The 6th Ridler Report

Remote Coaching at Standard Chartered Bank

By Clive Mann, Author of the 6th Ridler Report and
Samantha King, Global Head of Executive Development at Standard Chartered Bank

3 May 2017

Ridler & Co
developing leaders, delivering results

Webinar Coverage

- Introduction
- 6th Ridler Report background and context
- 6th Ridler Report – key findings on remote coaching (Clive Mann)
- Standard Chartered case study from 6th Ridler Report (Sam King)
- Questions

Standard Chartered

ASSOCIATION FOR COACHING

ICF
International Coach Federation

EMCC
European Mentoring & Coaching Council

What is the Ridler Report?

- Biennial research publication
- Analyses strategic trends in the use of coaching in large organisations
- Data drawn exclusively from organisational sponsors of coaching (not external coaches)
- Current Ridler Report is the 6th edition
- Produced in collaboration with EMCC UK
- 7 case studies, including Standard Chartered Bank
- Written by Clive Mann, Managing Director of Ridler & Co (London based executive coaching practice)

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"The Ridler Report is the **voice of organisational sponsors of coaching**. It provides an invaluable guide to the evolving practice of coaching practice in large organisations."

Professor David Megginson
EMCC Joint Founder and Ambassador

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The use of remote coaching has increased since 2013

- Remote coaching takes place via telephone or video
- 6th Ridler Report asked the same question on remote coaching as in 2013
  - number of organisations which frequently use remote coaching has increased from 29% to 42%
  - number of organisations which agreed that remote coaching works well as a stand-alone coaching medium increased from 23% to 42%
  - 88% agreed that remote coaching is more productive after the coaching relationship has been established face-to-face (2013 : 84%)

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What experiences are organisations having with remote coaching?

- Interviews suggest remote coaching simply works
  '…almost as good as face-to-face if the technology works…' (multinational pharma company)
- Flexible solution in large scale coaching programmes
- *'Senior leaders value the face-to-face introduction, after which remote coaching has proven to be highly effective.' (global law firm)*
- Recent advances in the quality of video technology has increased the flexibility and reliability of remote coaching assignments
- For a given budget, more executives can be coached remotely than face-to-face
- Continued preference for the most senior executives to be coached face-to-face, where possible…higher levels of trust

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Remote Coaching at Standard Chartered Bank

Samantha King

Global Head of Executive Development

May 2017

Who we are: Standard Chartered Bank





- Over 150 year heritage
- More than 1200 branches
- Presence in 71 markets
- More than 80,000 employees
- Primary listings in London, Hong Kong and Mumbai
- Around 90% of income from Asia, Africa and Middle East
- Market cap[1]: ~US$21bn

1) Oct 2016

Key facts…the world is changing

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The SCB Challenge!
- 50% are below age of 30
- Often >20% attrition
- 2/3 have less than 3 years service

WORLD
- More than half the world is under 25
- More than half the world is bilingual

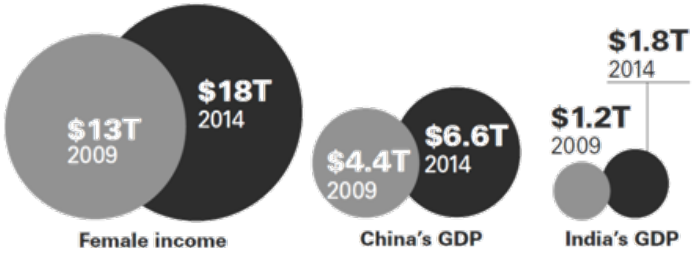
Nigeria
By 2055 Nigeria will be the world's 3rd most populous country

CHINA GEN Y
- China 2015: one-third will be over 50
- 98% Gen Y say family is most important

Women - the new emerging market
50% of the self-made billionaire women on the Forbes magazine list are Chinese

INDIA
- Overtakes China in population by 2025 in world's largest country – 1.44bn
- Half population is under 24 – youngest workforce ever

The World's Largest Opportunity
A growth forecast (in trillions)



