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# **Fresh Approaches to Building Coaching Cultures in Organizations: Global Trends and Case Studies**

**Presenter: Paulette Rao MCC** Executive Coach/Trainer, True North Resources

## **Panel:**

**Colette Dempster** Leader of Mentoring and Coaching Portfolio, EDS

**Scott Wigley** Organization Development Consultant, AIG Retirement Services

**Pat Obuchowski MBA, CPCC, ACC** Lead Leadership Coach, Pacific Gas & Electric



**12th Annual International Coach Federation Conference**  
**October 31 - November 3**  
**Long Beach, California, USA**

# Current Reality

**93% of managers believe that coaching should be available to all employees, regardless of seniority.**

*'Coaching at Work'*

*A 2002 survey of 280 leading UK companies*

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# Four Tools For Building Coaching Culture

External Coach

Manager as coach

Internal coaches

Coaching Culture

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# Our Panel

**Paulette Rao** MCC Executive Coach and Trainer, [True North Resources](#)

**Colette Dempster** Leader of Mentoring and Coaching Portfolio, [EDS](#)

**Scott Wigley** Organization Development Consultant, [AIG](#) Retirement Services

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**OUR VISION**

The leading utility in the United States

**OUR GOALS**

Delighted Customers  
Energized Employees  
Rewarded Shareholders

**OUR STRATEGIES**

Operational Excellence  
Transformation

**OUR VALUES**

- We act with integrity and communicate honestly and openly
- We are passionate about meeting our customers' needs and delivering for our shareholders
- We are accountable for all of our own actions: these include safety, protecting the environment, and supporting our communities
- We work together as a team and are committed to excellence and innovation
- We respect each other and celebrate our diversity

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## OUR BEHAVIORS

### We act with integrity and communicate honestly and openly:

- Act ethically and with integrity
- Deal with people and issues openly, directly and respectfully
- Take actions that are consistent with words
- Do the right thing even if unpopular or risky

### We are passionate about meeting our customers' needs and delivering for our shareholders:

- Demonstrate a passion for understanding and meeting the needs of our customers and shareholders
- Take active responsibility for the quality of service we provide to customers and others
- Have a "can do" attitude and bias for action
- Hold self and others accountable for results

### We are accountable for all of our own actions; these include safety, protecting the environment, and supporting our communities:

- Build safety into everything we do
- Take accountability for actions, decisions and results vs. blaming
- Demonstrate commitment to improving the health and well-being of the environment and the communities we serve
- Act in a way that connects the company's actions and the well-being of the community

### We work together as a team and are committed to excellence and innovation:

- Take ownership of team goals and are accountable for own part in the process
- Have high performance expectations and a mind set of excellence
- Promote teamwork among groups; discourage "we vs. they" thinking
- Openly give and receive coaching and feedback
- Are innovative in identifying new opportunities and approaches for our customers and ourselves
- Embrace change and are personally willing to undertake it

### We respect each other and celebrate our diversity:

- Treat fellow employees and customers with respect
- Appreciate and value each other and our diverse backgrounds and life experiences
- Celebrate and leverage our diversity
- Listen to input from teammates to reach the best solution
- Invite feedback from others
- Foster a climate of trust and openness between people



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# Performance Management Strategy: Core and Leadership Competencies Link to Values

Value		Core Competencies	Leadership Competencies
We act with integrity and communicate honestly and openly		<ul style="list-style-type: none"> <li>• Acts with Ethics and Integrity</li> <li>• Honest Communication</li> <li>• Open Debate &amp; Courage</li> </ul>	<ul style="list-style-type: none"> <li>• Leads Change</li> </ul>
We are passionate about meeting our customers' needs and delivering for our shareholders		<ul style="list-style-type: none"> <li>• Results Orientation</li> <li>• Customer Focus</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Thinking &amp; Alignment</li> <li>• Business and Financial Acumen</li> </ul>
We are accountable for all our own actions: these include safety, protecting the environment, and supporting our communities		<ul style="list-style-type: none"> <li>• Promotes Safety</li> <li>• Community &amp; Environmental Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates Good Judgment</li> </ul>
We work together as a team and are committed to excellence and innovation		<ul style="list-style-type: none"> <li>• Teamwork (Cross-unit Collaboration)</li> <li>• Innovation (Creativity)</li> <li>• Committed to Excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Drives High Performance</li> </ul>
We respect each other and celebrate our diversity		<ul style="list-style-type: none"> <li>• Values Diversity</li> <li>• Trusts &amp; Respects Others</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches and Develops Others</li> <li>• Leads Diversity and Inclusion</li> </ul>

