

**Undici International & al.**

**May 10th, 2016**

**Supervision in “Strong Coaching  
Culture” Environments**

**Dr Michel Moral**



Dr Michel Moral

# Michel's books (Some are or will be translated in Portuguese, Chinese, Korean)

**2004**



**2005**



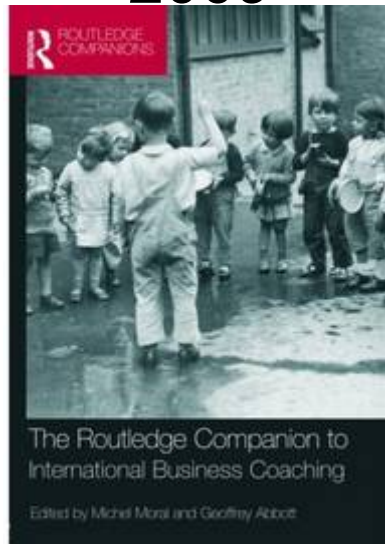
**2007**



**2008**



**2009**



**2011**



**2013**



**2015**





# Dr Michel Moral

- International executive within IBM until 2003.
- Assignments (12 years total) in the USA, Germany and Austria.
- Specialised in cultures (geo and corporate), on executive team performance and on collective intelligence.
- **Ten books** published since 2004
- **Trains coaches** on « team coaching » at the University Paris VIII, at the University Cergy-Pontoise, and in the CRC of HEC Paris.
- Master's degree of engineering from the Ecole Centrale de Paris
- Doctorate in Clinical Psychology and Psychopathology.
- **Coaches executives** and executive teams (EIA Master)
- **Supervises coaches (ESIA from EMCC).**
- **Trains coach supervisors** (Training having ESQA from EMCC)
- In EMCC: ESQA Work Group member and **ESIA Work Group leader**



# May 10th 2016 - Agenda

- Research question
- Literature review - Definitions
- ICF/HCI Study – Coaching Culture measurement tools
- Client's survey (France) – Metrics and content analysis
- Considered layouts for supervising a CC
- Open questions
- Conclusion

# Research question

**How to best organise supervision in a “strong Coaching Culture” environment?**

**Two key questions:**

- **What organisations of the coaching-supervision are the most effective**
- **Do we need new techniques?**

# Literature review

## **Books:**

Caplan Janice (2003) *Coaching for the Future*, CIPD.

Hardingham Alison, Brearley Mike, Moohouse Adrian & Venter Brendan (2004) *The Coach's Coach: Personal Development for Personal Developers*, CIPD

Clutterbuck David & Meggison David (2005) *Making coaching work: creating a Coaching Culture*, CIPD.

Crane Thomas & Nancy-Patrick Lerissa (2007) *The Heart of Coaching: Using Transformational Coaching to Create a High-performance Coaching Culture*, L.G.

Hawkins Peter (2012) *Creating a Coaching Culture*, McGrawHill.

Jones Gillian & Gorell Ro (2014) *How to create a Coaching Culture*, Kogan Page.

Clutterbuck David (2016) *Building and Sustaining a Coaching Culture*, Chartered Institute of Personnel & Development.

## **Surveys:**

HCI and ICF in 2014 and 2015

## **Measurement tools:**

- « Embark » developed by Tim Hawkes (Unlimited Potential)
- Dev Modi checklist
- HCI/ICF questionnaire

# Definitions

A Coaching Culture exists in an organisation **when a coaching approach is a key aspect of how the leaders, managers engage** and develop their people and engage their stakeholders, in ways that create increased individual performance and shared value for all stakeholders.

