# Accelerated Development

Getting the Full Value of Mid-Level Coaching



Alan Preston is a senior HR executive with nearly 30 years of experience, primarily in the health care, telecommunications and high-tech services sector. Most notably, Alan served as VP of HR at eBay's Half.com subsidiary, participating in key business acquisitions such as PayPal and DejaNews, and divestitures such as Kruse International from eBay Motors. Previously, Alan helped to establish regional operations centers and lead a successful union-avoidance effort at Sprint Communications in Virginia and Maryland.

**Preston HR** was established in 2004, and includes **Preston Leadership**, a team of certified coaches,
consultants and organizational development professionals
with a wide range of business experience, and **Just Enough HR**, which provides a full range of outsourced
HR solutions.

#### Sharon Ashmeade is an accomplished

HR leader with 20+ years experience building and leading best-in-class human resources programs for industry leaders including Afilias Canada, Tucows, CIBC and Scotiabank.

Sharon is skilled across the full spectrum of HR functions and has a track record for helping organizations attract top talent, improve performance, reduce costs, mitigate employee issues, and create positive working cultures that reward excellence and accountability. She is also a skilled management coach and highly valued strategic partner offering a wealth of HR expertise to help organizations achieve their strategic goals.

Sharon holds a BSc. in Psychology, CHRP designation as well as a Registered Professional Recruiter certification. She is a current member of the Human Resources Professionals Association (HRPA) as well as the Institute of Professional Management (IPM).

# today's Agenda

- The Business of Coaching
- 3 Myths
- Getting the Most from Your
   Mid-Level Coaching Program
  - Challenges with Multiple, Simultaneous Coaching Programs
  - A More Effective Approach



# Increasing Popularity

Over \$1 Billion Spent on Coaching Annually

- 1. Usually more effective than classroom training
- 2. Individualized (personalization + relevancy = engagement)
- 3. More people are seeking a competitive "edge" for career advancement
- 4. Costs are lower accessible to more companies
- Status factor European, Asian and Australian influences

- 1. Usually more effective than classroom training
  - Compare retention after 60, 90, 180 days
  - Attendance accountability
  - Confidentiality 1:1

- 2. Individualized (personalization + relevancy = engagement)
  - WIIFM?
  - Flexible, fluid learning content
  - Improved retention due to practice and feedback

- 3. More people are seeking a competitive "edge" for career advancement
  - Executive MBA's, certifications
  - Economic factors

- 4. Costs are lower accessible to more companies
  - Shorter programs (3-6 months)
  - Technology instead of travel
  - Expect \$275-\$450 per corp. coaching hour

- 5. Status factor European, Asian and Australian influences
  - 10 years ahead of U.S.
  - Retention of talent
  - Replaces material perks



3 Myths about coaching

#### 3 MYTHS ABOUT COACHING

- For senior executives only
- Cost-prohibitive
- Best for problem-solving, not development

# getting the most from mid-level coaching programs



# getting the most from mid-level coaching programs

- Competition and technology have driven development and delivery costs down
- There are new opportunities for greater HR and Sponsor input

