

UNLOCK THE POTENTIAL

OF YOUR MANAGERS

WITH COACHING



Ellen Gomes, Torch



AGENDA

- Today's work environment
- Managers are a strategic lever
- Managers need specific skills
- Current solutions aren't working
- Coaching managers drives impact throughout your organization
- Questions

The world of work has changed



Economic Uncertainty

Inflation, slowing growth, layoffs, economic stagnation are impacting all organizations



Distributed Work

Hybrid work is a part of the new normal and new skills are needed to lead effectively and maintain culture

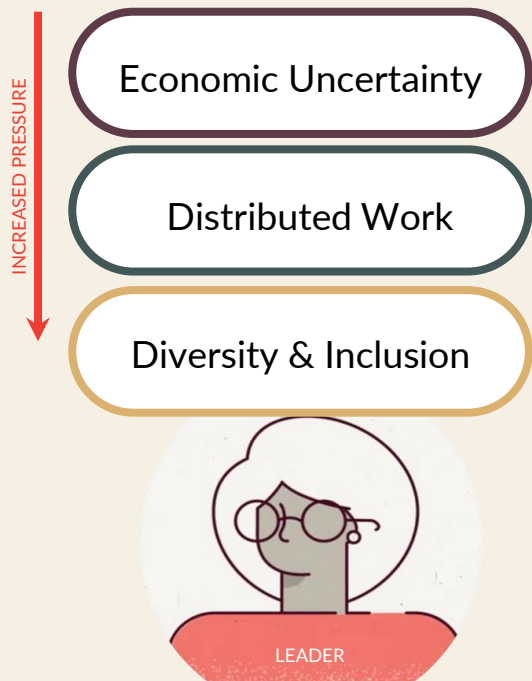


Focus on Performance

In a less certain environment, every resource is carefully evaluated for the value it brings to the organization



Placing new demands on leaders



Leadership skills needed today



Traditional Skills

- Driving results
- Building effective teams
- Communication
- Developing talent

→ New Skills

- Remote culture-building
- Inclusive leadership
- Managing ambiguity
- Interpersonal savvy



Managers Are a Strategic Lever to Drive Success in Any Environment

1

Organizations with highly effective managers have employees who are: **2.8x** more likely to give a positive NPS score, **2.5x** more likely to say their org is highly innovative, and **1.6x** more likely to be highly engaged.

[Managing Better in 2023: It Starts With You](#), RedThread Research

2

77% of senior leaders see managers as important to help achieve business goals

[Frontline Managers: Are They Given the Leadership Tools to Succeed?](#), HBR

3

Great managers can help drive significant business outcomes by motivating high performance from their teams and direct reports. That's why good managers increase employee performance by 25% and retention by 40%.

[Frontline Managers: Are They Given the Leadership Tools to Succeed?](#), HBR

Which HR Capabilities Matter Most?

Individual HR Capability	High Growth Companies Capabilities	Low Growth Companies Capabilities	Impact	Impact Relative to All Capabilities
Developing Leaders and Managers	3.4	2.3	Extremely High	151%
Change Management and Communications	3.4	2.4	Extremely High	119%
Applying the Principles of Organization Design	3.1	2.2	Extremely High	115%
Coaching Individuals For Performance	3.9	2.8	Very High	93%
Operating as a Senior HR Business Partner	3.2	2.4	Very High	91%
Understanding Global Cultural Issues	3.1	2.4	Very High	67%
Terminating Senior executives	2.9	2.2	Very High	67%
Working with C-Level Execs	3.3	2.6	High	60%
Gaining Senior Leadership Buy-in for DEI Efforts	2.9	2.2	High	60%
Implementing Strategy for Contingent and Gig Workers	2.3	1.8	Significant	54%
Supporting Employee Mental, Emotional, Family Needs	3.2	2.5	Significant	41%
Leading the HR function (as CHRO or VP)	1.9	1.5	Significant	40%
Consulting with Business Leaders on Workforce Data	3.2	2.5	Significant	36%
Implementing Targeted Employee Communications	3.6	2.9	Significant	31%
Designing the HR Operating Model	2.4	2.1	Less Significant	17%

