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**Session Objectives**

1. Review the business case for creating a coaching culture in organizations
2. Apply a basic coaching model to improve coaching skills as HR professional and leaders
3. Build coaching confidence through practice

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**Making the Business Case for Coaching Cultures**

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### Coaching Cultures Enhance Employee Engagement & Retention

- Gallup's Employee Engagement Survey found that organizations with highly engaged employees experience 21% greater profitability, and 41% lower absenteeism compared to those with low engagement.
- According to the International Coach Federation (ICF), 65% of employees from companies with strong coaching cultures rate themselves as highly engaged, compared to only 13% in companies without such cultures.
- A report by Human Capital Institute (HCI) and ICF found that employees in organizations with coaching cultures are 61% more likely to stay with their company. This leads to lower turnover costs and increased stability.

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### Coaching Drives Leadership and Team Performance

- According to the International Coach Federation (ICF), 65% of employees from companies with strong coaching cultures rate themselves as highly engaged, compared to only 13% in companies without such cultures.
- A report by Human Capital Institute (HCI) and ICF found that employees in organizations with coaching cultures are 61% more likely to stay with their company. This leads to lower turnover costs and increased stability.

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### Coaching Boosts Employee Well-Being and Reduces Burnout

- The Human Capital Institute noted that companies with coaching cultures report higher levels of employee well-being. This is critical in reducing burnout, with the World Health Organization (WHO) recognizing burnout as an occupational phenomenon linked to unmanaged workplace stress.
- The Workplace Coach Institute found that coaching positively impacts mental health, with 71% of coaching participants reporting reduced stress levels, contributing to a healthier and more productive workforce.

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### Coaching Leads to Improved Collaboration and Innovation

- The 2018 ICF/HCI Coaching Culture Survey found that companies with strong coaching cultures reported a 46% increase in collaboration across departments and improved employee relations.
- McKinsey & Company reported that companies with a strong emphasis on coaching saw a 30% increase in innovation, as employees felt empowered to explore new ideas and solutions in a supportive environment.

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### Coaching Leads to Effective Leadership Development

- According to a Harvard Business Review report, 77% of executives consider coaching as a valuable tool for leadership development, with leaders who receive coaching demonstrating improved decision-making skills and emotional intelligence.
- The Center for Creative Leadership (CCL) found that organizations with coaching cultures produce better leaders, with 93% of participants reporting that coaching positively impacted their leadership effectiveness.

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### Coaching Culture

- Not the traditional command-and-control style of management
- Investing in your employees
- Allows people to do their jobs in a way that feels authentic for them
- Learning culture

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## Characteristics of a Strong Coaching Culture

- Employees value coaching.
- Senior executives value coaching.
- The organization has a dedicated line-item budget for coaching.
- Coaching is available to all employees.
- Managers, leaders, or internal coaches receive accredited coach-specific training.
- All three coaching modalities (internal coach practitioners, external coach practitioners, and managers or leaders using coaching skills) are present in the organization.

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## Coaching is...

A process of supporting individuals to make more conscious decisions.

The ultimate goal of coaching is to help someone move to a new action or behavior while learning, growing, and developing.

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**External coaching** with trained practitioner (commonly offered to executives and leaders)



**Internal coaching** with trained staff, such as OD and HR



**Manager/leader** using coaching skills interacting with frontline employees

## Most Common Types of Coaching

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## What Coaching is NOT

Mentoring  
Training  
Consulting  
Therapy

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## How do you help people help themselves?

<https://www.youtube.com/watch?v=oRBchZLkQR0>

Your role as a coach is a questioner, catalyst and supporter for building others' skills to consider what is possible, build positive momentum and a plan to achieve it, intentionally.

How is this different than managing others?

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## How HR can Build a Coaching Culture



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## GROW Model for Coaching

### Goal

- What do you want?

### Reality

- Where are you now?

### Options

- What could you do?

### Will Do

- What will you do?

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## GROW Model—Example Questions

### Goal

- Tell me about the challenge or problem.
- What needs to be improved?
- What does the situation look like when the problem is resolved?

### Reality

- What are you experiencing?
- What have you already tried?
- What obstacles are in your way?

### Options

- What are your options?
- What would you do if you knew you couldn't fail?

### Will Do

- What are your next steps?
- What will you do? By when?
- What support do you need?

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How can leaders use coaching?

How can leaders use coaching in a changed workplace (post pandemic, social unrest, polarization, continual change)?

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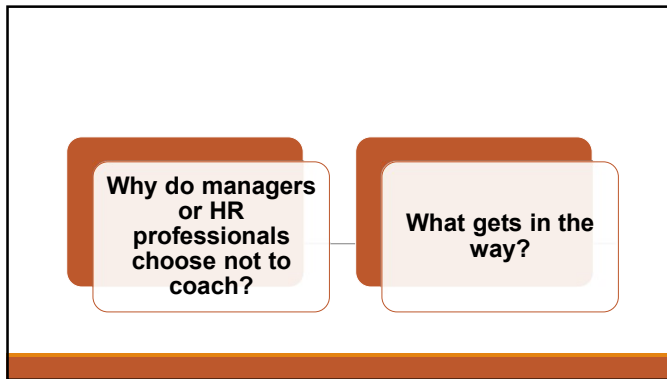
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### Manager/Leader as Coach

Areas of Focus:

- Set expectations & goals
- Determine standards
- Assess progress
- Give feedback
- Maintain workflow
- Evaluate development

When managers and leaders focus exclusively on results, they miss opportunities to support the learning and development of the individuals they manage

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## **“Telling” or Solutions Practice**

1. The coach will ask: “What challenge or opportunity do you face right now?”
2. The coach will listen for 30 seconds.
3. When time is up, the coach will tell the person being coached what to do to fix the situation.

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## **Coaching Practice— Using the GROW Model**

Now, the coach will ask: “What challenge or opportunity do you need to face right now?”

Then, wait a minute and **ONLY ASK QUESTIONS** to help the person being coached to think about what they want to do with their situation.

When coaching, simply ask the person being coached the questions using the GROW Model Questioning Handout:

- What needs to be improved?
- What does the situation look like when the problem is resolved?
- What have you already tried?
- What obstacles are in your way?
- What are your options?
- What are your next steps?

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## **Practice Debrief**

What was the difference in the 2 approaches?

How did it feel to be told how to solve your problem?

How did it feel when you were coached?

What questions did you use? Which were most helpful?

What else did you learn from this exercise?

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## What about Coaching Millennials and Gen Z?

- Deloitte's Millennial Survey (2020) revealed that 75% of Millennials expect frequent feedback, and 44% feel that leaders are not offering enough coaching and mentoring.
- Gallup's 2016 Millennials Report found that 87% of Millennials rate "professional or career growth and development opportunities" as important in a job. They also prefer coaching over traditional management styles.
- A study by LinkedIn's Workplace Learning Report (2023) revealed that 76% of Gen Z workers believe that learning is the key to a successful career, and they value employers who invest in their personal and professional development.
- The Workforce Institute notes that both Millennials and Gen Z want more personalized and frequent coaching compared to previous generations. They prefer ongoing feedback rather than annual performance reviews.

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## Critical Coaching Behaviors for Managers and HR Leaders

- It's not the leader's job to have all the answers.
- Ask questions.
- Believe that every employee has the potential to grow.
- Be willing to slow down and take the time to coach.
- Learn how to coach.
- Practice.

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**Contact Information**

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