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RIDLER REPORT

sixth edition

Written by Clive Mann
Managing Director of Ridler & Co

Headline sponsor

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In collaboration with

EMCC UK
European Mentoring & Coaching Council

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Webinar coverage

- Introduction
- Ridler Report background and context
- Internal and external coaching
- Remote coaching
- Group coaching
- Other research areas covered in the 6th Ridler Report

What is the Ridler Report?

"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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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 from external coaches)
- Intellectual property owned by Ridler & Co (London-based executive coaching practice)
- Current Ridler Report is the 6th edition

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6th Ridler Report

105 completed surveys submitted by large organisations such as:

Accenture
Allen & Overy
Baker & McKenzie
Baker Tilly
BBC
Bloomberg
BNP Paribas
Cancer Research
CBRE
Civil Service
Coca Cola Icecek
Deloitte
E.ON
Euroclear
EY
Freshfields
GlaxoSmithKline
Grant Thornton
Hogan Lovells
Home Office
John Lewis Partnership
Johnson Matthey
KPMG
Linklaters
Lloyds Banking Group
Manpower
Marks & Spencer
Microsoft
Nestlé
Network Rail
News UK
NHS
PwC
Qantas
RBS
Rentokil Initial
Santander
Save the Children
ScottishPower
Société Générale
Standard Chartered Bank
TNT

Continued…

Who produces the Ridler Report?

- Written by Clive Mann
- Headline sponsor – E.ON UK
- Sponsors of core research themes – GSK, Hogan Lovells, Network Rail and News UK
- Collaboration with EMCC UK, for the second time
- The Ridler Report Executive Board oversees the production of the report –Clive Mann (Chair), Laura Taylor (Operations), Caroline Horner, Chris Jackson (President EMCC UK, 2013-15) and Sonia Townley (Project Manager).
- Professor David Gray, University of Greenwich gave much valued consultancy advice on research methodology.

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What is the purpose of the Ridler Report?

- To spot emerging trends in the use of executive coaching in large organisations (eg the rise in internal coaching – highlighted in the 2009 Ridler Report)
- To track trends over time through “longitudinal data”
  - Increasing use of remote coaching
  - Increasing requirement for external coaches to be individually accredited by a professional coaching body (which has gone up from 54% in 2013 to 68% in 2015)
- To provide data to benchmark organisations’ approaches to coaching against the rest of the market
- To highlight examples of innovative / distinctive / best practice in coaching (case studies)
- To stimulate debate and challenge assumptions among sponsors of coaching and across the coaching profession
- To develop a network for organisational sponsors of coaching to share ideas with each other

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Internal and external coaching

In a context where 72% of organisations surveyed expect to increase their spending on coaching in the next two years, there is nearly as much internal coaching as external coaching happening in the organisations surveyed

- 39% of coaching hours delivered are 1:1 internal coaching versus 42% 1:1 external coaching.
- 70% of organisations surveyed have an internal coaching capability
- 20% of organisations surveyed are planning to introduce internal coaching
- Only 10% of organisations surveyed are not planning to introduce internal coaching
- 75% of organisations surveyed expect an increase in internal coaching versus 57% expecting an increase in external coaching over the next two years

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Internal and external coaching

The top five drivers of (actual or planned) investment in internal coaching are:

- To contribute to the broader development of a 'coaching culture' (88%)
- To make coaching more easily accessible when it is needed (81%)
- To act as an accessible centre of excellence which the organisation can draw on (76%)
- To widen the availability of coaching to less senior executives who have not traditionally had access to coaching (73%)
- To be able to coach more individuals for a given budget (64%)

The above data broadly echoes the findings of the 'Big Four' case study * which explored the reasons why the Big Four accountancy firms have invested so heavily in internal coaching capability

* *available free of charge from Ridler & Co – email:* laura.taylor@ridlerandco.com

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Internal and external coaching

CBRE UK chose *external* coaching for its senior leadership group, for the following reasons:

- The value of external coaches' diversity of experience of working with clients from a range of organisations
- External coaches' greater objectivity and impartiality about their coaching clients, as they have no prior knowledge of them
- The greater readiness of senior leaders to share confidential business and personal information with an external coach
- The belief that it is easier for CBRE's senior leaders to be completely honest about their strengths, development areas and career goals with an external coach

Continued…

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Internal and external coaching

"In my view, it is paramount that we support our key leaders to continue their career growth and constantly assess their opportunities in terms of personal development and supporting their teams and the business, especially during periods of growth. It is also vitally important that we help our leaders to adapt as our clients' needs evolve. Having personally experienced coaching in the past, I believe that executive coaching is a powerful way to continue to support and develop our leaders."

