Building a Coaching Culture for Change Management

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Although individuals personally experience change, HR and change management practitioners design, execute and often unsuccessfully sustain change at the organizational level. From large-scale change management initiatives (e.g., mergers and acquisitions, global expansion, downsizing) to changes at the team level (e.g., adopting new technology, team leadership transition), people understand and react to change differently because of their assumptions, expectations and perspectives. When people experience change as something that is happening to them rather than something they are *integral to*, they become resistant to the change. Coaching is a powerful tool to develop the potential of employees, modify behaviors and drive business success. Because of this, it can help individuals, teams and organizations explore resistance, enhance communication and promote resilience in the face of change.

For the fifth consecutive year, the Human Capital Institute (HCI) and the International Coach Federation (ICF) partnered to research coaching cultures in organizations. This year's research focuses on change management and the role of coaching in change management initiatives. There was a total of 432 participants in this study, which included Human Resources (HR), Learning and Development (L&D), and Talent Management (TM) professionals; internal coach practitioners; managers; and individual contributors. Key research findings include:

High-performing organizations[1] have stronger change management capabilities.

✔ High-performing organizations are more likely to report that change management initiatives meet or exceed their expectations for success.

✔ A quarter or less of respondents are confident in their employees' change capabilities, but there is greater confidence overall at high-performing organizations.

"Common change management approaches often center around tactics, logistics and metrics. The difference with our emphasis is the first and last components of any change need to be centered and focused on people."

—**Rachel Enochs, PHR**, Manager, Organizational Development and Learning, University Hospitals

Coaching is one of the most helpful ways to develop change management capabilities.

✔ The most frequently cited activities for change management are classroom training, e-learning and face time with senior leaders. However, coaching activities (e.g., one-on-one coaching, team coaching and work group coaching with a professional coach practitioner) are rated as the most helpful in achieving the goals of change management initiatives.

✔ Addressing leadership style, strengths and blind spots; overcoming resistance; building resilience and change readiness; and finding processes and tools are the most frequently cited reasons for using coaching activities for change management.

✔ Using coaching to lead an agile culture is correlated with greater confidence in employees' capabilities in planning and executing change.

Organizations with strong coaching cultures are more likely to have better talent and business outcomes.

✔ Fifteen percent of respondents have a strong coaching culture at their organizations.

✔ Among organizations with a strong coaching culture, approximately three in five (61%) are also classified as high-performing organizations

✔ A strong coaching culture is correlated with most of the indicators of a high-performing organization including success at large-scale strategic change.

Definitions of Key Terms

Change management initiative: any project or task that applies a structured approach to transition an organization from a current state to a future state to achieve expected benefits.

Coaching: partnering with coachee(s) in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Manager/leader using coaching skills: a leader who uses coaching knowledge, approaches and skills to create awareness and support behavior change.

Professional coach practitioner: someone who provides an ongoing partnership designed to help coachees produce fulfilling results in their personal and professional lives. The coach's job is to provide support to enhance the skills, resources and creativity that the coachee already has.

Internal coach: a professional coach practitioner, who is employed within an organization and has specific coaching responsibilities identified in their job description.

External coach: a professional coach practitioner, who is either self-employed or partners with other professional coaches, to form a coaching business.

Coach-specific training: training that teaches coaching competencies and/or how to apply technical skills in a coach-like manner, and that encompasses theories and core coaching competencies designed to prepare an individual to practice as a professional coach.

Accredited coach training program: any program consisting of coach-specific training that has met the rigid criteria required to be approved by a professional coaching organization.

Team: small number of people with complementary skills, who are committed to a common purpose, performance goals and approach, for which they hold themselves mutually accountable.

Work group: intact group whose members' activities are interdependent; they are responsible for collectively performing tasks and producing outcomes in the context of a larger organizational system.

INTRODUCTION

Seventy-seven percent of HR practitioners and leaders report that their organization is in a state of constant change with continuously shifting priorities and strategies. Additionally, 85% of organizations have experienced an unsuccessful change management initiative in the past two years.[2] Although change can be continuous or episodic,[3] many organizations struggle to navigate and sustain their change management initiatives while simultaneously placing importance on change management capabilities. In recent research on coaching and Millennial leaders, managing and successfully introducing change was ranked fourth among 10 valuable competencies for first-time people managers.[4]

Frequent challenges to change management include personal resistance to change, poor communication, insufficient training and a failure to prioritize new initiatives.[5] Researchers and change management practitioners have identified many factors that contribute to the success of change initiatives, including active and visible executive sponsorship; a structured change management approach; dedicated change management resources and funding; frequent and open communication about the change and the need for change; and engagement, support, and participation from employees, middle managers, and project managers.[6]

How do leaders, managers, and HR, L&D and Talent Management practitioners empower their people to execute their organization's vision and thrive in a world of constant change? This research report explores how coaching can be integrated with change management initiatives to build change capabilities, increase change readiness and address resistance. Using a combination of surveys and interviews with subject-matter experts, we explore the best practices for building a strong coaching culture for change management.

> "Change is natural. It's the fear of the unknown that causes us to push back. If we use coaching to create a safe, supportive relationship where we can help people explore different possibilities and consider how making some of these changes help them achieve what's most important to them, **we can get them more invested in that change**. And there's a greater chance they're going to follow through and do the things they need to do to make the change."
>
> —J. Matthew Becker M.Ed., MCC, Coaching and Mentoring Manager, CareSource

ORGANIZATIONAL CHANGE

Many change management initiatives occur in parallel, adding to the complexity of an already challenging process. Business and HR process implementations, technology changes, leadership changes, new product development and environmental/regulatory/legal changes are the most common change management initiatives (Figure 1).

We asked survey respondents to rate how well each of their change management initiatives met expectations for success. We found that respondents from organizations with fewer employees are more likely to report success for organization-wide technology change,[7] a specific department or team technology change,[8] and business process implementation.[9] Respondents from organizations with more employees are more likely to report success at industry and digital disruption.[10] High-performing organizations that report the strongest talent and business outcomes among their peers[11] are more likely to report that change management initiatives meet or exceed their expectations for success (Figure 1).

