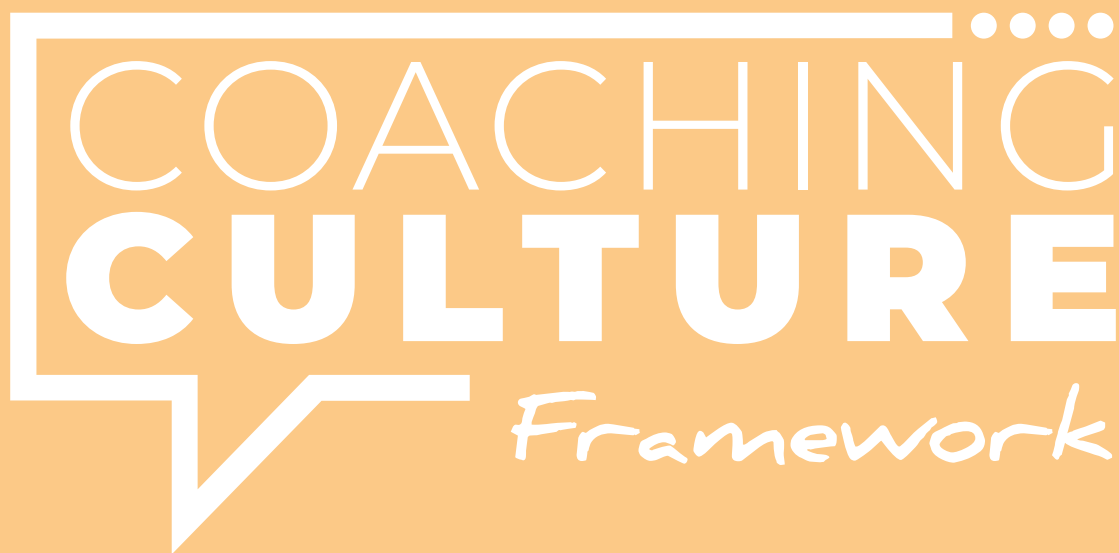




HOW TO CREATE A **COACHING CULTURE**

A FRAMEWORK FOR SUCCESS



A COACHING CULTURE

IS A PLACE WHERE

AUTHENTIC LEADERS

AND MANAGERS

help people to

GROW

THRIVE

& PERFORM

THROUGH

EFFECTIVE CONVERSATIONS

AND



HONEST FEEDBACK

*underpinned
by*

TRUST

ABOUT THIS FRAMEWORK



This framework aims to **inspire new thinking about how to harness the power and potential of coaching conversations in organisations.**

In this framework, we'll look at:

- What a coaching culture is
- The benefits of a coaching culture
- How a coaching culture can be developed and sustained in organisations

WHY A COACHING CULTURE?