GEN Y SELECTIVELY MOBILE:
- 53% willing to work in less developed country but..
- Only 11% willing to work in India
- Only 2% willing to work in mainland China

cirrus

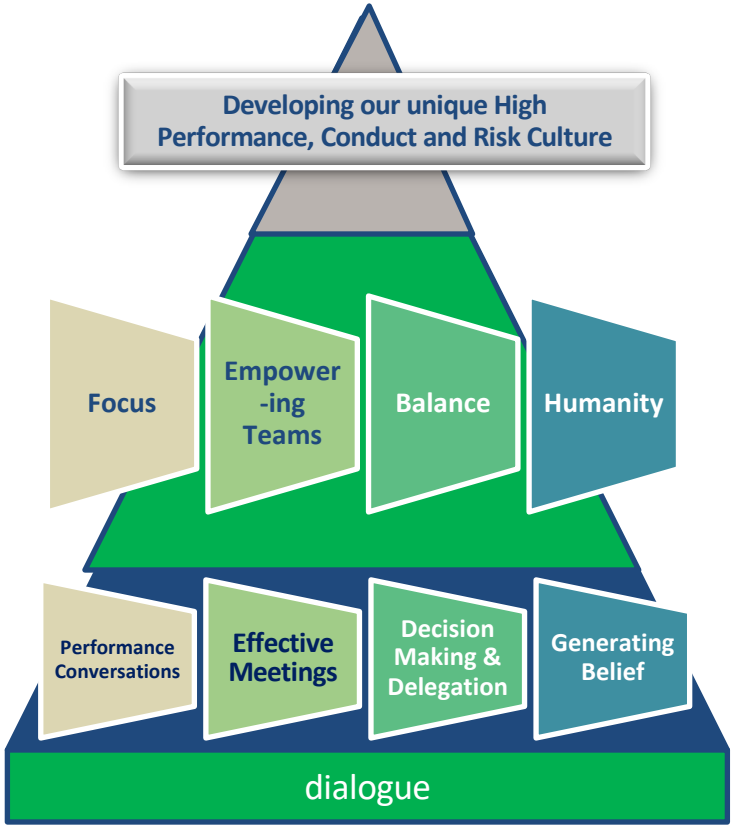
Why?
The Leadership Framework – Building Blocks

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Culture

Leadership Brand

Critical Leadership Skills (2016)