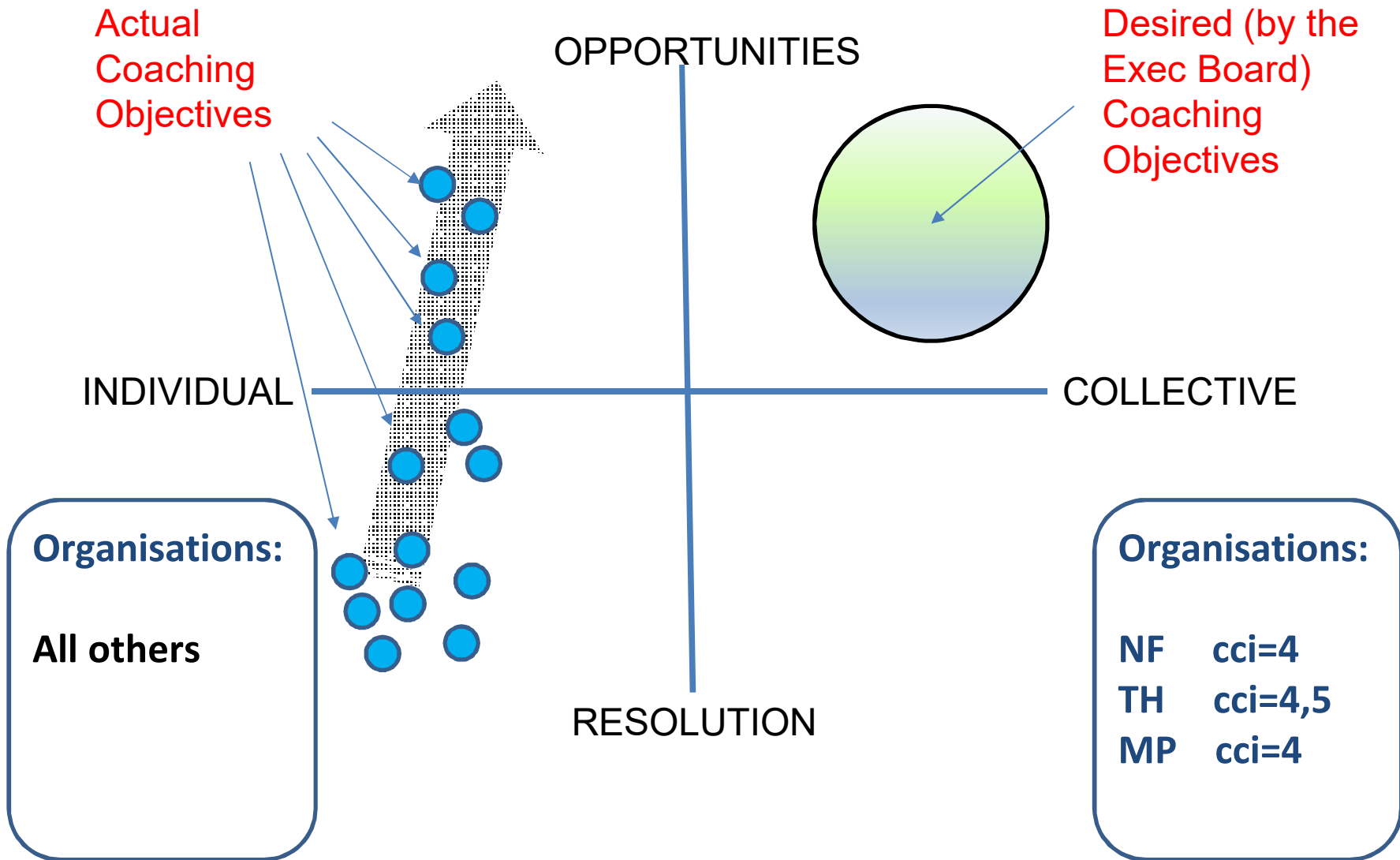
Hawkins P. (2012) p.21

A Coaching Culture is one **where people are empowered and where coaching happens at every level**. And, not only does it happen at every level, but it adds to bottom line performance. It is the recognized development tool that touches every part of the employee life cycle.