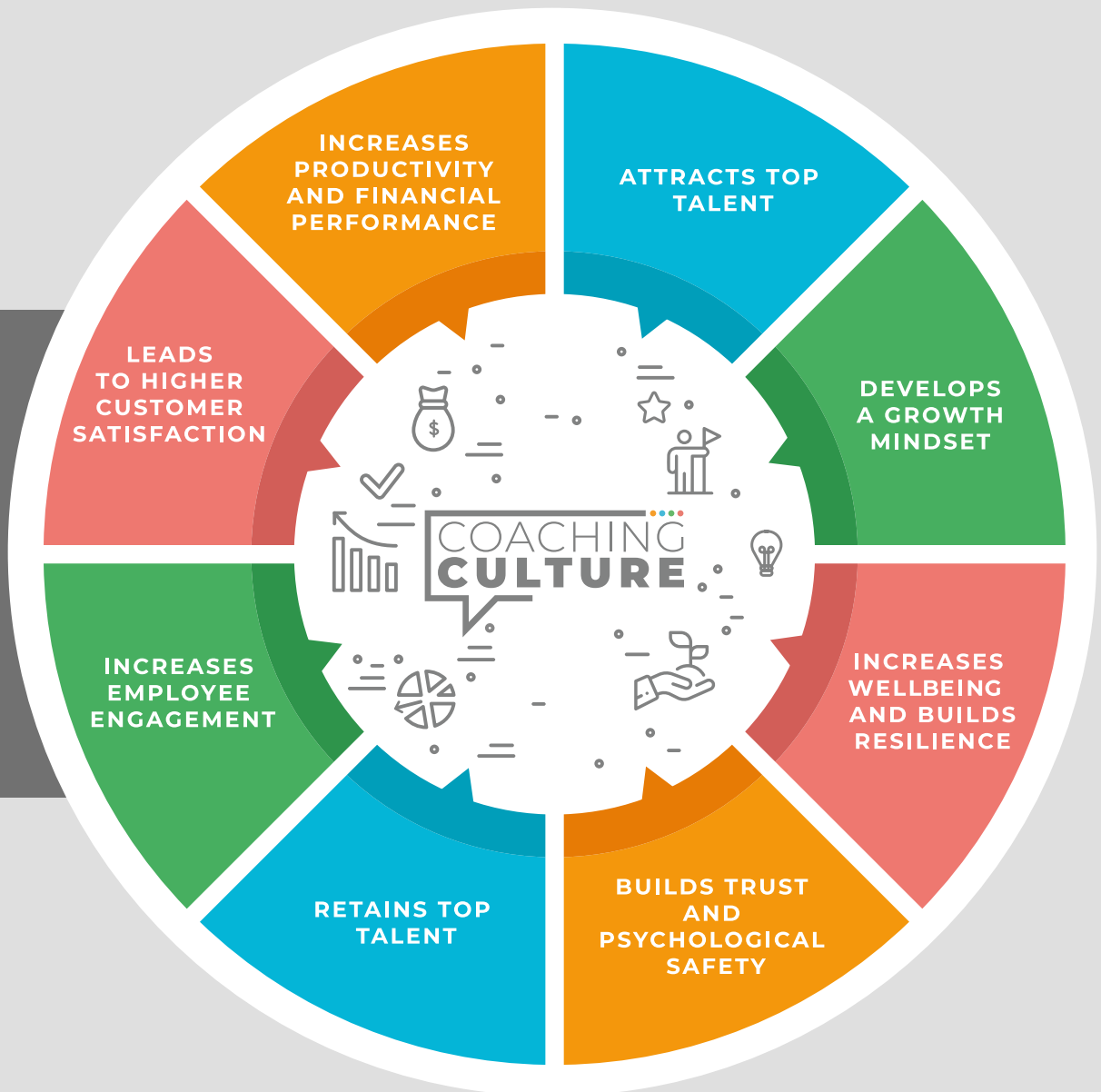


There's definitely something in the air at the moment. A shift going on in the world of organisational development. It's a growing awareness that, on its own, training doesn't create sustainable change.

That awareness is leading to a transformation in the way coaching is viewed. Increasingly, organisations are recognising how coaching conversations play a fundamental role in building trust, driving performance and changing behaviours for the long term.

There's overwhelming evidence highlighting the contribution a coaching culture makes, not only to developing organisational trust, but to creating high performance. And that's why more and more organisations are putting culture at the centre of their organisational strategy.

THE BENEFITS OF A COACHING CULTURE



WHY NOW?



It's a great question. Arguably a coaching culture has always been a great idea. But in a constantly evolving world, today's employees have significantly different expectations to those of previous years. At the same time, the behaviours needed to succeed are changing.

Together this is causing a seismic shift in the type of culture organisations need to thrive – both now and into the future.

The focus on simply building knowledge and skills in a learning culture is changing. Instead, successful companies are using a coaching culture to empower their employees and help them to **grow, thrive and perform**.

Learning Culture	Coaching Culture
Tell	Ask
Knowledge and skills	Mindset and behaviours
Training	Coaching and mentoring
Annual appraisal	In-the-moment feedback
Job for life	Career with purpose
Profit over people	Wellbeing first
Office working	Remote/hybrid working

“Coaching is a powerful way to unlock people’s potential, as they think through their own solutions”

Ask, don't tell: changing expectations of leadership

Employees no longer expect to be told what to do. They want to be empowered, asked for their opinion and work in a collaborative way. They want to be coached, not managed.

The COVID-19 pandemic has only emphasised the benefits of a coaching leadership style. Traditional do-as-I-say leaders have struggled to build the trust needed to empower remote teams, while authentic leaders who use coaching styles have found the transition much easier.

Mindset and behaviours are key to success

The world is changing faster than ever before. And to succeed, employees need more than knowledge and skills. They need to have the right mindset and behaviours.

Coaching conversations unlock a mindset of possibility, creativity, and fresh thinking by providing the time and space for individuals to identify their own solutions.

A new way of learning

The internet has completely changed learning behaviours. Training courses aren't the only option anymore, because employees can often find the information online.

There's also a growing awareness that deeper learning and sustainable behavioural change happens when people think for themselves. Asking powerful questions during coaching conversations allows the self-reflection to shift mindsets and behaviours for the long term.

In-the-moment feedback is expected

Employees are more focused on self-development to allow them to continually grow and perform to their best. They no longer expect to wait for the annual appraisal to receive feedback. It's expected in-the-moment, something fundamental to a coaching style of leadership.

Working with purpose

With the idea of a job-for-life long gone, and a greater focus on social responsibility, pursuing a career with purpose is becoming increasingly important. Coaching conversations help individuals identify and achieve goals, allowing them to find purpose and true meaning in their work.

