



THE COACHING ACADEMY
FOR LEADERS

COACHING CULTURE ACTION PLAN

BY CORRY ROBERTSON, PCC

Professional coaching has had a proven impact over the past 20 years and is now seen as a 'must have' offering within organizations. Many organizations have heard about the benefits of coaching and coaching culture and are curious about building a coaching culture strategy themselves.

Benefits once reserved for senior executives have permeated beyond the top tier of management for an excellent reason: professional coaching brings demonstrable ROI and ROE (Return on Investment and Return on Expectations).

The democratization of coaching is taking hold quickly because decision-makers interested in ROI now see that coaching is by far the best way to develop employees and improve engagement.

Because of the results that coaching delivers, organizations are more and more devoted to giving their managers throughout the ranks access to coaching. Coaching brings many direct benefits to the bottom line.

The problem is that executive, leadership, and team coaching are perceived as pricey because they involve bringing in outside ICF coaching professionals (external coaches), so decision-makers are looking for the best way to leverage coaching results on a large scale without the daunting expense.

So the question becomes, how do organizations get access to high-impact coaching and the ROI that comes along with it without the high ticket price?

The answer lies in building a coaching culture of their own.

The following guide offers an action plan and series of questions to consider as you infuse the promise of coaching as a superpower into an organization.



What is coaching culture?

Coaching culture can be defined as a workplace environment where the ICF coaching competencies are woven into the values of the organization. The workplace becomes one where coaching competencies are learned, wholeheartedly embraced, and consistently leveraged throughout the ranks.

In coaching cultures, leaders are formally trained in coaching skills and practice these skills to develop the potential of their direct reports, who then work to maximize their performance and make meaningful contributions to their teams and workgroups.

A coaching culture offers employees at all levels the opportunity to grow professionally, contribute value to the organization and reach their goals with coaching as the fundamental style for leading, learning, and working.

A coaching culture is like a three-legged stool comprised of Internal Coaches, External Coaches, and Managers who all use coaching as a leadership style to transform potential into performance.

To understand how the three legs of the stool work together, let's define what we mean by internal and external coaches.



Internal coaches

Internal coaches are employees who are trained in the ICF Core Competencies. Having an in-house coaching service department enables an organization to get coaching out to workforce members in a cost-effective way.

In addition to the cost-effectiveness of having a bench of internal coaches, another benefit of internal coaches is that they have first-hand knowledge about the company culture and inner workings of the business. These are insights that the external coach does not have.

External coaches

External coaches are outside ICF coaches in private practice who are hired on a contract basis. The benefit of working with External coaches is that there are ICF professional coaches to call upon when none of the members of the Internal Coach team are suitable or appropriate for the person seeking coaching.

External coaches are often called upon to coach members of the C suite or when reporting structures create a conflict of interest between the internal coach and the person asking for coaching.



Coaching as a leadership style

For an organization to achieve a coaching culture, coach training is considered Leadership 101, and all leaders on the management track are trained in the 8 ICF Core Coaching Competencies.

Coaching as a leadership style can be different than most 1:1 coaching relationships. For example, a manager can and should default to the coaching competencies as their fundamental leadership style; however, it is not always appropriate or possible for every conversation with a direct report to be a pure coaching conversation.

Often, the manager who makes the final decision will be forced to correct a direct report or exercise authority. The power dynamic may impede the level of trust and safety that we strive for in coaching conversations.

What are the benefits of investing in a coaching culture?

Since 2014, The Human Capital Institute (HCI) and the International Coach Federation (ICF) have been studying organizations that have adopted a coaching culture strategy.

Findings from those early days showed:

“A strong coaching culture positively correlates with employee engagement and financial performance. Nearly two-thirds of respondents from organizations with strong coaching cultures rate their employees as being highly engaged, compared to only half from organizations without strong coaching cultures. In terms of financial impact, 51 percent of respondents from organizations with strong coaching cultures report their 2015 revenue to be above that of their industry peer group, compared to 38 percent from all other organizations.” – [Building A Coaching Culture, 2014](#)

[The most recent study in 2019](#) polled 900 human resources, learning and development, and talent management professionals, leaders, and managers. The key findings are solid indicators of the benefits of coaching culture.



The data indicates that those with coaching cultures outperform those without in the following areas:

- Attracting talent
- Productivity
- Regulatory compliance
- Customer satisfaction
- Shareholder value
- Profitability
- Change management
- Product development

In conclusion, the report stated,

“In an era where retaining high-performing talent and maintaining bench strength are strategic imperatives the value of a strong coaching culture is undeniable.”



