



# What You Need to Know to Build a Coaching Culture

**How It Dramatically Increases Value for All Stakeholders,  
Providing a Huge Competitive Advantage**

James A. Lopata  
VP of Coaching Super Vision, AceUp

*Research provided by*  
The Institute of Coaching at McLean,  
Harvard Medical School Affiliate



# Introduction

## “Culture eats strategy for breakfast.” —Peter Drucker

Coaching Cultures have become a hot topic in Organizational Development and Human Resource and Learning & Development circles.

But just what is a Coaching Culture? What makes it so trendy? Is it really all that some say it is? What does it mean? How do you know if your organization has one or not? What are the benefits? What are the pitfalls? Should I be worried about this? Is it worth spending my time figuring this all out?

This white paper is aimed at helping to answer these urgent questions for you.

Let's begin with a few reasons why this is likely worth your time:

- Studies reveal that nearly half of managers (45%) aren't confident about their ability to develop employee skills.
- 70% of human resources professionals feel that managers should be more involved in coaching employees.<sup>i</sup>
- Only 26% of employees are currently happy with the feedback they receive.<sup>ii</sup>

These are the pressing negative-facing reasons. These statistics point to areas that need attention in order to optimize your company's culture. But there are also positive reasons why you should want to investigate Coaching Cultures. If you create a robust Coaching Culture, research points to enormous benefits that can put you and your team at a competitive advantage. Here are a few:

- Employees who use coaching to better know their strengths and apply them well can increase your profits by 14–29%.<sup>iii</sup>
- A coaching culture provides emotional, social, and process support during a change (33%).
- It also accelerates and improves performance when a company is undergoing change (13%).<sup>iv</sup>



We've known about these benefits since at least 2011. At that time, 45% of organizations were thinking about developing a coaching culture, but only 12% were confident about their state of developing one. A few organizations, such as Microsoft and Procore — which won the 2019 International Coach Federation (ICF) award for creating a coaching culture — have begun taking a systemic approach to coaching that is yielding extraordinary results.

## “45% of organizations were thinking about developing a coaching culture, but only 12% were confident about their state of developing one.”

Despite repeated studies confirming the benefits of coaching, companies take a limited, tactical view. They either offer coaching as part of an employee's basic career development plan or they use it to bridge skill gaps. That's all well and good, but if, say, Kyle employs his coaching to better know how to get ahead, and Maria increases her skills of influence, how do we know that these individualized achievements are benefiting the entire company? A systemic approach enhances the power of individual success to produce value for the entire company.

If you want to tell your boss something that will really make her sit up, cite a Human Capital Institute study showing organizations that have intentionally created coaching cultures are more than two times likely to outperform their peers.<sup>vi</sup>

Next, your boss will likely want to know more, possibly asking: “So just what is a coaching culture?” and “How do we create one?”

Let’s start with a working definition from a recent mega study:

A coaching culture can be defined as the consistent use of multiple types of coaching across and at all levels of an organization, using a formalized process that includes provision of appropriate training and resources, involvement of top management, clear communication of the benefits of coaching, and alignment with organizational values such as ownership, empowerment, collaboration, respect, innovation, and learning.<sup>vii</sup>

In addition, a coaching culture links coaching and learning to value creation for all stakeholders.

To further understand what a coaching culture is, it is useful to look at a 2017 HCI study that lists six traits of a coaching culture; a company must meet at least five of these six traits to qualify:<sup>viii</sup>

- Frontline employees value coaching.
- Senior executives value coaching.
- There is a dedicated coaching budget.
- Coaching is accessible to all
- In-house personnel have coaching certifications.
- Three primary methods – internal, external, and managerial – are practiced.

In a coaching culture, leaders at every decision-making level engage coaching competencies when leading a team toward better performance. Standard coaching that does not incorporate a systemic approach can reinforce employee and departmental silos. Instead, a well-implemented coaching culture becomes a powerful human capital management tool that impacts every level.

