

1st edition

Building and Sustaining a Coaching Culture

David Clutterbuck, David Megginson
and Agnieszka Bajer

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DEVELOPING SOLUTION-FOCUSED COACHING AND FEEDBACK SKILLS FOR MANAGERS IN A GREEK BANK

This story was contributed by Olympia Mitsopoulou, the Managing Partner of Atom Wave

In 2007, a Greek-owned bank employing more than 12,000 people and operating in seven countries turned to Atom Wave asking for support in equipping its Greek branch managers with the necessary skills to develop their teams.

At that point, most of the branch managers carried most of the burden associated with sales generation, restructuring non-performing loans, and ensuring that other key objectives were being met. The culture of ‘personal heroics’ was so prevalent across the branches that most of the team members had very little space for initiative. This led to a host of issues, the main ones being branch manager burn-out and team members’ skills being underutilised.

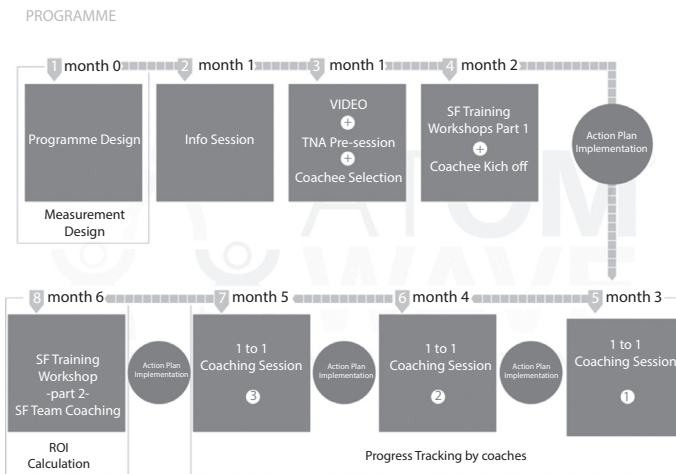
The desired outcome of the programme was for all team members to contribute to the branch’s sales and productivity.

Based on the bank’s brief, a Solution-Focused³ (SF) coaching and feedback development programme was designed and delivered to a total of 16 groups and 270 branch managers.

The programme combined skills training and one-to-one coaching and had a duration of six months to provide support in incorporating the new solutions-focused way of managing people.

In addition, each participant was required to select a member of their team to focus and apply a development plan during the programme, so that progress can be more visible.

Exhibit 8.1 Stages of the coaching and feedback development programme in a Greek bank



In essence, the programme was about shifting the management style from telling to asking. Participants learnt how to ask their team solution-focused questions, how to identify their people resources and how to have solution-focused feedback conversations that are constructive and useful.

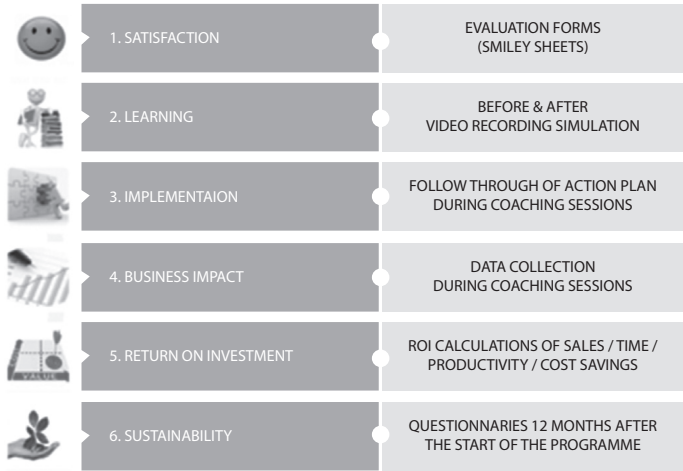
How did Atom Wave measure the intervention?

Below is a study focusing on one of the participating groups consisting of 14 Branch managers with teams between 5 and 10 people.

Atom Wave followed Philips’ methodology for measuring return on investment and added one more level of their own – Sustainability.

Exhibit 8.2 The six levels of coaching and feedback development programme evaluation

THE SIX LEVELS OF EVALUATION

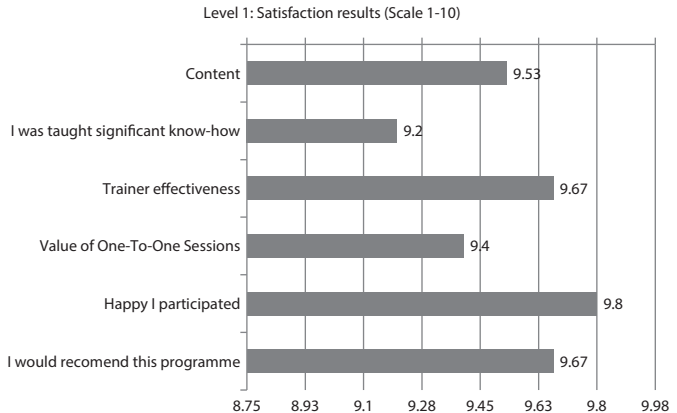


What were the results?