FIGURE 1

Of the change management initiatives at your organization over the past two years, what has occurred? —AND—Of the change management initiatives at your organization over the past two years, how would you rate its current success? *(Percentage reporting: Equals, Exceeds and Far Exceeds expectations)*

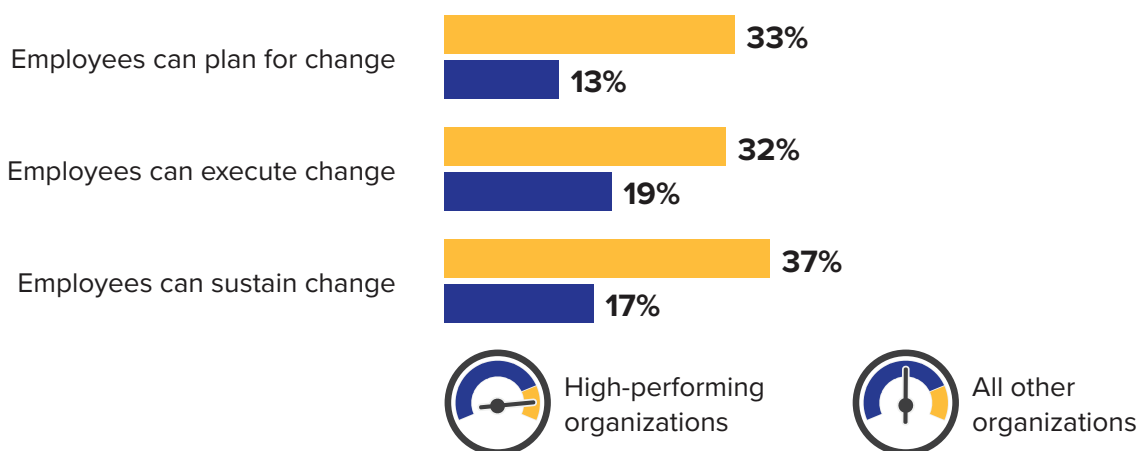|	Occurred within the past two years	High-performing organizations	All other organizations
Business process implementation	(89%)	89%	69%
Specific department or team technology change	(83%)	76%	63%
HR process implementation	(83%)	90%	69%
Organization-wide technology change	(82%)	79%	56%
Change of leadership	(80%)	73%	67%
New product development/ innovation	(79%)	89%	73%
Environmental/ regulatory/legal changes	(74%)	91%	82%
Workforce reduction/ downsizing	(54%)	92%	62%
Industry/digital disruption	(54%)	78%	67%
Global/regional expansion	(51%)	94%	73%
Mergers and acquisitions	(47%)	93%	62%

High-performing organizations

All other organizations

High-performing organizations may be more successful meeting or exceeding the goals and objectives for the change because their workforce has stronger change management capabilities. Respondents at high-performing organizations report greater confidence in their employees' abilities to plan for, execute and sustain change (Figure 2).

FIGURE 2

How confident are you that employees within your organization can plan for, execute and sustain change? *(Percentage reporting: Very Confident and Extremely Confident)*

Employees can plan for change
33%
13%

Employees can execute change
32%
19%

Employees can sustain change
37%
17%

High-performing organizations   All other organizations

> "We can build things really quickly. But then when it comes to the adoption piece, that is where the wheels tend to fall off. **The real success will be when there's adoption** and when you start to see the needle being moved in terms of less resistance to some of the new ideas and more embracing of those ideas or approaches."
>
> —**Kelli Clark**, Corporate Communications and Change Management, Exelon

We asked respondents to think about the most and least successful examples of change management in their organization and choose words that characterized the initiatives. The most frequently cited words associated with *successful* change management were communication, involvement, planning and leadership.[12] The most frequently cited words associated with *unsuccessful* change management were communication, leadership and planning.[13] This overlap matters. Communication, leadership and planning represent three *core features* of change management initiatives which determine either their success or their failure.

Further descriptors of successful change management initiatives included focus, consistency, innovation, organized and stakeholder (Figure 3). Further descriptors of unsuccessful change management initiatives included resistance, unclear, fear, rushed and confusion (Figure 4). The takeaway? To be successful, individuals with formal roles in change management need to focus the effort, provide consistency and organization for the stakeholders, and address resistance, fear and unclear expectations and information gaps.

FIGURE 3   **Thinking about the MOST successful change management initiatives in the past two years, what three words or phrases would you choose to describe why they were successful?**

FIGURE 4   **Thinking about the LEAST successful change management initiatives in the past two years, what three words or phrases would you choose to describe why they failed?**

Roles in Change Management

Among the 11 types of change management initiatives listed in the survey, the typical respondent reported a mean of seven change management initiatives occurring at their organizations over the past two years. HR/Talent Management/L&D professionals who use coaching skills and managers/leaders who use coaching skills are most likely to be involved in change management initiatives. Of the formal roles in change management, those who implement the change, communicate the change and gather feedback on the change have the most involvement across the stages (Figure 5).

Although it was one of the change management roles cited the least, the next section of this report shows that the use of professional coaching practitioners is considered among the most helpful activities in achieving the goals of a change management initiative.

FIGURE 5

In the past two years, what role(s) have you had during change management initiatives and at which stages during the change did you play your role?

Change Management Role	Change Management Stage			
	Planning	Executing	Sustaining	Derailing
Plan and design change	65%	52%	40%	30%
Communicate the change	59%	65%	47%	31%
Implement the change on my team	59%	68%	56%	34%
Gather feedback on change	53%	62%	54%	38%
Change management leader	51%	52%	41%	31%
Project or program manager	49%	47%	35%	26%
Evaluate the impact of the change	46%	53%	53%	34%
Trainer	45%	52%	32%	22%
Change/project sponsor	41%	38%	28%	20%
Professional coach practitioner	29%	35%	25%	18%

COACHING FOR CHANGE MANAGEMENT

High-performing organizations are more likely to include learning and development activities as part of their change management initiatives (Figure 6). These activities are for the entire workforce—not only leaders—and enable individuals to learn about the change, build skills and adapt behaviors. The most frequently cited L&D activities for change management are classroom training, e-learning and facetime with senior leaders.

