Call-in information for audio:
Call the appropriate toll number per the Webex instructions in the window below.

ICEDR Webinar

Integrating Coaching Into Your Talent Strategy



David Findley



Clive Mann

Ridler & Co
developing leaders, delivering results

May 18, 2011

Please note:

- *Please mute your phone upon entry – background noise can be heard by everyone.*
- *During the presentations, please ask questions in the "Q&A" section and be sure to select "All participants" before you send it.*
- *The session will be recorded and made available – the link to the recording will be provided after the session.*

Integrating Coaching into your Talent Strategy

Webinar agenda

1. The role of executive coaching in talent development
2. The Ridler Report - trends in the use of senior level executive coaching
3. Targeting coaching for optimum impact
4. Best practice
5. Balancing in-house and external coaching provision
6. Integrating coaching with Talent / HRD processes
7. Selecting external coaches
8. Evaluating the benefits
9. Your questions

Ridler & Co
developing leaders, delivering results

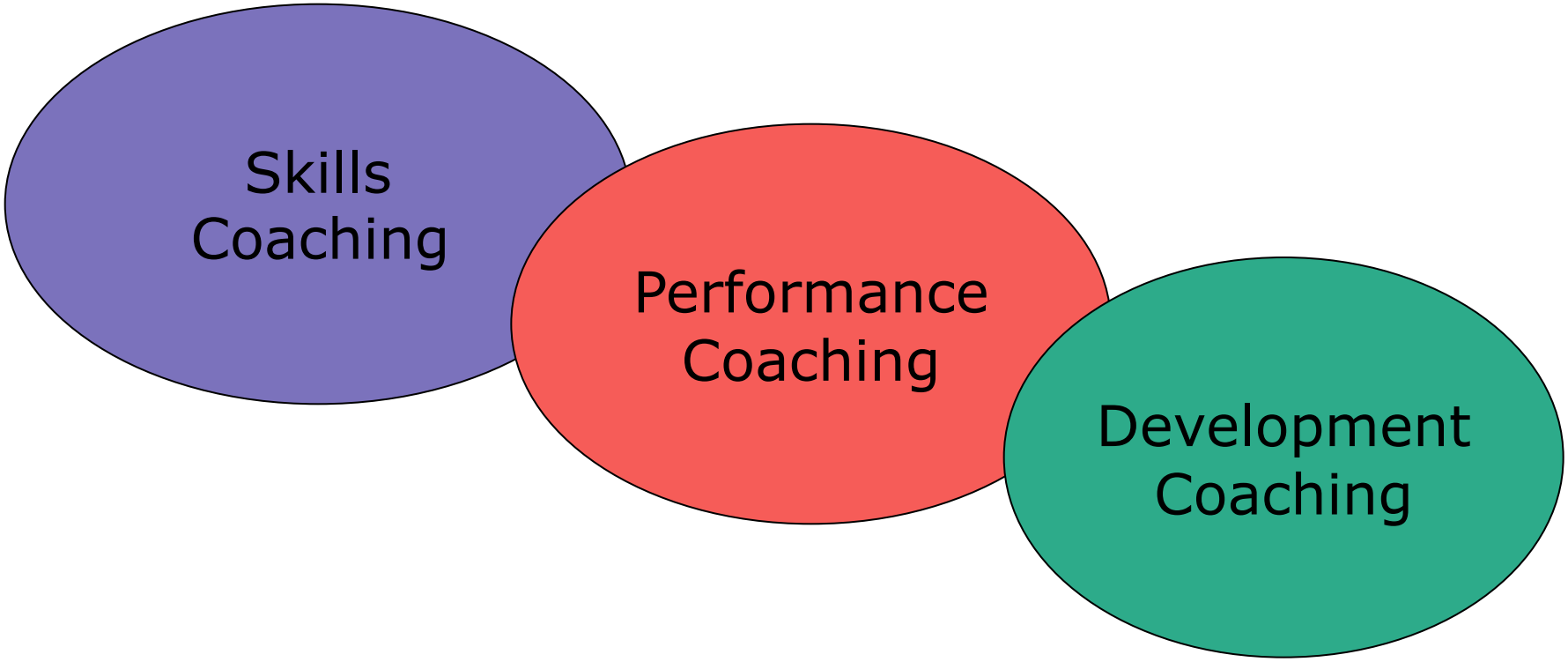
1.The role of coaching in talent development