Managers Need Specific Skills

65% of the necessary job skills will change by 2030—and the most necessary are human skills, according to LinkedIn's 2024 Most In-Demand Skills report



Managers have unique challenges & need specific skills

Challenges

Manager Burnout

Stuck in the middle

Supporting direct reports

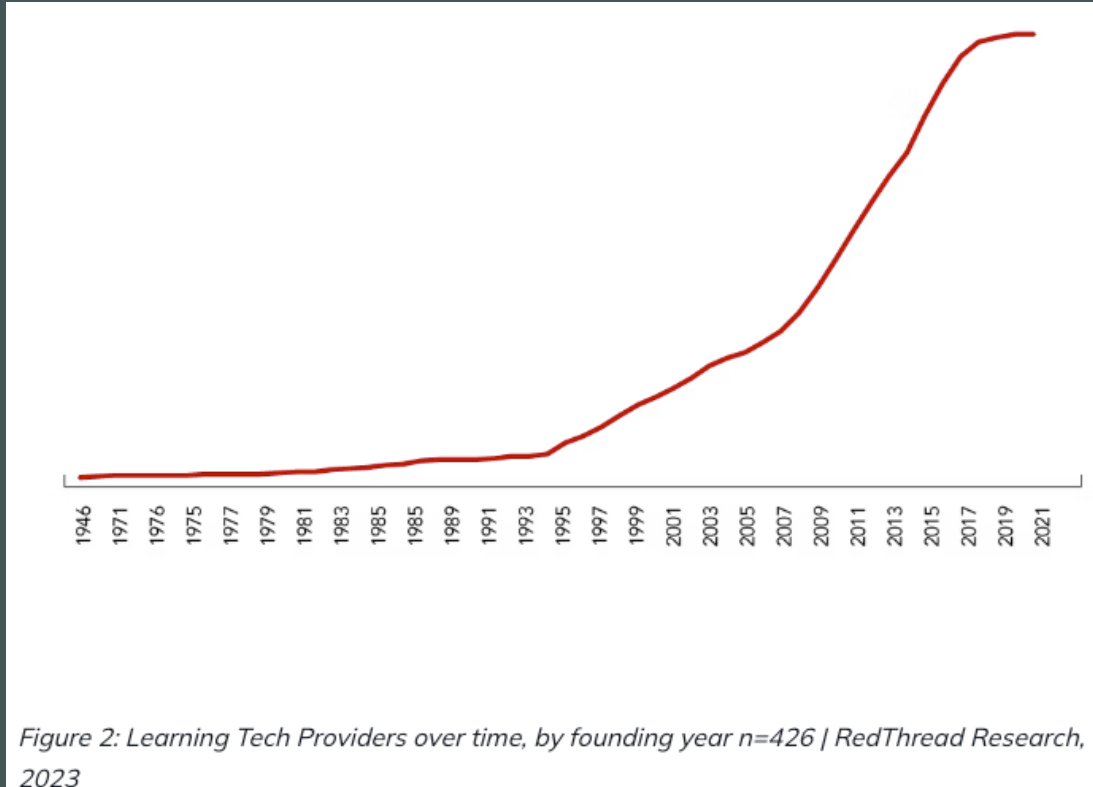
Skills

Stress management; delegation

Self & organizational awareness

Coaching skills; psychological safety

There are more development tools than ever, but they aren't driving results





The 'Tried & True' toolbox isn't working

- ❌ **Low completion:** Most learners don't complete the online courses they start with completion rates between 5% and 15%
- ❌ **Easily forgotten:** Learners forget 75% of new information after only 6 days
- ❌ **Low trust:** 67% of executives say their leadership development programs don't work





But manager's aren't well-equipped

LOCKED POTENTIAL

- Among those who do receive training, **only 10%** of respondents say their companies' manager training is effective in preparing managers to lead. ([McKinsey](#))
- **76% of managers say that they want more training** and development opportunities from their companies. And 47% of managers who want more training and don't get it, are thinking of quitting their jobs. ([TalentLMS](#))

MANAGER QUALITY

- Only **26% of HR rated their mid-level leader quality as very good or excellent.** Only 27% of HR leaders rated the quality of their mid-level leadership development programs as high or very high. ([DDI](#))

MISSING SKILLS

- Only **20%** of middle managers report feeling fully prepared for their roles ([Gallup](#))
- **58%** of managers have never received any management training. ([Forbes](#))



What happens when managers DO get the support they need?

