

Case Study

TO INCREASE EMPLOYEE GROWTH AND PERFORMANCE



MULTINATIONAL E-COMMERCE CORPORATION

- The world's ninth largest Internet company by revenue
- More than 14,000 employees
- Operations in 30 countries



This amazing program helped me recognize how the conversations we are having today could significantly improve. I now see the importance of using a flexible style-coaching based on each employee situation and need. The experience inspired me to want to be a Great Leader Coach and helped me get there!

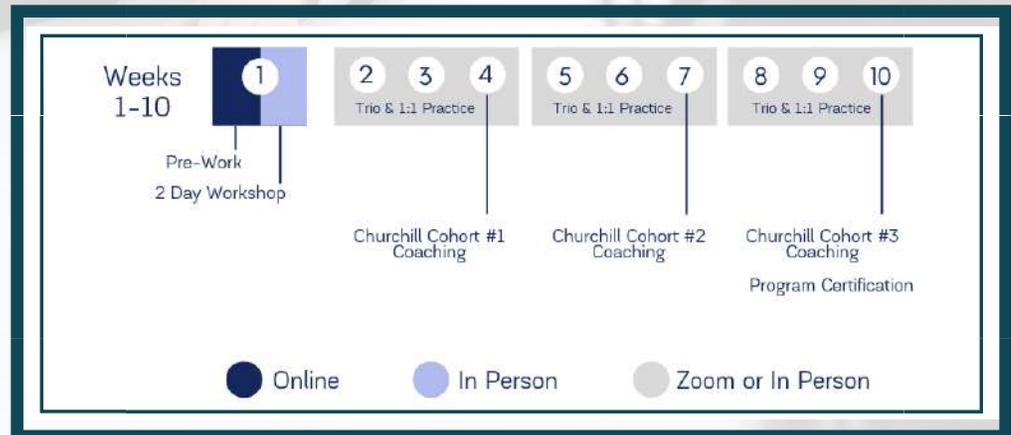
-US Leader

SYNOPSIS

This Silicon Valley company believes great leaders are great coaches and so they partnered globally with Churchill Leadership Group to help them expand their leadership capability to increase performance success. Churchill's solution included a change management strategy and its **Leader as Great Coach** program which delivered a global 10-week highly experiential blended learning journey for this client's 3500 people leaders.

The result? Greater growth and performance through turning on a courageous coaching mindset and building new leadership capability for coaching employees. Leaders also discovered that their impact was even more expansive, as these same new coaching skills empowered them to have **more effective conversations in many areas of their business!**

PROGRAM FLOW



→ Challenge

Implementing a coaching program that would ensure every employee felt empowered and supported in sharing and implementing ideas through to impact.

→ Action

Phase I Analysis and Build

To ensure:

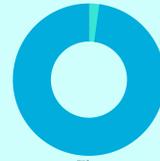
- A clear change management strategy
- Effective measures of success
- Tailor Churchill LaGC to client need
- Adapt for regional and language needs
- Test pilot to tweak for excellence

Phase II Deployment

Launch a 10-week Learning Journey, to empower coaches, through inspiration, skill building, experiential real world practice in workshops, webinars and on the job.

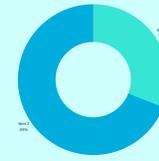
Leader As Coach Impact

Post the 10-week "Leader-as-Coach" learning journey, over 300 leaders were asked to describe in their own words the impact that this program had on them and on their team members:



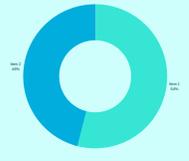
98%

Program made a significant (positive) difference on their leadership



69%

Team was significantly more empowered



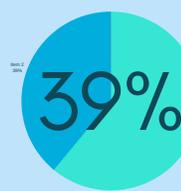
46%

Team members were solving more problems



97%

Found coaching increases Trust



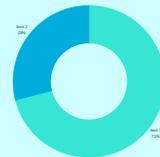
39%

Significant impact on the degree to which they trusted their team members & vice versa



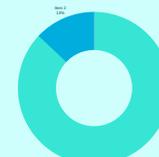
23%

Program helped in relationships outside of work - kids, family, and friends



29%

Demonstrating more accountability for results



13%

Growing/learning



10%

Accomplishing more



EXECUTIVE SUMMARY

Churchill Leadership Group helped this multinational e-commerce company increase employee engagement, business execution, and talent growth through its Leader as Great Coach program. More than 3500 people leaders, first line to executive, were invited to participate in this leadership development program designed to build, deploy, and sustain transformational success through real-world experiential practice.

The company operates in a rapidly changing and highly competitive technological environment. Its executives knew that it needed to improve its execution to stay relevant. They also believed their 14,000+ employees must have great ideas for improving the company and customer experience. They recognized that all leaders across the globe, and at all levels, needed to have more effective conversations with their employees. Such higher impact conversations should address planning, executing, and evaluating business success as well as career development. To harness all of these opportunities it would take a mindset and capability shift and they would need to lean into one their core company's values - Courage.