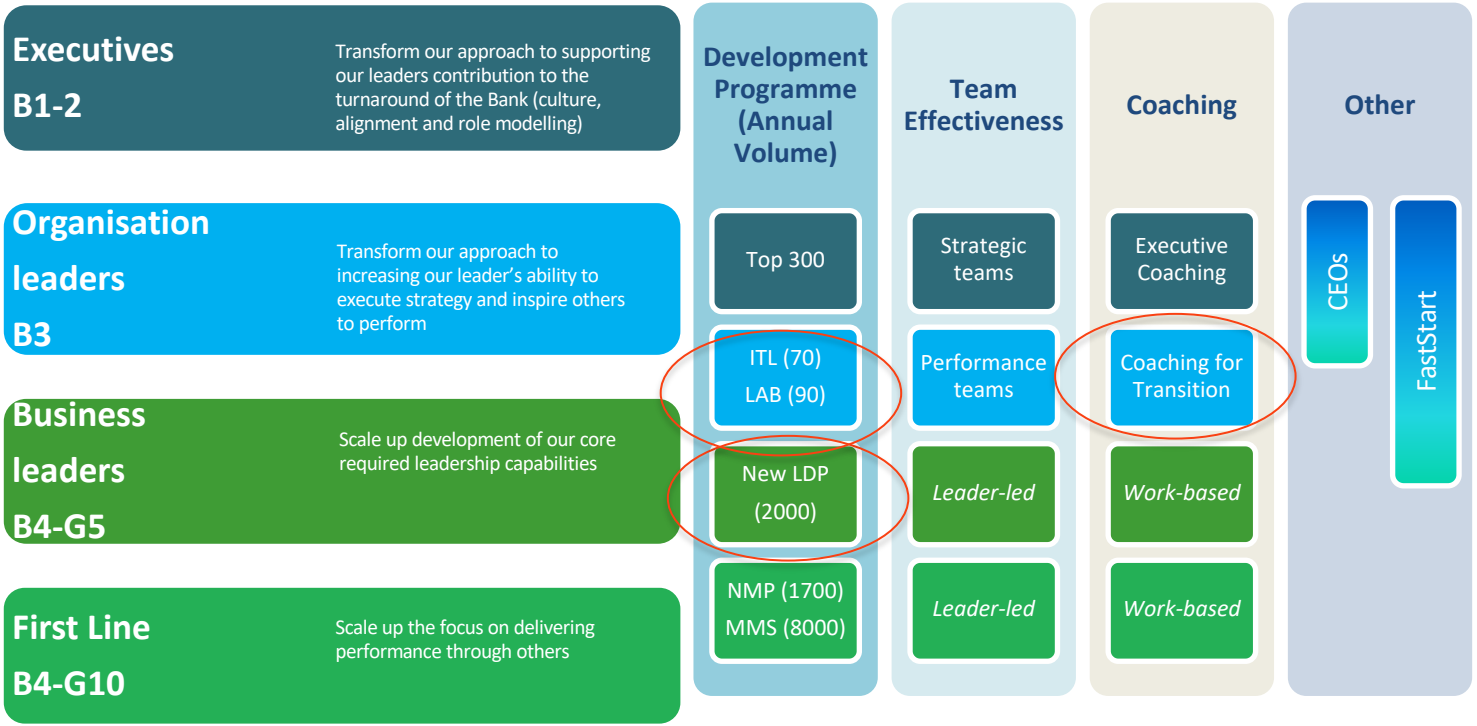


Underlying Beliefs & Mindsets

How?
OUR ARCHITECTURE: Leadership & Team Effectiveness
Enabling leaders & teams to accelerate and sustain performance

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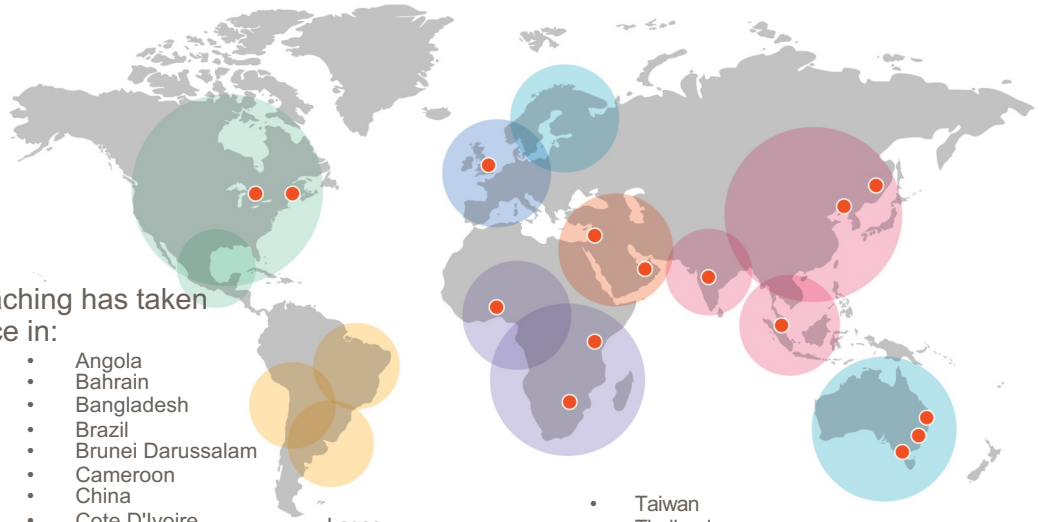
Leader population and focus



Where?