Recognizing the value of coaching is only the first step; it's also essential to understand and plan for the obstacles or roadblocks that you will meet along the way.

The most cited obstacles to a strong coaching culture are budget and executive support. The difficulty lies in clearly demonstrating the relationship between coaching activities and the pursuit of mission, vision, and strategic goals.

Only by mapping coaching onto strategy and evaluating the metrics that matter for their organization can the architects of coaching programs gain the support necessary to move from the presence of coaching to the construction of a robust, impactful coaching culture.

The coaching culture action plan

How do you develop a coaching culture? A coaching culture is established following an action plan that includes these steps:

1. Establish a purpose, vision and mission
2. Align your coaching culture strategy to your business strategy
3. Anticipate change management
4. Appoint a champion
5. Prepare a financial budget
6. Prepare a time budget
7. Map the stakeholders
8. Assess and measure
9. Establish policies and procedures
10. Runway and rollout
11. Maintain the momentum

Let's look at each of these steps in more detail.

1 – Establish a purpose, vision, and mission

By establishing a purpose, vision, and mission you identify what it is that the organization wants to change by implementing the coaching program. Different organizations have different needs; for example, being an employer of choice, improving employee engagement and retention, or improving customer loyalty.

Having a clearly defined purpose, vision, and mission for establishing a coaching culture is an essential tool for communication, alignment, and strategic planning.

When establishing these core values, do your due diligence to assess: what are the organizational needs that the coaching solution will address, and what results do you want to garner? What do you expect will be better when the coaching initiative is established?

Include focus groups, surveys, and strategic planning meetings to garner insights from the workforce so that you can gather deep and meaningful perspectives from multiple viewpoints on these questions.

The added benefit of these assessments is that they will accomplish several objectives at the same time. In addition to gathering information, your questions will start getting the word out that this initiative is in the works which serves a primary role in preparing for change readiness.

Focus groups, surveys, and planning meetings will give you insights into what exactly is wanted and needed by the workforce and will provide a platform for co-creation and collaboration as you ask for input.

2 – Align your coaching culture strategy to your business strategy

Before launching the program, look at the current culture strategy and leadership development solutions that already exist and assess which programs should be kept and which could be replaced by or merged with a coaching program.

Strategic planning using the Balanced Scorecard is the preferred method. The Balanced Scorecard allows senior executives to clarify their purpose, vision, and mission and then create a strategy to achieve the vision by identifying and mapping strategic goals and objectives.

To achieve this, leaders need to reach a consensus on how their objectives are linked to the goals that lead to achieving the vision.



3 - Anticipate change management

Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes. This includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation.

Building a coaching culture brings change to an organization. But, even though it's a significant change that will improve the quality of life in the company and will yield ROI and ROE, it is still a change, and change is hard.

Change management is necessary no matter how eager and welcoming your people are. Anticipate the need for change management to most efficiently and successfully adopt a coaching culture.

Don't skip the change management process; it's essential for the initiative's success. We recommend the ADKAR method by ProSci. It dovetails beautifully with coaching, and it can be applied to the smallest and largest of changes.





For a much deeper dive, I recommend the course, but here is a snapshot of the concept:

Awareness: People must be aware of the change and understand the need for the change before it occurs.

Desire: People must see that the change is needed and see the good in it for themselves.

Knowledge: People must be given the training that they need so that they will know how to succeed in the new scenario.

Ability: People must have the practice time and resources to ensure they will succeed.

Reinforcement: There must also be rewards and consequences included in the strategy. The ADKAR cycle will repeat until the change initiative is considered a success.

4 - Appoint a champion

Every great initiative needs a champion! This leader should be a strategic decision-maker and have the budget and scope of authority to see the project through.

A coaching strategy is often designed in alignment with the Human Resources, Learning and Development, or Organizational Development strategy, championed by the leaders of these departments, and wholeheartedly supported by the rest of the C suite.

5 – Prepare a financial budget

Prepare a cost estimate and budget for the investment needed to build a coaching culture.