Jones J. & Gorell R. (2014) p.13

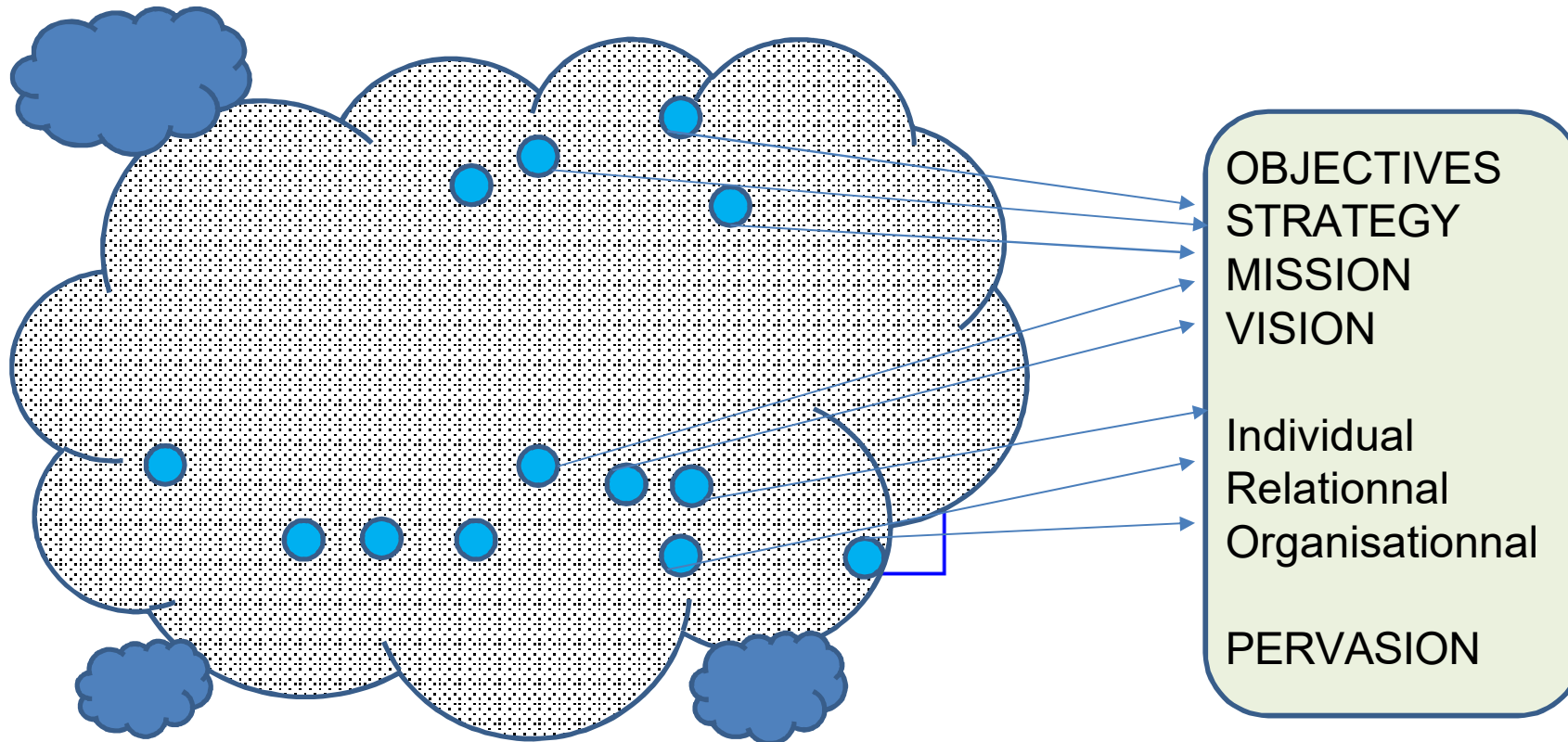
Possible confusion: Is CC a CULTURE (Values + Behaviors + Beliefs?)

# COACHING CULTURE IMPLEMENTATION (Principle)





# « COACHING CULTURE FINALITY »



# ICF-HCI Study

Among the responding organizations, 15% (n = 51) are classified as having a **strong coaching culture**, determined by having scores of 5 or 6 on the composite index.

## Coaching Culture Composite\* (CCI)

1. Strongly agree/agree that employees value coaching.
2. Strongly agree/agree that senior executives value coaching.
3. Managers/leaders (and/or internal coach practitioners) spend above-average time on weekly coaching activities (19% is average for managers; 16% is average for internal coach practitioners).
4. Managers/leaders (and/or internal coaches) received accredited coach training.
5. Coaching is a fixture in the organization with a dedicated line item in the budget.
6. All employees in the organization have an equal opportunity to receive coaching from a professional coach practitioner.

\*One point was generated for each item for a maximum of 6 points

# ICF-HCI Study

Figure 1. Highly engaged employees by coaching culture.