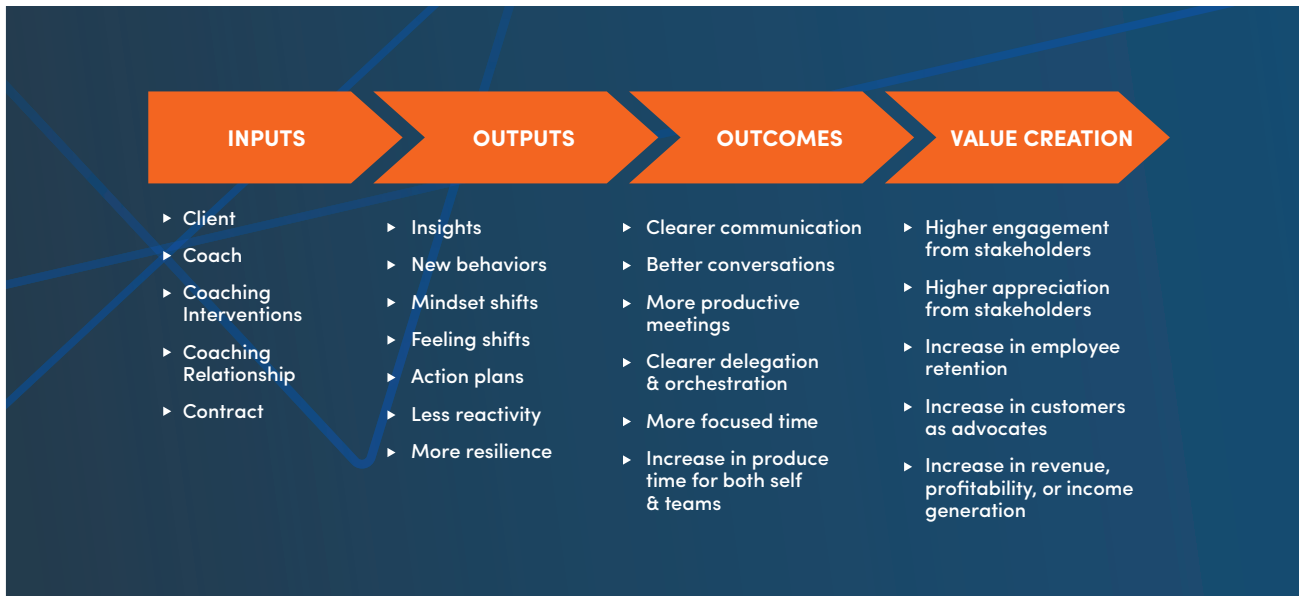
Coaching cultures have been in the making since just prior to 2011.<sup>ix</sup> Despite this, just one-quarter of organizations have a dedicated line item to coaching in their training budgets. Mostly, organizations use it to train leadership (55%), which denies them the benefits of instituting an organization-wide coaching culture.<sup>x</sup>

And you should not forget the cultural aspect. Coaching must be so embedded in your organization that it’s almost not seen. It’s like the soil in a garden. People generally pay attention to the plants and fruit they bear – the results – but it’s attending to the rich soil beneath that produces the extraordinary appearance and harvest. Connecting soil to rich harvests has been done in agriculture over time. But it’s a long journey from what nutrients in the soil do from the roots up to stems and leaves and out to flowers, sunshine, and ultimately fruit. Connecting return on investment (ROI) has been established in farming. There is growing evidence that a clear connection exists between a culture that embodies coaching to one that creates extraordinary value for all stakeholders – customers, employees, stockholders, and the broader community.

### “Coaching must be so embedded in your organization that it’s almost not seen.”

This white paper outlines the need for you to rethink coaching approaches and their link to measurable value. It also shares actionable steps to reach (and sustain) value from a coaching culture, leveraging coaching neighborhoods, and coaching supervision to establish and build your organizations “Super Vision.”





## Connecting Coaching to Creating Value for All Stakeholders

One of the biggest challenges companies face is drawing a clear line between the initial inputs for a coaching program and the intended (and derived) value. You should be looking for a linear trajectory — input→output→outcome→value — where assessments and action points (inputs) give you tangible, to-be-achieved value (output). By executing the inputs, you bring about measurable, short-term benefits (outcomes), which enhances the state of your organization as a whole (value).<sup>xi</sup>

At the least, coaching serves as a critical part of an employee's learning and development. For companies with a sprawling learning and development (L&D) landscape (online, offline, classroom-based, one-on-one mentoring, and the like), a coach can give you the integration you need. Coaching ensures that learners are on the right track — across all of these areas — and keeps your diversified L&D engine running smoothly.

Taking it a step further, coaching can be an attractive employee benefit. Ninety-one percent of young professionals (millennials) consider career development as an important part of the employee value proposition, and their decision to join a job could hinge on it.<sup>xii</sup> Coaching can help employees fine-tune their career pathways, find room for professional growth within the organization (benefitting your company), and meet emerging skill requirements.

In the long run, professional coaching brings about positive behavioral change that lasts. One research study found that coaching could aid in positive behavior that impacts long-term goals, such as employee well-being, hope, resilience, and motivation.<sup>xiii</sup> These cognitive results should be among the biggest incentives for establishing a coaching culture at your organization, particularly when you consider the phenomenon of coaching neighborhoods, as we'll see in a later section.

**“In the long run, professional coaching brings about positive behavioral change that lasts.”**

The true value of coaching lies in leveraging it to build a culture that's perfectly suited for business outcomes: engaging employees, driving productivity, producing more, selling more, and retaining a value-generating workforce. This is on every decision-maker's mind when they plan their coaching budgets, but a siloed approach makes sure that they never see the expected ROI.



# Elements of a Culture of Coaching

Once the benefits of a culture of coaching are clear, the natural next step is to extend these benefits systemically throughout the organization.

## Visualize Success with Key Stakeholders

If you were to start implementing a culture of coaching in your organization today, what would you ideally like to see different a year from now? Or, what would a successful culture of coaching look like in your workplace?

Visualizing the best outcome possible is one of the key elements in setting a foundation for establishing your coaching culture.

Identify key stakeholders to help create this canvas. The process usually begins in a creative, open, brainstorming space guided by L&D leaders and those closest to them. Enhance this process by interviewing key influencers, such as the CEO, or department heads, about how they see success. In doing so, you will begin to demonstrate and model the very coaching culture you hope to create. Actions speak louder than words.

In creating a picture of your amazing future state, it is a good idea to break down the value to be achieved from coaching into three levels: organizational, learning-oriented, and individual.

### I. ORGANIZATIONAL SUCCESS

Following the discussion of systemic value creation in the previous section, it is important to include your company's goals in the vision of success.