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# Our Values and Competencies



## We act with integrity and communicate honestly and openly

### Core Competencies

- Acts with Ethics and Integrity
- Honest Communication
- Open Debate and Courage

### Leadership Competencies

- Leads Change

## We are passionate about meeting our customers' needs and delivering for our shareholders

### Core Competencies

- Results Orientation
- Customer Focus
- Accountability

### Leadership Competencies

- Strategic Thinking & Alignment
- Business and Financial Acumen
- Shareholder Focus

## We are accountable for all of our own actions: these include safety, protecting the environment, and supporting our communities

### Core Competencies

- Promotes Safety
- Community & Environmental Responsibility

### Leadership Competencies

- Demonstrates Good Judgment

## We work together as a team and are committed to excellence and innovation

### Core Competencies

- Teamwork (cross-unit collaboration)
- Innovation (creativity)
- Committed to Excellence

### Leadership Competencies

- Vision
- Drives High Performance

## We respect each other and celebrate our diversity

### Core Competencies

- Values Diversity
- Trusts and Respects Others

### Leadership Competencies

- Coaches and Develops Others

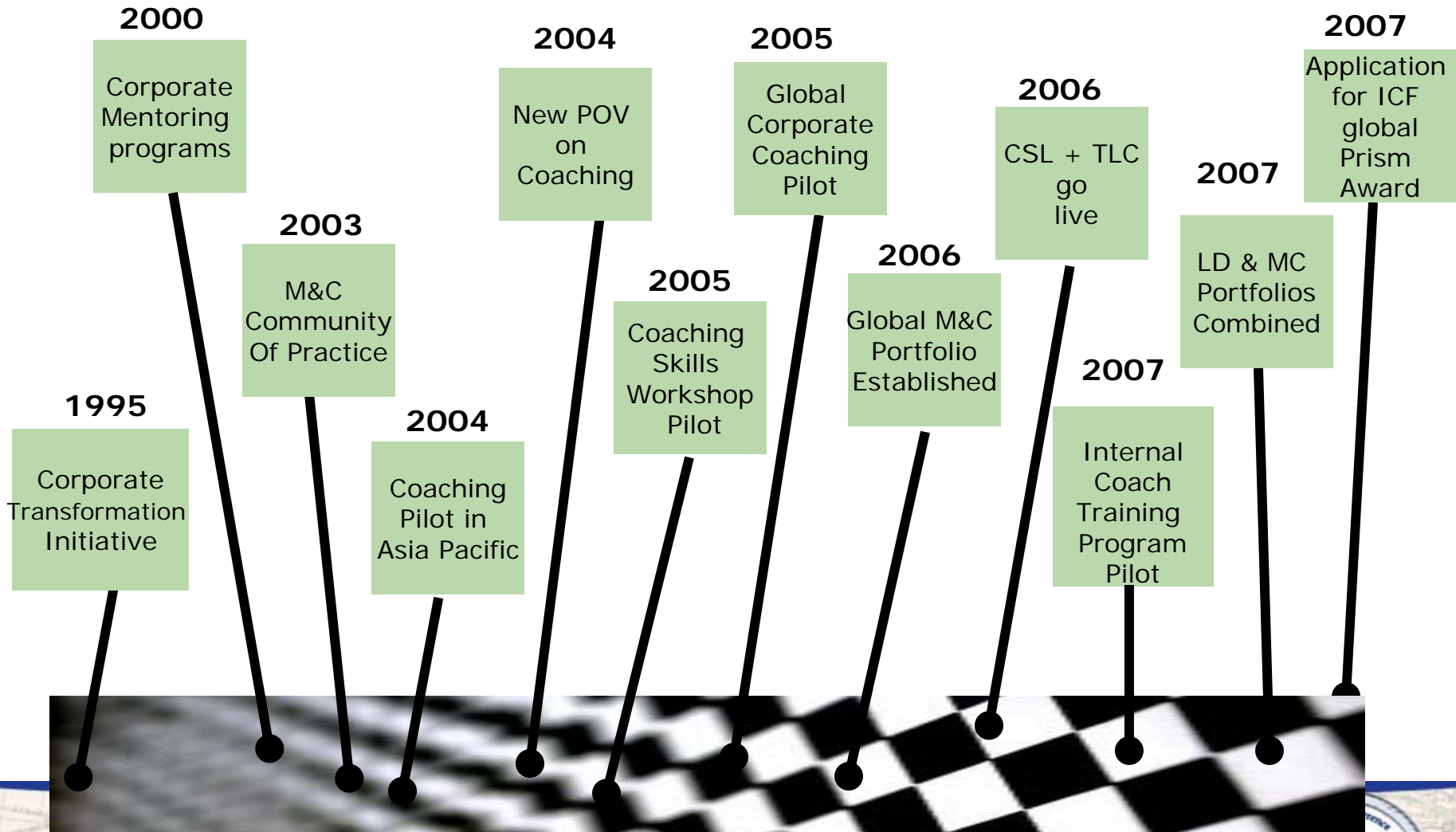
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# Coaching at EDS: An Idea Whose Time Had Come



