



Managing the Enterprise Impact of Coaching

The first generation of coaching focused on the success of the individual. These days it is increasingly important to show how coaching impacts the organization. For CFOs, the questions center on how much the organization is getting in return for its spend. They want tangible evidence that coaching engagements are producing results that truly impact the success of the enterprise.

Human resource and organization development professionals are interested in gathering information from individual coaching engagements that can be applied organizationally. In other words, what coaching and development trends can be extracted from these individual engagements and used throughout the organization? Of particular interest is identifying these trends and using them to create consistency among coaching experiences across many areas and divisions.

Both of these scenarios require an organization to be able to collect data before, during and after each coaching engagement. Organizations will answer the above questions differently and approach the scenarios from various points of view, but all must encourage a high degree of accountability for all parties involved. This acknowledgement of the necessity for high accountability in coaching engagements across an organization points to the need for the new generation of coaching. The new generation of coaching can reconcile these disparities, because it seeks to unite individual coaching engagements with the overall strategic needs of the organization. To do so, DBM has developed six recommendations.

DBM's Six Recommendation for Managing the Enterprise Impact of Coaching

1. Assess and Increase Organizational Readiness

Talent development professionals need to first determine the organization's orientation toward coaching. This includes data points such as how top executives view talent management and leadership development strategy, whether current coaching participants are truly engaged in the process, whether coaching decisions are made centrally or locally, how success is determined, and what challenges exist in the current process. These and many other questions can be investigated to determine organizational readiness and the steps needed to ensure success.

2. Embrace a Methodology

A consistent coaching methodology used in each engagement is absolutely necessary for success, because it provides a consistent context from which to judge the success of coaches and coaching engagements. However, it must be flexible enough to be applied in differing situation across an organization. DBM recommends using tools such as feedback templates, action plans, monthly status reports, evaluation forms, etc. to make consistency more attainable.

3. Establish Contracting Practices

Using a standardized contracting practice not only encourages consistency, but also helps ensure that the right people are being coached for the right reasons. The contracting process should be introduced at the beginning of the coaching engagement to clearly communicate among all people involved (the coach, the employee being coached, the employee's manager, and the human resources sponsor) goals for the engagement, how communication will be handled, and the confidentiality measures that are in place. By instituting a contracting practice, you also make sure people are committed and accountable to the success of the engagement.

This article is taken from DBM's white paper, "Managing the Enterprise Impact of Coaching."

To request a copy of the complete report or DBM's 8-Point Checklist For Assessing "Enterprise Readiness," email: Inquiries@dbm.com or contact your DBM representative.



4. Create an Evaluation Strategy

Establishing and using an evaluation method is necessary for the success of any talent development strategy. DBM believes the evaluation strategy should be introduced at the beginning of the engagement. An evaluation strategy creates a self-fulfilling way of achieving success in the end. The who, what and how of evaluation success will vary with the organization. But the overarching best practice is to have the dialogue and agreement up front among stakeholders about the evaluation strategy.

5. Link Coaching to Leadership Development Strategy

Before individual engagements begin, it is critical that both external and internal coaches focus their efforts in a way that links their coaching to your organization's larger leadership development strategy. To do this, they must understand the strategy. They should also share the strategy and reinforce it. Timing is critical; the link between each individual coaching engagement and the organization's leadership development strategy should be clarified upfront to keep efforts and stakeholders focused on the correct context.

6. Maximize Enterprise Impact

When the first five recommendations have been implemented, companies report that they are in a better position to reap benefits of coaching for the entire enterprise. Maximizing enterprise impact is essentially about acquiring information from each coaching engagement and using the aggregate themes and issues to strengthen future engagements. The goal is to identify opportunities to take action that benefit the enterprise. Insights you uncover could have implications for recruiting, talent selection, identification, development, etc. Or, you may find relevant information for other stakeholders that could inform decisions in areas such as marketing, product development, customer service or others.

By following the six recommendations compiled by DBM, organizations can realize greater impact in the areas that really matter: increasing financial results, strategic progress, credibility for the organization, productivity of key individuals, and talent management effectiveness.

The shift in coaching from an individual focus to one that encourages a holistic view of coaching should not be seen as something completely new. Instead, it should be viewed as a continuation of the benefits that coaching can offer an organization. To engage in more efficient executive coaching, organizations should recognize where their program is currently and decide how to improve it.

About DBM

DBM (www.dbm.com) is a leading global outplacement, coaching, and career management firm providing services to private and public companies, not-for-profits and governments. When companies make decisions that impact careers, DBM provides services to support the organization, the employees who stay and the employees who need to leave. DBM also helps organizations and leaders improve their performance through coaching. DBM has a 40-year legacy of creating innovative best practice solutions, most of which have become industry standards. DBM has 200 locations around the globe serving 85 countries and has partnered with 70 percent of the Fortune 500 and 80 percent of the Global 500 companies.

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