

# Concurrent Session C4

## Group Coaching: A Method to Support Organizational Performance

Date: Wed, October 21<sup>st</sup>, 2009

Time: 2:00-3:30

Jennifer Britton, MES, PCC, CPT, CHRP

Maureen Clarke, MA, ACC

Welcome

What is it that you want to take away  
from today's session?

# About Us



Jennifer Britton

Potentials Realized

Author: **Effective Group Coaching**, Pfeiffer-  
Wiley, 2010

[www.groupcoachingessentials.com](http://www.groupcoachingessentials.com)

[www.potentialsrealized.com](http://www.potentialsrealized.com)



Maureen Clarke

The Blueprint Group

-architects for organizational change

[www.blueprintgroup.ca](http://www.blueprintgroup.ca)

# Group Coaching Defined

***“Group Coaching – A small group process throughout which there is the application of coaching principles for the purposes of personal or professional development, the achievement of goals, or greater self-awareness, along thematic or non-thematic lines.” – Jennifer Britton, CPT, PCC***

***“ Group Coaching is a facilitated group process that is led by a professional coach and is formed with the intention of maximizing the combined energy, experience, and wisdom of individuals who chose to join in order to achieve organizational objectives and/or individual goals.” – Ginger Cockerham, MCC***

# Objectives



- Make the link between group coaching and organizational performance
- Experience an innovative facilitation technique
- Explore case studies where group coaching supports organizational performance
- Uncover functional areas in organization where group coaching could be leveraged

# The Continuum of Group Programs



- Group Coaching fuses together principles, skills and practices from the realm of group development, training, coaching and facilitation.
- Grounded in Core Coaching Competencies

**Coaching**

**Training**

**Facilitation**



# Group Coaching Competencies

<p>ICF Core Competencies (<a href="http://www.coachfederation.org">www.coachfederation.org</a>)</p>	
<p><b>A. SETTING THE FOUNDATION</b></p> <ol style="list-style-type: none"><li>1. Meeting Ethical Guidelines and Professional Standards</li><li>2. Establishing the Coaching Agreement</li></ol> <p><b>B. CO-CREATING THE RELATIONSHIP</b></p> <ol style="list-style-type: none"><li>3. Establishing Trust and intimacy with the client</li><li>4. Coaching Presence</li></ol>	<p><b>C. COMMUNICATING EFFECTIVELY</b></p> <ol style="list-style-type: none"><li>5. Active Listening</li><li>6. Powerful Questioning</li><li>7. Direct Communication</li></ol> <p><b>D. FACILITATING LEARNING AND RESULTS</b></p> <ol style="list-style-type: none"><li>8. Creating Awareness</li><li>9. Designing Actions</li><li>10. Planning and Goal Setting</li><li>11. Managing Progress and Accountability</li></ol>

# Group Coaching



- The Form is as diverse as the clients served –
  - Virtual vs. in-person
  - Corporate vs. Public
  - One Off Session vs. 90 Day or 1 Year

# Activity



- Choose the photo that best captures what group coaching represents for you.
- Make a note of your thoughts on a separate piece of paper.

# Table Discussion



- Share photos and discuss
- What photo did you choose and why?
- Be prepared to report out your top 2 ideas from your table

# The Business Case



## Why Group Coaching?

- ❑ Leverages Time and Resources
- ❑ Economies of Scale
- ❑ Effects Change
- ❑ Harnesses the Collective Wisdom of Groups
- ❑ Scalability

(Source: **Effective Group Coaching**, Britton)

# Business Case

for Coaching In General

- A landmark study commissioned by Right Management Consultants based in Philadelphia found a return-on-investment of dollars spent on executive coaching of nearly 600%. Executives engaged in coaching reported increases in productivity, improvement in relationships with direct reports and colleagues, and greater job satisfaction (Shirk, 2005).
- Metrix Global - 77% indicated that coaching had significant or very significant impact on at least one of nine business measures.
- (60% favorable) and employee satisfaction (53%) were cited as the most significantly impacted by coaching.
- 529% return on investment was produced (Metrix Global, 2001)