How much is the organization hoping to grow in the coming year? What possible expansions into other markets or product lines might be part of the company's strategy? How else does the larger corporation define its success in the coming year? What does success look like for your key stakeholders: customers, stockholders, employees, and the broader community your organization serves?

It's easy to overlook including this in discussions creating coaching cultures. Too often those of us working in human resources (HR) and L&D dive into discussions about career pathing, skill development gaps, employee engagement, and retention, which is all important, but we often gloss over or skip getting clear on the real value that the company wants to create. No company wants to spend money on coaching. Organizations only desire to invest in offerings that lead to creating more value. The clearer we can articulate the big goals and connect them with how coaching can achieve them, the better the culture we will create.

One item of success for your organization that you, as a key stakeholder, may want to ensure is that the company aligns its goals with a learning and innovating organization.<sup>xiv</sup> Keep in mind that one of the primary ways Microsoft moved up off its stagnant plateau several years ago was because when its new CEO Satya Nadella took the reins, he included the implementation of a learning culture as a key goal.<sup>xv</sup>

### II. LEARNING & DEVELOPMENT SUCCESS

Here's where you flesh out what L&D success looks like — how you help the organization become a learning workplace. You'll want to clarify three things.

- If your employees were working together in the way that you and the company ideally would like in order to meet the corporate goals, what would look different at your company? Some things to think about are that there may be more free-flowing discussions or fewer employee disagreements referred to HR.
- How do you see coaching integrating with other L&D activities? What would an outstanding, comprehensive strategy implemented around L&D activities look like? Many organizations provide C-Suite coaching as well as additional activities, such as LinkedIn Learning, or other more tactical training for their more junior employees. Many organizations have less structure around how they develop their middle managers. It pays handsomely to consider how all of these activities add up to a coaching culture.

Yes, the Human Capital Institute (HCI) notes that high performing organizations find coaching as the most valuable activity, however it is coaching that is also integrated with other activities, like training. Yes, providing professional coaching to key individuals throughout the organization may be enhancing those employees and those around them. But that limits growth to one employee. You may consider what it might look like:

1. If the employees were strategically chosen less because of the individual potential and more because of the potential for the company to benefit (more on this later), and
  2. How particular leaders might benefit from getting actual coaching training.
- What would it look to have coaching embedded as the foundational means of developing? This is L&D's role. We know from research<sup>xvi</sup> that companies that embed coaching in the culture — possibly in key performance indicators (KPIs) and annual reviews — or even replace annual reviews with coaching conversations more quickly adapt a coaching mindset. Particularly early on in an organization's shift to a coaching culture, L&D might visualize success in terms of how coaching success stories are shared and how activities that create a learning and innovating environment are publicly rewarded. This includes celebrating productive failure, where something is tried with integrity but doesn't work and the company learns something valuable from and changes course because of it. One vision of success is that coaching is such an integral part of the company's activities that this kind of experimenting, learning, and innovating is second nature.<sup>xvii</sup>

**“What would it look to have coaching embedded as the foundational means of developing?”**

### III. THE INDIVIDUAL EMPLOYEE

What does success look like for them? Key criteria to consider: (a) increased engagement or satisfaction at work, (b) clear career pathing or comfort with ambiguity about how to get ahead, (c) identification of key behavior skills or competencies you think employees as a whole could benefit most from developing — e.g., shifting to a stronger growth mindset or particular leadership competencies that key players may want to develop.

At this point in the process, try to get as clear as you can on what you believe a great tomorrow will look like for your company — without forcing it. The image should feel achievable with some stretch. Share it with the key stakeholders you interviewed at the start of this process.

Ask them for suggestions for additions or changes. Keep modeling a coaching culture by checking for buy-in. Ask scaling and open-ended questions, such as “On a scale of 1–10 (10=great) how much do you agree with this vision, and what would increase your score?” Visualizing success at the start of an intentional process of creating a culture of coaching is a powerful experience. When you have your vision of success at a resting place — remember that in a learning organization you will be evolving it — breathe in that vision, feel it as if it was happening already, and celebrate with your team. Then get ready to build it. When you have collectively co-created all success visualizations, keep in mind that these are hypotheses. The beauty of becoming, learning and innovating is that your vision will change as you deploy, succeed or fail, learn, innovate, and grow.

## Identify Coaching Candidates

So now you have this image of a big beautiful tomorrow. How can you get there?

L&D leaders usually experience several obstacles in this regard. Budget constraints, internal politics, and resistance to change are some.

**“One of the most effective ways to take the first steps in the process is to identify key coaching candidates.”**

Traditionally the criteria for identifying potential coachees has focused on the individuals. Questions considered have been:

- Would you call them a high-potential employee?
- Have they recently taken on a new role which involves decision-making, team management, or high-value customer interactions?
- Has the employee mentioned coaching during appraisal interviews, or actively asked HR for coaching assistance?
- Does the employee have leadership ambitions and bring their own, unique perspective to it?
- Is the employee currently in a leadership role but isn't matching expectations?

These are well and good, but these questions approach coaching in a silo-oriented, single individual way. It's still helpful to use these questions to identify your first cohort. To create systemic impact, research has found that it is helpful to also consider the organizational impact of who is chosen. Consider these additional queries:

- How many regular contacts does this potential coachee have in your company?<sup>xviii</sup>
- How frequently is this potential connecting with others? (Conner)
- How influential is the department that this employee or employees are in?

