

# THE LDT FORUM

## 13<sup>th</sup> March 2012



# Making internal coaching successful despite budget cuts

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EMCC**

# Agenda

- Overview of internal coaching: past, present & future
- The 70/20/10 L&D model and move away from formal learning
- Global crisis and budget cut backs: the cost of internal coaching
- Demonstrating ROI
- Professional development of, and support for, internal coaches
- The key ingredients for success - top tips from experience and research
- Future trends and challenges

# Defining 'Internal Coach'

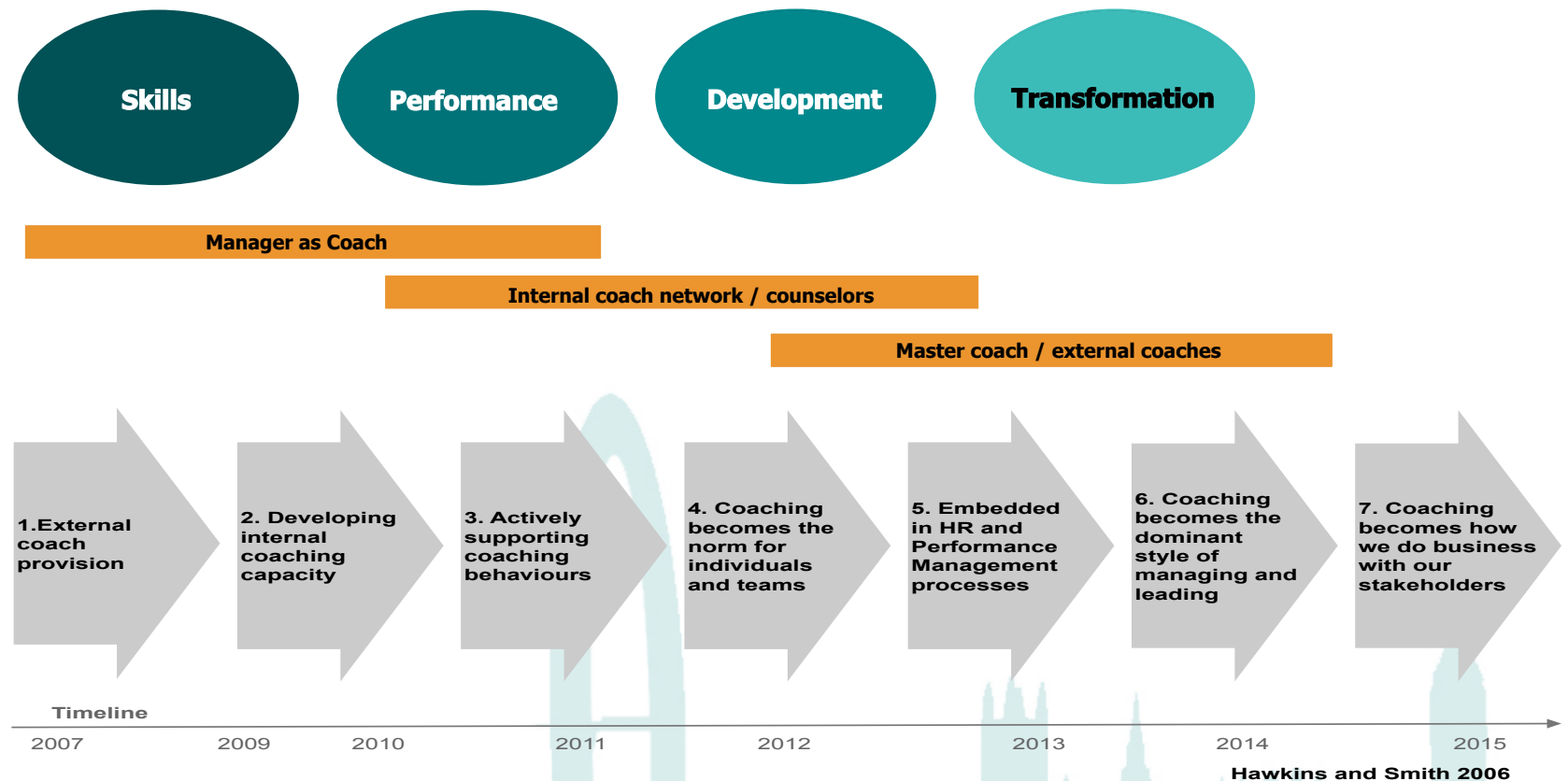
- What is an internal coach?
- A definition: *"a one-to-one development intervention supported by the organisation and provided by a colleague of those coached who is trusted to shape and deliver a programme yielding individual and professional growth."* (Frisch, 2001)
- Confusing terminology

# The rise of internal coaching

- 70/20/10 L&D model – move away from formal learning
- Implementation driven by global crisis and cut backs
- Internal coaches understand culture, business strategy, people and politics
- Coaching (mentoring) can be spread more widely within the organisation
- No definitive approach – organisation specific (Hawkins & Smith 2006 model)