Coaching is designed to help leaders **develop skills and change behavior**



PERSONALIZED

Coaching is tailored to the strengths and opportunities of the individual in the context of their day-to-day work.



SAFE

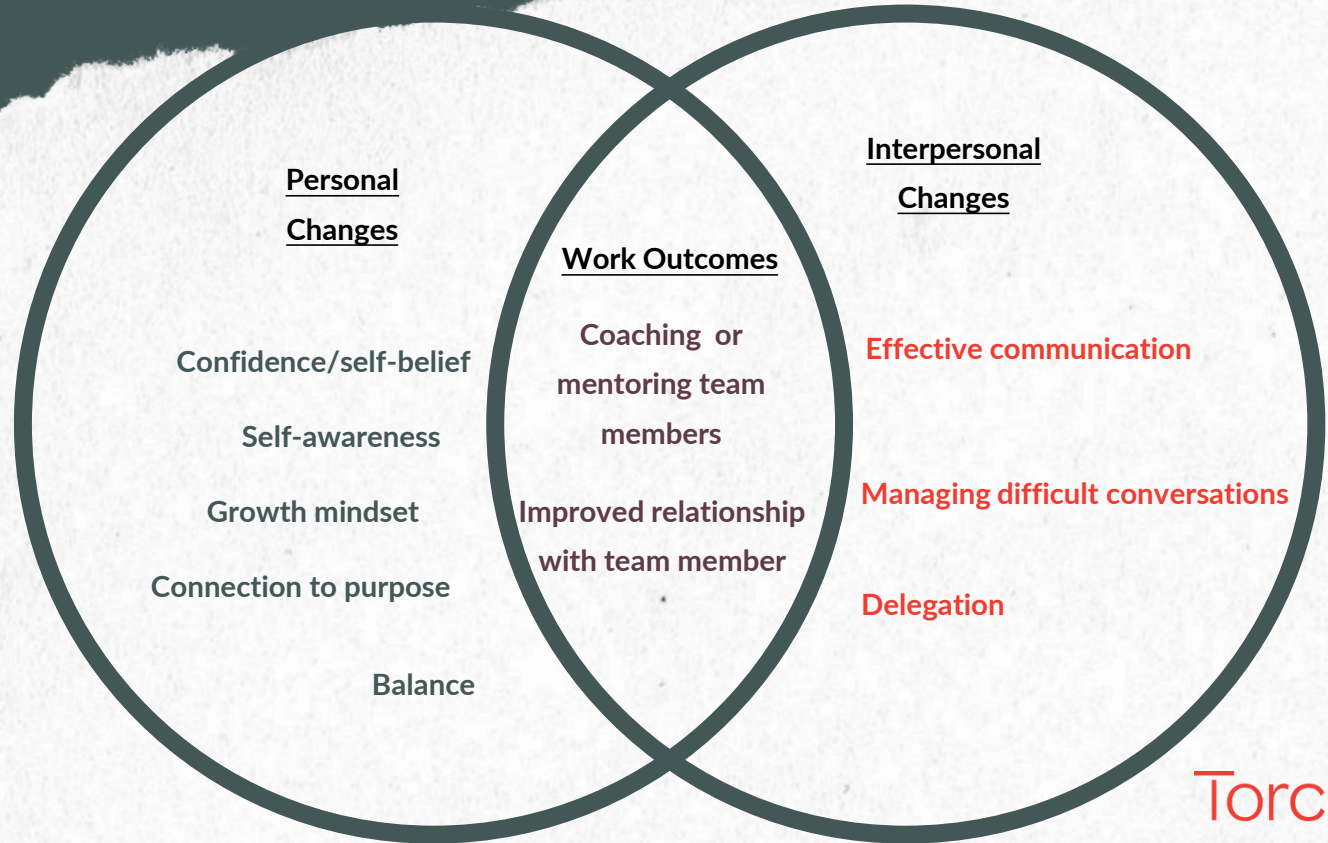
People grow most in the context of trusted relationships where they feel psychologically safe and supported.