Putting wellbeing first

Organisations aren't just focused on financial metrics anymore. They're also heavily focused on employee wellbeing and building resilient employees. Coaching helps individuals find a greater harmony in their life by bringing perspective and focus to their work.

The experience of the COVID-19 pandemic has only reinforced the importance of wellbeing for many organisations.

Remote working is important and achievable

Recent digital transformation has revolutionised our use of technology in the workplace, expanding where people can work and still be productive. This has led to a greater demand for remote working opportunities, which poses a significant challenge to a command-and-control leadership style. Leaders and managers who adopt a coaching style are more equipped to empower and trust remote employees.

“By developing a true coaching culture, these changing organisational needs can be met, making it clear that **a coaching culture is needed now more than ever**”

WHAT MAKES A COACHING CULTURE?

Some organisations just focus on using externally accredited coaches. And while that's a valuable thing to do, it won't build a coaching culture that lasts.

For coaching to really become part of the culture, leaders and managers need to develop the ability to coach. This isn't about everyone becoming a formally qualified coach. It's about building coaching capability throughout the organisation, so leaders and managers are confident about having coaching conversations.



Harnessing the benefits of coaching requires a shift in perspective. It takes more than the occasional engagement of a coach or focusing coaching efforts on a single group of people in an organisation.

To create a genuine coaching culture, coaching must become part of the fabric of the whole organisation. As well as developing coaching capability in leaders and managers, coaching must be supported from the board level down, peer-to-peer coaching encouraged, and feedback must become part of everyday life.

From our experience and research, we have identified five essentials that make up a true coaching culture.

FIVE ESSENTIALS OF A COACHING CULTURE

Look out for these later!



The board is bought into, and provides the time, space and resource for coaching



Leaders and managers have the capability to coach



Coaching and feedback are part of everyday life



Coaching conversations build trust and drive high performance



Everyone in the organisation has access to coaching

THE SEVEN STEPS A COACHING CULTURE

Creating a coaching culture means building widespread support for the power of coaching and developing an organisational growth mindset to support and encourage everyday coaching conversations across the organisation.

To help with that journey, we've boiled down hours of research and experience and put together seven simple steps to build a coaching culture that lasts.



STEPS TO CULTURE



STEP 1

VISUALISE

Start with the end in mind

For a coaching culture to develop, the board must be able to visualise and articulate the culture that they desire, and senior leadership teams need to be fully bought into and supportive of the vision. This allows them to lead by example and encourage a coach mindset throughout the organisation.

WHAT?

Help senior leaders to understand and visualise the benefits of a coaching culture.

WHY?

To ensure the board is bought into, and provides the time, space, and resource for coaching.

HOW?

- Show business leaders why building a coaching culture will achieve organisational goals, by framing the benefits in terms that are important to them. For example, the financial benefit from lower staff turnover or increased productivity from highly engaged employees.
- Help senior leaders to visualise how people will think, feel and act as part of a coaching culture, including the organisational benefits that will be achieved. This can include the behaviours and actions that will be expected from individuals and teams, such as regular meaningful conversations and in-the-moment feedback.
- Encourage board members to experience the benefits of coaching for themselves by working with an executive coach.
- Emphasise that to develop a strong, sustainable coaching culture, support needs to start from the very top, with senior leadership advocating and role-modelling a coaching style.



STEP 2

STRATEGISE

Define the strategy

To support the building of a coaching culture, everybody needs to be clear what it means for them and how it will work in practice. So, before engaging the wider business, ensure there is a clear strategy in place for developing a coaching culture.

WHAT?

Create a strategy that highlights everything needed to build a coaching culture.

WHY?

To ensure the board is bought into, and provides the time, space, and resource for coaching.

HOW?

- Build a coaching culture strategy that aligns with the organisational values, behavioural expectations, and goals to ensure the behavioural changes become fully embedded.
- Agree an appropriate budget to support development and ensure there is an allocated line on the organisational budget for coaching.
- Be explicit in the strategy about how the coaching culture will be sustained, including systems, policies and procedures that focus on coaching. Plan to embed coaching into employee handbooks, induction, and onboarding materials.
- Ensure the appropriate platforms and technology are included to help embed expectations and new behaviours.



STEP 3

ENGAGE

Engage the wider business

To build a coaching culture that lasts, everybody needs to be excited about building it. To change behaviours, it's important to demystify coaching and define what it is (and isn't) to encourage momentum, interest and support for the benefits and power of coaching conversations.

WHAT?

Build interest and excitement about building a coaching culture.

WHY?

To ensure that coaching and feedback become part of everyday life.

HOW?