Remote Coaching Overview – Global Faculty

Meeting the global coaching need flexibly – location of participants
Cross-Cultural experience is vital



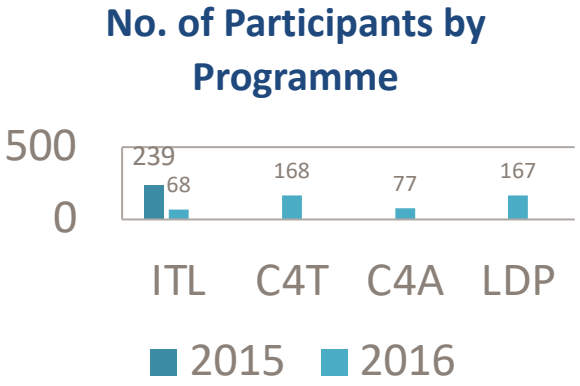
Coaching has taken place in:

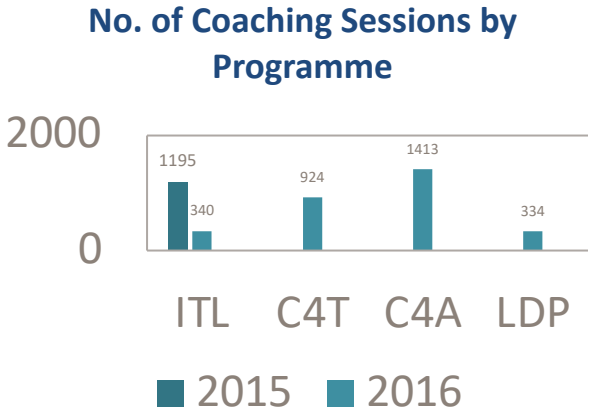
- Angola
- Bahrain
- Bangladesh
- Brazil
- Brunei Darussalam
- Cameroon
- China
- Cote D'Ivoire
- Ghana
- Hong Kong
- India
- Indonesia
- Ireland
- Japan
- Kenya
- Korea
- Lagos
- Malaysia
- Nigeria
- Pakistan
- Philippines
- Singapore
- South Africa
- Sri Lanka
- Taiwan
- Thailand
- Gambia
- Uganda
- United Arab Emirates
- United Kingdom
- United States of America
- Vietnam
- Zambia

UNITED KINGDOM
UNITED STATES
CANADA
U.A.E.
ISRAEL
SOUTH AFRICA
NIGERIA
KENYA
INDIA
SINGAPORE
HONG KONG
CHINA
AUSTRALIA

How Many?
Participant Reach

- Over last 5 years, we have now run remote coaching for over 2000 employees – about 10,000 hours but now with a different range of programmes
- We have now extended across several programmes – as integrated part of our learning architecture





Impact Through Leadership (ITL)
Coaching Journey (up to 450 pa)

- INSEAD Supporting Business School Programme
- Focused on *Leadership Purpose, Strategy and Communication, Leading through Change* and *Conduct.*