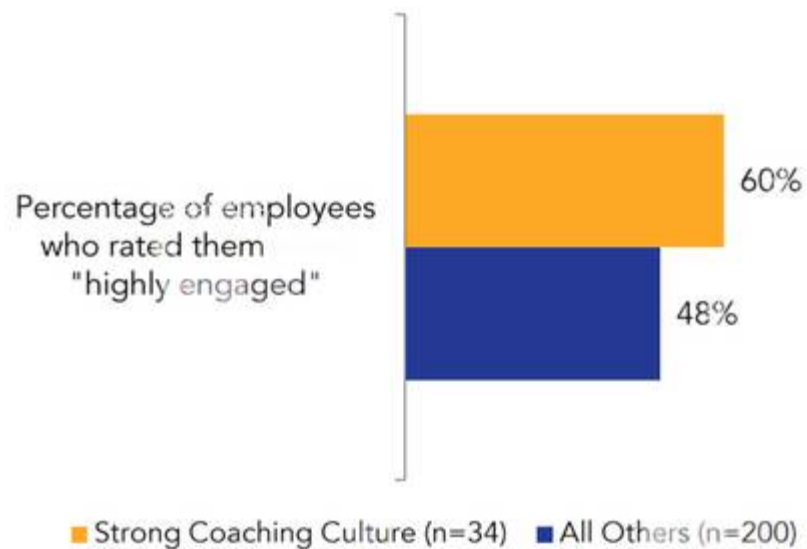
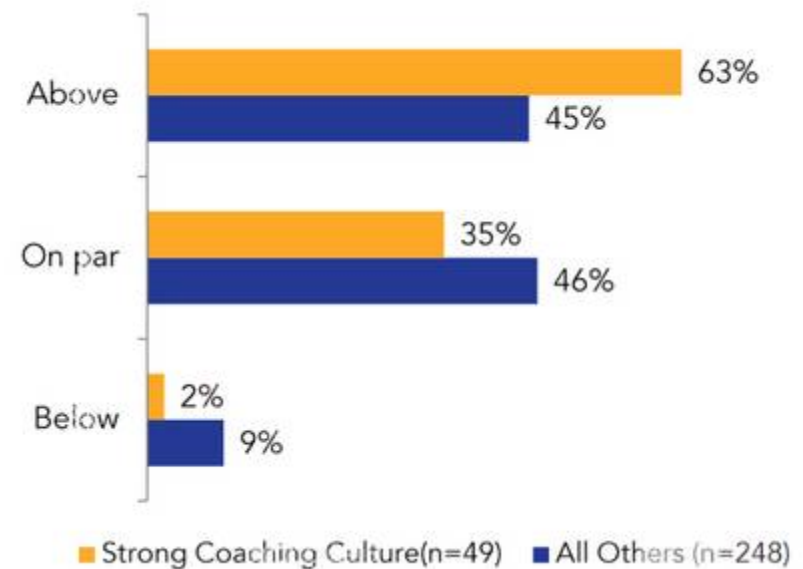


Figure 2. 2014 revenue growth in relation to industry peer group by coaching culture.



## ICF-HCI Study: THE **THUMB EXTENSOR** METAPHOR

A research is done in a school.

For all children aged 3 to 10 years, measure of:

- the size of the right thumb (independent variable)
- the intellectual development (dependent variable)

Results: the correlation between these two variables is very high.

Conclusion in the final report is: "*Thumb length causes intelligence.*"

A "*thumb lengthening program*" is immediately launched.

Company X makes a lot of money with its THUMB EXTENSOR®.