This is thinking systemically. Considering powerful connecting nodes in an organization, and those who operate them, can accelerate the process of integrating a coaching approach throughout the organization. Sometimes this may mean passing over a high-potential employee — for now — in lieu of someone who can showcase this shifting approach more powerfully and widely. Sometimes it can mean providing coaching to an entire department that has vast influence. Think systemically. Imagine yourself as an eagle flying above and looking down on your organization. What do you see? What might your most strategic interventions look like from this viewpoint?

## Deploy Coaching

At this stage of building a coaching culture, it is advisable to work with external coaches, who, informed by their years of coaching experience, can quickly grasp the employee's needs, understand the best way to address them, and guide the employee.

Working with an external coaching firm also has the benefits of establishing your cultural foundation with the best coaching culture practices available. That said, with your long-term success plan in hand, you can begin to work with an internal coach. Sometimes the first external coach hired is to coach the internal coach.

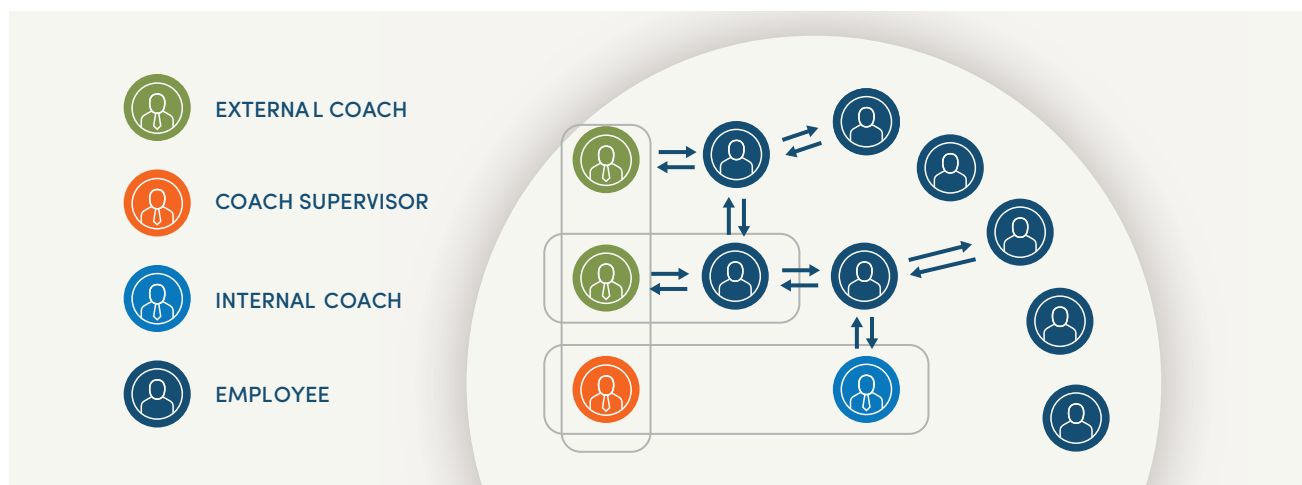
Whether internal or external, it's important to determine the right coaches to work with you and your identified coachees. Research has determined the following as the most important factors to consider

- A coach has experience coaching in similar settings (65%).
- A coach has strong testimonials from impressive prior clients (50%).
- A coach has certifications in the desired coaching method (29%).<sup>xix</sup>

Other factors that have proved not particularly important:

- Choosing someone older under the assumption that age would influence the learner's openness and coaching readiness.
- Matchmaking (e.g., pairing same genders, personalities, or those with similar career backgrounds) — a study found that this type of matching had little to no effect on coaching outcomes.<sup>xx</sup>

Also, because you are taking an intentional approach to building a coaching culture, it is important to think about the cohort of coaches used. Research has shown that having a smaller group of coaches coaching several of your employees has greater impact.



Whether internal or external, this group gets to better understand your organization and its goals and therefore brings greater awareness about how to help achieve them. When working with a cohort of external coaches, you get the best of both worlds — coaches who know your company but also aren't tethered to its norms, good or bad, and who can bring more outside ideas to the table. When these coaches are formally supervised (more on this later), guided by "Super Vision," you've got fertile soil for an abundant harvest.

**"Once key influencers start to get formal coaching, the chain reaction begins."**

## Deploy Coaching More Broadly

Once key influencers start to get formal coaching, the chain reaction begins. The external coach interacts with the primary coaching candidate, who, in turn, influences the secondary coaching candidate (another employee on the same team, department) and then has an internal coach assigned to the secondary candidate. Coached employees share their excitement and success stories, both informally and through intentional promotional activities facilitated through the HR department, in conjunction with internal marketing. See the accompanying diagram to see how coaching spreads to create a full coaching culture.

If coaches have not been formally supervised yet, now is the time. Formal coaching supervision follows industry standards set by the European Mentoring and Coaching Council (EMCC). Coach supervisors act as a bridge between the program and your company's larger business mission, getting you to desired value faster.

This launches your culture of coaching. Rather than isolate the benefits to one employee or team, you draw intelligent correlations that extend coaching impact across the widest breadth of the organization.