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# Impact of Coaching Culture at PG&E

## A Few Stats

- 868 leaders served (34% of defined Leadership Pool of 2,500)
- 676 Employees impacted by Group Coaching
- “Coaches and Develops Others” is a Leadership competency that is part of the performance evaluation of 2,500 leaders
- 900+ Leaders coached through new personal Development Process
- Two day “Leadership Academy” is on schedule for all 2,500 leaders to complete in 2008 (Focus is on leader as coach)
- Two day “Culture Change” workshop for intact teams emphasizing coaching is on schedule for all 20,000+ employees to attend
- 15 full time Leadership Coaches

Data as of 8/31/07

## A Few Kudos

*“As a longtime PG&E employee in a leadership role coaching has immediately impacted my performance. I completed all my Development Goals in a mere three months.”*  
- Corporate Manager

*“Due to the Business Transformation initiative, it is imperative I grow my Leadership abilities. My coach has helped me all along the way to reach my leadership goals.”*  
- Supervisor

*“My coach has helped me see many things in a completely different light, to reframe problems. I am now working on ‘Being Bold’.”*  
- Principal

*“I have found the coaching provided by Leadership Coaching and Development an extremely useful reinforcer of the behaviors, skills and values trained during my Leadership Academy session.”*  
- Field Manager

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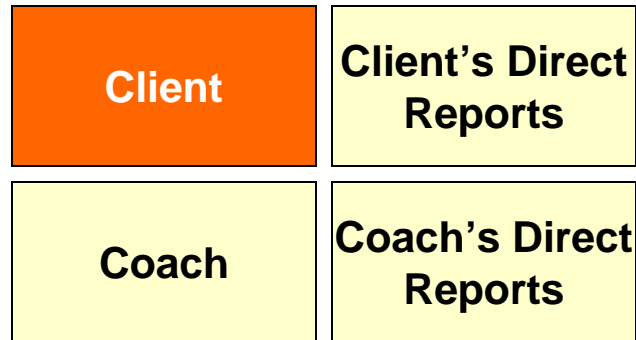
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# AIG RS Coaching ROI Methodology

- Program impacts multiple groups



- Conduct standardized interviews of Clients to gather data in the areas of:
  - Time Savings / Efficiency Gains / Process Improvements (Individual and/or Team)
  - Cost Control
  - Customer Retention
  - Increase in Sales
  - Individual Retention and Team Retention
  - Individual Engagement and Team Engagement

# AIG RS ROI Analysis

## Return Calculation:

### – Positive Cash Flow

- Sales Total

- Increase in revenue X % confident and % attributable X basis points

- Time Savings

- Annualized % time saved X annual salary X % confident and % attributable

### – Cost Reduction

- Cost Control

- Accelerated project ROI, headcount savings, legal fee savings, etc.