Level 1: How did they like it?

All participants completed a survey at the end of the programme. Questions were about the level of satisfaction/reaction. As shown in Exhibit 8.3, reaction to the programme was positive.

Exhibit 8.3 Reaction to the coaching and feedback development programme



Level 2: What did participants learn to do differently?

Learning data were mainly captured through the video recording of two coaching simulations at the start of the programme and at the end of the programme.

Exhibit 8.4 present the BEFORE and AFTER results. Results indicate that all participants enhanced their skills.

Exhibit 8.4 Before and after results of the coaching and feedback development programme

**LEVEL 2. LEARNING EVALUATION RESULTS:
COACHING & FEEDBACK SKILLS ASSESSMENT / (BASED ON DVD RECORDINGS)**

	BEFORE	AFTER
A: Knows how to give Feedback and run a development Coaching conversation.	∅ 0%	28.5%
B: Knows how to give Feedback and needs improvement in handing development Coaching conversations.	14%	43%
C: Knows the basics of giving Feedback and does not know how to run development Coaching conversations.	64%	28.5%
D: Does not know how to give Feedback AND does not know how to run development Coaching conversations.	21%	∅ 0%

TOTAL: 14 Managers

Level 3: How applicable was what the participants learnt?

Atom Wave followed through the implementation of the new solution-focused ways of working during the three coaching sessions that took place in the six months following the first workshop.

During each of the sessions, programme coaches tracked progress and recorded results in each of the different development areas set by each participating manager.

Out of the 14 participating managers, all applied the new solution-focused techniques during the programme duration.

Level 4: What is the business impact of implementing this solution-focused coaching programme?

The 14 participating managers achieved a total of 50 objectives that had tangible and/or visible results. These results were in the following five categories:

- Sales increase
- Productivity increase
- Better management skills
- Attitude change
- Communication and collaboration improvement.

Level 5: What is the ROI of the business impact of this SF Intervention?

For the ROI calculations, time savings were calculated. These time savings were the result of improved delegation, increased productivity due to increased motivation,

more efficient time use, less time for supervision because of better development, and more. They were all related to the adoption of a solution-focused way of coaching the team.

These time savings were calculated to amount to a total of 16.5 hours daily across the group of the 14 participants as a whole. These 16.5 hours multiplied by the €30 average man-hour cost corresponded to a saving of €495, which annualised to €125,235.

Based on the ROI formula:

$$\text{ROI} = \frac{\text{Programme Benefits} - \text{Programme Costs}}{\text{Programme Cost}} \times 100\% =$$

$$\frac{€125,235 - €58,334}{€58,334} \times 100\% = 115\%$$

All the presented results were validated by the client.

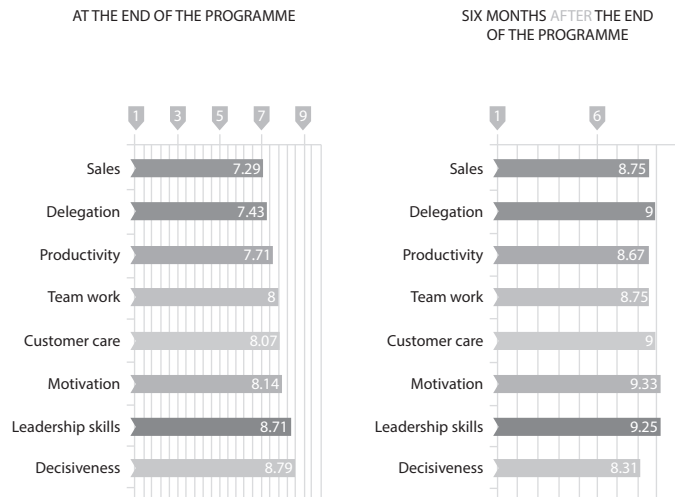
Additionally, 9 out of the 14 participating managers reported significantly increased sales results of their team. However due to the difficulty in establishing the monetary value of additional sales for a bank, these have not been included in this study.

Level 6: Sustainability

Wondering how many of the new skills would have remained with the participants, Atom Wave addressed a questionnaire to all programme participants six months after the programme's completion.

As shown in Exhibit 8.5, participants' answers rate programme's contribution even higher than at the end of the programme thus indicating that its effect sustained through time.

Exhibit 8.5 Sustainability of results



The programme was executed by a team of three Solution-Focused coach/trainers Marialexia Margariti, Katy Charalambidou and Olympia Mitsopoulou who also was the principal designer of the programme content and the measurement process described.