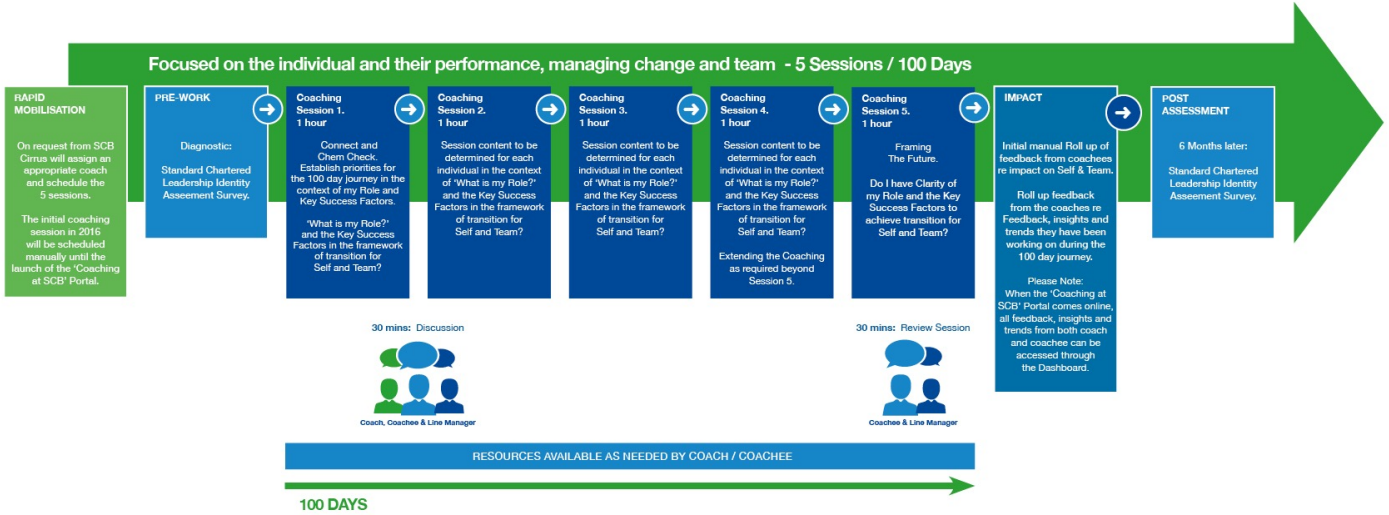
Connected Coaching Overview



- Highly innovative connected coaching 100-day journey
- Significant and measurable impact at individual, team and organisational levels.
- The flexibility - facilitate rapid ‘real time’ learning close to key events, such as an imminent meeting or unfolding situations.
- Enables high volume, high quality coaching practices to cross cultural leadership many local cultures across the 71 countries

Coaching for Transition/Acceleration (C4T)

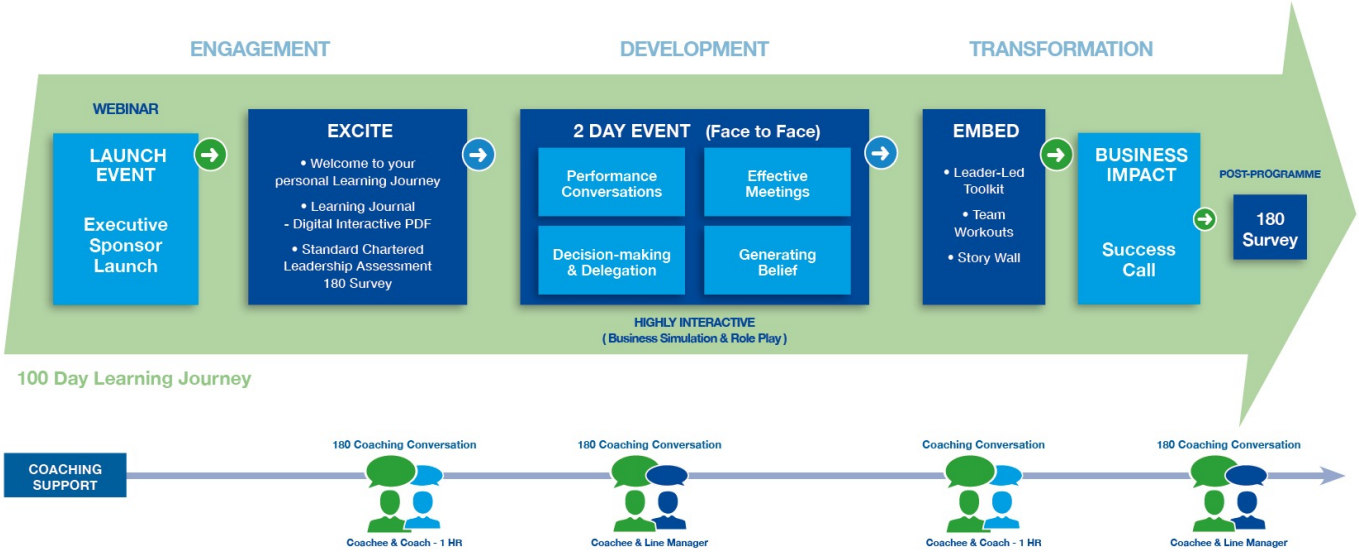
100 Day Journey (up to 400 pa)



- A scalable solution which can be adapted and rolled out
- Closely aligned with organisational purpose, values and goals
- Maximises systemic change
- Slick admin/interfaces essential

NEW! Leaders Drive Performance (LDP)