## Evaluate your Return on Investment (ROI)

Every company wants to know how this coaching investment is going to pay off. Earlier, in visualizing what a great coaching culture would look like, we determined the desired value to be derived from the coaching culture. While it can be difficult to trace the value of coaching from coaching intervention to profits and stakeholder value, it is important to attempt to measure its impact as much as possible. This can be done by evaluating your ongoing programs (formal) and ongoing workplace relationships (informal) to gauge how coaching techniques, methodologies, and mindset are pushing the needle in the right direction.





Some of the key areas to measure ROI include:

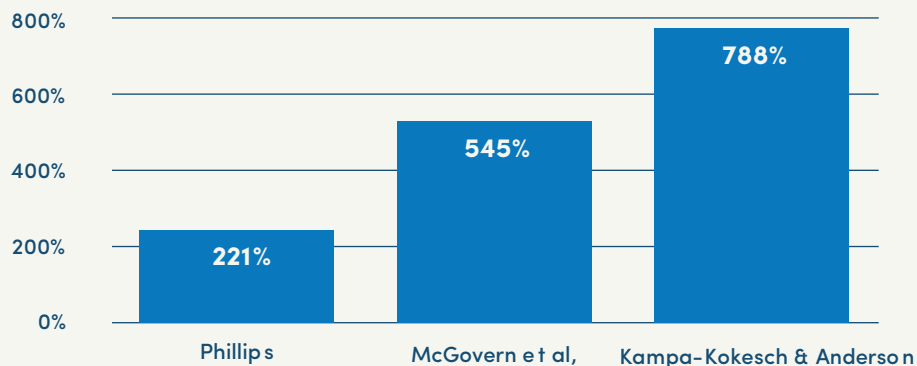
- **ROI on skill and competency development** — This is one of the easiest areas to measure. It can be as simple as asking coachees what skill or skills they want to develop most, asking them to rate how good they are at it at the onset of coaching, and then asking them to rate themselves for progress at regular intervals. Quarterly assessments are usually the best. Research demonstrates that it's difficult to demonstrate behavior change in fewer than 12 weeks. These assessments could also include the manager or other key players, perhaps by deploying 360-degree surveys.
- **ROI on engagement** — Many companies already track employee engagement through internal HR surveys. Evidence of coaching can often be, though not always, traced to an increase in employee engagement. Questions to ask: How engaged are employees in the workplace? Are specific teams with coaching interventions more engaged than their counterparts? How has this improved key indicators like absenteeism, loyalty, and referrals?

- **ROI on retention** — Many corporations have precise dollar values on what it costs to replace an important employee. Coaching can help reduce employee churn, particularly if retention is attended to as a key metric in rolling out coaching. Like engagement, it can be difficult to drive a direct connection between coaching and retention, but it is worth the effort. Questions to ask: Has preventable attrition gone down in teams with coaching intervention? How does this compare to companies in the same industry in your region? Has there been an uptick in retention for high-potential employees?
- **ROI on productivity** — Here again, the connection between coaching and productivity can be difficult to gauge directly. But many organizations have been innovating ways — being learning organizations! — to do this. For instance, ask coachees and managers how much of an effect coaching has had on an employee's productivity; has it increased ten percent or more or less? Then calculate the dollar amount that would have. Yes, it's a subjective measure. But the more employees and managers you survey over time, the closer you come to an average that shows how much your monetary investment from coaching is truly paying off.

Companies use both formal and informal channels to measure ROI. These include occasional conversations with the coach (74.3%) as well as formal assessments (70%) and scheduled meetings (68.8%). But these are still mostly limited to a siloed coaching approach. In a culture of coaching, you need to collaborate with all of the stakeholders, take stock of business improvements before and after the program, and draw correlations for an accurate picture of the ROI.

It is only by keeping this holistic framework in mind that companies can enact a culture of coaching that, while it is implemented at grassroots nodes, is truly driven by business goals.

**Estimated ROI for Coaching from Three Studies**



Source: "ROI is a poor measure of coaching success," by Anthony M. Grant, *Coaching: An international Journal of Theory, Research and Practice*, May 18, 2012 (Routledge)

## Create Coaching Managers

While it's great to have employees getting coached, the real goal is to get employees employing a coaching approach to management — move from a results culture to a learning culture.<sup>xxii</sup>

Microsoft CEO Satya Nadella embodies this approach.

"He's with you. You can feel it. You can see the body language. It doesn't matter if you're a top executive or a first-line seller; he has exactly the same quality of listening," says Jean-Philippe Courtois, now EVP and president of Microsoft Global Sales, Marketing and Operations. The London Business School cited Nadella's coaching approach to management to bring about a cultural transformation at Microsoft as shifting from a "know-it-all mindset" to "learn-it-all."