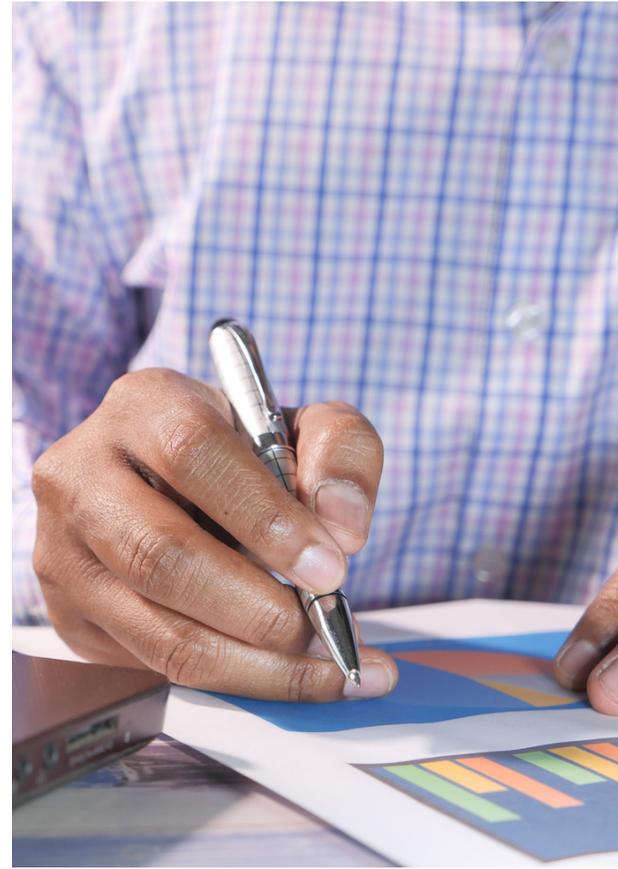
To get a complete picture, include the tuition for ICF Certified Coach training courses and accreditation. For a quick comparison of programs and pricing, [view this article](#).

Calculate how many people you will train per year and include change management in the budget for launching the program. Consider any anticipated salary adjustments for internal coaches where appropriate and / or increased headcount where applicable.

To budget, ascertain the scope of the need for external coaches on an annual basis. Consider who should have access to internal coaches and external coaches and consider how long the engagements should last. According to the ICF, to be a world-class coaching culture, coaching and coach training are given dedicated line items in the overall budget.

6 – Prepare a Time Budget

Map out a realistic runway for the project from inception to design, launch, and integration. Coaching culture is not a quick fix, so give it the time to seed, take root, blossom, and harvest.



A NOTE ABOUT COACHING SESSIONS

Keep in mind that coaching is like a membership to the gym. Going three times over three months will yield minimal results. Like a fitness regime, coaching should be approached with a slow, steady, and consistent pace over a period of time.

A rule of thumb: months 1 to 3, establish the relationship with the coach and set goals, months 4 to 6, create traction, months 7 and onwards to accelerate.

In the beginning, coaching sessions should be short and frequent, such as once a week or twice a month. Short meetings are usually 30, 45, or 60 minutes. Once the relationship is established, and momentum has developed, the meeting frequency can be reduced.

7 – Map the stakeholders

The stakeholders are the people who are affected by or have an interest in the coaching program. All stakeholders are important; however, some are essential to whether the program runs at all. The stakeholders may include:

- Board members
- HR & OD heads and department heads.
- CEOs, finance heads, and department heads
- The users, for example, managers, team leaders, and account managers
- The designers, for example, L&D and HR heads, and department heads



8 – Assess and measure

Design an ‘assess and measure’ strategy with tools to track results and report on goals achieved and the impact of the coaching program.

Once you have ascertained what the intentions for the program are, put in place yardsticks for measurement. Differentiate the benefits anticipated from the program as opposed to other concurrent initiatives in the organization. Ask these questions:

- What benefits do we expect from the coaching program?
- What will be better once these benefits are achieved?
- How will we know we are experiencing the benefits?
- How does the coaching program support the success of other initiatives?

Build in a formal reflection mechanism before the launch of the program so that you can be clear about what you set out to improve and how the needle moves over time.

We suggest the following two assess and measure strategies:

BASELINE SURVEY AND ONGOING SURVEY:

As per step 1 in this action plan, run an employee survey prior to the launch of the initiative to take a baseline around what the program is meant to improve and rerun the survey at a regular pace such as annually or bi-annually to track and measure progress.



Do not cancel the survey if other things come along. Coaching is especially important during times of change and high stress so the knowledge and insights that the survey provides will keep the initiative a priority.

