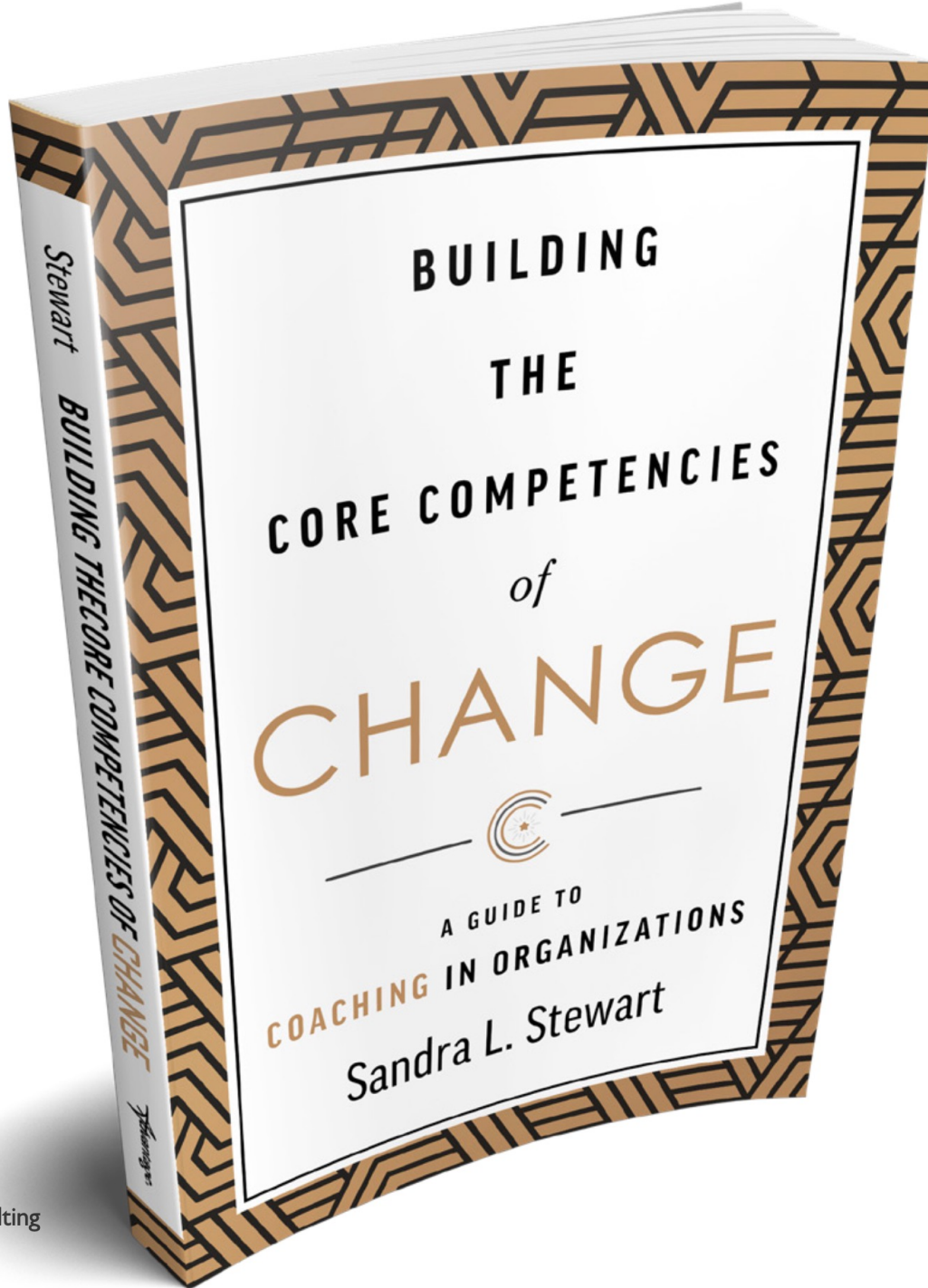


CATALYZING ORGANIZATIONAL STRATEGY THROUGH INTEGRATING COACHING SKILLS IN LEADERS, TEAMS AND CULTURE

Sandi Stewart





WITH THE STRATEGIC USE OF COACHING
YOU CAN TRANSFORM WORKFORCE
COMPETENCIES THAT SUPPORT **CHANGE,**
ENGAGEMENT AND PROMOTE
EMPOWERMENT IN ORDER TO
CATALYZE ORGANIZATIONAL RESULTS