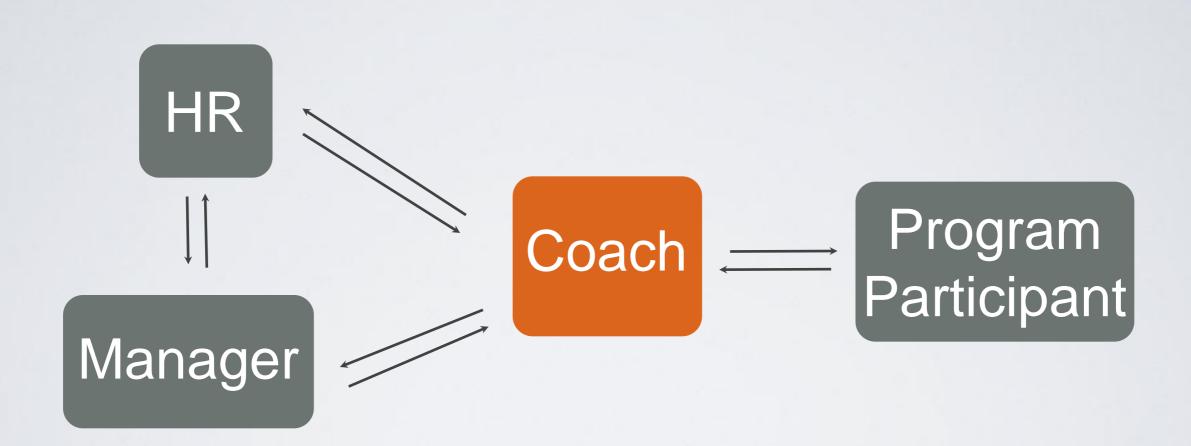
### advantage: hr



### traditional coaching



#### v. 2 coaching with a feedback loop

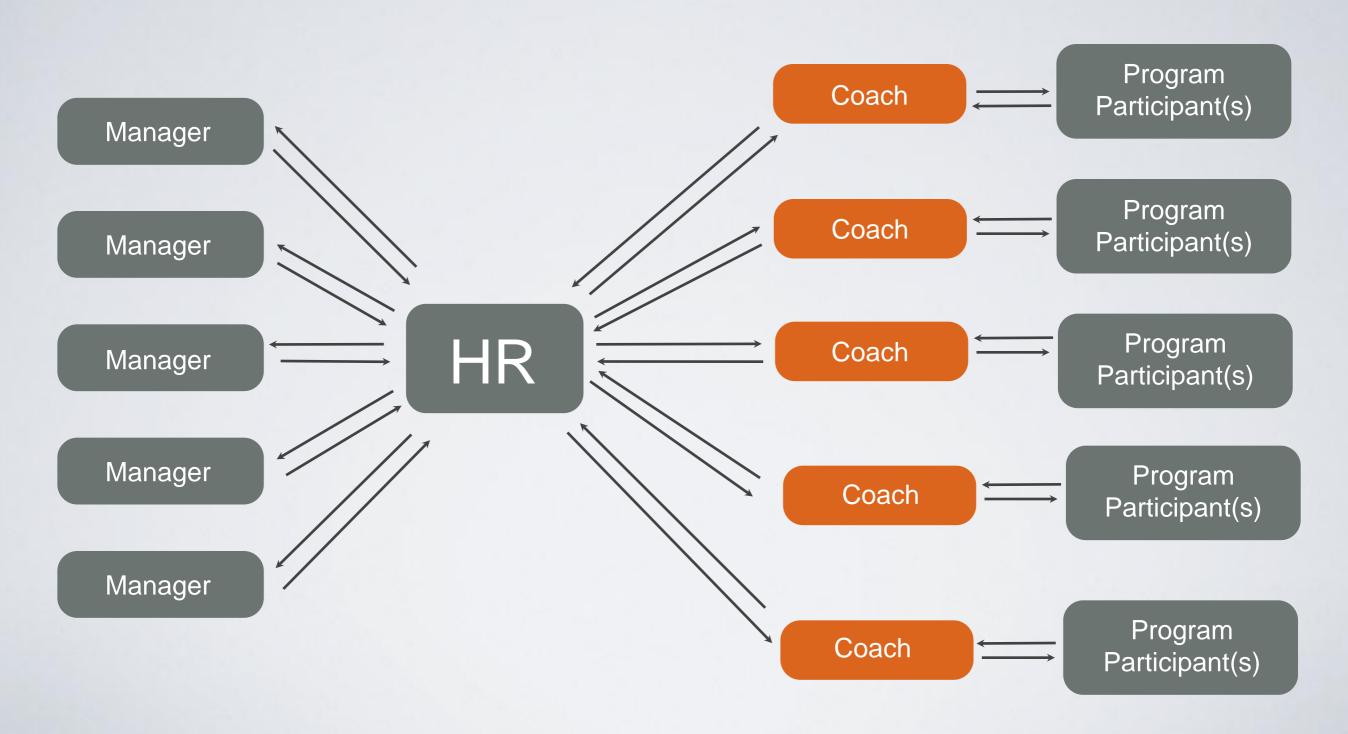


# Confidentiality

Confidentiality is critical to coaching success.

Information is shared outside the coaching relationship by <u>express</u> permission only.