FIGURE 6

Over the past two years, which of these activities has your organization offered as part of a change management initiative? *(Select all that apply.)*

Percentage offering activity	
Classroom training	(59%)
Web-based training or e-learning	(57%)
Meetings/facetime with senior leaders	(49%)
Access to manager/ leader using coaching skills	(38%)
Stretch assignments or job rotations	(35%)
Assessments	(35%)
One-on-one coaching with professional coach practitioner	(29%)
Peer networking at events or conferences	(26%)
Team coaching with professional coach practitioner	(25%)
Formal mentoring programs	(23%)
Work group coaching with professional coach practiner	(16%)

Classroom training: 75% / 56%
Web-based training or e-learning: 69% / 52%
Meetings/facetime with senior leaders: 74% / 42%
Access to manager/leader using coaching skills: 58% / 35%
Stretch assignments or job rotations: 54% / 33%
Assessments: 49% / 34%
One-on-one coaching with professional coach practitioner: 40% / 26%
Peer networking at events or conferences: 39% / 22%
Team coaching with professional coach practitioner: 35% / 23%
Formal mentoring programs: 40% / 20%
Work group coaching with professional coach practiner: 29% / 14%

High-performing organizations
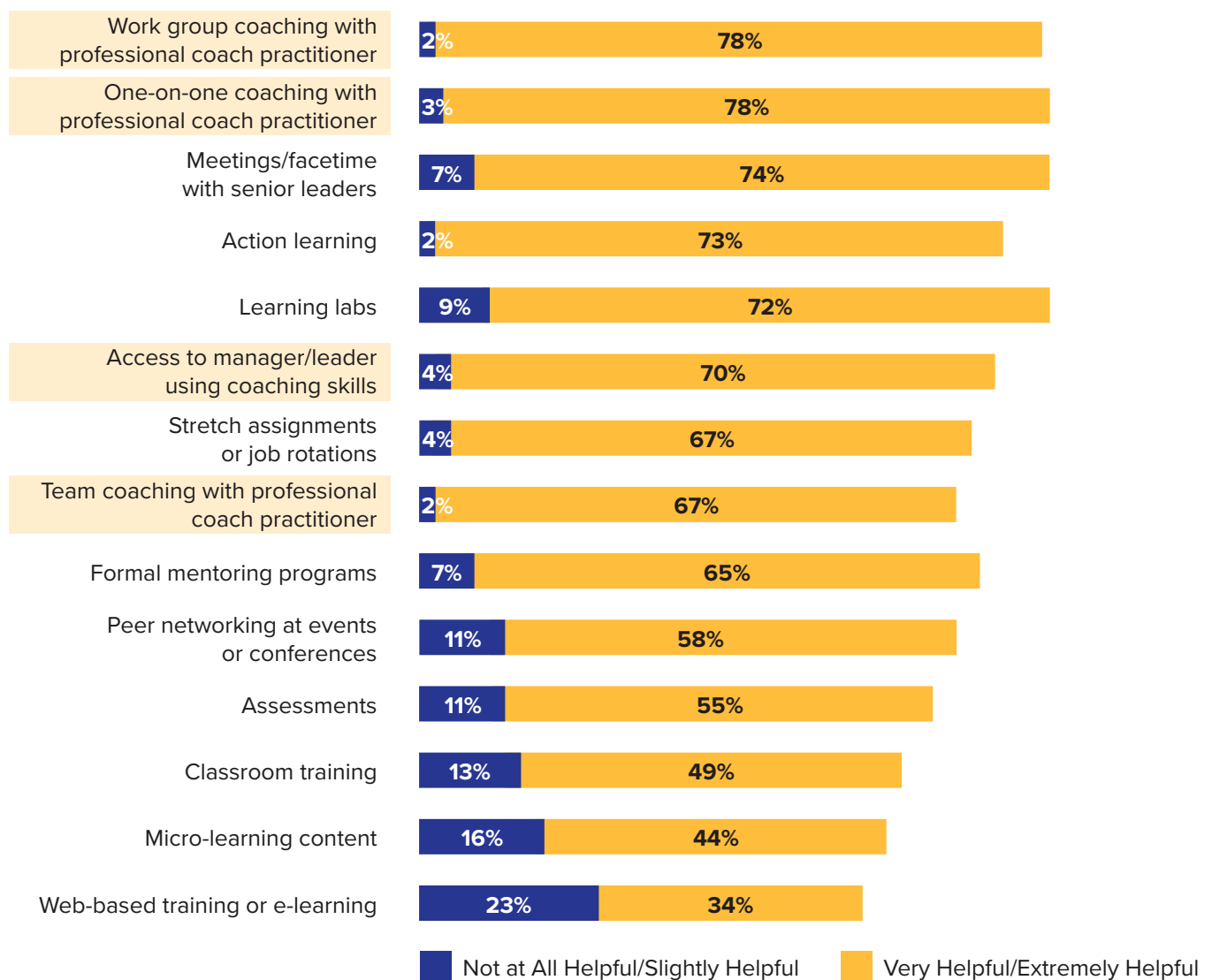
All other organizations

Coaching-related activities are rated as the most helpful in achieving the goals of change management initiative(s) (Figures 7 and 8). Unlike broader development activities like training or e-learning, coaching is tailored to the needs of the individual employee, team or work group, since the process is driven by the coachee(s) rather than the coach.

FIGURE 7 **Of what was present in your organization, how helpful was the activity in achieving the goals of the change management initiative(s)?**
(Percentage reporting Moderately Helpful are not displayed here.)

Activity	Not at All Helpful/Slightly Helpful	Very Helpful/Extremely Helpful
Work group coaching with professional coach practitioner	2%	78%
One-on-one coaching with professional coach practitioner	3%	78%
Meetings/facetime with senior leaders	7%	74%
Action learning	2%	73%
Learning labs	9%	72%
Access to manager/leader using coaching skills	4%	70%
Stretch assignments or job rotations	4%	67%
Team coaching with professional coach practitioner	2%	67%
Formal mentoring programs	7%	65%
Peer networking at events or conferences	11%	58%
Assessments	11%	55%
Classroom training	13%	49%
Micro-learning content	16%	44%
Web-based training or e-learning	23%	34%

■ Not at All Helpful/Slightly Helpful   ■ Very Helpful/Extremely Helpful

When grouping these activities into four thematic categories, coaching is rated the most helpful in achieving the goals of the change management initiative (Figure 8).

FIGURE 8 **Of what was present in your organization, how helpful was the activity in achieving the goals of the change management initiative(s)?** *(Percentage reporting: Very and Extremely Helpful.)*

Coaching		Formal Learning		Peer Learning		On-the-Job Learning	
One-on-one coaching with professional coach practitioner	78%	Classroom training	49%	Meetings/facetime with senior leaders	74%	Action learning assignments	73%
Work group coaching with professional coach practitioner	78%	Assessments	55%	Formal mentoring programs	65%	Learning labs	72%
Access to manager/leader using coaching skills	70%	Micro-learning content	44%	Peer networking at events or conferences	58%	Stretch assignments or job rotations	67%
Team coaching with professional coach practitioner	67%	Web-based training or e-learning	34%				

Survey respondents appear to be both proactive and expansive with the use of coaching throughout the change management stages, rather than relying on coaching only as an attempt to save a derailing project (Figure 9).