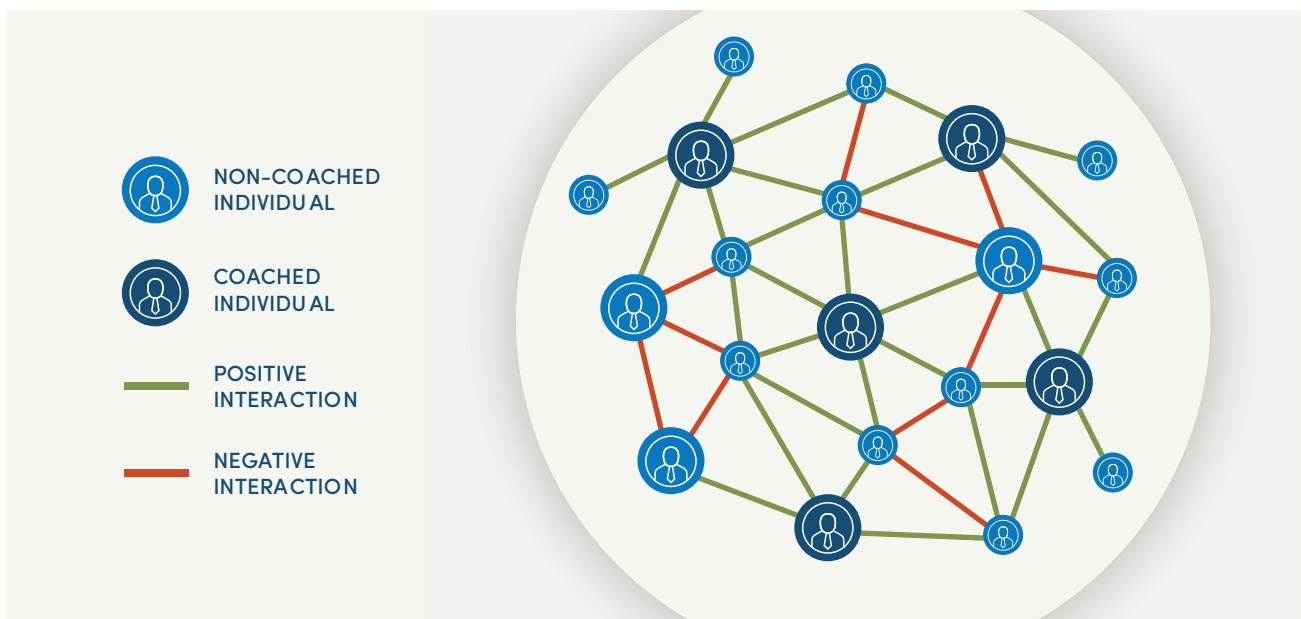
Yes, your coached employees will de facto begin to bring a coaching approach to managing up, down, and vertically as an effect of getting coached. But there's more that can drive you toward your coaching culture vision.

The good news is that you've already got a number of players that are already engaging in this new coaching approach and are becoming more strongly committed to creating a learning and innovating culture because they are experiencing how impactful it is. All you have to do is enhance the process. And they will be excited to be partners with you in this process.

Here's a few ways to boost your coaching culture to a new level:

- Some organizations learn that integrating coaching into KPIs and performance reviews can yield powerful results.
- Some companies find KPIs around coaching antithetical to a learning culture; they opt for a more organic approach driven by intentionally showcasing learning and using social learning techniques. This is when coachees learn together and use workshop coaching as a key part of training activities. When employees share the skills they are working on with a group, that group becomes partners in the employees' development. For instance, I might tell you that I'm working on not interrupting people at meetings. Then, when I begin to interrupt someone at a meeting, a colleague may give me a wink. This type of voluntarily asked-for oversight pushes the deployment of your learning culture into high gear. And the intentional sharing of coaching success stories and integrating coaching does too.
- Some companies implement productive failure celebrations. (Recall the definition of failure from above.)
- Some organizations are having managers trained as actual coaches, getting certified as coaching managers.

As your coaching culture takes hold, you're likely to witness more smiles and fewer employee complaints. Now's the time to look at the culture your creating as a Super Vision. This is about seeing how you've radically transformed an entire corporate environment from individual employee to cross-collaborative relationships and through to external stakeholder value creation.



# Super Vision

Shawna received training on how to manage her team via coaching principles. This helped her move from a micro-manager approach. Apart from the individual and team impacts, the benefits percolated across a *hidden* coaching neighborhood to a different organization via a team member's family. One of Shawna's team members shared what they learned from her with her spouse, who in turn, took the learnings to *their* workplace.

In a perfect coaching culture, the entire company works as a coaching neighborhood, with the benefits multiplying every time an individual candidate gets coached or gets coaching training.

This is how creating a coaching culture improves the world. And your corporation becomes a central node in effecting this global change for the better, ensuring your company's success for years to come.

To do this most effectively, you need coaching supervision. Having your coaches formally supervised provides three valuable services to your firm. Coaching supervision:

- **Provides consistency of coaching experience.** Your coaches become part of your learning culture, such that they innovate together the best coaching approach for your organization, sharing insights with each other about how to best coach your particular organization's employees.
- **Ensures quality of coaching experience.** Coach supervisors are trained to spot and navigate potential concerns, such as conflicts of interest or changing relationships that may jeopardize growing your culture. They are also trained to identify particular qualities in coaching experiences in a way that can maximize those approaches for greater impact.
- **Holds the larger systemic value creation vision in mind.** Coaches work most frequently in one-on-one spaces. Coach supervision keeps coaches, and consequently coachees, focused on thinking about all stakeholders. "What if we were to bring your CEO into the conversation we're having right now? What might they say if they heard us?" is one form of coaching supervision intervention. In the best circumstances, great supervisors help leverage one-on-one coaching for the benefit of the entire system, such that the organization itself becomes coached. This is a true learning and innovating organization.