PORTFOLIO PRESENTATIONS:

Portfolio Presentations are a signature step embracing the coaching approach that was designed by The Coaching Academy for Leaders. Those on the receiving end of coaching will set goals and objectives for themselves, track their progress in a habit tracking journal and present their results to their manager or team at a predetermined date.

Stakeholders such as program sponsors are invited to this presentation. Participants are also encouraged to invite stakeholders of their choice to attend this presentation. This is an excellent addition to the annual review process and can even replace it entirely.

Assess the success of the program, course correct, and evolve with the needs of the organization and the coaching profession.

The Portfolio system is a powerful approach for transforming coaching into meaningful change and sustainable results as it drives skill development, action, commitment and accountability in a measurable way which will be critical for your internal coaching department to be a success.



9 – Policies and procedures

Policies and procedures are created to determine when internal or external coaches are assigned. Your coaching services department would be wise to give some thought as to when employees will be granted an internal coach and when an external coach is deemed more appropriate.

For example, internal coaches may be assigned to individual contributors and participants in training groups and external coaches may be assigned to management and high-impact teams.

10 – Runway and roll-out

However confident one is about the programs designed and selected, it is wise to have a trial run to highlight any changes that need to be made. When considering the rollout of the program, here are a few key ideas to consider:

BEING COACHABLE AND MANAGING EXPECTATIONS

Many people are new to coaching and believe that coaching is just another word for training, advising, or correcting so they don't know how to be coached or what to expect from a coach.

Some people may think "I don't need coaching! I'm doing a good job!" (they think coaching is remedial or about being corrected.)

Or they think, "Great! I would love to have a coach to give me some advice on how to solve my problems!" (they think coaching is consulting or training).

Or "I could really use someone to talk to. I'm depressed so I'm smoking a lot" (they think coaching is therapy).

Or "Thank you! I have been wanting someone to guide my career and help me navigate the politics around here." (They think coaching is mentoring.)

In today's busy workplace setting it's a tricky balance to provide enough documentation to be informative and helpful but not so much that the coachee feels inundated or overwhelmed.

As you design your coaching program, prepare communication pieces that explain what coaching is, what it is not, and why it exists within the company, and share them in your organization's communication channels.

Explain how to get the most out of coaching, and what the coach can and cannot do. Explain what is expected of the coachee, such as how the coachee should prepare for a session, what to do after, and how to leverage the opportunity.

ETHICS AND COACHING AGREEMENTS

To help your coaching services thrive, ethics are of paramount importance to professional coaches because solid ethical practices are essential for establishing trust and safety in every coach/coachee relationship, and probably even more so with the internal coach.

This is because the coach and coachee are working for the same company, and the employee may not know if they can trust the coach or may not fully open up because they may worry that what they say will be reported by their coach colleague.

To that end, internal coaches must have water-tight policies around confidentiality. [The ICF code of ethics](#) is a powerful resource for everyone involved. We also recommend that the policies include stakeholder agreements that define the boundaries for how and when stakeholders are involved in the relationship.





MATCHING COACHES WITH COACHEES

While all managers are encouraged to default to coaching as a leadership style, an employee would not get the full benefit of a coaching relationship if their coach is also their boss. The best way to match coaches and coachees is to draw from different teams and departments to provide the best context for trust and safety and to avoid conflict of interest scenarios or power dynamics that affect trust and safety.

A CASE-STUDY COACHING EXAMPLE – OMARI'S STORY

Let's look at a coaching roll-out scenario, and how managing expectations, ethics, and coaching agreements come into play.

Danielle is a manager who would like to get some coaching for her direct report, Omari, because there are some leadership skills that Omari needs to develop before he is ready for promotion.

Danielle visits her HR Business Partner, Linley, to arrange for the Coaching.

Linley needs Omari and Omari's boss Elizabeth to sign off on the coaching.

Once she gets the signatures, Linley goes to Michael, the head of Coaching services to request a coach for Omari.



COACHING CULTURE ACTION PLAN

Michael offers 3 coaches for Omari to choose from and Omari decides that Francesca is the best fit.

Coach Francesca and Omari are looking forward to starting!

But wait! How many stakeholders are now involved?

Omari, the coachee
Danielle the manager
Omari's boss, Elizabeth
Linley, the HR BP
And Coach Francesca!

Before Coach Francesca and Omari get down to coaching, a stakeholder agreement needs to be in place. This agreement clearly states who the stakeholders are and their relationship to the coachee.