**CORRELATION different from CAUSE**

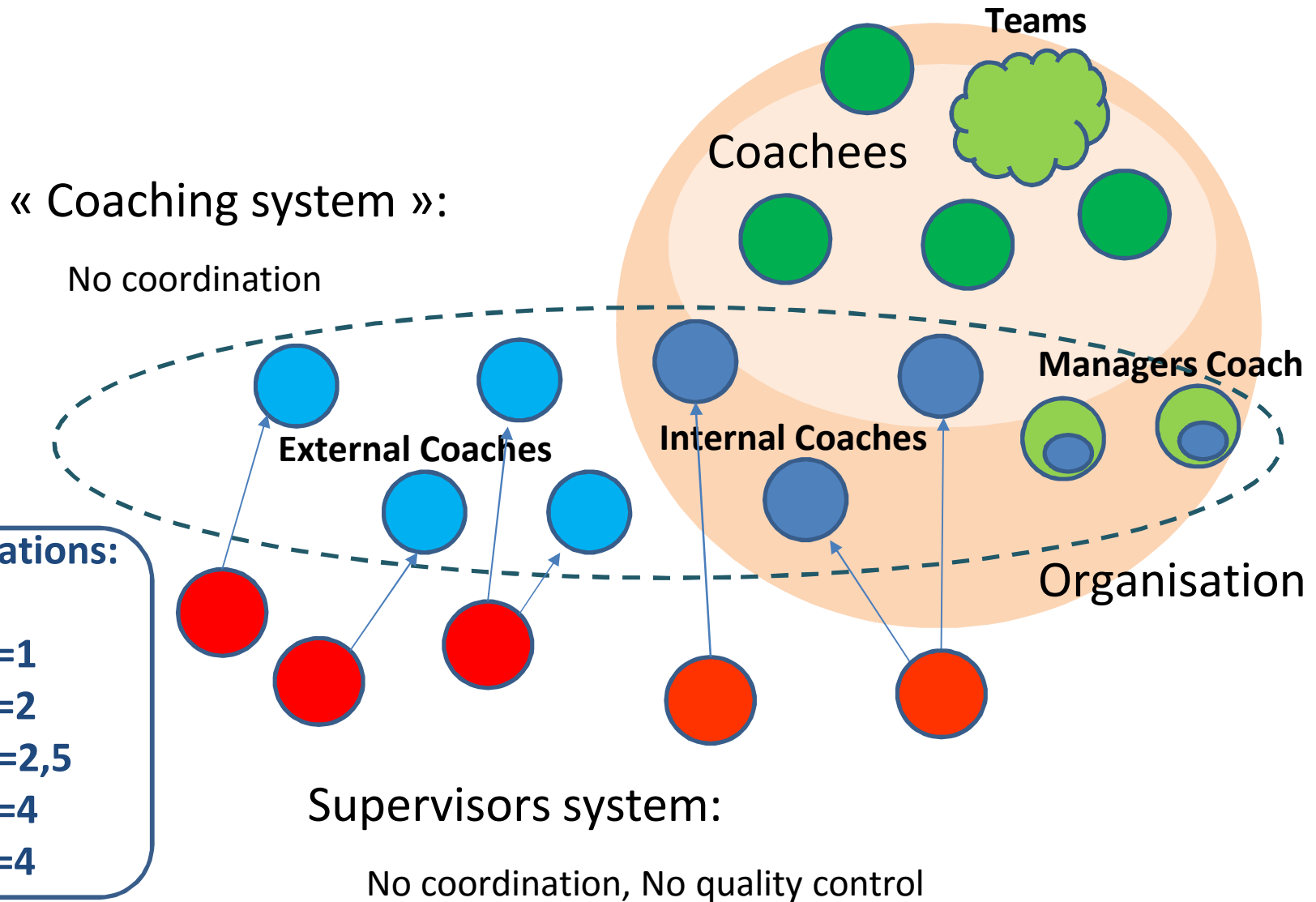
ORGANISATION	Industry Sector	Total Staff	Internal coaches	External coaches	Manager coach	ICF/HCI CC Index	Managing the community of Coaches Int + Ext + Mc	Supervision of Internal coaches	Managing the Internal coaches supervisors	Strategic decision to develop CC
WM	S	45k	1	30	3	1	-	-	-	-
TH	B	60k	40	30+	10	4,5	Yes	Yes	Yes	Yes
RF	G	53k	120	20+	?	4	1/year	Yes	-	?
NF	G	15k	15	40	?	4	1/year	Yes	-	Yes
PG	G	3k	4	10+	0	2	-	Cov.	-	Yes
CG	BG	13k	4	8	0	2,5	-	-	-	Yes
MP	D	15k	0	10	0	4	Yes	-	-	Yes
BR	T	9k	0	50	0	4	-	-	-	Yes
GU	Telco	105k	12	50	10	4	-	yes	-	-
PR	G	200k	12	20+	?	2	-	-	-	-

Industry Sector: G: Government ; B: Banking ; T: Transport ; S: Services

## CLIENT'S SURVEY: CONTENT ANALYSIS (N=10)

<b>Development of Internal Coaching</b>	<b>5</b>
<b>Coaching = Management Development</b>	<b>5</b>
Coaching is managed as a part of Strategy	4
Internal Coaching for Middle Management	4
External Coaching for Executives	4
Supervision constrained by budget considerations	4
Lack of pragmatic studies on positive/negative impact of supervision	4
Have an internal supervisor? Considered	4
Need for Organisational Coaching	3
Starting with codev prepares the managers to endorse a coaching attitude	2