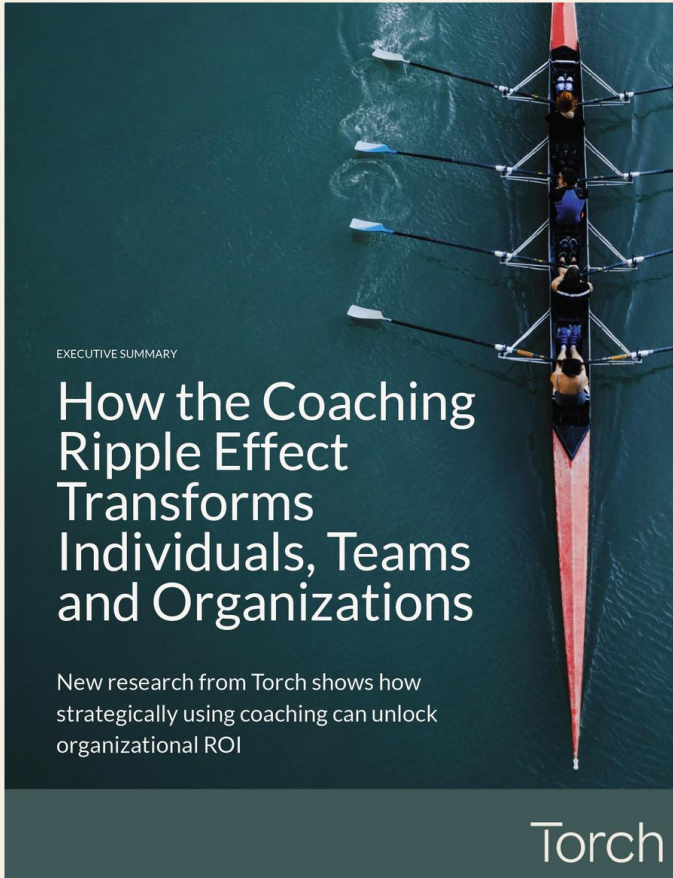


ACCOUNTABLE

Regular meetings to check in on progress towards goals helps individuals stay committed to their plans for growth.

How Managers Change After Coaching





EXECUTIVE SUMMARY

How the Coaching Ripple Effect Transforms Individuals, Teams and Organizations

New research from Torch shows how strategically using coaching can unlock organizational ROI

Torch



The impact of well-developed and supported managers extends FAR beyond the individual manager

Transformation effect

Coaching creates change others can **see**, not just feel.



94%

of respondents report seeing positive changes in their manager as a result of coaching



6 out of 10

of the top changes among managers: improved communication skills



Positive change effect

The positive impact of coaching spreads to other workers.



65% say they can be more of themselves at work



72% say they feel safer offering their opinion



64% feel their contributions are valued more often

Team effect

When managers change,
their teams change.



91%

experienced changes
in their own skills



51%

experienced improvements
in continuous learning, such
as setting and achieving goals



49%

experienced greater ease
coordinating with others

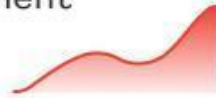
Duration effect

The longer a manager is coached, the stronger the ripple effect on their direct report.

Working satisfaction
in direct reports



Organizational
commitment



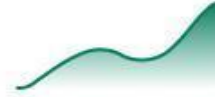
Likelihood to stay
at organization



Positive attitude
at work



Sense of psychological
safety



Torch

Torch is the People Development Platform that unlocks the potential of people, teams, and organizations.

By combining coaching and mentoring, Torch helps you design, manage, and measure programs that drive the success of your people—and your organization.



[Request a demo](#)