It also states the kind of information that the stakeholders are privy to.

At The Coaching Academy for Leaders we suggest that the policy states that Omari the coachee gives Coach Francesca the permission to answer **ONLY** the following questions and that these questions can only be asked by those on the stakeholder list:

- > Is Omari attending his coaching sessions as scheduled?
- > Is Omari prepared?
- > Is Omari engaged?



BENCHMARKING AND GOAL SETTING – OMARI'S STORY

But if the stakeholders can't ask the coach to report to them about Omari's progress, how will they know what he is working on?

As the first step, Coach Francesca will provide Omari with some reflection tools to help him narrow down his goals.

Benchmarking: Coach Francesca advises Omari to consider his areas of focus and narrow these down to 2 or 3 goals to work on in coaching.

Omari then provides the goal plan to Danielle for approval. Danielle may want to have some input to ensure Omari is focusing on the right thing and as the manager, this is perfectly acceptable.

The point is, Omari and Danielle need to agree on the goals to ensure alignment and buy-in.

Once the benchmarking and goal planning is done, the summary may be provided to the stakeholders. This procedure offers alignment as well as transparency between stakeholders. It serves to focus everyone and keep them on track. It also keeps the demands realistic.

Without this system in place, managers have a tendency to expect too much from one coaching mandate, continuing to layer additional requests as the mandate progresses. This system keeps the expectations realistic.

This system also helps in a situation where managers move the target on the coachee by changing the coaching priorities which can be confusing and demoralizing for all.

Benchmarking and goal-setting exercises are like having a contract that is fair and clear for all involved.

Can the stakeholder ask Coach Francesca how Omari is doing with his goals or which ones he's focusing on the most?

No. This is confidential between coach and coachee.

The question then arises - how do the stakeholders know that Omari is making progress?

First of all, they should be paying attention and giving Omari acknowledgment for his efforts along the way because Coach Francesca has advised them to watch for progress and be ready to comment on it as it emerges. By doing so, Coach Francesca set the tone that the stakeholders still have a role to play.

PORTFOLIO REVIEWS – OMARI'S STORY

While day-to-day acknowledgment is excellent, there needs to be more accountability and communication built into the process so that results can be tracked and measured to a reasonable degree.

As mentioned earlier, a portfolio process is an integral part of the assess and measure component in a coaching culture action plan.

The Coaching Academy for Leaders has designed a portfolio review process where the coach, coachee, and stakeholders meet on a prescheduled basis to review the goals and the progress being made on the goals.

At this portfolio review, Omari and the stakeholders would have time to reassess the goals. Omari can describe his successes as well as any unforeseen challenges. We recommend one review every 8 to 12 sessions, and a portfolio presentation at the end of the mandate. Ultimately, the timing will depend upon what is realistic at your company.



At the end of the mandate, the stakeholders reconvene so that the coachee can present his portfolio of results. Portfolio reviews and presentations are events that serve to keep the dialogue open in a safe and fair way. They provide the opportunity to discuss wins, course correct, discuss lacking resources or unforeseen obstacles.

The coachee may be doing so well that certain goals may be achieved before the end of the mandate and it may be time to add a new one, or, the coachee may be overwhelmed and may need to scale back.

It's also possible that the original goals may have become redundant for some reason so a portfolio review would be the time to take them off the list and replace them with something else.

This system strikes the balance between providing a safe place for confidential coaching conversations and also ensures the context accountability for the coachee to deliver results, and the stakeholders to be first-hand witnesses.

Refer to the course material for templates to use in your practice: for example the agreement, the stakeholder sheet, and the manager's version of the portfolio discussion guide.

11 – Maintain the momentum

This is not a quick fix or a bandaid. Workplace improvements don't happen by themselves or through one-off leadership development courses.

Coaching is a skill that takes mindset and practice before it becomes a habit. For habits to take hold, there need to be lots of victories along a bumpy road to give people enough energy and inspiration to keep trying until it's natural and yields positive outcomes on a consistent basis.

Most reputable coach training programs take several months to complete for this very reason, and developing a coaching culture is no different, time is needed for success.

How does a coaching culture function?