# Internal coaching models

## The Coaching Spectrum ( Lincoln 2006 )

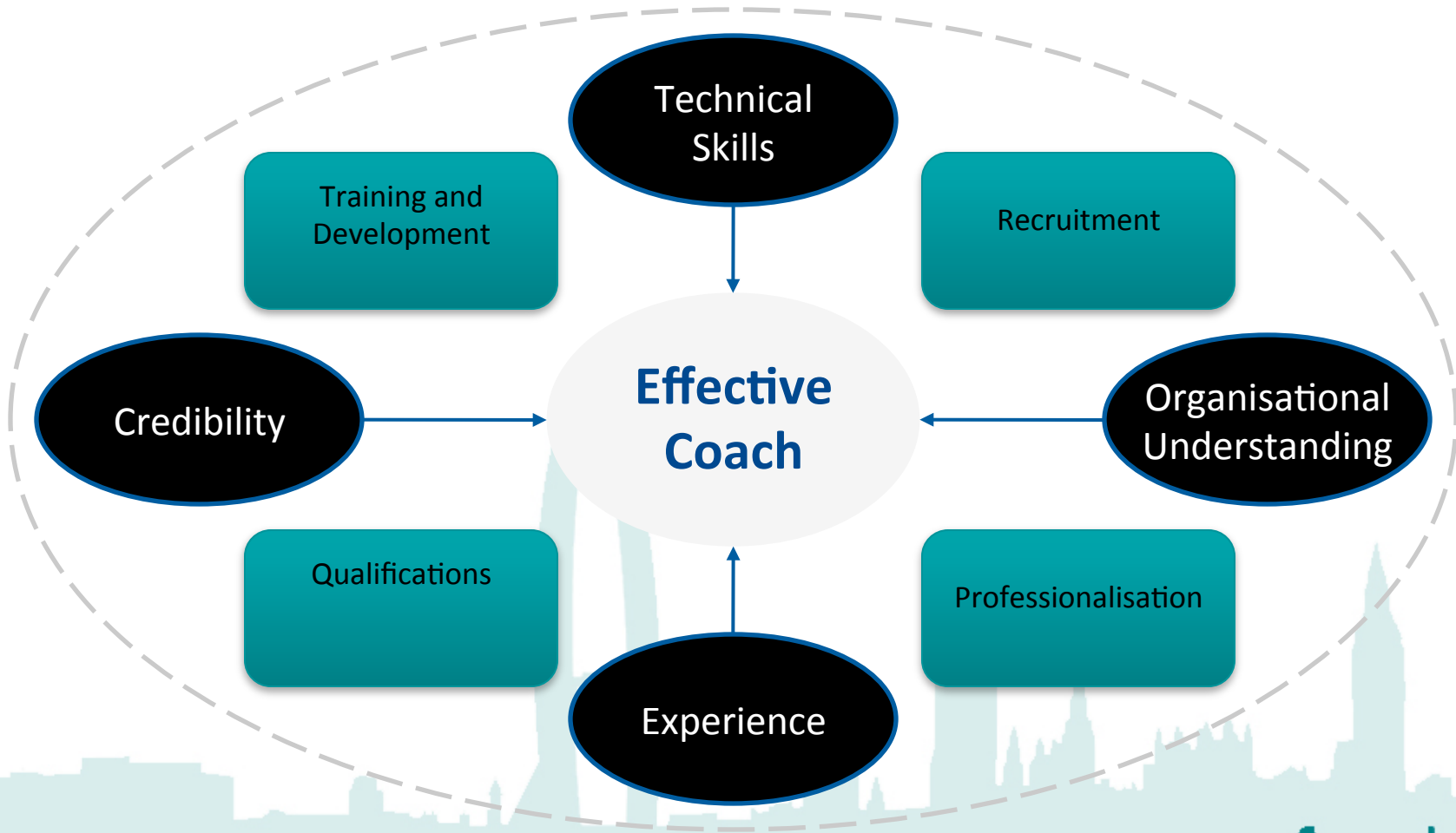


# The ROI of coaching

- For what purpose and whom?
- The “holy grail” – evidence can show correlation rather than being causal
- Stages in development of thinking:



# Professional development and support for internal coaches





# The key ingredients of success

- Exploring and clarifying the purpose of the role
- Link to the business and wider OD agendas
- Identify early adopters/supporters across the business
- Identify supporter in the leadership team
- Manage stakeholder understanding
- Acknowledge subjectivity and ambiguity
- Have a framework, yet be flexible
- Look for what works elsewhere
- Recruitment, development, supervision and on-going development
- Have a small, dedicated, central team
- Manage trust and confidentiality
- Share success stories

# Future trends and challenges

- Increasing use of internal compared with external coaches
- Coaching culture.....do we mean mentoring culture?
- ROI – where next?
- Get together – it helps. Get involved.
- Be clear about your role(s). Are you fundamentally a provider of coaching services for individuals or there to act as a change enabler in the organisation?
- How can sponsors and suppliers work more effectively together?
- How do sponsors and stakeholders develop an engagement/strategy in organisations (Ian, I wasn't quite sure what you wanted to say here??)
- How to develop and manage internal coaches?

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