# traditional group coaching



# how to manage multiple coaching programs

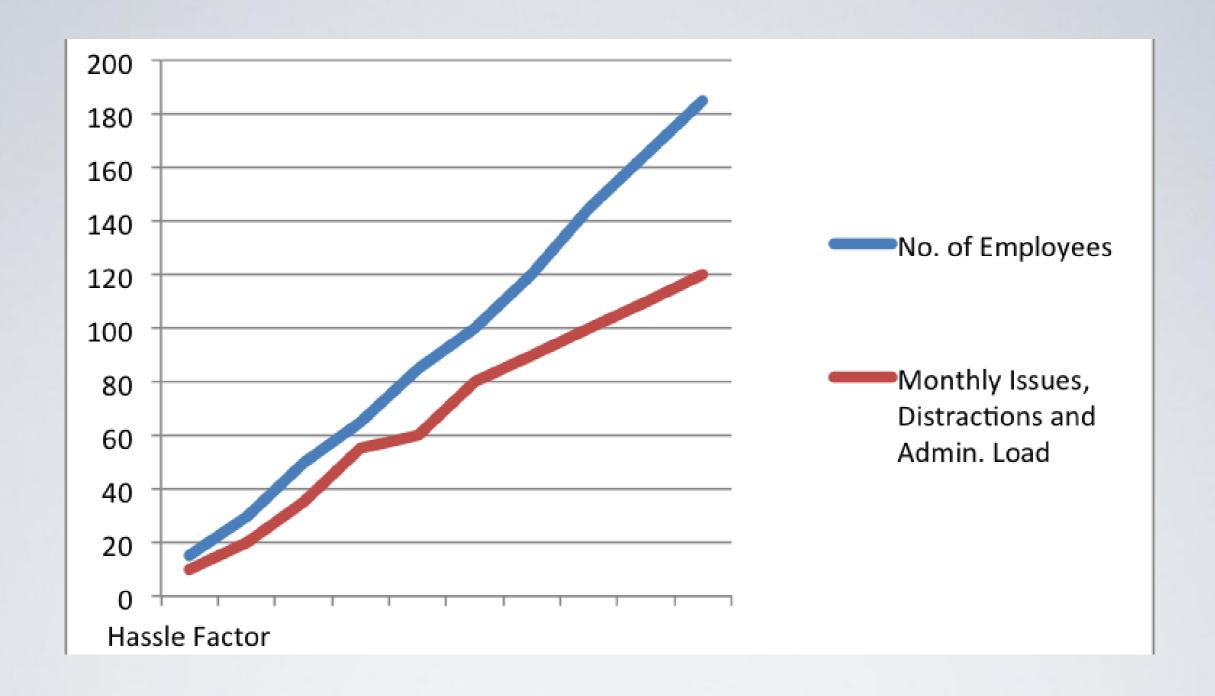
- Require consistent:
  - timeframes
  - pricing
  - · contracts
  - communication
  - · reporting



#### the best contracted coaches

- Have individual contracts
- Use unique approaches
   & timelines
- Have a wide variety of resources & pricing models
- Stay in contact and have questions