100 Day Journey – (up to 5000 people)



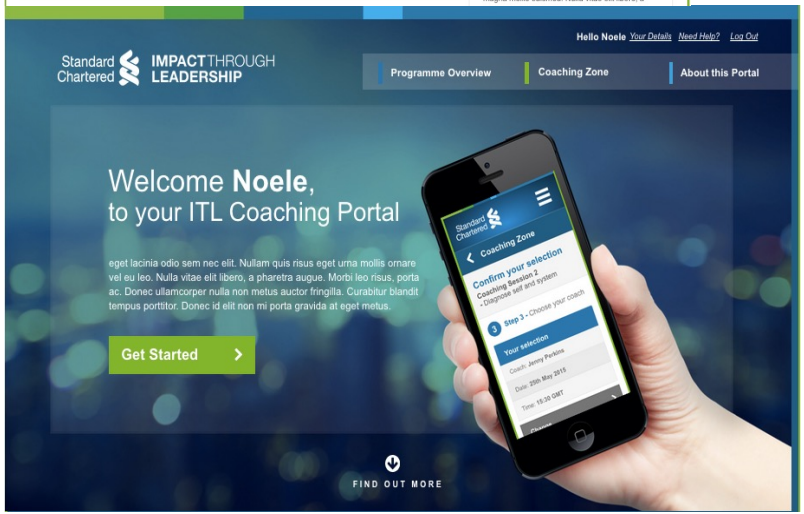
- Brand new intervention – strong business simulation
- Looking at mass impact of new behaviours
- A very large scale – only 2 sessions with coach but at the heart of the organisation

