Case Study

EXECUTIVE COACHING AS A GLOBAL MANAGED SERVICE

Healthcare Products & Services Company

- Integrated healthcare services
- Global, HQ in U.S.A
- 50,000 employees in 46 countries
- Top 25 Fortune 500
- In 85% of U.S. hospitals
- 14th highest revenue-generating company in the U.S.
- $136.8 billion revenue (2018)

> Thank you for the coaching—it has truly been an eye opening and changing event for me. Your support and guidance has been great and I always looked forward to the calls. I appreciate the feedback and guidance you provided over the last six months and am confident that I will be able to sustain the positive changes as a result.
>
> **-US Healthcare Leader**

SYNOPSIS

This Global, integrated **Healthcare Services & Products Company** has engaged **Churchill** for over four years as their executive coaching partner. They implemented a managed service for Executive Coaching to centralize coaching, track progress, measure ROI, and benefit organization-wide from coaching best practices.

The result? More visionary leaders around the globe who are having greater leadership impact, able to influence their peers and inspire greatness in others. Many of whom were able to convert their untapped potential into demonstrable success in order to transition into bigger roles within the organization.

MANAGED SERVICE PARTNER BENEFITS

Client has an expert, reliable global partner, who knows their business, and can provide Executive Coaching where and when needed.

Agreed upon measures of success and communications so client knows progress and success of each engagement.

Proven Executive Coaching methodology, delivered by individually matched ICF coaches who bring a wealth of real business experience.

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The Benefits of Executive Coaching

The Challenge

Implement an Executive Coaching program that is efficient and productive and results in:

- Consistency and quality across engagements
- Accelerated leadership impact
- Positive leadership change
- Could scale globally
- Support client's CliftonStrengths® focus

The Deliverable

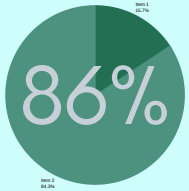
Phase 1: Onboarding - Align on:

- Vision, business & process
- Leadership expectations
- Our strategic relationship & operating as part of the client team
- Measuring success

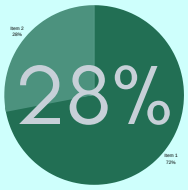
Phase 2: Deployment

- Provide global world-class coaches
- Coach to accelerate future leaders
- Coach for sustainable change
- Advance succession planning
- Ensure constant improvement
- Provide additional value with skill workshops and team coaching

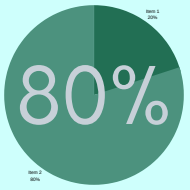
Executive coaching is a personalized engagement between a leader and experienced, certified coach designed to produce behavioral and perceptual shifts that translate into greater leadership impact and organizational success. The benefits of executive coaching are clear. According to the International Coach Federation's (ICF) Global Coaching Client Study Report:



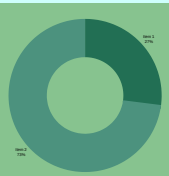
of companies earned back their investment in coaching



achieved an ROI of 10-49X their investment and 19% an ROI of 50X their investment

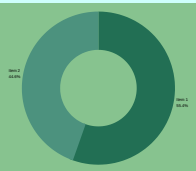


of clients reported improved confidence



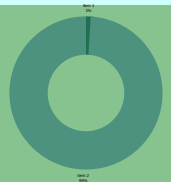
73%

reported improved relationships



70%

improved work performance



99%

reported satisfaction with the coaching experience and 96% would repeat it

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EXECUTIVE SUMMARY

Why Centralized Executive Coaching? Large organizations, due to size and complexity, have executive coaching occurring in many parts of their business, across the world. They start to realize these compounding problems:

1. They spend excess budget as they do not have consistent negotiated coaching rates in place
2. Poor quality control due to little visibility into the process, progress, and outcomes of each engagement
3. Inconsistent expectations causing confusion and lack of organizational alignment
4. Time consuming as many people are involved across the globe, versus a streamlined efficient approach

Instead, when a client partners with a coaching organization like Churchill you gain:

- A strategic and efficient approach for your investment - To make it work best for you
- Transparency into the coaching methodology - Giving you confidence that it works
- A consistent process - Saving you time and increasing speed
- Negotiated and consistent fees - Greater budget management
- Measures of success - Data and ROI
- Alignment to your organizational leadership expectations - Growth in areas your business needs

This Global, Healthcare Company had just such a need. In addition to having a go-to coaching partner with highly qualified coaches at the ready globally, they hired Churchill for assistance with the big picture. Jenkins, Churchill CEO, and Executive Coach, states, *"We worked with the team to help them think strategically about what they wanted from coaching and how that fit into the bigger talent and performance-management goals."*

The Process: Centralizing coaching is usually an effort managed by HR, which was the case at this company. Collaborative conversations over several months took place to determine the unique needs of the organization and ensure Churchill had the expertise and scalability in place to meet those needs. The client already had a centralized approach and was keen to improve their current state and cost-management. Together we explored what "better" looked like and defined this unique change. A critical success factor was for the Churchill team to understand the client's business model, markets and leadership expectations to best support their unique needs. In addition understanding how coaching complemented other talent management approaches. Once aligned we could focus on the process, including clear roles and responsibilities and standard operating procedures. Churchill would do the Executive Coaching work, but it also needed to ensure a strategic partnership with the client, and be a thought leader for them to set the partnership up for success. Differentiators the client chose Churchill for were: i) A Strengths based methodology with Clifton Strengths® certified Executive Coaches to fit their culture, ii) Our wealth of real world and healthcare leadership experience for client credibility, iii) Large global team of coaches for scalability, including C-Suite level coaches and iv) A flexible and attractive pricing structure.

