

Federal Government Agency

Developing a high impact coaching culture

71% of direct reports say their manager is a better leader

The project

In the wake of the 2008 global financial crisis, a United States government agency faced increasing pressure from Congress and the economic community.

The agency identified a need to improve internal communication to increase the quantity and quality of insights, while dealing with a high level of threat response in a stressful time.

This agency partnered with NeuroLeadership Institute to create a high-impact coaching program in order to develop a team of internal coaches that included economists, officers, and section chiefs.

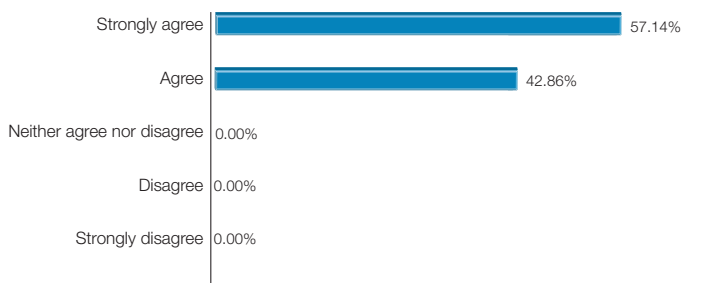
The neuroscience-based approach provided by NLI's Integrated Learning Solution, gave participants an intellectual challenge while the internal coaching model instilled a strong level of trust between the coach and coachee, achieving desired cultural improvement.

Key findings

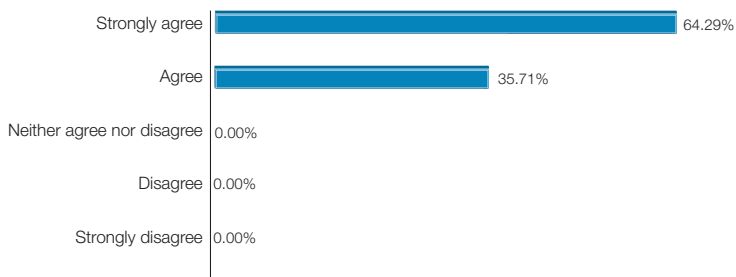
Despite there being no formal encouragement around using the internal coaching skills with direct reports, the direct reports of the coaches reported that the program had a significant impact on their manager's leadership skills, with 71% reporting their manager had become a better leader.

The following data was collected from a sample group of 14 coaches during this study. The data below represents the percentage of coaches who responded positively in the following areas.

I'm a better leader as a result of this program



I'm a better communicator as a result of this program



Feedback from direct reports

Below are quotes from direct reports of the coaches who completed the program:

"I am better able to focus on my work without feeling stressed or overwhelmed."

"I got to a much deeper understanding of a long-standing problem and how it was affecting my work and life. During the discussion I had an aha moment about a solution to the problem. My manager didn't force anything out of me but just asked questions and the process opened me up to looking at a bigger (but closely related) issue."

"[My manager] is more open-minded and flexible in discussing ways to improve my productivity; also more motivational and constructive."

"This collaborative environment that he has created makes work much more enjoyable. This directly leads to being more productive because you are made to feel more part of team."

"[My manager] more consciously strives to help me figure out the best way to resolve problems. He is there for support but in such a way the puts more of the onus on me to accomplish my goals. A nice balancing act."



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About the initiative

The goals of the project were:

- Increase the culture of open communication
- Increase the focus of growing talent
- Build leaders
- Deliver formal internal coaching to high potentials

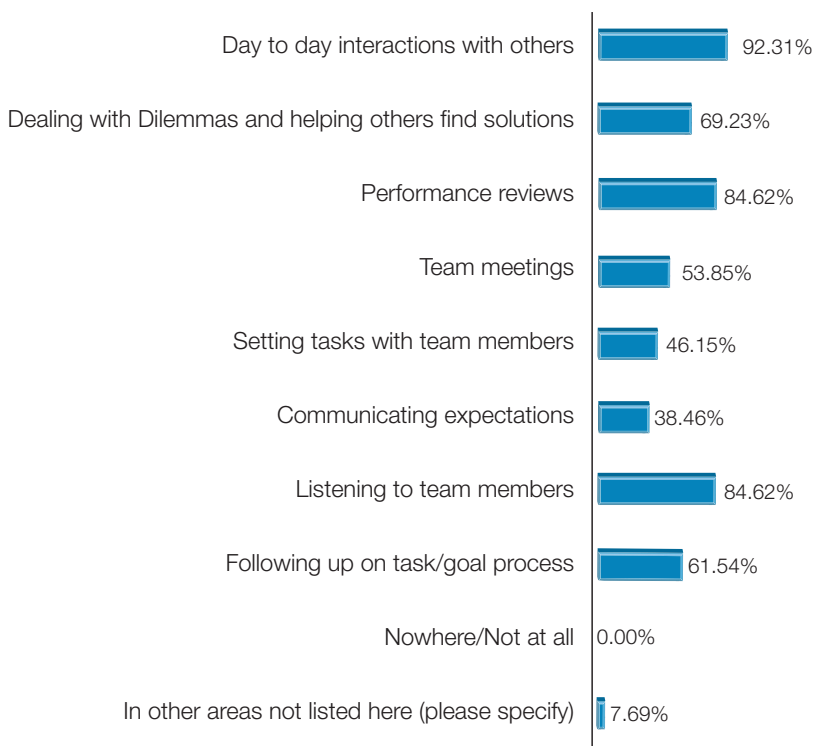
The High Impact Coaching program began with 3 full days of instructor-led training followed by 8 x 1-hour 'HIVE' teleclasses.

The HIVE phase allowed trainees to return to their local offices, minimising their time away from their day-to-day tasks and continuing their training virtually.

New coaches were assessed and certified before being matched with a coachee.

Coachees received 12 coaching sessions over a 6 month engagement with each new coach working with 2 coachees each year.

Where participants are applying their new skills:



Feedback from participants

"I am much more likely to acknowledge people generously and specifically."

"Extraordinarily efficient coaching model that helps me move colleagues toward solutions so quickly."

"A significant increase in self-awareness; the ability to think constructively about my own emotions and motives."

"When a colleague or direct report comes to me with a problem, I am more likely to ask them questions that lead them to a solution, and less likely to tell them what I think they should do, than I was before."

"I try to guide people to finding their own solutions instead of my previous method of just telling them what to do."

"I have a better framework for helping people through problems and have a better grasp on how to deal with habits."