Many companies, especially in Europe, are implementing coaching supervision to great effect. And, with growing evidence of its power, it is rapidly being deployed in the Americas and Asia.

A culture of coaching is created in the spaces between the primary stakeholders, i.e., the coach and the candidate. As a seminal research study revealed, even if only a few individuals were actually coached, there were positive interactions with many more non-coached individuals, creating nodes of psychological well-being. In the image below, the yellow diamonds represent coached individuals while the blue dots stand for non-coached individuals, but with a sizable improvement in their psychological well-being quotient.

**"A culture of coaching is created in the spaces between the primary stakeholders."**

This phenomenon is termed a "coaching neighborhood," where positive behavioral changes like friendliness, support, advice, and collaboration as well as static variables like information and power flow across the entire network of correlations to expand influence.

It is the supervisor's job to inspect the coaching methodology and internal processes, reviewing the contractual agreement to uncover blind spots. The supervisor double checks your employee-coach pairing while also assessing the environment to optimize learning and growth.

Finally, coaching supervision acts as a critical link between the business and the program, preventing it from falling into a silo. Assigning a supervisor can reinforce coaching capabilities (88%) and verify the quality of the learning experience (86%), which is particularly useful when trying to build internal coaching competencies on your culture transformation journey.<sup>xxvii</sup>

**"Coaching supervision acts as a critical link between a business and the program, preventing it from falling into a silo."**

# Conclusion: What's Holding You Back from Benefiting from a Coaching Culture Right Now?

The benefits of a coaching culture speak for itself.

When you take advantage of the spaces in between, developing entire coaching neighborhoods, you witness clearer communication, better conversations, more productive meetings, more efficient work delegation, and more focused time management across the company, which leads to true value creation for customers, employees, stockholders, and the broader community.

In this paper we've demonstrated that coaching cultures are high performing.<sup>xviii</sup> We've provided insight into how to create and deploy important elements or building blocks to create such cultures.

Another way to think about this is how companies can enhance coaching from benefiting employees, to benefiting management, to benefiting the entire organization. In the accompanying table, you'll see the chart.

As you can see, in its most remedial form, coaching assists individual career development. In the standard model, coaching fits into the L&D stack without realizing its potential outside of it.

What we have outlined in this white paper is a systemic approach where a culture of coaching reaches the widest possible cross-section of employees (and outsiders, as we saw in one case study), helping you reach your business goals faster.

**How close are you to achieving this? Where could you be if you started to intentionally build a coaching culture today? What can you do today to start moving toward a stronger learning and innovation culture?**

These are, of course, coaching questions. Given the extraordinary changes happening today, they are important.

Considering that 70% of HR feels that managers should be more involved in coaching employees than they were three years back, clearly, there is ample room for improvement as we transition from the legacy definition of coaching.

**What have you learned from this white paper? What are you committed to doing differently because of your learning today?**

While little more than 12% of companies are confident in their abilities to create a culture of learning, others, like Microsoft and Procore — which won the ICF award for coaching culture — are taking the bull by the horns and quickly and effectively creating coaching cultures. These are the companies that are leading the way and are most likely, according to research, to be the leaders.

In fact, as more companies begin to implement coaching cultures, they are quickly moving from “nice to have” to a corporate imperative.

**What would it take for you to be out front in creating your culture of coaching? What is your big success story? What's holding you back from starting today?**