# Benefits to Organizations



- Time
- Money
- Scalability
- Affecting Change More Readily
- Cross Functional Fertilization
- Culture Change
- Enhanced Retention

# Business Case: Making It Stick



**Training + Coaching = Makes It Stick**

# Case Study 1



- Industry – Global Pharmaceutical
- 8 participants, tele-learning, work-life balance
- Desired results – improvement in
  - Stress
  - Health Habits
  - Social Support Network
  - Type A Behavior
  - Cognitive Hardiness
  - Coping Style (4 categories)
  - Psychological Well-Being

# Outcome

Measure	% Change
<b>Stress</b>	<b>22↓</b>
Health Habits	28↑
Exercise	16↑
Rest	16↑
Eating/Nutrition	21↑
Prevention	24↑
ARC Item Cluster	4.5↓
Social Support Network	10↑
Type A Behaviour	23↓
Cognitive Hardiness	8↑
Positive Appraisal	2↑
*Negative Appraisal	16↓
Threat Minimization	8↑
Problem Focus	4↑
<b>Psychological Well-Being</b>	<b>14↑</b>

# Check Point



How focused are you on what you are  
learning?

# Case Study 2



- Financial Services Association
- Series of Group Coaching sessions to support the member development and their mentoring component
- Enhanced connectivity, dialogue, resources shared between members
- Initiative started March 2008 and is on-going
- The program won an Industry Innovation Award for the inaugural year of programming

# Where Else is It Happening?



- *Health Care – Toronto*
- *Female Entrepreneurs – Government Funded Programs*
- *Universities and Colleges*
- *Financial Services – US: North West Financial (since late 1990s), Ginger Cockerham*
- *National Association of Women Business Owners (US, Ann Deaton, PhD)*
- *Social Service Sector*
- *International Organizations*

# Activity – Exploring Possibility



# Table Discussion



- What would the impact be?
- What functional areas would this be used in?
- How would you translate this into organizational performance?

# Sharing Ideas



- Be prepared to share one of your ideas as a group

# Best Practices



## **Core Best Practices:**

- It's All About the Client
- Lead with Core Coaching Competencies ([www.coachfederation.org](http://www.coachfederation.org))
- Leverage Core Coaching Skills: Powerful Questions, Inquiry, Accountability, Hold the Client's Agendas
- Master the tension of directedness and space
- Remember the value of coaching happens between calls – create assignments
- Less is More!
- Allow space for clients to be in dialogue with each other, hear stories and connect the dots for themselves

# Action Plan - Brainstorm



- What did you learn from this experience?
- What had the most value?

# Theory to Action → Reflection

- As a result of today's session what will the application be in your organization?
- What are you committed to?

Please write these on your postcards

# 12 Myths and Realities of Group Coaching

---

1. True – Takes place in both phone and virtual environments
2. True
3. False
4. True
5. False
6. True
7. True
8. True
9. False – has same foundation, and requires facilitation techniques, and an understanding of group process
10. True – in a pure view!
11. True
12. True

# Thank You



- Please hand in your postcards as you leave the session

Jennifer Britton

Potentials Realized

[info@potentialsrealized.com](mailto:info@potentialsrealized.com)

[www.potentialsrealized.com](http://www.potentialsrealized.com)

[www.groupcoachingessentials.com](http://www.groupcoachingessentials.com)

Phone: (416) 996.TEAM.(8326)

(905) 996.TEAM.(8326)

Maureen Clarke

The Blueprint Group

*-architects for organizational change*

[maureen@blueprintgroup.ca](mailto:maureen@blueprintgroup.ca)

[www.blueprintgroup.ca](http://www.blueprintgroup.ca)

Phone: 250.890.7548

Slides and cited resources will be available at either  
website after the conference

# References



- Anderson, M. (2001) Case Study on Return on Investment of Executive Coaching. Executive Briefing.
- Britton, Jennifer. **Effective Group Coaching** (Forthcoming 2010).
- International Coach Federation ([www.coachfederation.org](http://www.coachfederation.org))
- Shirk, A. (2005). Organizational Impact of Co-active Coaching.