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Implementation

The HR sponsor communicated the new centralized coaching process, including why the organization was making the change, what the benefit was, and what it would mean to leaders and stakeholders:

This Churchill partnership determined that all existing coaching engagements would be continued through to completion. Churchill did not want to disrupt anything that was making progress. Any future engagements would follow the enhanced centralized process.

- Leaders may be selected for coaching for a variety of reasons, through several different means:
- Via their regular performance reviews
- Through the talent management process
- Observations and discussions with senior executives
- Employee Engagement survey insights

Once a coachee is identified and is deemed "coachable," HR then utilizes a few checkpoints to evaluate the possible solutions, which, *in addition* to executive coaching, could include completing a course, and being assigned to a mentor. Churchill can assist in this process and help advise HR. Once coaching is identified as a great solution, a needs template is completed. Key criteria are used to identify several best Churchill coaches for each unique coachee's need. Success criteria include:

- Coach experience, skill, and certification in areas the coachee needs;
- Coach's style fit for the coachee;
- Coach's business experience relevant to coachee;
- Location and cultural fit.

The goal is to closely align the coach's skills and experience with the needs of the coachee in order to maximize the coaching value. With this client Churchill coaches Director to C-Suite level.

Coach bios are provided to HR and "chemistry calls" are scheduled. These video calls between the leader to be coached (coachee) and each prospective Churchill coach offer the chance for the leader to decide which coach they want to work with, and for the coach to ensure they will be able to work with that leader. Once a coach is selected, the Executive Coaching program begins.

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More Benefits...

Reporting: Once a leader begins a coaching engagement, Churchill communicates the engagement process progress (non-confidential information)through live updates and reports with the client's assigned Churchill Coaching Manager. This is so that the internal coaching sponsor(s) can check on the status of each engagement at any time.

Flexibility: Because Churchill strives to build a strategic partnership, our knowledge of the client's organizational style and needs is higher, and so Churchill can respond quickly to their requests and can adapt to its changing needs. For example, when a leader also wanted their HR partner to interview their prospective coaches (normally, the coachee conducts the interviews), Churchill quickly accommodated.

Strengths-Accelerated: This client has engaged Churchill for more than four years now as their executive coaching partner because of Churchill's expertise, adaptability, global presence, and because Churchill also aligns with their cultural philosophy of being a Strengths-based organization. By using a strengths approach Churchill is able to increase the engagement of coachees plus help each individual grow in a way that is most authentic and sustainable for them. Churchill Executive Coaches are certified and highly experience with CliftonStrengths®.

The Result? The client continues to experience high growth through more visionary, highly capable leaders around the globe, who are able to influence their peers and inspire greatness in others. Many of these leaders were able to convert their potential at lower levels into demonstrable success in order to transition into bigger roles within the organization. Offering professional advancement within the organization through executive coaching and other leadership development efforts also means higher engagement, lower turnover and more loyal leaders.

Another Churchill client, Biogen, recognized they wanted an organized view and approach to leadership development, including executive coaching. Because of Churchill's success with partners like this healthcare company, its global team of Executive Coaches, and their experience in the healthcare/pharmaceutical space, Biogen knew Churchill would be a good fit and are now also partner to implement their own managed Executive Coaching service.

OUR METHODOLOGY FOR DELIVERING YOU SUCCESS

Churchill's Executive Coaching Managed Service personalizes every engagement. Our methodology includes these proven 10 steps:

1. Understand your vision, culture, goals and processes. Agree roles and responsibilities. Then for each coaching engagement we:
2. Align on desired outcomes, match the best coach, contract on ICF rules of engagement.
3. Prepare stakeholders to give meaningful on-the-job feedback and feed-forward. Conduct 360 qualitative interviews to provide a baseline.
4. Finalize SMART goals and coaching plan.
5. Discover and apply natural talent with CliftonStrengths® plus other best assessment(s).
6. Deliver behavioral and strengths-accelerated leadership coaching with strategic homework and tools tailored to each coachee's needs.
7. Empower with real-time observations and feedback through shadowing - if needed.
8. Measure success with agreed-upon milestones to track progress and celebrate.
9. Implement a plan for sustainable growth.
10. Measure organization results to ensure agility and flexibility for constant improvement to meet client's changing needs.

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Who should centralize Executive Coaching?

If your organization uses 10 or more executive coaching engagements per year then please reach out to discover the benefits of Churchill's Executive Coaching Managed Service solution.

Doing so can help you:

-Decrease the headache of multiple vendors
-Strategically manage your engagements
-Align your vision, goals and leadership expectations
-Maximize your budget and ROI
-Communicate results to senior leaders

About Churchill Leadership Group Inc.

A global leadership and team development organization, founded to enable the untapped talent in the corporate and government worlds to thrive by leveraging strengths and building skill and capability in leaders and teams. Offering critical solutions to increase organizational capability leading to:

1. Stronger Organizational Capacity
2. Greater Leadership Impact
3. Higher Performing Teams

Bringing you over 200 Executive Coaches, experts in their field of coaching, consulting and facilitation. Who partner with clients to build greater awareness (intent vs. impact) and the develop the critical behaviors and soft skills needed for leadership and team growth and performance success.

Ready to partner with Churchill to create an Executive Coaching program at your organization?
Let's Chat! Contact Us To Set Up A Time:
email - Solutions@Churchill-LG.com
https://www.churchillleadershipgroup.com/contact/