They came to Churchill, already a trusted partner since 2012, with the intent of driving "Performance Success" to enhance their innovative culture and keep them on the cutting edge of global e-commerce. The challenge included implementing a coaching program that would ensure every employee felt empowered and supported in sharing and implementing ideas through to impact. They felt that building coaching proficiency would impact the business by increasing the caliber of conversations between leaders and their employees.

Churchill Leadership Group CEO, and Executive Coach, Jayne Jenkins says that the challenge many companies face is that leaders believe that being an effective "people leader" involves regularly solving problems for their employees. These good intentions, however, mean that employees are less challenged to think for themselves, limiting growth and performance. They can become too dependent on their leader to make decisions and solve problems instead of taking ownership for themselves. This can also lead to unintentional micromanagement, employee disengagement and a leader losing valuable time to think, act more strategically and inspire their team on the bigger-picture and purpose of their work.

There is a much better way!...





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Building a coaching culture and capability reduces inefficiencies; people begin solving their own problems and experience growth through testing new ways, making mistakes, and adjusting to succeed – leveraging adult experiential learning. This also allows each person’s unique potential to be discovered and their talent to shine.

In addition, coaching allows employee confidence to rise, capability is expanded, as is engagement and grow. Gaining the ability to coach supercharges the multiplier effect, shifting a leader’s role from telling their employees what to do, how to do it, and when to do it, to exploring greater possibilities by putting the power and responsibility into the hands of the employees. While still setting clear expectations of the outcomes that need to be delivered. This ultimately leads to greater employee autonomy and mastery which, according to Dan Pink’s research, are strong intrinsic motivators for humans.

This Silicon Valley giant, like most employers, is also super aware of the employee experience and wants to be a destination employer—somewhere that talented individuals want to come to work and stay. They believe that investing in coaching will attract talent as it allows both leaders and employees to continuously grow.

Churchill’s “Leader as Great Coach” program launched in 2016 with Phase I - Analysis and Build, where five of Churchill’s expert coaches partnered with the client’s Leadership and Talent Development team. These five coaches, selected for their expertise in organizational development, instructional design and change management, helped the client create a change management strategy that included ways to measure success. Phase I also included collaboration to lock in the experiential leader coach learning journey.



“A blended experiential learning journey is key for success, versus a one off workshop, because soft skills need real-world supported practice in order to become sustainable new behaviors. The client understood that!” adds Jenkins. “Churchill’s Leader as Great Coach learning journey was specifically tailored to the client’s cultural and geographical needs, their values, leadership language, and to fit the type of work they do.”

Phase II was Deployment of the 10-week Learning Journey. An expanded global team of 11 Churchill coaches lead the learning journey around the globe. During which leaders learned what coaching is, why it’s so important, and how to be a great leader coach. One or two Churchill expert coaches facilitated groups of 24 to 48 leaders in an intense, highly engaging experiential 2-day training workshop where leaders learned the critical mindset and skills to become a great leader coach and were equipped with the framework and tools for having effective coaching conversations.



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The workshop and the 10 weeks that followed combined experiential exercises, peer coaching and business scenario discussions, plus expert teaching and group coaching from their Churchill coach. Practice, practice and more coaching practice with meaningful feedback in a safe environment using real-world scenarios, as well as practicing coaching on the job.

One leader described the **impact of a single 10-minute coaching practice conversation as more effective than 2 months' worth of meetings**, providing him with a powerful "a-ha" moment that gave him a clear path forward. He estimated that the solution he discovered through that coaching could **save the organization up to 10M Euros**.

Another leader expressed his team's success: Because of the Leader as Coach program, **his team went from effectively managing 40 projects to 70**. He is doing less problem solving and acting more strategically, and the result is that productivity and output has increased dramatically.

CEO Jenkins adds: "Leaders also started to realize what Churchill calls the "Full Circle Impact," which means that they can use these same leader coach skills in many other conversations – not just with their employees, but in conversations with peers, stakeholders, his or her boss, and even customers." Jenkins concludes, "When I certified as a Conversational Intelligence Coach, I learned that according to MIT research **9 out of 10 conversations miss the mark!** That is just unacceptable because we get work done through the many conversations we have each day – team and customer meetings, video and conference calls, one-on-ones, etc. By making the shift from 'solving for' and 'telling' to becoming a leader who empowers, we are able to have the types of conversations that result in better business execution and talent growth. Effective conversations using coaching skills can lead to higher trust and collaboration, plus stronger commitment and accountability. No wonder when research looked at the different performance management approaches an organization can invest in, coaching was found to be the process most correlated with results." (Bersin's Global Human Capital Trends 2015)

"Coaching is 'expansive' – it expands the impact of leaders in many ways so that they in turn can expand the ability of others," says Melinda, one of Churchill's Executive Coaches leading this program, and a Change Management and Innovation Expert.

Through Churchill Leadership Group's Leader as Great Coach program, this global Silicon Valley organization is now experiencing all of this firsthand!

Ready to partner with Churchill to create a coaching capability at your organization?

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