- I. Define coaching and it's impact
- II. Discuss how it builds unique competencies
- III. How to catalyze organizational strategy with coaching

Coaching and it's impact

PARTNERING WITH CLIENTS IN A
THOUGHT-PROVOKING PROCESS THAT
EMPOWERS THEM TO MAXIMIZE THEIR
PERSONAL AND PROFESSIONAL POTENTIAL
THROUGH **GENERATIVE LEARNING**.
WHEN COACHING IS MOST POWERFUL, IT
ACCESSES “THE HUMAN CHALLENGE”
EMOTIONS, VALUES, AND MINDSETS - THE
BEDROCK OF GROWTH AND CHANGE.

**CHANGING THE PERSON NOT SOLVING THE
PROBLEM**

**SUSTAINABLE CHANGE IN THE PEOPLE AND THE
CULTURE**


INVESTMENT WITH LONG-TERM RETURNS

PILLARS OF COACHING

I. Generative Learning Support

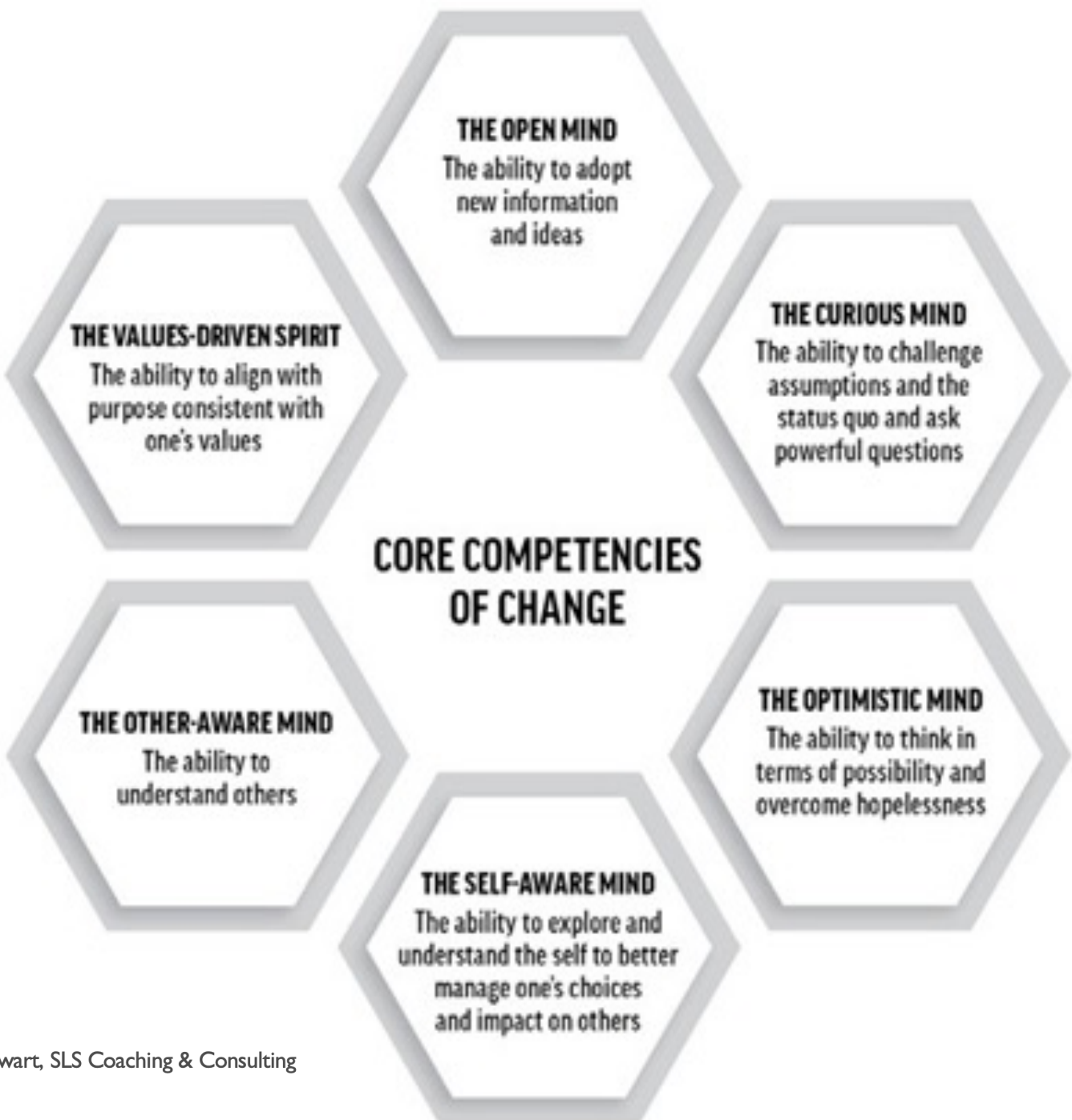
- Articulate the challenge
- Create actions
- Learn and integrate by reflecting
- Imperfect is a mechanism to learning