Connecting Globally





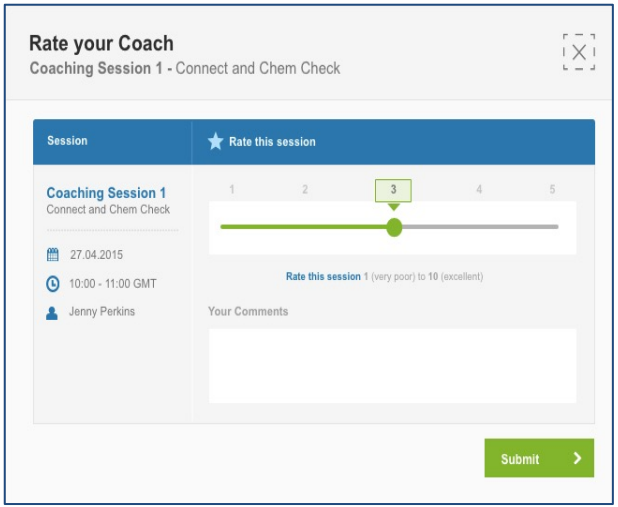


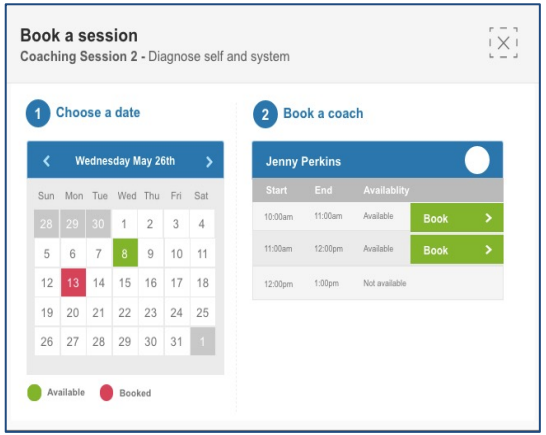


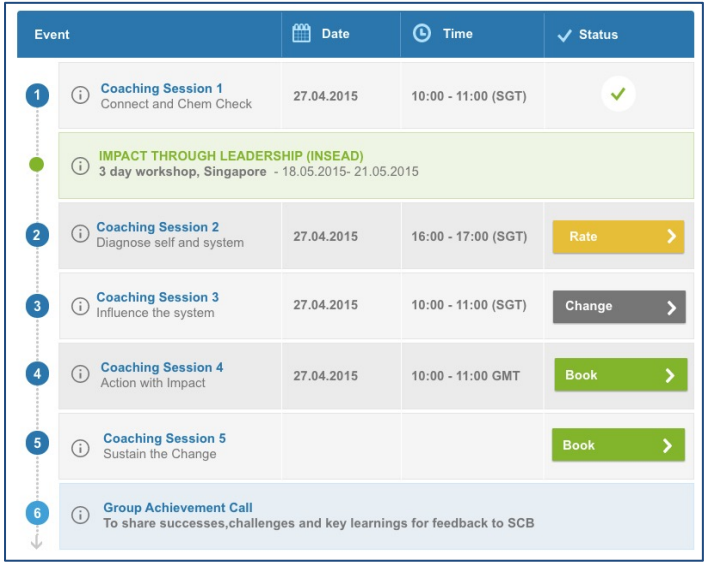
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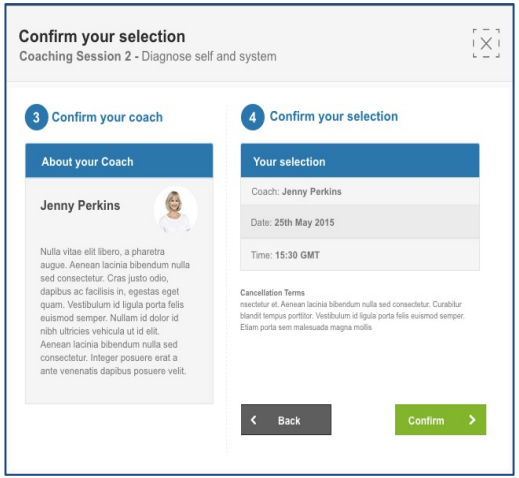
cirrus

Slick Access & Booking

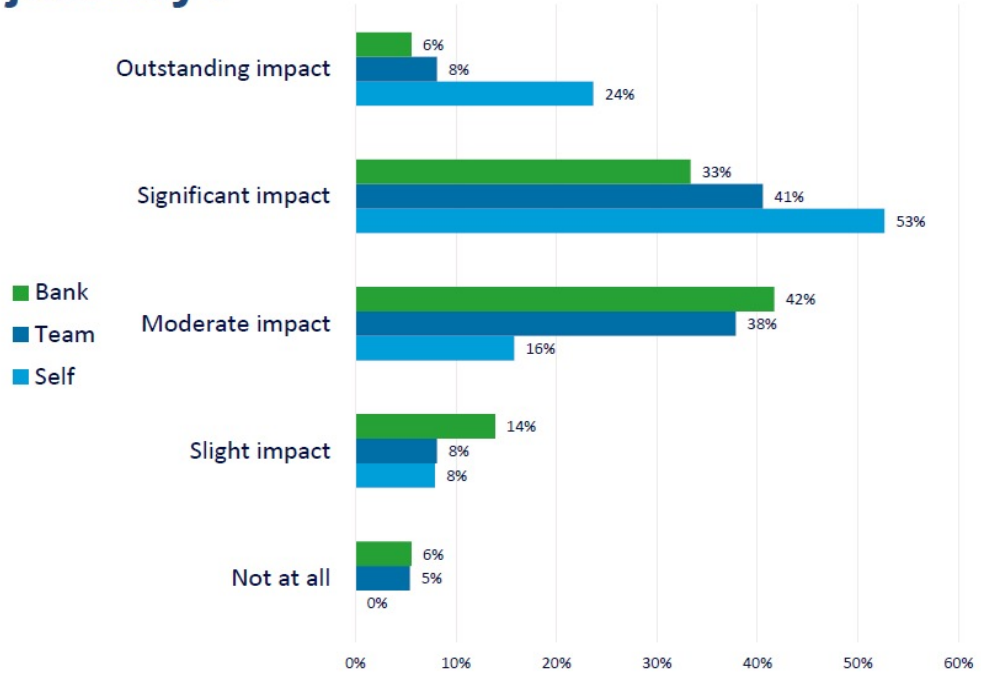








Q3: What impact have you been able to make as a result of the connected coaching journey?



"My Coach has provided major insights into management challenges that have increased since my transition began.

Having him available to discuss and analyse these challenges has had a major impact on how I'm managing things"

Evidence of Impact?



Evidence of Impact?