#### the hassle factor

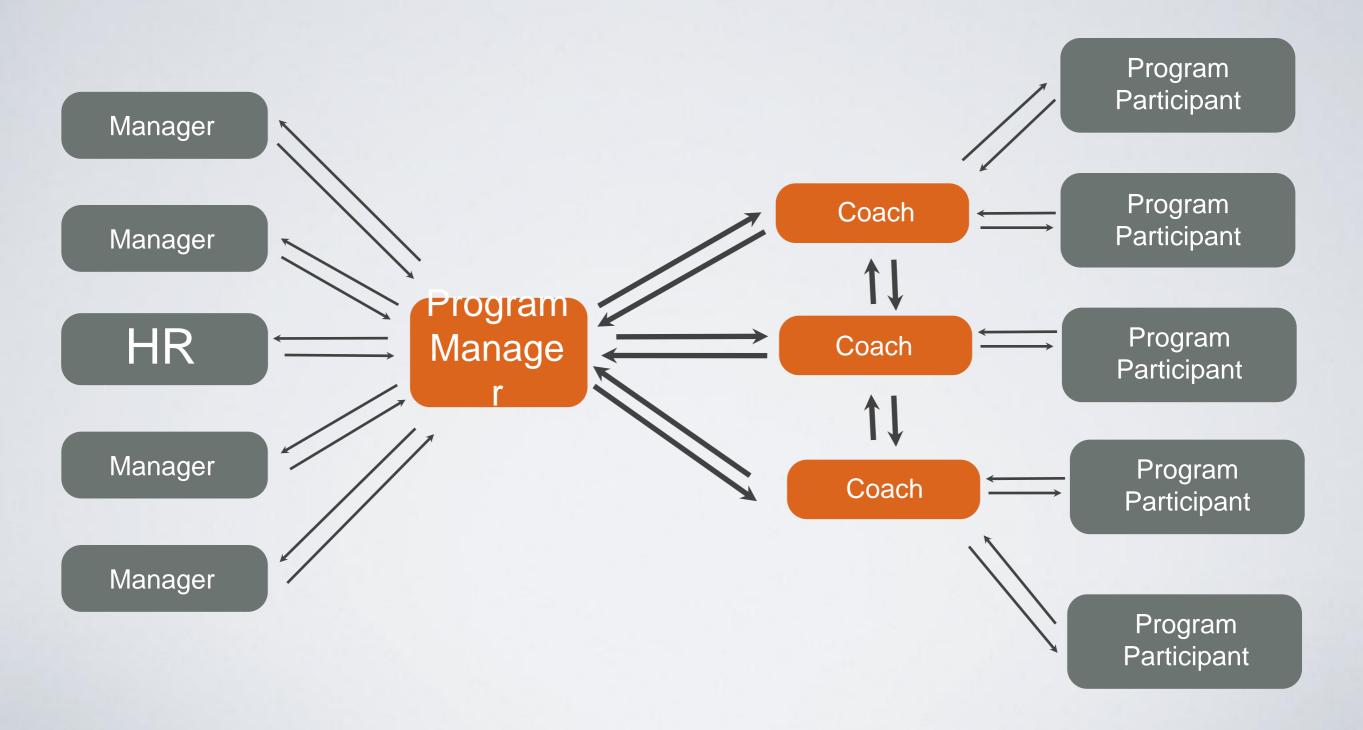
# A New Approach: Coordinated Coaching

- Coaches as partners extensions of HR and Managers
- Uses a blended agenda with a mix of common and individually customized learning
- Has an all-important feedback loop for maximum relevancy

# A New Approach: Coordinated Coaching

- Information is shared, but confidentiality is maintained
- Diverse group of coaches working together
- Coaches' collective expertise is brought to bear

# coordinated group coaching



# the blended agenda

- Manager input
- HR input
- An assessment
- Participant's annual performance goals and objectives
- Succession plan considerations
- Leadership competencies

# ongoing feedback

- Maintains the relevancy of the learning
- Shapes development with stakeholder input along the way
- Uncovers trends and patterns
- Coaches help to develop action plans from feedback
- Captures progress
- Identifies problem areas

- Summary

   Your company supplies 1/2 of the coaching program agenda, e.g. competencies, proprietary learning, etc.
- Coaches develop the remaining 1/2, to include input from the participant's manager, individual performance goals, and an assessment.
- A single external program manager coordinates all activities, manages information flow, and produces singular administrative and reporting deliverables.

### Summary

- Coaches collaborate behind the scenes, bringing collective knowledge and experience to the program.
- You benefit from a single point of contact and far fewer administrative headaches.
- You quickly identify the state of leadership competency across your organization and can develop succession plans accordingly.

# Sample Scenario

- 50 Managers spread out nationally.
- Varying levels of development, expertise and desire to advance.
- Board wants a succession plan in place.
- Executives are requested to identify priorities for leadership development.

# Sample Scenario (cont.)

- Decision made that everyone in management receive training in communication/presentation skills.
- Managers also need training in new performance management software – very quickly.

#### Solution

- Coaching company hired.
- Each participant matched with the most effective coach.
- Program Manager assigned as primary point of contact.
- Coaching company uses technology to make data gathering and reporting easier.

# Coaching Begins

- Coaches co-develop common content to coach:
  - communication/presentation skills
  - performance management software

# Coaching Begins (cont.)

- · Coaches create agendas for each participant.
- Many objectives can be built into coaching agenda such as:
  - company/individual needs
  - guidance from manager/HR
  - an assessment

# Coaching Well Under Way

- Coaches talk every 2-3 weeks to:
  - discuss trends/patterns across participants
  - share resources
  - provide guidance/suggestions

# Leadership Agenda

- Evaluation where does talent lie, where do capabilities stand?
- Address deficiencies, increase skills
- Improve engagement and retention

#### Wish List

- Get leaders company-wide on the same page
- Learn to use performance management software suite
- Create a true succession plan
- Develop leadership competencies

#### Resource Constraints

- Minimal HR staff
- Infrastructure issues
- •\$
- Global footprint

# Questions?