Since 2005, the International Prism Award program has celebrated businesses and organizations that have built strong coaching cultures. To do so and to be considered for this award, a business or organization must:

- Fulfill rigorous professional standards
- Address key strategic goals
- Shape organizational culture
- Yield discernible and measurable positive impacts

Since 2005, the International Prism Award program has celebrated businesses and organizations that have built strong coaching cultures. To do so and to be considered for this award, a business or organization must:

In 2021, TD Bank Group – North American Contact Centre, was a Prism Award Honoree. TD Bank Group has offered coaching to colleagues since 2019 and effectively developed a multi-phased Coaching Ecosystem program which defined a flexible and achievable coaching program that created space and time for leaders to connect 1:1 with colleagues to foster a culture of care, growth, and impact.

The program resulted in improved employee engagement, well-being, and goal attainment. TD Bank Group's testimonials from its coaching recipients demonstrate the outstanding impact of its program, both individually and across the organization. For a detailed look at a coaching culture in action, [you can read the case study here](#).

Let's look at individual elements that make up a functioning coaching culture, and answer some common questions about how a coaching culture operates.



Types of coaching

Coaching can be delivered 1 to 1, in a group setting, or in a team setting, and an internal or external coach can deliver all three of these coaching opportunities.

1 TO 1 COACHING

1 to 1 coaching takes place when an employee would like access to a professional coach. Internal or external 1 to 1 coaching relationships should be structured in the same way. A coaching agreement is created to define confidentiality and ethics, appointments, the structure of the sessions, the structure of the relationship, expectations, anticipated results, and a pre-determined bank of sessions that can be extended if desired.

The employee visits their coach according to the agreement, whether the coach is an internal or external resource.

GROUP COACHING

A group is made up of people who share a common purpose or are part of a coordinated effort but who are not collaborating on a shared goal and are not mutually dependent on achieving their goals, shared rewards, and shared consequences.

In a group coaching mandate, people strive to achieve personal goals, are independent of one another, and have individual accountability.



TEAM COACHING

A team is a group of people with complementary skills committed to a shared purpose and who share common goals.

Shared processes and procedures interconnect them, they are mutually accountable and work closely together to get work done and solve problems.

Team coaching is more complex than group coaching.

Who serves as an internal coach?

No matter the rank or role, anybody can be a coach as long as they are willing to learn and practice the coaching skill set. Learning and practicing will lead to masterful coaching and that's what it takes to be a coach.

We often field questions such as: how can you coach the CFO when you don't have a finance degree? How can you coach the engineering team when you're not an engineer? How can you coach the marketing director when you don't have an MBA?

The answer is that internal coaches should be held to the same standards as external coaches. Ongoing ICF accredited training should be provided to the individuals who will serve on the internal bench of coaches. Accreditation should be encouraged to ensure that coaching skills are continuously honed.

In addition to internal coaches, a bench of external coaches should be built so that there is access to additional coaches to serve when the members of the internal bench are not appropriate.



How do employees access coaching?

As part of a well-designed and managed culture change, the President and CEO should formally announce the high-level information about coaching culture.

Then, managers should be provided with the messaging to let direct reports know about coaching, what is being made available, and how to access 1 to 1 coaching with the internal team.

Managers should advise that they have been or will be trained in coaching competencies and will be using the coaching approach moving forward.

Policies and procedures should be provided for accessing coaching services in alignment with the ICF code of ethics and core values. Potential for conflict of interest, hidden agendas, and confidentiality issues are anticipated to prevent problems.

The role of managers in a coaching culture

Coaching skills are taught to managers, preferably in the early stage of their management careers, however, it is never too late to learn, and ICF accredited coach training should be provided to all managers as soon as possible.

Although many managers throughout the ranks are naturally drawn to coaching, the 8 core coaching competencies are not accessible without ICF accredited training. Without the training, and the mindful, intentional use of coaching skills, results will be hit or miss and therefore inconsistent.

Inconsistent leadership leads to a lack of trust and safety on the team. A team member who does not trust their leader, usually also harbours a degree of disrespect for them. For more on trust and psychological safety in the workplace, [access this training video](#).

PURE COACHING VS. MANAGING

The best managers know how to blend coaching with other leadership styles to get the best results. It's important to note that internal and external coaches do not replace managers.

In a coaching culture, coaching is considered the fundamental leadership style and is always the preferred method for communication, motivation, and productivity. However, managers must decide when a pure coaching conversation is appropriate or not.

WHEN IS COACHING NOT A GOOD FIT?