- Improving leadership performance – skills development, self awareness, confidence, role modelling
- Delivering transfer and impact from executive development programmes
- C-Suite and top level sounding board and confidant
- Supporting transition into senior leadership roles
- Building executive team cohesion and effectiveness

Ridler & Co
developing leaders, delivering results

1.The role of coaching in talent development

Targeting Talent Needs - the Coaching Spectrum *



Goals: Finite/ Concrete
Style: Directive
Horizon: Short term



Complex/Emergent
Non-Directive
Longer-term

* Source: The Reflecting Glass by Lucy West and Mike Milan

Ridler & Co
developing leaders, delivering results

2. The Ridler Report - trends in the use of senior level executive coaching

- Four year research programme – started in 2007
- Commissioned by Ridler & Co - senior level executive coaching practice based in London
- Analysis of questionnaire data from 150 users of executive coaching from blue chip UK and international businesses
- Data exclusively from users – not from coaching providers
- Case studies illustrating examples of innovative practice
- Longitudinal trends over time
- Latest Ridler Report due end May 2011
- All data in this presentation is taken from May 2011 Ridler Report

Ridler & Co
developing leaders, delivering results

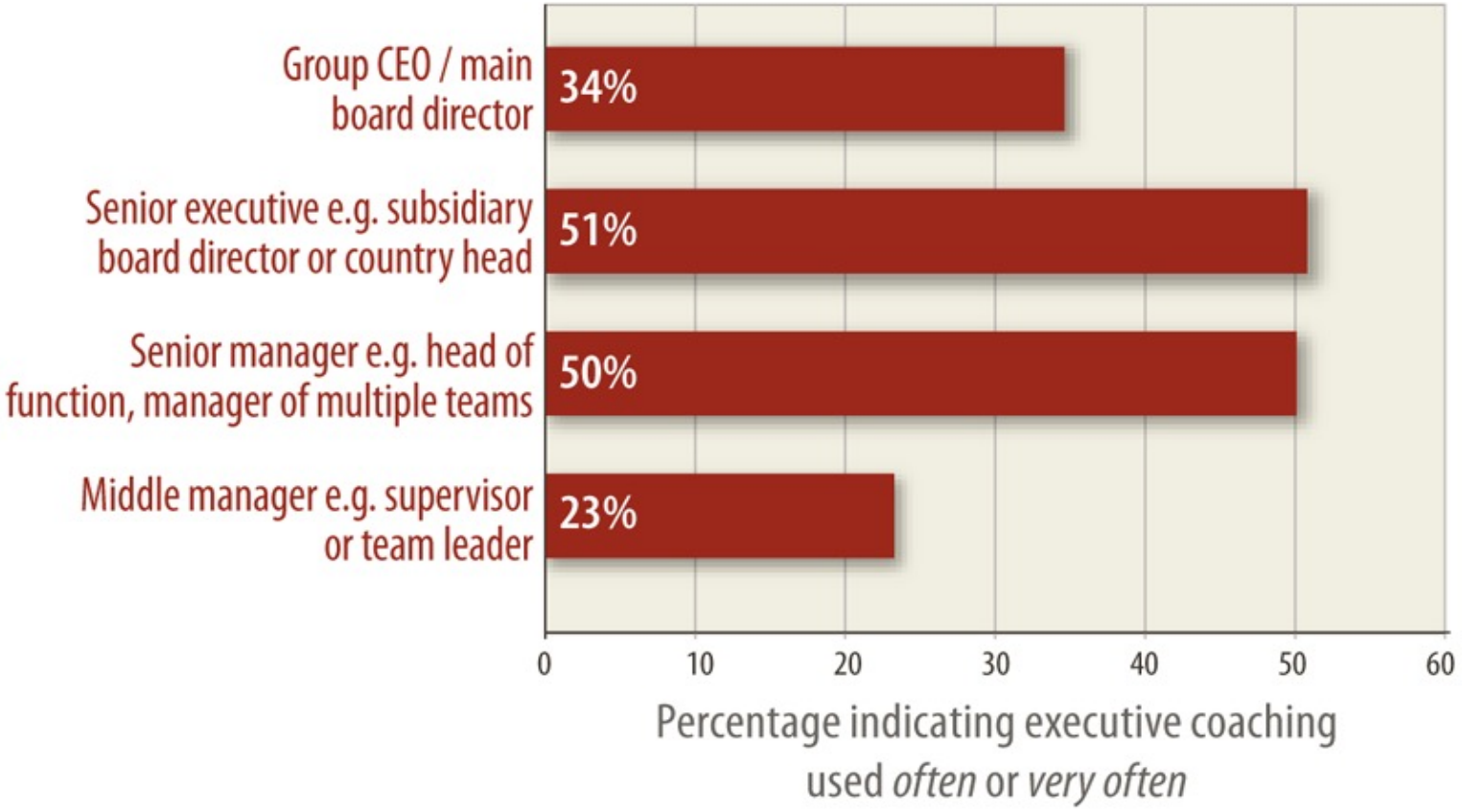
2. The Ridler Report - trends in the use of senior level executive coaching