- Define and execute a communications strategy designed to not only communicate the strategy, but to also win the hearts and minds of the wider business.
- Focus on how a coaching culture will benefit individuals, what they should expect when, what will be expected of them, and how coaching is a key part of being a leader.
- Identify the right resources to input into and bring the strategy to life. Include an executive sponsor, senior role models and change champions from a cross-section of employees to ensure the strategy will be accepted across the organisation.
- Set up a network of change champions to build internal support for a coaching culture. Encourage them to share their skills and knowledge, as well as role model coaching conversations amongst colleagues.



STEP 4

GROW

Grow coaching capability

The magic starts to happen when leaders and managers are having coaching conversations day in, day out. For that to happen, coaching needs to become second nature, and this starts with developing a coach mindset. From there, they can develop the skills to have meaningful and effective coaching conversations.

WHAT?

Build coaching capability and develop a coach mindset across the organisation.

WHY?

To ensure that leaders and managers have the capability to coach.

HOW?

- Identify what level of capability is needed by role and consider what blend of digital and face-to-face solutions, are most suited. These could include externally accredited coaches, accreditations for internal coaches, leadership and management development, or peer-to-peer coaching as well as self-coaching solutions.
- Ensure awareness is raised, and capability developed on how to give and receive feedback.
- Encourage the use of digital solutions to maximise reach and budget.
- Actively promote and provide time for self-reflection. For example, encourage activities like journaling and digital self-coaching where people can take time to think through their actions and behaviours, and learn from every experience.



STEP 5

THRIVE

Unlock the power of feedback to gain a deeper level of organisational, team and self-awareness

To establish a strong coaching culture across the organisation, potential must be unlocked through a deeper level of organisational, team and individual awareness.

WHAT?

Use feedback to develop a greater level of organisational, team and individual awareness.

WHY?

To ensure that coaching and feedback are part of everyday life.

HOW?

- Measure progress at the organisational, team and individual level using profiling, assessments, surveys, and feedback tools.
- Identify the specific issues affecting the organisation by drilling down into which sites, departments and teams need the most urgent attention. Data can help to identify blind-spots and give an honest reflection of what the real issues are.
- Support leaders and managers in using any feedback and insights gained to grow and develop.
- Promote coaching activities including team coaching, one-to-one coaching, peer-to-peer coaching, and self-coaching.



STEP 6

PERFORM

Build trust and drive high performance

To build trust, drive high performance, and ensure sustainable behaviour change, coaching conversations need to become the expected way to communicate and manage performance.

WHAT?

Establish coaching conversations as the way to communicate and manage performance.

WHY?

To ensure coaching conversations build trust and drive high performance.

HOW?

- Redefine performance management by replacing annual reviews with regular coaching conversations to build performance.
- Ensure the appropriate policies, procedures and platforms are in place for individuals to manage performance with a coaching style, e.g., software that can easily record goals and feedback discussed in coaching conversations.
- Encourage in-the-moment feedback in all directions (up and down).
- Continue to build trust through open channels of communication. For example, use team surveys, listening groups and engagement surveys to obtain regular feedback at different levels.



STEP 7

SUSTAIN

Continue to grow, thrive and perform

To firmly embed coaching into the fabric of the organisation, the organisational environment needs to be set up to support the behavioural changes achieved.

WHAT?

Embed behavioural changes within the organisation.

WHY?

To create an organisation where everybody has access to coaching.

HOW?

- Ensure leaders and managers know how to use performance management policies and platforms to manage performance through coaching conversations.
- Regularly review and assess where individuals and teams are in the grow, thrive, perform cycle. This will ensure capability is continually developed.
- Encourage leaders and managers to role model coaching on a day-to-day basis and share coaching success stories where positive change has occurred.
- Reward and recognise positive coaching behaviours through feedback and celebrating colleagues who coach. For example, consider coaching awards to highlight success stories.





WHAT NEXT?

Over the past few pages, we've shared our framework for success.

We've covered what a coaching culture is, why it's important, and how you can achieve one.

To thrive now, and into the future, one of the best things an organisation can do, is establish a coaching culture that's built to last.

The actions organisations take now will not only benefit existing employees but will build an environment where future generations can truly grow, thrive and perform.

LET'S HAVE A CONVERSATION

IF YOU WANT TO CREATE A COACHING CULTURE
IN YOUR ORGANISATION, **GET IN TOUCH TODAY**



Call us on: 0161 410 0707



Email us at: hello@coachingculture.com



Visit: www.coachingculture.com

What did you
think of this
Framework?

If you have any
thoughts, please
give us your
feedback.



WE'RE CHANGING THE WAY PEOPLE
THINK ABOUT LEADING AND MANAGING

Coaching Culture Framework 2021