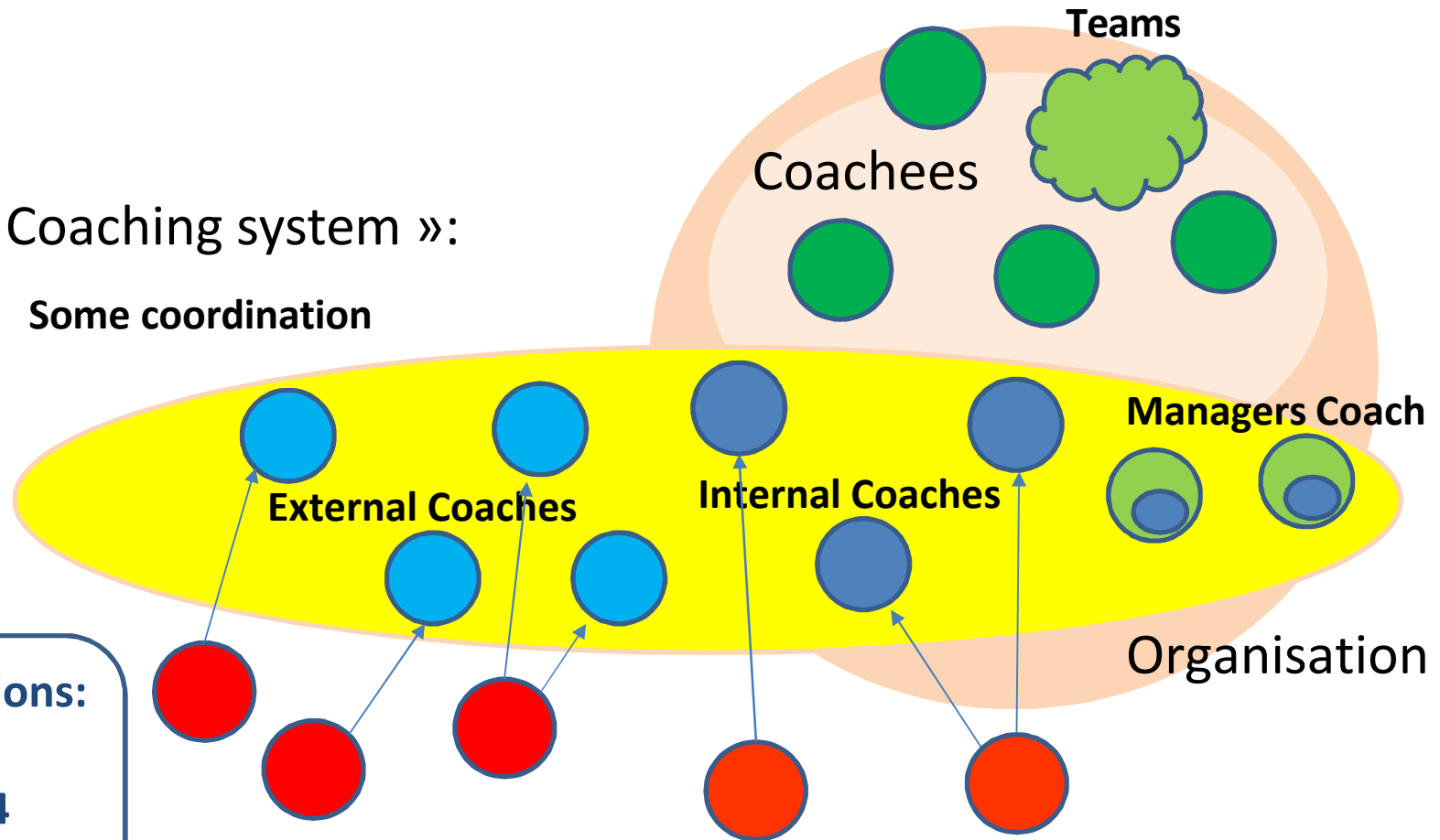
# Supervising a « CC »: Mode 1a



# Supervising a « CC »: Mode 1b

« Coaching system »:

Some coordination



Organisations:

MP cci=4

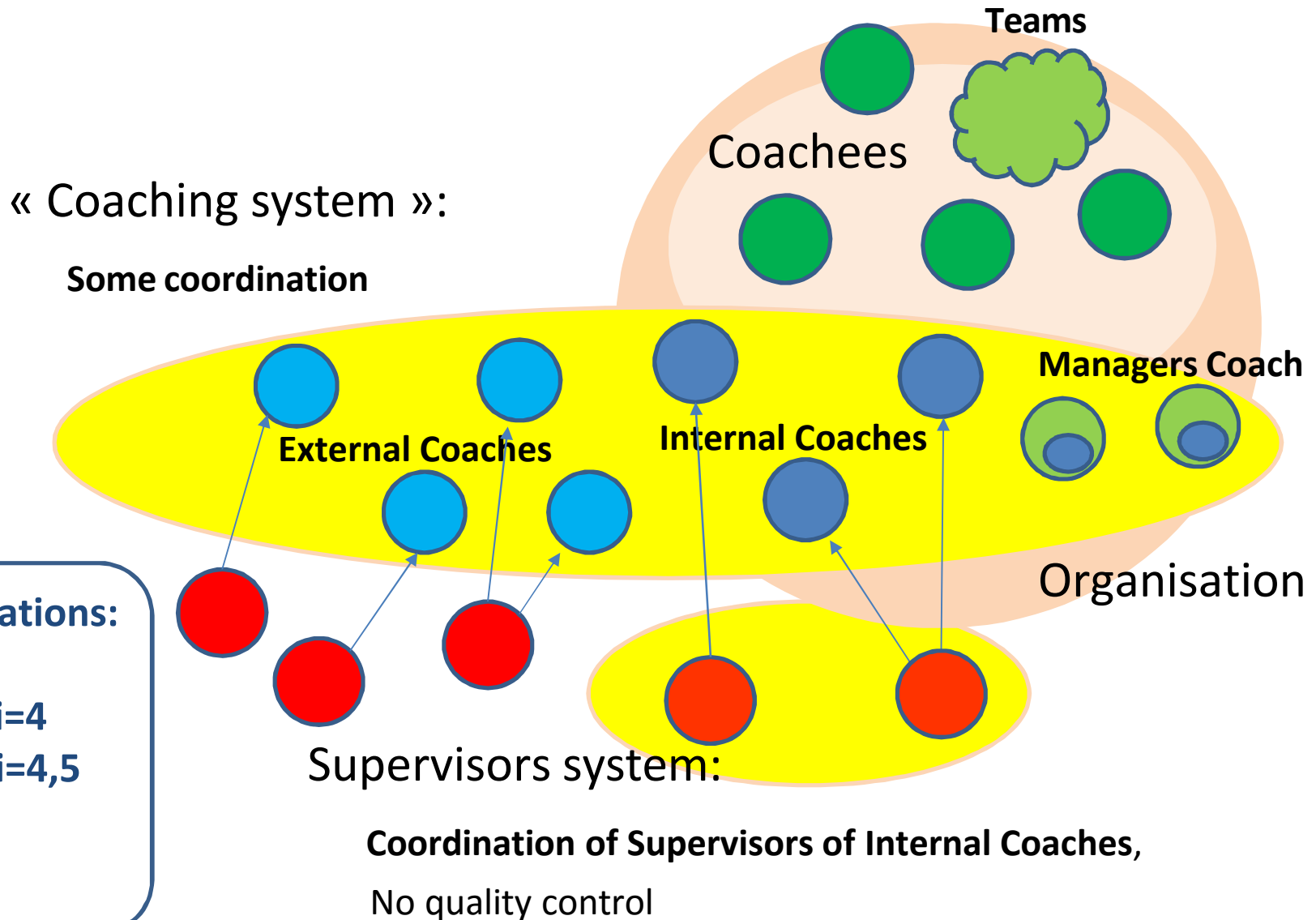
RF cci=4

Supervisors system:

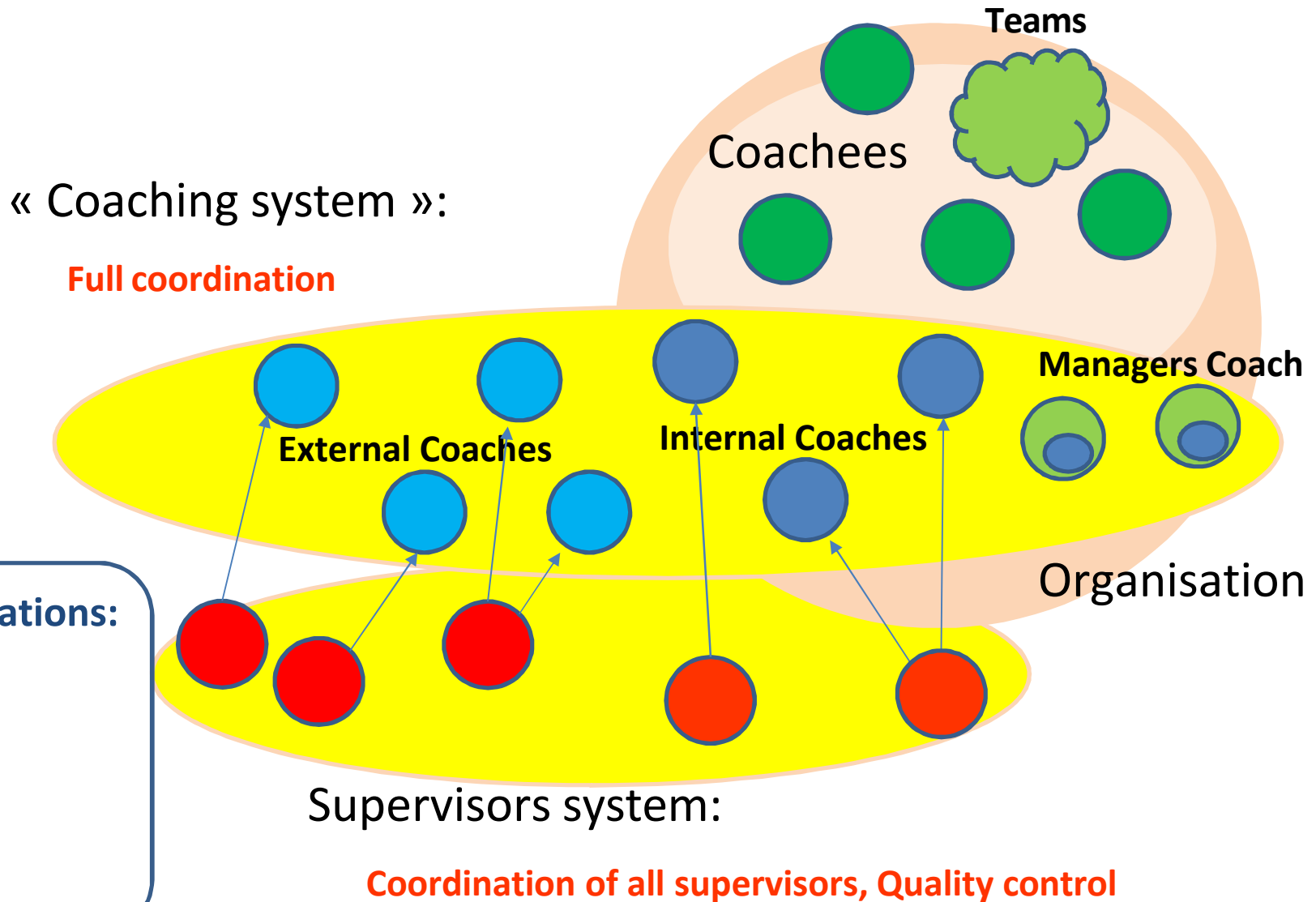
No coordination, No quality control



# Supervising a « CC »: Mode 2



# Supervising a « CC »: Mode 3



# Open questions and follow-on

**COACHING CULTURE vs CORPORATE CULTURE**

**Uncertain links between COACHING ORG and CORP. STRATEGY**

**Difficult to engage conversation**

**Confusion between CC and CULTURE**

**Corp. Strategy = Corp. Asset = Confidential**

**Supervision = Taboo (Who Pays?)**

**NO VIEW ON HOW TO ORGANISE SUPERVISION**

**FUTURE of STUDY: INTERNATIONALISATION**

**END**

## **COMMENTS and FEEDBACK**

SAME SITUATION in UK

SUPERVISION NOT REALLY MARKETED

CONFUSION in the MARKET

SURVEY SHOULD CONTINUE