- Long term growth in use of executive coaching unimpeded by recession / banking crisis
- Focus on top talent pool and senior management population
- Growing emphasis on quality, impact and cost effectiveness
- Increasing interest in building internal coaching capability

Ridler & Co
developing leaders, delivering results

2. The Ridler Report - trends in the use of senior level executive coaching

Focus on top talent pool and senior management population



Ridler & Co
developing leaders, delivering results

3. Targeting coaching for optimum impact

Integrating the business and the personal

- Helping business leaders to build the connection between
  - Who they are
  - What they do
  - The results they deliver

- Bringing together the individual's personal credo (who I am) with their business role (what I do) enhances their performance (the results I deliver) and connects this powerfully with the organisation's success

Ridler & Co
developing leaders, delivering results

3. Targeting coaching for optimum impact

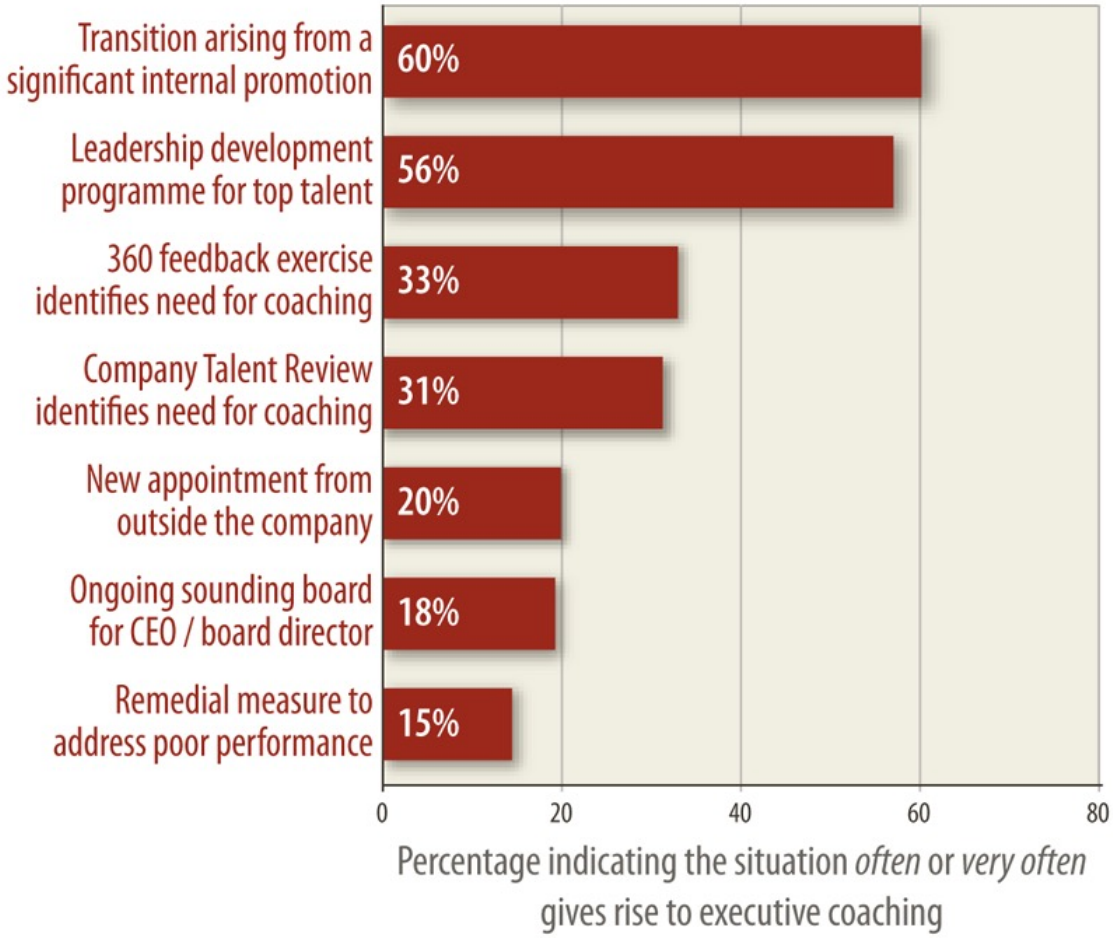
Key themes in coaching usage

- Rapid promotion to senior leadership positions
- Technocrat to C-Suite transition
- Personal impact and gravitas in the Boardroom
- Integrating strategy with operational excellence
- Organisational politics – survive and thrive
- Leadership at the top level
- Transitions across cultures and sectors
- Bespoke 360 for the top end; reality mirror

Ridler & Co
developing leaders, delivering results

3. Targeting coaching for optimum impact

Most Common Executive Coaching Situations



Ridler & Co
developing leaders, delivering results

3. Targeting coaching for optimum impact

The Bespoke 360 is the highest value added supplementary service for senior level coaching

- Bespoke 360 based on 30 minute telephone interviews with coachee's colleagues
- **69%** said high or very high value add as a supplementary service
- Addresses issue of lack of feedback for senior leaders
- Identifies areas to work on in the coaching
- Senior leaders value its detail and tailored nature, in preference to on-line 360s (**48%** said high or very high value add)

Ridler & Co
developing leaders, delivering results

4. Best practice

Transition

- Identify early, invest before and support through
- Balance role shift and emotional journey
- Clear milestones, business and personal evaluation
- Transition and “on-boarding 360”

Executive Development

- Design in: pre, during and post-programme
- Target executive ownership and commitment
- Surface organisational issues
- Coach team and shared reflective practice

New Hires ... missed opportunity?

Ridler & Co
developing leaders, delivering results

4. Best practice

Coaching professionalism

- Engage the organisation through three-way meetings between coach, coachee and organisational representative
- Written coaching objectives developed and shared at the outset
- Evaluation at the end of the block of coaching sessions, against coaching objectives
- Coach supervision by experienced external supervisor

