

Coaching for the Future



Background - A change of strategy

The company (a subsidiary of BAE Systems) had plateaued following a period of meteoric growth in the 1990s. It was in the process of consolidating its service offering and building a more stable platform in order to sustain success long into the 21st century. The executive team was in agreement with the new strategy and the requirements that this made of them in terms of their leadership style. However, there was a feeling from the Board that the team needed support if the new strategy was to be implemented successfully.

Challenging and changing behaviour

The Blue Edge team undertook the complete staged process of culture audit and competency design, which established a common language to describe performance. This was followed by a comprehensive learning and coaching initiative, where the Blue Edge team was asked to engage with members of the executive team to provide 'performance coaching' over an extended period. In each case, the coaching focused on specific areas for challenge and change.

Time was taken to fully understand the nature of the every coachee's existing and future roles within the business, and the challenges that they felt they were facing to succeed in the future organisation.

In many cases, one-to-one training was required in core strategic leadership skills to which the coachees had not been previously exposed.

Coachees were also given the opportunity to discuss their concerns

and fears over the future of the company and their role within it.

This allowed coachees to prepare emotionally for what was to come. This support programme facilitated the creation of action plans that were devised by the coachees themselves.

The outcomes of these plans guaranteed improvements in performance in the areas and the required timescale, which would drive in greatest value to the new organisation.

Benefits - High performance in action

The success of this programme was evaluated using the Kirkpatrick/Phillips five level model. These are tabulated below showing a remarkable 1:20 Cost:Benefit ratio. In addition the following intangible benefits were enjoyed:

- The Blue Edge intervention enabled the executive team; refreshing, enthusing and readying them to communicate the new strategy with absolute conviction.
- A year on from the project and the executive team are perceived by the organisation as being more effective and trustworthy than ever before.
- They are also hitting their personal, departmental and corporate objectives quarter on quarter.
- The Board is convinced that the executive team is the right group to take the company forward to the next stage of its development.
- BAE Systems now see greater accuracy and quality of work plus improvements in speed and efficiency.
- The programme generated a higher level of customer satisfaction (largely by the managers using their enhanced customer facing skills) that resulted in a spectacular increase in sales.

Level 1: Reaction	Level 2: Learning	Level 3: Application	Level 4: Impact	Level 5: ROI
<ul style="list-style-type: none"> • 88% clear about the purpose of coaching • 72% report the company will benefit from coaching • 72% will make positive changes to the way they approach work. 	<ul style="list-style-type: none"> • 58% gained value from early engagement • 33 people issues identified overall. 	<ul style="list-style-type: none"> • Coaching resulted in behavioural change in 95% of cases • 86% feel there is still room for improvement • 45% have an ongoing plan for change. 	<p>Total value added: £559,085*</p> <p>Improvements reported in:</p> <ul style="list-style-type: none"> • Project profitability • Cost savings • Sales and new lead generation. 	<p>Cost : Benefit ratio; 1:20</p> <p>£27.5k : £559K</p>