

BUSINESS CASE HISTORY: HOW TO BUILD A SUCCESSFUL COACHING CULTURE

THE EXPERIENCE OF UNICREDIT GROUP.

Initiatives implemented between 2009 and 2012

Name of the program:
Executive Coaching Program

“We are aware that the traditional tools of leadership development are not always able to meet specific individual needs. From here the need to create a broader leader-led reference frame, where coaching, together with training, mentoring and learning on the job, can provide the right answer for each specific need.

Creating a coaching culture for us implies the creation of an environment where our people can generate values for our customers, feel great about our European company and get connected with the communities we live in.”

Our Client's view

Client: UniCredit, one of the largest European Banking Groups with global reach: present in 22 countries with a network of over 10,000 branches.

63 MANAGERS FROM 13 COUNTRIES

Feedback from participants to the last training program

100% of participants said that the program's objectives were relevant to their managerial challenges and that the training activities represented a valuable learning experience to deal with such challenges more effectively.

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THE PROGRAMME

WHAT OUR CLIENT WAS LOOKING FOR

- Develop a coaching culture within the Group;
- Create a pool of internal coaches able to successfully run executive coaching programs within the context of leadership development of selected managers and top talents;
- Foster the coaching competencies and capabilities in the HR community.

WHAT WE DID

- **Building internal coaching capacity:**
 - Some 63 managers (mainly HR and a number from the Business Divisions) have been trained so far within the Executive Coaching Program as “internal coaches”, so that they could provide coaching to two populations: Group Talents and Best in Class Executives (since 2009 around 290 coaching programs have been launched);
 - The training program has been structured to cover the pre-requisites for obtaining the ACC certification, in terms of hours of coaching, supervision and mentoring. Moreover, an increasing number of trained coaches are now pursuing the ACC level certification of the International Coach Federation (ICF).
- **Ongoing development activities:**
 - Additional ongoing support with advanced workshops, tele-classes, one-to-one and group mentoring and initiatives during the Coaching Community events (a Community of all the Internal Coaches was launched at the beginning of 2010 with the mission to create a space for sharing coaching experiences and best practices and to offer its members different initiatives and tools to improve their coaching skills).

63 HR & Business managers trained as Internal Coaches through an 8 day advanced coaching program and ongoing development.

IMPACT AND FEEDBACK

- By developing a pool of internal coaches the client had 50% of savings on external coaching fees (internal cost vs. the option to work with external coaches), corresponding to an estimate of €470,000 spread over the 290 coaching programs so far launched;
- The managers trained are not only providing their coaching services to internal clients but also applying their coaching skills within their normal day work and other development initiatives and with reference to the development of people they are responsible for;
- Since starting the program coaching has become within the Client organization an integrated system element in the development of the leaders and it has been increasingly permeating its managerial culture;
- The Client run a survey among those who received coaching and the results of the survey state that managers that worked with a trained Internal Coach rated 7.48 out of 8 the overall effectiveness of the coaching experience;
- Since 2010, the Client run some 30 interviews with the N+1 of the managers working with Internal Coaches and highlighted how in their view the coaching program especially impacted on their direct reports' effectiveness in the following areas:
 - Feedback and leadership skills;
 - Learning and understanding the dynamics of a team, and what concrete steps to take in order to foster team spirit and high motivation amongst employees;
 - Focus on self awareness and relationships at work as major drivers for obtaining results;
 - Enhancement of potential and acceleration of development;
 - Improvement of people management capabilities, team working and levels of co-operation.
- A concrete result of the coaching culture diffusion is also represented by the growing trend of the internal coaching initiatives launched per year within the Client organization (average yearly increase of 100% between 2009 and 2011).
- By developing the internal coaching as a profit centre, where all coaching services provided are paid by the coachees' legal entities, all training and continuous learning activities are self-financed;
- The client makes use of a particular kind of 360° Feedback, UniChange, which helps participants and managers to read and assess progresses made in pursuing the development goals.

"The entire coaching program was an eye opener for me and my professional life"

Participant (Internal Coach)

"This was a highly diverse team in terms of language, culture, age, personality – a real mirror image of our organization. I have taken a huge amount away with me. I will put a lot of it in being a better colleague, coach, parent – person."

Participant (Internal Coach)

"Profound learning, which can establish a new culture"

Manager working with an Internal Coach

"The coaching relationship helped to get higher levels of performance and goals"

"The coaching led me to more effective professional and personal choices"

91% of Managers who worked with an Internal Coach

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