Ridler & Co
developing leaders, delivering results

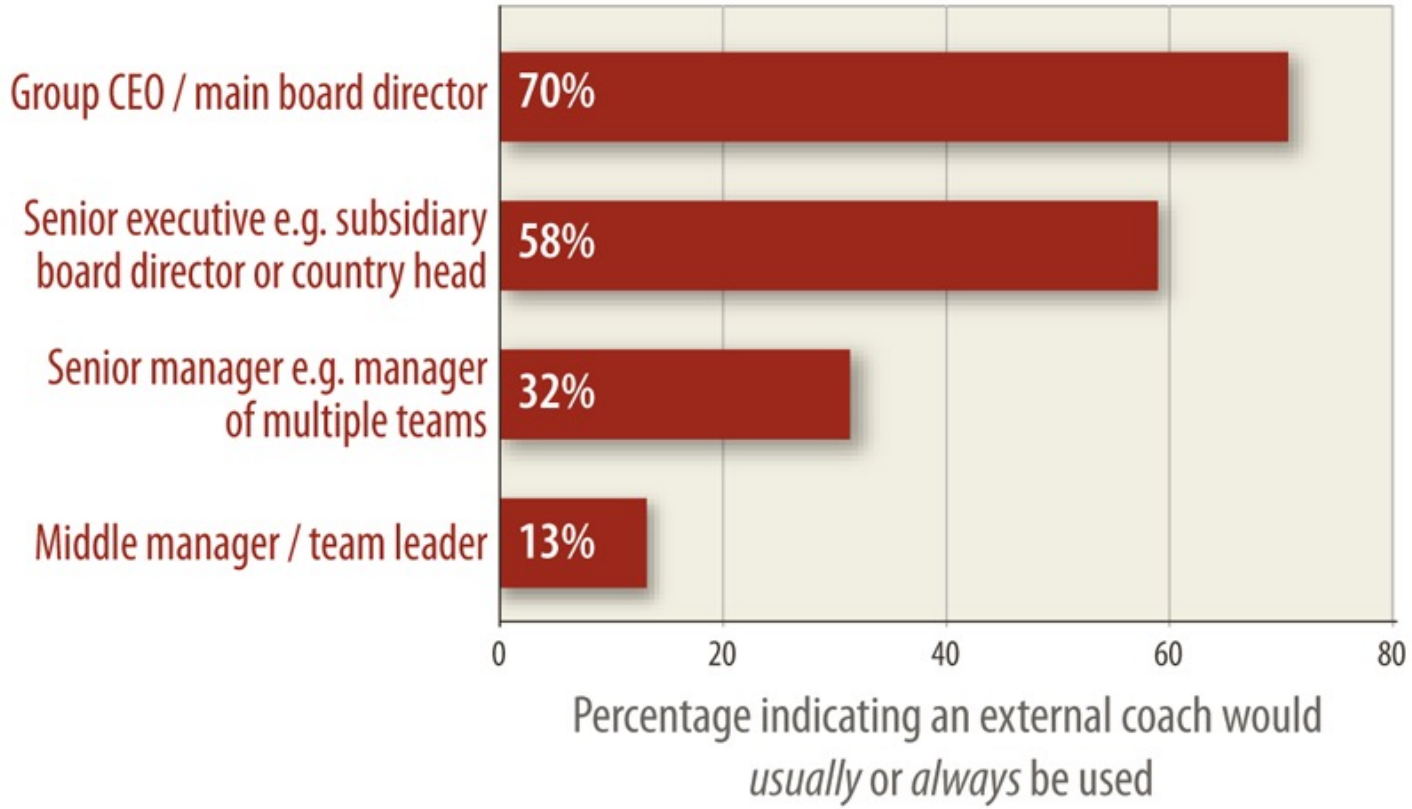
5. Balancing external and internal coaching

- Internal coaching and external coaching are combined by 95% of organisations participating in the Ridler Report
- Internal coaching has cost advantages over external coaching
- Internal coaching contributes to the development of a coaching culture
- Main benefit of external coaching is the separation of coach from client organisation – advantages of safety and objectivity