Ciaran Bird

UK Managing Director, CBRE

Remote coaching

Remote coaching is becoming more widely used

- 42% of organisations 'frequently use telephone or video as a medium for executive coaching' (2013 :29%).
- 42% of organisations surveyed agree that 'remote coaching works well as a stand- alone coaching medium' (2013 : 23%).
- 88% of organisations agree that 'remote coaching is more productive after the coaching relationship has been established face-to-face' (2013 : 84%)

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Remote coaching

What factors are driving the increase in remote coaching?

- Organisations find that it works.
- Remote coaching gives remote geographies (where the supply of suitable coaches is often limited) access to high quality coaching.
- Technology (especially video-conferencing) is becoming more reliable and increasingly sophisticated.
- Remote coaching gives flexibility to facilitate rapid ‘real time’ learning, close to key events.
- Remote coaching is cost-efficient.

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Remote coaching

Standard Chartered expects to increase remote coaching significantly in the future

- Significant growth of remote coaching in the last three years e.g as part of internal leadership development programmes
- Remote coaching transfers learning through extending the participants' development journey.
- Every year, 450 organisational leaders receive a programme of 5 x one hour remote coaching sessions.
- A new video-conferencing technology has made group coaching by video-conference much smoother and more practical.

Continued…

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Remote coaching

"The intention of combining remote coaching and classroom learning is to extend the time of the participants' development journey, in the service of enhancing transfer of learning and behavioural change to build particular organisational capabilities that drive the implementation of the business strategy and organisational change."

Reka Czegledi-Brown

Head of Leadership Development

Standard Chartered Bank

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Group Coaching

The use of group coaching is expected to increase

- 53% of organisations expect to increase their use of group coaching over the next two years
- (although only 32% of organisations currently use group coaching)

Continued…

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Group Coaching

Several strengths of group coaching were highlighted in the data

- Group members benefit from the perspectives of their fellow group members, as well as the coach.
- Group members benefit from knowing that others in their group are experiencing developmental challenges.
- Group members can learn from understanding each others' approaches to addressing business and leadership issues.
- Group members develop their capability to coach each other.
- Group members increase their network in different parts of the organisation.

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Group Coaching

Rentokil Initial has used group coaching to change its high potential executives' leadership style

- Aim of group coaching is to promote a culture based a coaching style of leadership.
- Four action learning sets, of half a day each, over six months, as a central part of its internally run Living Leadership programme
- The groups work on real, practical business challenges, often in the realm of leadership and relationships at work.
- Internal and external group coaches work together in pairs.
- The combination of a male and female group coach often produces the best feedback.

Continued…

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Group Coaching

‘…We know when we get the people management right our business grows and all our plans become a reality. The action learning (group coaching) continues to be an essential part of our success and drives the coaching culture we need to grow our people and grow our business.”

Andy Ransom, Group CEO

Rentokil Initial

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6th Ridler Report

Case studies in the 6th Ridler Report are:

- *CBRE UK* : choice of external coaching for its senior leaders
- *Civil Service* : best practice in the use of coaching supervision
- *E.ON UK* : an innovative approach to evaluation of coaching
- *Rentokil Initial* : use of group coaching to introduce a coaching style of leadership
- *Standard Chartered* : why they are investing in remote coaching
- *Team coaching* : interview with a board member in an industrial conglomerate, who commissioned team coaching

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6th Ridler Report

The areas covered in the 6th Ridler Report are:

Setting up coaching for success
Evaluation of coaching
Internal coaching
Team coaching
Remote coaching
Group coaching
Supervision of coaches
Definition of coaching
Chemistry meetings

External coaching fees
Perceptions of executive coaching
Accreditation of coaches
The commissioning organisation's role in
- individual coaching assignments
Coaching objectives in individual coaching
- assignments
Development of a coaching culture

Continued…

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How E.ON has used the Ridler Report

"E.ON's aim is to continuously strengthen its executive coaching offer. The Ridler Report offers invaluable industry benchmarking and insight. The 2013 Ridler Report has contributed positively to the development of our executive coaching approach over the last two years. The metrics brought to life through the Ridler Report have shaped and influenced how we measure the effectiveness of our coaching offer."

Dave Newborough

HR Director, E.ON UK

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This is what Doug Ready says about the Ridler Report…

"The Ridler Report is the world's leading source of insight into current and future trends in executive coaching. I find that the report is a perfect mix of research and practice. The report's survey data highlights strategic trends in the use of executive coaching and practical case examples bring this data to life. I recommend the Ridler Report as a must read for senior learning and development and talent professionals around the world."

Doug Ready

President, International Consortium for Executive Development Research

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

- To get more information about how to buy the 6th Ridler Report please go to www.ridlerandco.com/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 or telephone on +44 20 7112 6750

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