Here are a few examples of when a pure coaching conversation may not be appropriate:

A manager assigns deliverables to direct report who does not know where to start. In this case, the manager would provide strategic direction, not coaching.

Goals are being set, and a direct report does not have the necessary skill set to succeed. In this case, the manager would need to include training in the mix, not pure coaching.

When the direct report is missing resources necessary to achieve their goals, it is futile to coach. Instead, before assigning goals, the manager should talk with their team members to discuss the available resources and winning conditions.





Other instances where a pure coaching conversation may not be appropriate:

- Difficult news needs to be delivered
- News of a decision or change needs to be communicated
- Remedial training is required
- Rewards or consequences are to be allocated
- In the case of an emergency situation

WHEN IS COACHING A GOOD FIT?

Coaching conversations are a good fit in the following scenarios:

- To follow through on training to ensure that the learnings transfer into behaviour and habit.
- Performance management and improvement
- Career planning
- To develop high performers
- Design strategy, set goals, create action, remove barriers, solve problems.

A manager's context for coaching

A manager must have the right context, environment, and skills to provide coaching as a leadership style. The following elements are essential for success:

Trust and safety: if the manager is unable or unwilling to establish a climate of trust and safety on their team, coaching will be futile.

Clarity: the manager must first establish clarity about the business plan and strategy, and the purpose, vision and mission. Once clarity is established, the manager must also be clear about roles, goals, and objectives.

Positivity: Positivity means thinking about what we want instead of what we have now: focusing on the solution, the outcome, or the result that we are striving for, stated in terms of what we want and not what we don't want.

Here are a few simple examples:

Positive: be on time

Negative: don't miss the deadline

Positive: let's maintain our client base and build upon it

Negative: don't lose another client

Positive: let's build healthy communication

Negative: I don't want any more backstabbing

Future-focused: Future-focused managers communicate what they are working towards, describe what the future looks like when their team is successful, and use appreciative inquiry.

Results-oriented: Results-oriented managers communicate the goal, describe the objectives that will get them to the goal, and describe how success will be measured.

Accountability: The coaching approach is a two-way street. Leaders who use coaching skills know how to partner with their direct reports so that accountability conversations are positive and productive. A manager who adopts a coaching style supports direct reports in knowing what they are accountable for and directs them to 'self-lead' so that they don't need to be micro-managed.

Summing it up

The ICF outlines the following building blocks for a coaching culture:

- Senior executives value coaching
- Accredited coach training is provided to employees
- All employees in the organization have an equal opportunity to receive coaching from an internal professional coach or an external one
- All three coaching modalities are present (internal coach practitioners, external coach practitioners and managers/leaders using coaching skills)
- Coaching is a fixture in the organization with a dedicated line item in the budget
- Employees value coaching

Internal coaching is the next wave of professional development because it is the key to ensuring that your company has change-ready leaders throughout the ranks.

Iconic corporations like Google, Coca-Cola, IBM, and more are building internal coaching programs to support employee development because of the vast and irrefutable benefits that it brings to the organization.

Those great companies paved the way. Now it's your turn.



About Corry Robertson



Corry Robertson is a leading global expert on organizational culture, engagement, and retention, with over 20 years of experience and a client list that includes Fortune 100 companies.

Corry supports executives and emerging leaders through coaching, coach training leadership development, human performance improvement and management.

Corry is an award-winning coach and is listed on Montreal's top 20 Coaches by Influence Digest. Her clients say working with her is deeply meaningful yet highly strategic and productive, uncovering solutions for complex challenges.

Corry is also the founder of The Coaching Academy for Leaders, offering ICF-accredited coach training programs. The Academy's unique proprietary method blends coaching competencies and leadership theory in a revolutionary way to help managers integrate coaching skills into their leadership style so that they can consistently bring out the best in others.

Having coached leaders in some of the world's most influential organizations, her passion is to deliver results, build strong corporate cultures, and make change work.

Professional Highlights

Corry is a Professional Certified Coach (PCC) with a background that includes certification in Conscious Business Coaching, Change Management, Reinvention, Conflict Management and Resolution, Psychometric Assessment, Lumina Spark and DISC, Performance Improvement and Management.

Corry is also a mentor for La Gouvernance au Féminin and a faculty member for the Breakthrough Coaching Certification Program led by Marcia Reynolds, Ph.D.

You can learn more about Corry here:
www.corryrobertson.com

Visit our Enrollment Page:
<https://corryrobertson.com/shop/>