Ridler & Co
developing leaders, delivering results

5. Balancing external and internal coaching

Senior leaders usually have external coaches



Ridler & Co
developing leaders, delivering results

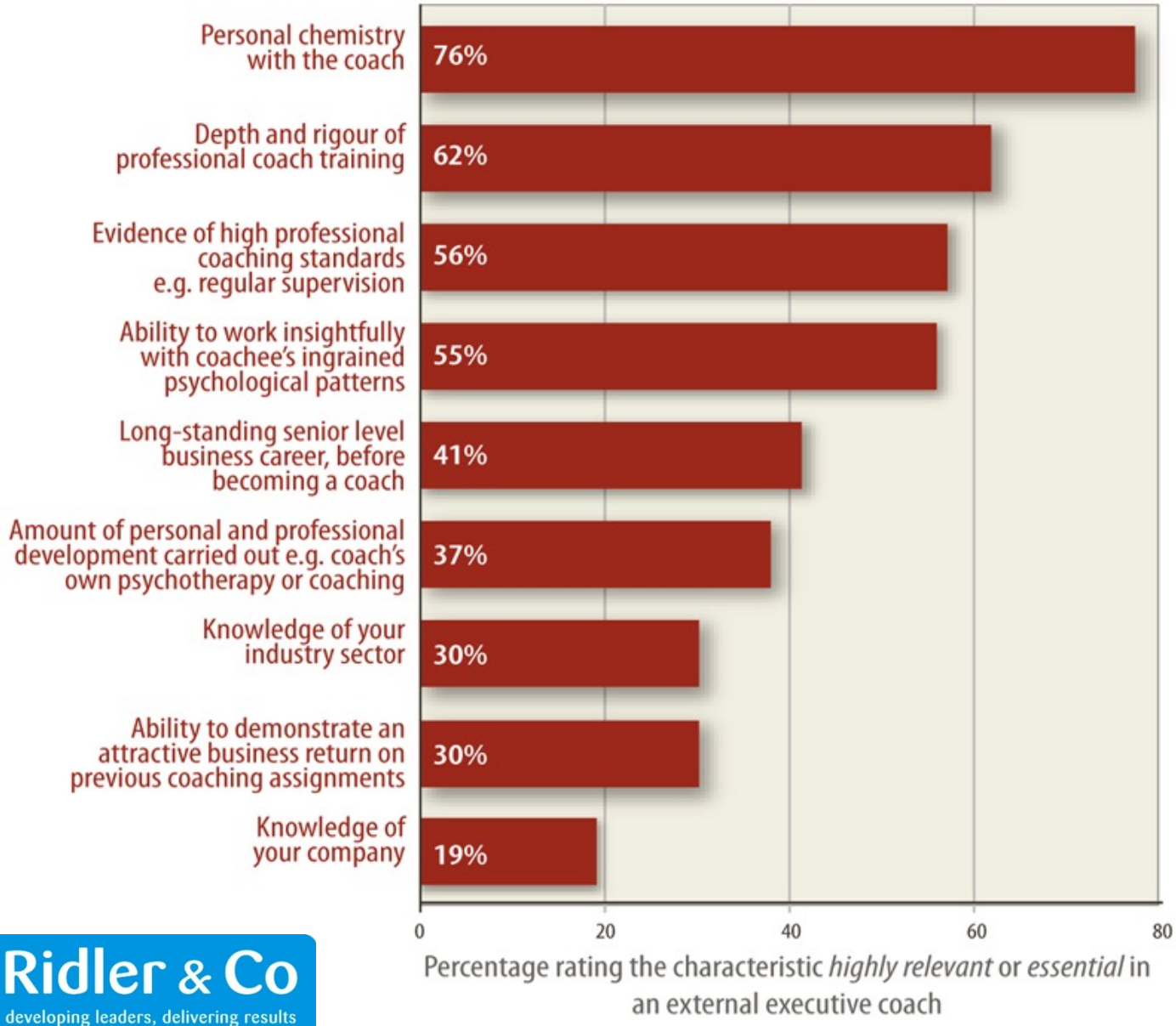
6. Integrating coaching with Talent / HRD processes

Talent pipeline success
= right person, right place, right time

- Integration into Succession, High Potential Assessment, Appraisal and Personal Development Plan processes
- Models for coaching access – centralised, distributed, laissez-faire
- Containment - handling confidentiality and boundaries
- Fit with culture and learning styles

