

Coaching for the future



Background

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.

Methodology

Blue Edge was selected to undertake a culture audit and competency design to establish a common language to describe performance. This was followed by a comprehensive learning and coaching initiative, including 'performance coaching' with the executive team. In each case, the coaching focused on the individual's specific areas for challenge and change.

Time was taken during the coaching to fully understand the nature of each coachee's existing and future roles within the business. Coachees were also given the opportunity to discuss their concerns and fears over the future of the company and their role within it.

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

This aim of the programme was to facilitate the creation of action plans, devised by the coaches themselves. The outcomes of these guaranteed improvements in performance in the areas and the timescales required.

Benefits

The success of this programme was evaluated using the Kirkpatrick/Phillips five level model. These calculations (shown below) showed a remarkable 2000% ROI. In addition, the programme also delivered the following intangible benefits:

- The executive team were able to communicate the new strategy with absolute conviction.
- A year on from the project and the executive team were perceived by the organisation as being more effective and trustworthy.
- Individuals are repeatedly hitting their personal, departmental and corporate objectives.
- BAE Systems see greater accuracy and quality of work, plus improvements in speed and efficiency.
- Higher level of customer satisfaction resulting in a spectacular increase in sales.

Level 1: Reaction	Level 2: Learning	Level 3: Application	Level 4: Impact	Level 5: ROI
Mid-programme rating: <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. 	Mid-programme rating: <ul style="list-style-type: none"> • 58% gained value from first two sessions • 33 leadership/ people issues identified overall. 	Overall ratings: <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. 	Financial improvements reported in: <ul style="list-style-type: none"> • Project profitability • Cost savings • Sales and new lead generation. Total value added = £559,085*	Cost of programme = £27,500 Total value added = £559,085* Return on investment = 2000%

