

EDS (Electronic Data Systems)

Coaching culture study

35,000+ employees impacted by coaching culture initiative

The project

Due to rapid change and increasing complexity within the organization, the need for a fresh approach to coaching was identified and a pilot program using our methodology was implemented to train 35 leaders.

The main challenge facing EDS at the time was that its leaders were focused on giving advice (telling their people what to do) rather than facilitating insights. The organization's prior reliance on mentoring as its main strategy for learning and development was failing to deliver the degree of corporate transformation desired.

Key findings

- More than 500 full coaching engagements have taken place, at a fraction of the cost of providing external executive coaches to the organization
- Approximately 3,000 managers across 64 countries completed the CSL program, impacting more than 30,000 employees

Feedback from CSL participants:

- 79% reported good/high relevance to their role
- 83% reported good/high value in their role

Feedback from coachees who completed a full coaching engagement:

- 97.5% believe they are better equipped to effect change
- 97.5% believe they have accelerated results in important areas
- 94% believe they have an increased level of motivation
- 62.5% believe they are better able to prioritize their time
- 91% believe they are now a more effective leader
- 85% believe they have learned how to identify, create and achieve more meaningful goals
- 95% believe they have learned life skills that enhance their general performance
- 93.5% believe they are more productive in their work
- 83.5% believe they are now more inspired to take action on important issues
- 93.5% would recommend this program to their colleagues
- 89% believe they have identified their core strengths and how to better leverage them

Participant feedback

"It is better not to try to convince everyone else of what you think would be the best for them but to help them understand their current thinking."

Dirk Bulcke
Product Manager

"By applying the different steps and thinking in new ways, we were able to come up with improved processes. We eventually achieved milestone dates for the client."

Darlene Wilhite
Program Manager

"This is an awesome program. I didn't think I had the time for the program, but I found myself looking forward to my coaching sessions every week. I am a better EDS leader because I have gone through this initiative."

Global Industry Executive (US)

"Already we have secured a \$500K Feasibility Study and this will lead to a multimillion-dollar development and hosting deal."

Client Delivery Executive (UK)

"I have improved my effectiveness by an additional 50%! I would never have been able to do any of these things without a coach. It's been phenomenal."

Portfolio Architect (Canada)

"From session to session, there were quantifiable achievements – the acceleration of the things that are the priority for doing the right job going forward."

Program Director (UK)

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About the intervention

Following the success of the pilot program, in 2006 a 'portfolio of coaching services' was developed for EDS by NLI, and two different NLI training programs were delivered (internally by EDS professionals, under license) over a three-year period:

Transformational Leadership Coaching (TLC)

The TLC training was done internally by creating a team of four internal master trainers who ran an accredited coach certification program in house, under license from NLI. Over 100 internal coaches were trained who subsequently coached more than 500 employees.

Coaching Skills for Leaders (CSL)

This CSL workshop was used to train internal instructors who were licensed and certified by NLI to deliver the program in house. Chosen instructors were a mixture of HR and business people. Workshop participants included managers, business leaders, team leaders, HR professionals, technical leaders and change management professionals.

The program was delivered via 6 teleconference classes x 1.5 hours each, in groups of 18-24 people.