FIGURE 9 **In the past two years, when was coaching offered as part of a change management initiative?** *(Select all that apply.)*

Coaching Activities	Change Management Stage				
	Already present	Planning	Executing	Sustaining	Derailing
Team coaching with professional coach practitioner	15%	39%	45%	30%	14%
Work group coaching with professional coach practitioner	10%	43%	43%	29%	11%
One-on-one coaching with professional coach practitioner	29%	29%	37%	33%	22%
Access to manager/leader using coaching skills	30%	58%	46%	46%	23%

The most frequently cited applications for using coaching for change management activities include addressing leadership style, strengths and blind spots; overcoming resistance; building resilience; building change readiness; and finding processes and tools (Figure 10). Using coaching to develop managers/leaders to lead an agile culture is correlated with respondents' greater confidence in employees' abilities to plan and execute change.[14]

FIGURE 10 **In the past two years, how has coaching been used with your change management initiatives?** *(Select all that apply.)*

Coaching Applications

Coaching Activities	Personal leadership style, strengths and blind spots	Overcoming resistance	Processes and tools	Personal resilience	Change-friendliness/ change-readiness	Fostering partnerships and building change teams	Leading an agile culture	Models and methods	Stress management	Developing change agents
Team coaching with professional coach practitioner	81%	70%	67%	66%	59%	56%	53%	46%	42%	42%
Work group coaching with professional coach practitioner	83%	67%	64%	67%	66%	63%	53%	46%	40%	43%
One-on-one coaching with professional coach practitioner	76%	64%	52%	62%	60%	52%	48%	37%	44%	35%
Access to manager/leader using coaching skills	72%	62%	58%	54%	59%	51%	47%	39%	37%	41%

"Everybody is unique, and everybody needs an **opportunity to talk through what are they feeling** about this. How is this change impacting them? What are their concerns? What are they excited about? If we miss that individual opportunity, I don't think it will be as successful."

—**J. Matthew Becker M.Ed., MCC**, Coaching and Mentoring Manager, CareSource

IN THEIR OWN WORDS:
Coaching and Change Management

Organizations rely on coaching as part of their change management initiatives for many reasons. A selection of open-text responses from 156 respondents is below.

EMOTIONAL, SOCIAL AND PROCESS SUPPORT (33%)

"It's important to have somebody you trust who can help guide you and answer questions to ensure you are comfortable to accept and embrace change"

"During a major acquisition, many changes occurred which caused some anxiety and required HR and leaders to ensure communications and transparency were constant and that employees received proper change management coaching."

USE AN EVIDENCE- AND EXPERIENCE-BASED PRACTICE (24%)

"Coaching is a successful developmental process that is proven to accelerate the growth of key talent to meet organizational needs."

"It has proven to be efficient over time, yielding excellent results."

MANAGERIAL APPROACHES AND ABILITIES DEVELOPMENT (22%)

"We have a small leadership team, and many come from within the company so there was a need to have professional development to help grow the leadership team. We used a professional coach who [also held a doctoral degree in psychology] and that has helped the team learn how to work best with different personalities."

"It's been a key element in leader development, and ensures consistent process toward change goals, as well as providing intervention to manage stress and change."

ACCELERATE AND IMPROVE PERFORMANCE (13%)

"We use coaching to improve and sustain high performance."

"It works to accelerate the readiness of key talent to take up key positions."

AS PART OF THE CULTURE (6%)

"The culture was not a learning culture and required a paradigm shift."

"We based our coaching efforts on other organizations that have a strong coaching culture. The change initiative was an attempt to move our culture in that direction. Introducing coaching concepts and encouraging peer coaching was part of that."

TEAM INTEGRATION (3%)

"The addition of three top-level executives added to the executive team that was made up of the CEO and COO. Coaching was used/[is] still being used to help the executive team become a strong unit and in turn use these coaching skills with their direct reports and the direct reports to their reports."

BUILDING A COACHING CULTURE

Coaching was rated as one of the most helpful activities for change management, but how do organizations utilize the power of coaching to build change management capabilities and enhance employee readiness?

Over the past five years, HCI and ICF have studied how organizations build a strong coaching culture where the development of all employees is a top priority. Responding organizations who met at least five of the criteria in the coaching culture composite were determined to have strong coaching cultures (Figure 11). Strong coaching cultures comprised 15% of the organizations which participated. This proportion was similar to what was observed in previous HCI-ICF studies with a mean of 17% for the years 2014-2018.

FIGURE 11   **Strong coaching culture composite** *(Percentage of respondents indicating the presence of each criterion)*.

|		
	Strongly/somewhat agree that employees value coaching	**78%**
	Strongly/somewhat agree that senior executives value coaching	**75%**
	Managers/leaders and/or internal coaches received accredited coach-specific training	**46%**
	Have all three coaching modalities at their organization (internal coach practitioners, external coach practitioners and managers/leaders using coaching skills)	**38%**
	Coaching is a fixture in the organization with a dedicated line item in the budget	**24%**
	All employees in the organization have an equal opportunity to receive coaching from a professional coach practitioner	**22%**

Determining the Value of a Strong Coaching Culture

Among organizations with a strong coaching culture, 61% are also classified as high-performing organizations. Among organizations without a strong coaching culture, only 27% are also classified as high-performing organizations (Figure 12). In other words, strong coaching cultures are more than twice as likely to be high-performing organizations.

FIGURE 12

Percentage classified as high-performing organization.

Strong coaching culture

| 61% | 39% |

Not a strong coaching culture

| 27% | 73% |

High-performing organizations

All other organizations
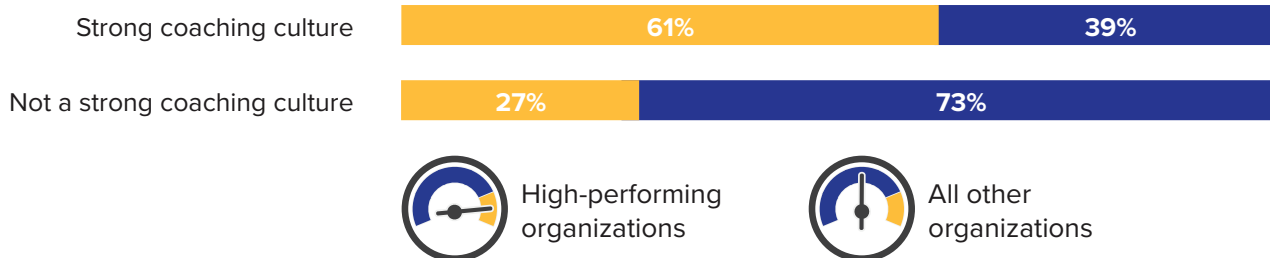
"Coaching is **a critical skill for all to develop** in a constantly changing world. It helps move people on and helps them create options for themselves [in a way] that is often hard to do on your own."