Quotes from our leaders on remote coaching

'*Coaching sessions create a comfort zone for participants to freely express their thoughts, developing a growth mindset for manager and for team.*'

Ernie Yang
Head, Wealth Markets Products & Sales, Taiwan

'*This was the first time I ever had coaching in my career, and at first I was not sure what to expect. My coach was very quick in establishing a good rapport and in gaining my confidence, which I believe is important*'

Carlos de Luzuriaga,
MD Financial Markets, Singapore

'The organisation of coaching sessions for me was fantastic and in all sessions my coach was available. We used the coaching time efficiently'

Rutaisire Adalbert
Chief Information Officer, Ghana

My coach helped me to expand my thought patterns on some issues I was grappling with prior to my sessions with him. He asked probing questions and subtly led me to consider other angles I probably would never have considered. He helped me to expand my capacity for lateral thinking and I am constantly using that approach now, not only in my professional life but also my private one.'

Diran Olojo
Regional Head, Brand and Marketing, Nigeria & West Africa

Summary - Coaching for Change

IMPACT OF PROGRAMMES

- Coaching as a programmatic intervention went way beyond traditional, individually-focused coaching to create a shift in behaviour across the senior leadership population
- Moves organisational agenda to create sustainable cultural change.
- 98% found the coaching programme valuable in embedding the learning from the overall leadership programme.
- Coaching is often valued highest in our programmes
- The ability to capture emerging trends and insights provided valuable information for the organisation to build on
- A true partnership between Standard Chartered and Cirrus based on deep understanding.

LEARNINGS

- High effort of selection initially or provider – we validated by interview/observations
- Work closely with provider to maximise uptake
- High assessment and commitment by line: three ways at both ends
- It takes effort to get the gap between line/coachee and coach aligned
- Use diagnostics like Hogan & 360 really help
- Part of a change programme - coaching as an integrated intervention – launch in batches with collective ownership and business sponsorship
- Create open public expectations of change

REMOTE Coaching

LEARNINGS

- Strong benefits when met in person first – for first session – we still prefer this!
- Focus on voice – listen much deeper and more carefully
- Some evidence that removes physical aspects that may “dominate” coaching relationship – can help
- Technology helps..Use of Blue Jeans/ VC /Skype/ Video much more common
- Miss out on other info that face to face- e.g. how you witness them treating PA and team
- GROUP COACHING: Very hard to get group going by phone - we removed the step – but Ok after have met and event.
- Busy people have busy lives- need to be owned, committed and fully expected

SCB's long standing learning partners and links

- We are SAID's longest standing corporate Client on our 15 year "Leading Across Boundaries" programme that reinvents each year
- Cirrus – remote Coaching and leadership interventions
- Tara Swart – Neuroscience - whole person leadership
- Simon Sheppard – well being and high performance heart rate monitoring
- Community & field experiences Leaders' Quest & Common Purpose
- Nick Udall – Collective Leadership Nowhere
- Margaret Heffernan - Wilful Blindness, Conduct and Culture, Competition & Collaboration
- Ron Heifetz and Richard Pascale - on Adaptive Leadership
- Sam King Samantha.King@sc.com

SCB leading edge coaching

- FT Sept 2016 on heart rate monitoring "*For banks, the data-based approach is far more likely to lead to a shift in behaviour than just a conversation around well-being. It's a big reality check when you see your own data in front of y*ou."

- 6th Ridler Report; "For corporate purchasers of coaching services, it's surprising that even today, accreditation itself seems to be no guarantee of identifying an impactful coach. Accreditation indicates that a coach has reached a minimum level, but it is a fragmented industry and accreditation standards are variable across the different accrediting bodies. In selecting coaches, we have often been surprised to find numerous accredited coaches (offered from formal coaching companies) who stick to one approach or even a more formulaic set of questions, or who may lack contracting, confidentiality- or rapport-building skills. The risk with coaching is that it is, by its very nature, mostly unobserved, and many coachees generally don't know what "good" looks like. We look for the rare coaches who offer a range of flexible tools, approaches and deep skills to draw from who are hugely invested in their own personal development, with varied experience developed over time with a diverse range of leaders.'

  Samantha King, Global Head of Executive Development, Standard Chartered

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If you would like to buy a copy of the 6th Ridler Report…

- Please follow this link: www.ridlerandco.com for more information on the 6th Ridler Report
- All registrants for this webinar are entitled to a ***15% discount*** on the purchase price of the report (quote code **RR05** on the automated web page)
- For further information please contact Laura Taylor at laura.taylor@ridlerandco.com

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