



BENEFITS OF COACHING

By Adaora Ayoade



The benefits of adopting a coaching culture at Coca-Cola HBC Russia has been felt throughout the organization. More than 90 percent of individuals who partner with International Coach Federation, report being very satisfied with the process and outcomes of coaching, while managers who use coaching skills with their teams report higher levels of trust and enhanced interpersonal relationships within their teams, increased innovation, and heightened employee engagement. The organization's value index, which shows whether employees know and practice organizational values, has been increasing year over year and is currently at 85–88 percent. Since 2013, employee engagement across the enterprise has increased by 26 percent.

In recognition of Coca-Cola HBC Russia's exceptional and sustained use of coaching, the International Coach Federation (ICF) awarded it with an honorable mention in the 2016 ICF International Prism Award program. The Prism award program honors organizations that have achieved the highest standard of excellence in coaching programs that yield discernible and measurable positive impacts, fulfill rigorous professional standards, address key strategic goals, and shape organizational culture. (Learn more about Coachfederation.org/prism.)

Despite Russia's continued economic downturn, Coca-Cola HBC Russia is increasing its investment in coaching. The reason for this continued investment is simple: As a modality, coaching has accomplished what no other leadership development modality could.

Three Lessons from the case-study:

The first lesson relates to the structure of the organization. It is such that coaching has strong support from leaders within the organization, and the organization applies coaching as a strategic tool in the transformation of its business.

A second lesson that can be learnt, is that coaching is integral to their workplace culture. All employees have access to coaching from a professional coach practitioner and coach skills training is



a component of every employees on-boarding process. This helped increase creativity and improved overall satisfaction.

The third lesson is that coaching was applied to change management. The company turned to external coaches to help transform from a command-and-control management style. They saw coaching as a critical change management tool. A team of trained internal coaches supported affected teams and individuals through the transition. As a result, individuals reported lower-than-expected stress and higher than expected success.

In summary, organizational coaching programs can include: external coach practitioners, internal coach practitioners, managers/leaders using coaching skills or a combination of all three modalities. So, take note of the different forms and functions, and apply what can work best for your place of business. Also, keep in mind that coaching takes time. It involves real commitment and a desire to participate actively in the employee's development.

In Conclusion, the picture that we can form from the information above is that coaching is immensely beneficial to organizations, leadership and individuals alike. Investing time in engaging coaches and training leaders how to coach team members, has many advantages for employee engagement, happiness and productivity while increasing profitability and market growth.

So, is it time for you to develop your coaching potential?

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