—Survey Respondent

Furthermore, a strong coaching culture is correlated with most of the indicators of a high-performing organization including success at large-scale strategic change (Figures 13 and 14).

Organizations with a systemic approach to coaching (i.e., strong coaching cultures) are more likely to observe better talent and business outcomes, which can demonstrate the compelling value and impact of coaching to employees and senior leaders.

FIGURE 13

How have the following talent and organizational outcomes changed at your organization over the past two years? *(Percentage "Slightly Higher" and "Much Higher" and statistically significant differences between groups at p < .05)*

Talent Outcomes

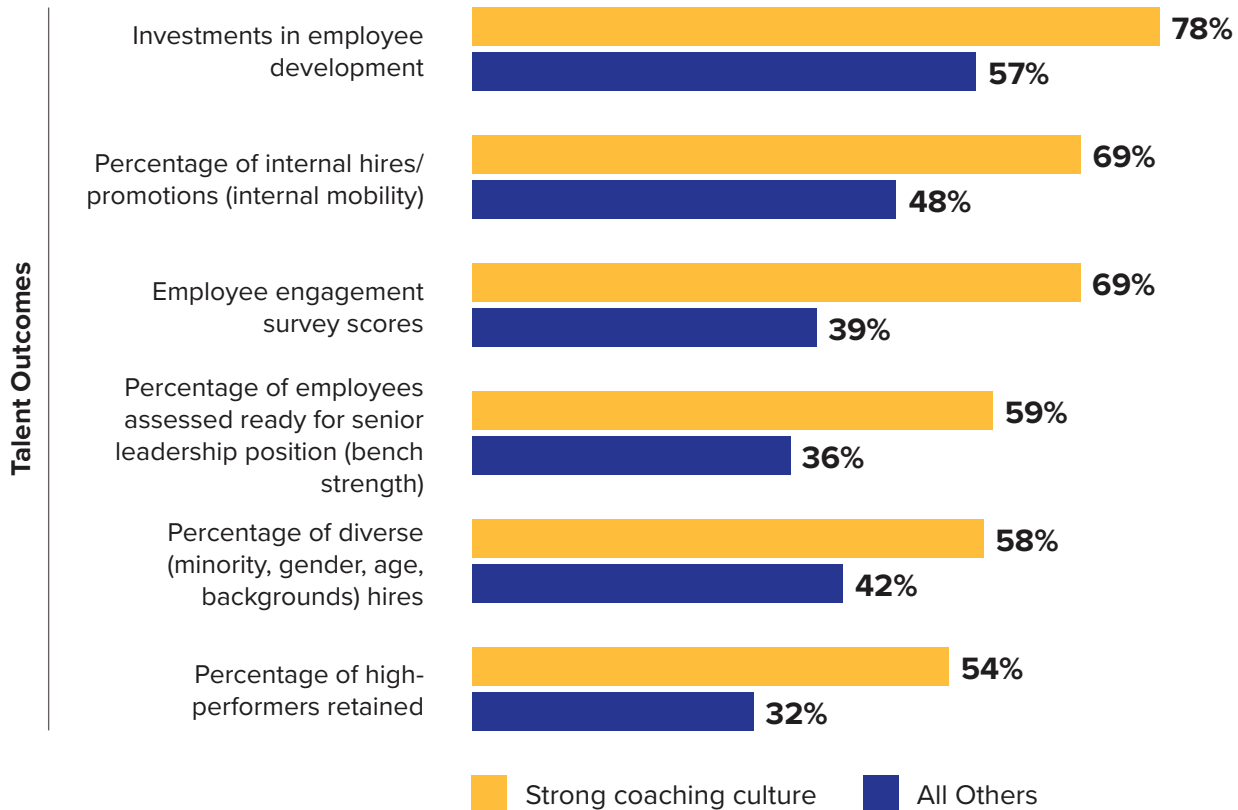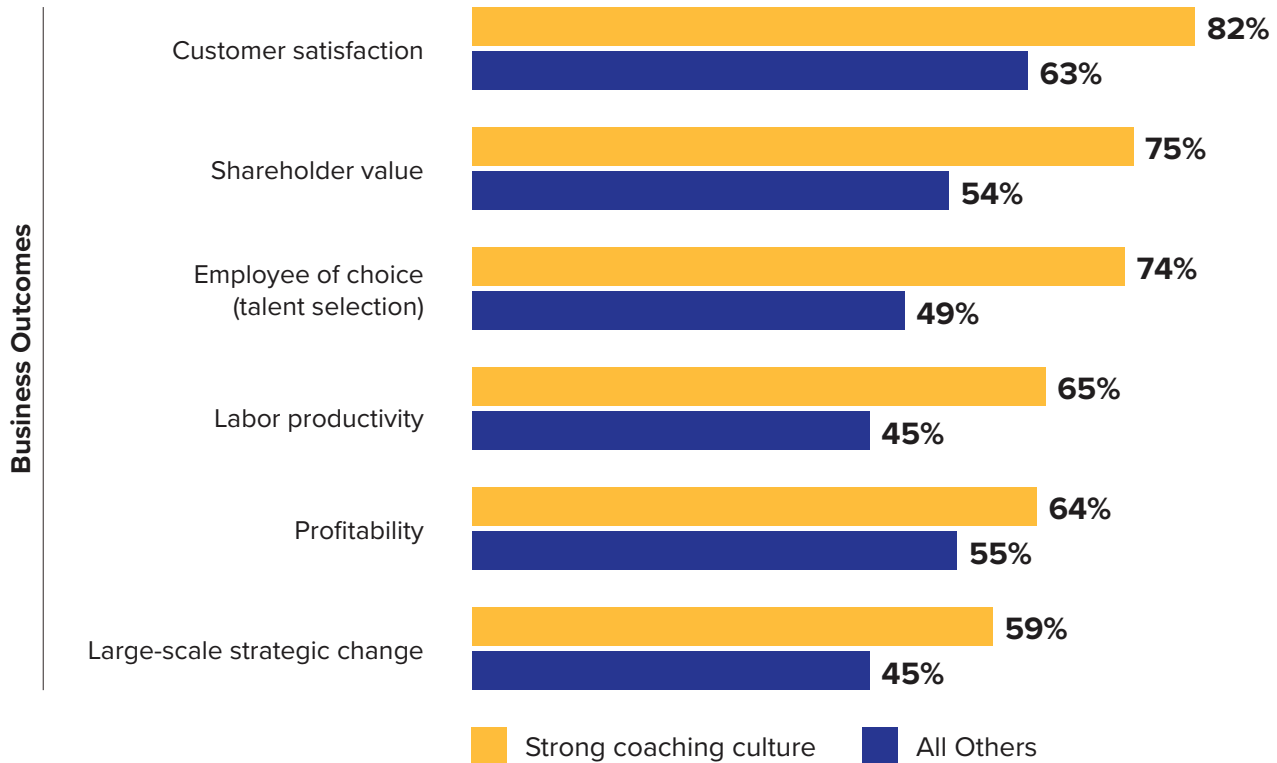| Outcome	Strong coaching culture	All Others
Investments in employee development	78%	57%
Percentage of internal hires/promotions (internal mobility)	69%	48%
Employee engagement survey scores	69%	39%
Percentage of employees assessed ready for senior leadership position (bench strength)	59%	36%
Percentage of diverse (minority, gender, age, backgrounds) hires	58%	42%
Percentage of high-performers retained	54%	32%