Ridler & Co
developing leaders, delivering results

7. Selecting external coaches



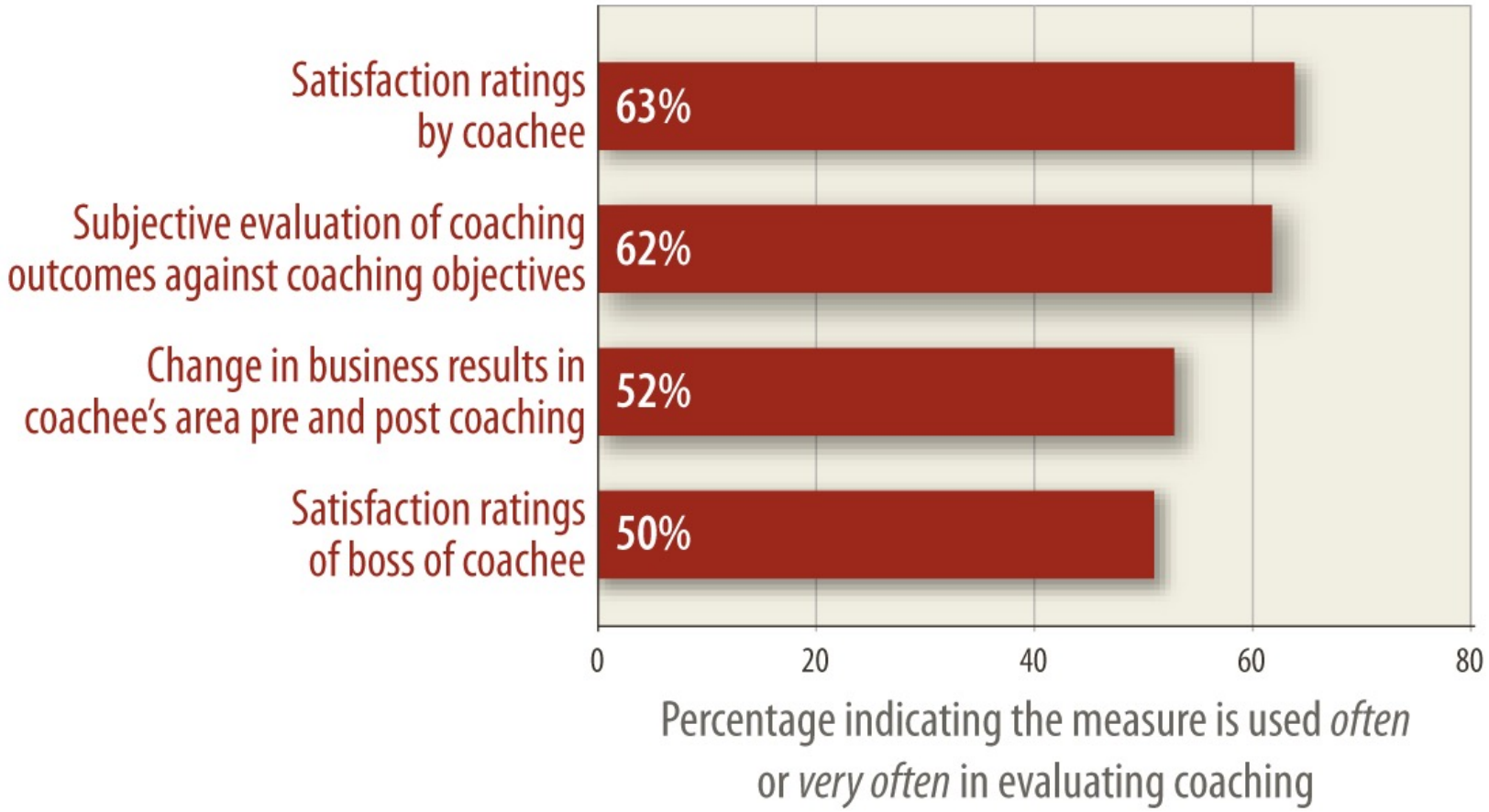
Ridler & Co
developing leaders, delivering results

8. Evaluating the benefits

- Very few organisations have been able to compile hard evidence of the financial return on their investment in coaching
- Return on investment in coaching is most commonly evaluated jointly and subjectively by coachee and coachee's boss, against coaching objectives
- Satisfaction ratings by coachee and coachee's boss are the other commonly used subjective measures
- Change in business results in coachee's area pre and post coaching is also used in many organisations

Ridler & Co
developing leaders, delivering results

Evaluating the benefits



Ridler & Co
developing leaders, delivering results

9. Your questions

Your questions answered…

Ridler & Co
developing leaders, delivering results

Ridler & Co

developing leaders, delivering results

2011 Ridler Report due out end May

For a copy, please email

laura.taylor@ridlerandco.com

icedr