# Citations

- <sup>i</sup> Baker, Mary. "Gartner Says 45% of Managers Lack Confidence To Help Employees Develop the Skills They Need Today." Gartner, September 18, 2019. <https://www.gartner.com/en/newsroom/press-releases/2019-09-18-gartner-says-45--of-managers-lack-confidence-to-help->
- <sup>ii</sup> Wigert, Ben, and Nate Dvorak. "Feedback Is Not Enough." Gallup, May 16, 2009. <https://www.gallup.com/workplace/257582/feedback-not-enough.aspx>
- <sup>iii</sup> Robison, Jennifer. "Give Up Bossing, Take Up Coaching: You'll Like the Results." Gallup, January 17, 2020. <https://www.gallup.com/workplace/282647/give-bossing-coaching-results.aspx>
- <sup>iv</sup> "Building a Coaching Culture for Change Management." ICF/HCI Research, 2018. <https://coachfederation.org/research/building-a-coaching-culture>
- <sup>v</sup> "HDA Coaching Culture Survey Results." HDA, 2011. <https://www.hda.co.uk/wp-content/uploads/2012/05/HDA-Coaching-Culture-Survey-Results-2011.pdf>
- <sup>vi</sup> Robinson, Shauna. "The Case for a Coaching Culture," TD Magazine, January 2018. <https://www.td.org/magazines/td-magazine/the-case-for-a-coaching-culture>
- <sup>vii</sup> Milner, Julia, Trenton Milner and Grace McCarthy. "A Coaching Culture Definition: An Industry-Based Perspective From Managers as Coaches," The Journal of Applied Behavioral Science, February 15, 2020.
- <sup>viii</sup> Robinson, Shauna. "The Case for a Coaching Culture," TD Magazine, January 2018. <https://www.td.org/magazines/td-magazine/the-case-for-a-coaching-culture>
- <sup>ix</sup> Hawkins, Peter. "Creating a Coaching Culture." London: Open University Press, McGraw Hill, 2012.
- <sup>x</sup> Golden, Ryan. "Coaching to become talent development mainstay, study suggests." HR Dive, February 4, 2020. <https://www.hrdive.com/news/coaching-to-become-talent-development-mainstay-study-suggests/571682/>
- <sup>xi</sup> Hawkins, Peter. "Creating a Coaching Culture." London: Open University Press, McGraw Hill, 2012.
- <sup>xii</sup> "3 Reasons to Make Coaching Part of Your Employee Benefits Plan." AceUp, January 22, 2020. <https://blog.ace-up.com/3-reasons-to-make-coaching-a-benefit>
- <sup>xiii</sup> Green, L.S., L.G. Oades and A.M. Grant. "Cognitive-behavioral, solution-focused life coaching: Enhancing goal striving, well-being, and hope," The Journal of Positive Psychology, July 2006. <https://langleygroupinstitute.com/wp-content/uploads/Green-Oades-Grant-2006-Cognitive-behavioral-solution-focused-life-coaching-Enhancing-goal-striving-well-being-and-hope.pdf>
- <sup>xiv</sup> Milner, Julia, Trenton Milner and Grace McCarthy. "A Coaching Culture Definition: An Industry-Based Perspective From Managers as Coaches," The Journal of Applied Behavioral Science, February 15, 2020.
- <sup>xv</sup> Ibarra, Herminia, Aneeta Rattan and Anna Johnson. "Satya Nadella at Microsoft: Instilling a Growth Mindset." London Business School, June 1, 2018. <https://store.hbr.org/product/satya-nadella-at-microsoft-instilling-a-growth-mindset/lbs128?sku=LBS128-PDF-ENG>
- <sup>xvi</sup> Milner, Julia, Trenton Milner and Grace McCarthy. "A Coaching Culture Definition: An Industry-Based Perspective From Managers as Coaches," The Journal of Applied Behavioral Science, February 15, 2020.
- <sup>xvii</sup> Ibid.
- <sup>xviii</sup> O'Connor, Sean, and Michael Cavanagh. "The coaching ripple effect: The effects of developmental coaching on wellbeing across organisational networks," Psychology of Well-Being: Theory, Research and Practice, 2013. <https://link.springer.com/article/10.1186/2211-1522-3-2>
- <sup>xix</sup> Kauffman, Carol and Diane Coutu. "The Realities of Executive Coaching," HBR Research Report, January 2009. <http://vitaleducation.org/media/HBRReport.pdf>
- <sup>xx</sup> Bozer, Gil, and Baek-Kyoo Joo. "Executive coaching: Does coach-coachee matching based on similarity really matter?," Consulting Psychology Journal Practice and Research, September 2015. [https://www.researchgate.net/publication/281267373\\_Executive\\_coaching\\_Does\\_coach-coachee\\_matching\\_based\\_on\\_similarity\\_really\\_matter](https://www.researchgate.net/publication/281267373_Executive_coaching_Does_coach-coachee_matching_based_on_similarity_really_matter)
- <sup>xxi</sup> Kauffman, Carol, and Diane Coutu. "The Realities of Executive Coaching," HBR Research Report, January 2009. <http://vitaleducation.org/media/HBRReport.pdf>
- <sup>xxii</sup> Milner, Julia, Trenton Milner and Grace McCarthy. "A Coaching Culture Definition: An Industry-Based Perspective From Managers as Coaches," The Journal of Applied Behavioral Science, February 15, 2020.
- <sup>xxiii</sup> Ibarra, Herminia, and Anne Scoular. "The Leader as Coach," Harvard Business Review, November/December 2019. <https://hbr.org/2019/11/the-leader-as-coach>
- <sup>xxiv</sup> Ibarra, Herminia, Aneeta Rattan and Anna Johnson. "Satya Nadella at Microsoft: Instilling a Growth Mindset." London Business School, June 1, 2018. <https://store.hbr.org/product/satya-nadella-at-microsoft-instilling-a-growth-mindset/lbs128?sku=LBS128-PDF-ENG>
- <sup>xxv</sup> Wicks, Jenn. "Case Study: The Ripple Effect of Leadership Coaching." ICF, January 10, 2018. <https://coachfederation.org/blog/case-study-ripple-effect-leadership-coaching>
- <sup>xxvi</sup> O'Connor, Sean, and Michael Cavanagh. "The coaching ripple effect: The effects of developmental coaching on wellbeing across organisational networks," Psychology of Well-Being: Theory, Research and Practice, 2013. <https://link.springer.com/article/10.1186/2211-1522-3-2>
- <sup>xxvii</sup> Hawkins, Peter, and Gil Schwenk. "Coaching supervision." Paper prepared for the CIPD coaching conference. London: Chartered Institute of Personnel and Development, September 2006.
- <sup>xxviii</sup> "Building a Coaching Culture for Change Management." ICF/HCI Research, 2018. <https://coachfederation.org/research/building-a-coaching-culture>
- <sup>xxix</sup> Baker, Mary. "Gartner Says 45% of Managers Lack Confidence To Help Employees Develop the Skills They Need Today." Gartner, September 18, 2019. <https://www.gartner.com/en/newsroom/press-releases/2019-09-18-gartner-says-45--of-managers-lack-confidence-to-help->