Strong coaching culture   All Others

FIGURE 14 **Compared to your industry competitors, how has your organization fared in the following business dimensions over the past two years?** *(Percentage "Above Average" and "One of the Best" and statistically significant differences between groups at p < .05)*

Business Outcomes

Customer satisfaction
82%
63%

Shareholder value
75%
54%

Employee of choice (talent selection)
74%
49%

Labor productivity
65%
45%

Profitability
64%
55%

Large-scale strategic change
59%
45%

■ Strong coaching culture   ■ All Others

Coaching Modalities Shared

Typically, three different coaching modalities are present within organizations: internal professional coach practitioners, external professional coach practitioners, and managers and leaders who use coaching skills with their team members (Figure 15). While nearly two in five organizations use all three modalities, this figure rises to 92% among organizations with strong coaching cultures. Organizations with more employees appear more likely to utilize all three coaching modalities.

FIGURE 15 **Three types of coaching modalities**

External coach practitioners

Managers/ leaders using coaching skills
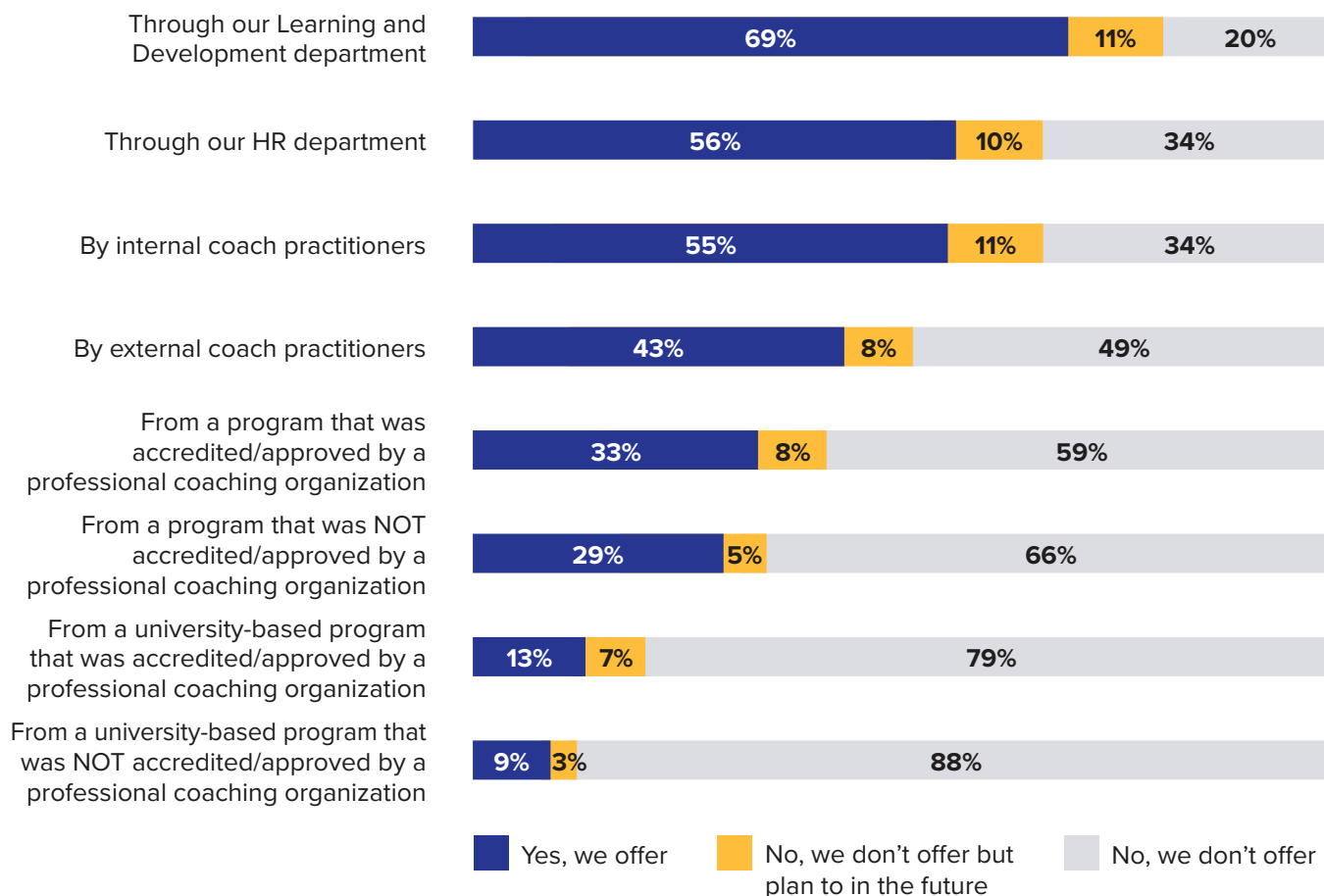
Internal coach practitioners
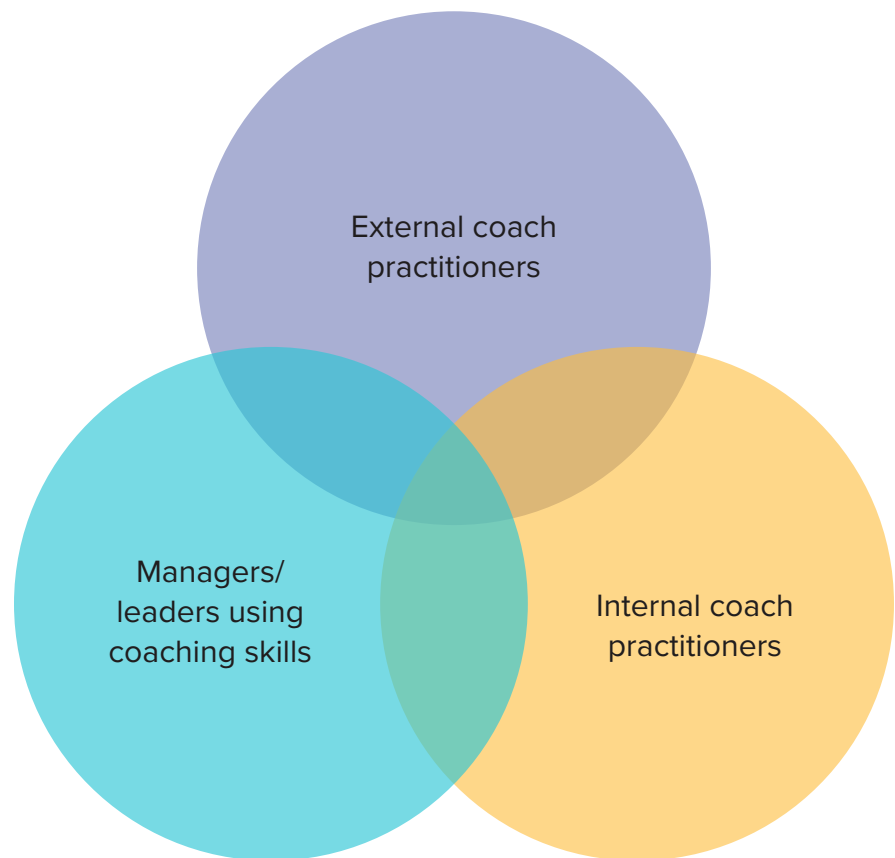
Coach-specific Training

