

# Federal Government Agency

## Developing a high impact coaching culture

### 71% of direct reports say their manager is a better leader

#### The project

In the wake of the 2008 global financial crisis, a United States government agency faced increasing pressure from Congress and the economic community.

The agency identified a need to improve internal communication to increase the quantity and quality of insights, while dealing with a high level of threat response in a stressful time.

This agency partnered with NeuroLeadership Institute to create a high-impact coaching program in order to develop a team of internal coaches that included economists, officers, and section chiefs.

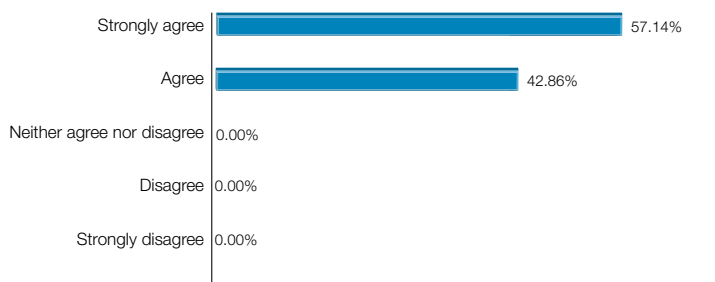
The neuroscience-based approach provided by NLI's Integrated Learning Solution, gave participants an intellectual challenge while the internal coaching model instilled a strong level of trust between the coach and coachee, achieving desired cultural improvement.

#### Key findings

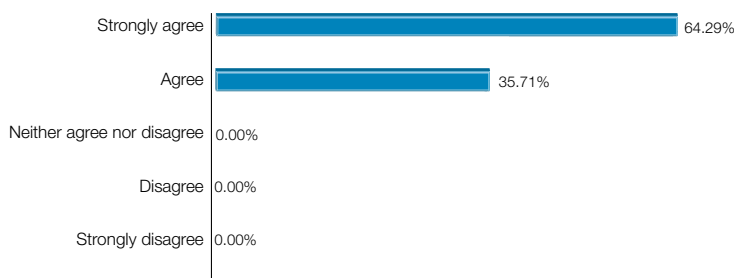
Despite there being no formal encouragement around using the internal coaching skills with direct reports, the direct reports of the coaches reported that the program had a significant impact on their manager's leadership skills, with 71% reporting their manager had become a better leader.

The following data was collected from a sample group of 14 coaches during this study. The data below represents the percentage of coaches who responded positively in the following areas.

#### I'm a better leader as a result of this program



#### I'm a better communicator as a result of this program



#### Feedback from direct reports

Below are quotes from direct reports of the coaches who completed the program:

*"I am better able to focus on my work without feeling stressed or overwhelmed."*

*"I got to a much deeper understanding of a long-standing problem and how it was affecting my work and life. During the discussion I had an aha moment about a solution to the problem. My manager didn't force anything out of me but just asked questions and the process opened me up to looking at a bigger (but closely related) issue."*

*"[My manager] is more open-minded and flexible in discussing ways to improve my productivity; also more motivational and constructive."*

*"This collaborative environment that he has created makes work much more enjoyable. This directly leads to being more productive because you are made to feel more part of team."*

*"[My manager] more consciously strives to help me figure out the best way to resolve problems. He is there for support but in such a way the puts more of the onus on me to accomplish my goals. A nice balancing act."*



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### About the initiative

The goals of the project were:

- Increase the culture of open communication
- Increase the focus of growing talent
- Build leaders
- Deliver formal internal coaching to high potentials

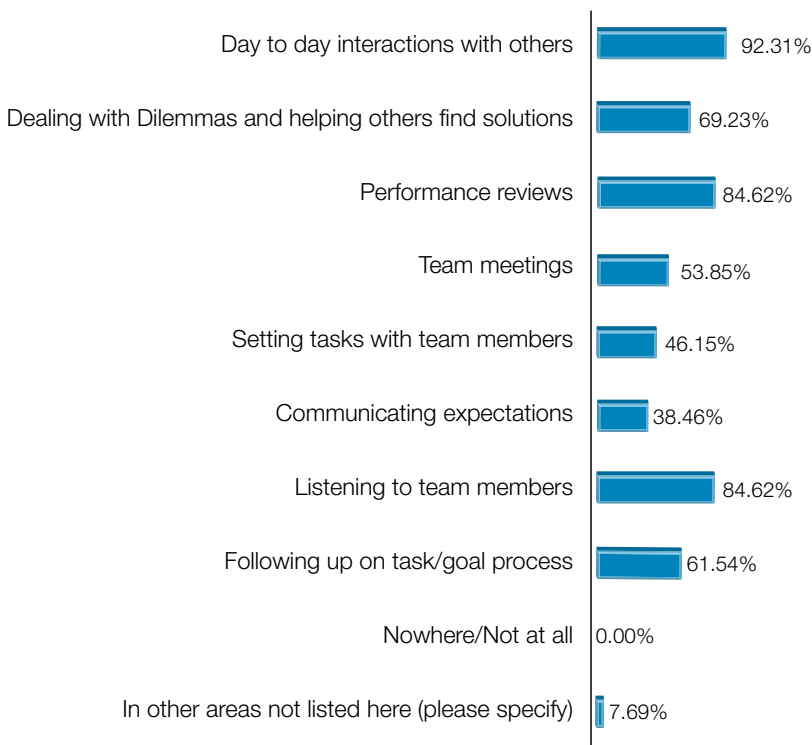
The High Impact Coaching program began with 3 full days of instructor-led training followed by 8 x 1-hour 'HIVE' teleclasses.

The HIVE phase allowed trainees to return to their local offices, minimising their time away from their day-to-day tasks and continuing their training virtually.

New coaches were assessed and certified before being matched with a coachee.

Coachees received 12 coaching sessions over a 6 month engagement with each new coach working with 2 coachees each year.

### Where participants are applying their new skills:



### Feedback from participants

*"I am much more likely to acknowledge people generously and specifically."*

*"Extraordinarily efficient coaching model that helps me move colleagues toward solutions so quickly."*

*"A significant increase in self-awareness; the ability to think constructively about my own emotions and motives."*

*"When a colleague or direct report comes to me with a problem, I am more likely to ask them questions that lead them to a solution, and less likely to tell them what I think they should do, than I was before."*

*"I try to guide people to finding their own solutions instead of my previous method of just telling them what to do."*

*"I have a better framework for helping people through problems and have a better grasp on how to deal with habits."*

