after extensive consultation with clients and analysis of their stated needs. As a whole, the model answers the need for coaching to impact the entire organization. Its network coaching component addresses the need for access to specialists; its explicit impact, the need for clear goals and measures; its Coaches Community of Choice, the need for connected and continually developing coaches; and its needs-based matching, the need for coaches with varied education, training and experience.

Our Leader Coaching model builds on the successes of conventional one-to-one coaching with its focus on the special needs of specific individuals. It continues to provide leaders with unique support helping with such issues as “on boarding,” behavior modification, relationship building and stress management. But it also goes beyond the achievements of the individual coaching engagement to create measurable business results by fully leveraging the leaders’ environment using the insight, tools and experience of seasoned management consultants. Especially in multiple Leader Coaching assignments, we believe that our Leader Coaching approach represents the way forward for Leader Coaching — that it offers the most comprehensive approach to date to provide organizations with a coaching solution that delivers real, measurable and sustained value.

About Right Management

Right Management is a global leader in talent and career management workforce solutions within ManpowerGroup. The firm designs and delivers solutions to align talent strategy with business strategy. Expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes—including more than 80% of the Fortune 500—to help grow and engage their talent, increase productivity and optimize business performance.

Right Management is part of ManpowerGroup, the world leader in innovative workforce solutions. ManpowerGroup creates and delivers high-impact solutions that enable our clients to achieve their business goals and enhance their competitiveness.

FOR FURTHER INFORMATION

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