- Client Turnover

- % increase in retention rate X annual burdened salary X 1.5 HCI factor

# AIG RS High Performance Coaching

- Overview
  - 20 coaches trained
  - 24 client engagements completed
- Most coaching engagements lasted 3 months, with meetings being held every week
- In general, clients focused on 3 goals:
  - 2 business (generally in the areas of efficiency, improved project management)
  - 1 personal (generally in the areas of work-life balance, personal finance and health)

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# Impact of Coaching Skills Training at EDS

## Coaching Skills for Leaders (CSL) Workshop

- Train-the-trainer & pilot in 2005
- **1,800** leaders trained thru 2007
- 35 Trained Instructors: Mixture HR, GL&D, Business
- 6 teleconference classes + follow up
- Real business dilemmas used
- Participants include program managers, business leaders, team leaders, HR professionals, technical leaders, Management of Change Professionals

**75 classes** delivered worldwide to approx. **1,500** leaders

**79%** participants reported good/high Relevance to their role

**83%** reported good/high value in their role

**9.3% \*** disagreed that teleconference capability was suitable for this training

***"On every aspect the course is perfect. I have not seen this quality in any EDS course before ..."***

***"The course was the best run virtual course I have ever participated in. "***

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# Impact of Coaching Skills Training at EDS – Case Story

Experienced Program Manager did CSL training in  
June 2006

Large scale complex technical project is assessed  
as **red** - critical and unsatisfactory by the client

Coaching skills learned were then applied to project  
team:

- coaching approach to leadership and communication
- methodology for thinking through change
- problem resolution tools
- accountability of issues

Outcomes documented:

- establishment of improved processes
- Improved service delivery to client
- critical delivery milestone dates achieved
- Client assesses project as **green** – meeting and/or exceeding contractual deliverables and dates



Darlene Wilhite with network diagrams,  
project schedule and CSL training  
session materials

*"By applying the different steps and thinking in new ways, we were able to come up with improved processes. We eventually achieved milestone dates for the client."*

*Darlene Wilhite - Program Manager*

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# Impact of Professional Coaching at EDS

## Transformational Leadership Coaching (TLC)

- Coaching team scalability strategy
- 38 coaches / 24 coaches in training
- Mix HR, GL&D, Business
- 400 leaders coached
- Approach:
  - 12 coaching sessions
  - 4 month duration
  - Goal focused
  - Metrics at mid-point and completion



- I am better equipped to effect change **97.5%**
- I have accelerated results in areas important to me **97.5%**
- I have an increased level of motivation **94%**
- I am better able to prioritize my time **62.5%**
- I believe that I am now a more effective leader **91%**
- I have learned how to identify, create and achieve more meaningful goals **85%**
- I have learned life skills that enhance my general performance **95%**
- I believe that I am more productive in my work **93.5%**
- I am now more inspired to take action on important issues **83.5%**
- I'd recommend this program to my colleagues **93.5%**
- I have identified my core strengths and how to better leverage them **89%**

\* Combined 2005 + 2006 TLC Coaching survey respondents  
(Agree and/or Strongly Agree)

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# Impact of Professional coaching at EDS – Success Stories & Value

Typical examples reported where coaching has brought positive impact to EDS leaders:

- Innovation
- Tactical → strategic
- Improved thinking
- Reflection time
- Confidence
- Executive presence
- Conflict resolution skills
- New ways of operating
- Leadership competencies
- Clarity in ambiguity/complexity
- Avoid burn-out

*"This is an awesome program. I didn't think I had the 'time' for the program, but I found myself looking forward to my coaching sessions every week. I am a better EDS leader because I have gone through this initiative"*  
- Global Industry Executive (US)

*"Already we have secured a \$500K Feasibility Study and this will lead to a multimillion-dollar development and hosting deal."*  
- Client Delivery Executive UK

*"I have improved my effectiveness by an additional 50%! I would never have been able to do any of these things with out a coach. It's been phenomenal."*  
- Portfolio Architect (Can)

*"From session to session, there were quantifiable achievements – the acceleration of the things that are the priority for doing the right job going forward"*  
- Program Director (UK)

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