All professional coach practitioners should adhere to specific competencies in their practice, training requirements and ethical standards. Managers and leaders who use coaching skills with individuals on their teams should understand what coaching skills are and practice those skills. Researchers in a recent study found that when managers were asked to "coach" someone else they instead consulted and provided advice. The researchers referred to the phenomenon as "micromanaging-as-coaching."[15]

Managers and leaders are most often trained to use coaching skills by L&D departments, HR departments and internal coach practitioners (Figure 16). Thirty-three percent of organizations offer training for managers and leaders to use coaching skills from a program that was accredited/approved by a professional coaching organization (e.g., ICF) and 13% train from an accredited/approved university-based program.
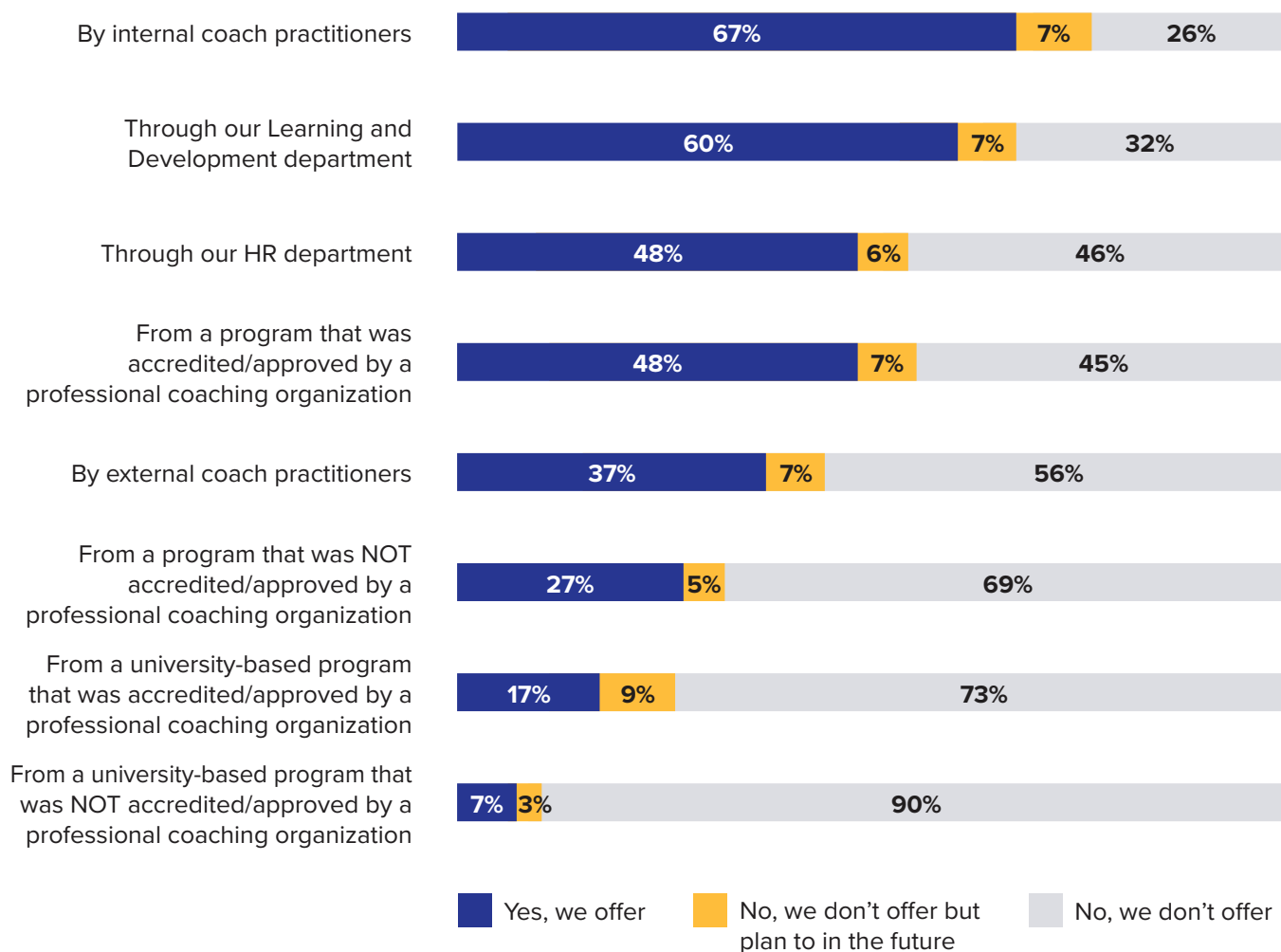
FIGURE 16

How is coach-specific training currently offered to your managers/ leaders using coaching skills?