II. Self-awareness  other awareness

III. Values alignment  passion /energy

IV. Emotions identification  fear management

**Builds unique competencies
in people and culture**



If coaching builds better leaders and cultures, how can we deploy coaching strategically to catalyze organizational strategy?

How to catalyze organizational strategy with coaching

- Strategic approach
- Types and models of coaching
 - Case histories

Strategic Approach:

What organizational outcome do we want?

What "people" challenges does that present?

What "people" outcomes do we need?

PHARMA COMPANY
STRATEGIC CHALLENGE

Succession Gap: Develop leaders earlier

We hired the best scientific talent. Good risk managers, good at quality control. But it takes a long time to make them leaders.

FIRST TECHNICAL SOLUTION TO A GENERATIVE LEARNING PROBLEM

Build a system of frequent feedback

Move from a twice yearly review to Frequent
feedback model



High attrition rate

PROGRAM DESIGN

- Providing 1:1 coaching to senior leaders for 1 year
- Teach coaching skills: 2-day training for 500 executives and managers
- Dovetail coaching with leadership training for managers

RESULTS

- Built future leadership pool
 - Enhanced retention

Bonus

Supported a learning culture

7 TYPES OF COACHING

Individual optimization

Individual development

Team optimization

Team work content

Teaching Coaching Skills

Group Coaching

Peer Coaching

3 IMPACT MODELS

Individual

Individual or team optimization and development

Audience

Leadership development program

Transition populations

Retention for targeted groups

Organization

Culture change

Organization structure change: matrix, merger

New technology adoption

TOOLS

Alignment Processes

Program design

Alignment meetings

Coach and client preparation

Technology Tools

Coach program management

Skills training & habit trackers

Cross program alignment

Case Histories

SOFTWARE COMPANY STRATEGIC CHALLENGE

Grow faster

1. Get technology people to break out of their comfortable silo of expertise
2. Catalyze new hires to produce sooner

PROGRAM DESIGN

- External coaches for executives
- Internal coaches: Trained 400 employees
(Cap at 2 hours of coaching per week)
- Software tool to match coaches and clients
- 150 clients in coaching at a time (60 new hires)
- Tie coaching to leadership training program

RESULTS

Faster growth as a result of:

Curious Mindset: Changed tech mindset of black/white

Open Mind: “I don’t have to solve”

Self & Other Awareness: Empowered others

Integrate Learning: Paired coaching with training

Bonus

Competitive Advantage in talent attraction and retention

- Won an award in the UK as the best place to work
- Employees felt their company invested in them

SOFTWARE COMPANY LEADER

“Coaching was the single biggest game-changer in meeting the needs of an evolving workplace”

**STRATEGIC CHALLENGE
EXISTENTIAL BUSINESS THREAT**

- **Gas Services Company**
- **Technology Company**
- **Healthcare System**

PROGRAM DESIGN

- C-Suite level strategy & Coaching program strategist
- Strategic coaching plan aligned with change management plan
- Link between training, mentorship and other programs
- Diverse types, models and tools including:
 - Coaching Skills training
 - Executive coaching 1:1
 - Coach scaling organization for large numbers of manager 1:1
 - Team coaching – both team optimization and team work process
 - Trained internal coaches - ICF certified
 - Group coaching & Peer coaching
 - Cross-functional and cross-level leadership learning teams
 - On-line training and habit builder applications

RESULTS

Short-term

- Reset product and services to thrive in the marketplace

Long-term

- Created an organization with the core competencies of change for future challenges

WHAT IS YOUR STORY?

Connect on LinkedIn: Sandi Stewart

Sstewart@slscoach.com

Book on Amazon:

[Building the Core Competencies of Change:](#)

[A Guide to Coaching in Organizations](#)