	Yes, we offer	No, we don't offer but plan to in the future	No, we don't offer
Through our Learning and Development department	69%	11%	20%
Through our HR department	56%	10%	34%
By internal coach practitioners	55%	11%	34%
By external coach practitioners	43%	8%	49%
From a program that was accredited/approved by a professional coaching organization	33%	8%	59%
From a program that was NOT accredited/approved by a professional coaching organization	29%	5%	66%
From a university-based program that was accredited/approved by a professional coaching organization	13%	7%	79%
From a university-based program that was NOT accredited/approved by a professional coaching organization	9%	3%	88%

◼ Yes, we offer   ◼ No, we don't offer but plan to in the future   ◻ No, we don't offer

Internal coach practitioners are most often trained by other, more experienced internal coach practitioners or through L&D and HR departments (Figure 17). Forty-eight percent of respondents' organizations train internal coach practitioners from a program that was accredited/approved by a professional coaching organization and 17% train from an accredited/approved university-based program.

FIGURE 17

How is coach-specific training currently offered to your internal coach practitioners?

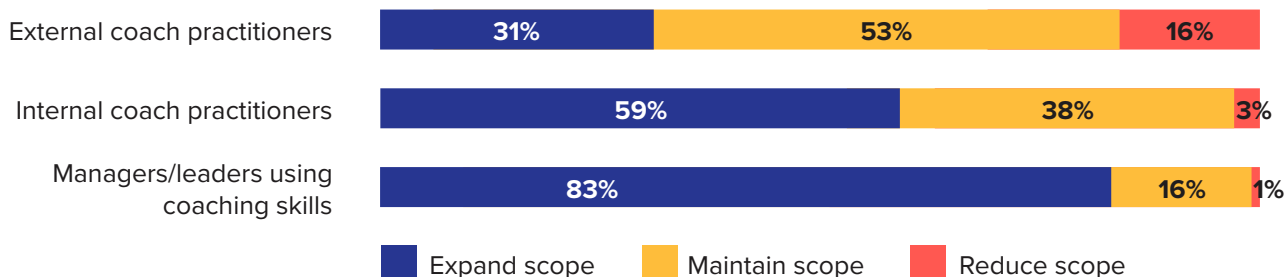|	Yes, we offer	No, we don't offer but plan to in the future	No, we don't offer
By internal coach practitioners	67%	7%	26%
Through our Learning and Development department	60%	7%	32%
Through our HR department	48%	6%	46%
From a program that was accredited/approved by a professional coaching organization	48%	7%	45%
By external coach practitioners	37%	7%	56%
From a program that was NOT accredited/approved by a professional coaching organization	27%	5%	69%
From a university-based program that was accredited/approved by a professional coaching organization	17%	9%	73%
From a university-based program that was NOT accredited/approved by a professional coaching organization	7%	3%	90%

Access to Coaching

Twenty-two percent of overall respondents (and 71% of those from organizations with strong coaching cultures) report that everyone inside their organization has an equal opportunity to receive coaching from a professional coach practitioner. Organizations with fewer employees are more likely to offer this opportunity to all employees.

When asked to consider their organization's plans for each modality within the next five years, 83% of respondents said their organizations plan to expand the scope of their managers/leaders using coaching skills in the next five years (Figure 18).

FIGURE 18   **What are your organization's plans for this modality within the next five years?**

	Expand scope	Maintain scope	Reduce scope
External coach practitioners	31%	53%	16%
Internal coach practitioners	59%	38%	3%
Managers/leaders using coaching skills	83%	16%	1%

■ Expand scope　　■ Maintain scope　　■ Reduce scope

Investment in Coaching

Twenty-four percent of respondents' organizations have coaching as a dedicated line item in their training budget. However, high-performing organizations are more likely than all other organizations to dedicate resources to coaching. Forty-four percent of high-performing organizations dedicate a line item in their budget to coaching compared to 17% of all other organizations (Figure 19).

FIGURE 19   **Percentage of organizations in which coaching appears as a dedicated line item in their budget.**

Percentage of organizations in which coaching appears as a dedicated line item in their budget

44%

17%

High-performing organizations

All other organizations
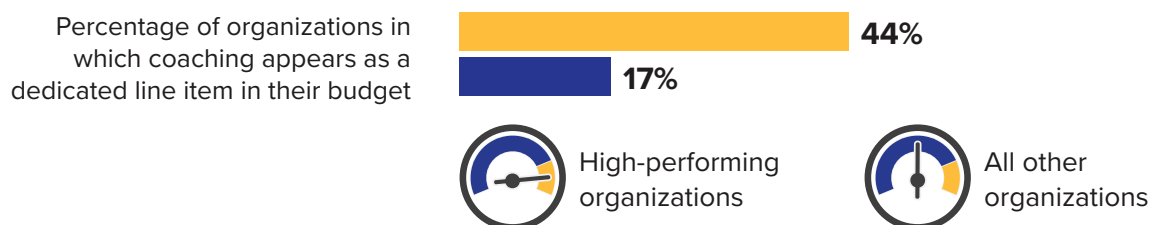
CONCLUSIONS AND RECOMMENDATIONS

Most organizations experience several large-scale change management initiatives at the same time. Often in change management, practitioners and change sponsors are focused on what needs to happen at the organizational level rather than the individual level. To successfully implement a new initiative, organizations need to build change management capabilities, so that their people drive and sustain change rather than see change as something that happens to them.

Although it was not among the most frequently cited change management activities, respondents rated coaching as one of the most helpful activities for supporting the goals of a change management initiative. When coaching is strategically incorporated into an organization's portfolio of L&D activities for change management, those who design, implement and sustain the change can address individuals' resistance to the change and develop the attitudes, behaviors and skills needed for the type of change.

Based on the results of this research, we offer the following recommendations:

- ✔ Organizational leaders must design, communicate and lead change with focus, clarity and consistency.

- ✔ Identify specific roles for those involved in a change management initiative and determine what knowledge and skills are important for each role and change management stage.

- ✔ Understand when and at what levels communication for a change management initiative breaks down. Those who were not involved at the start of a change management initiative may have different assumptions, expectations and levels of resistance than the change designers and sponsors.

- ✔ Consider how coaching can be a part of change management initiatives at every stage and introduce a variety of coaching activities based on the unique needs of the organization and the strategic and change management goals.

- ✔ Scale employee access to coaching by training managers/leaders on how to use coaching skills.

✔ Support the ongoing development of coaching skills, offer managers/leaders development opportunities to receive coach-specific training and offer access to professional internal or external coach practitioners to deepen their coaching skills.

✔ Help managers/leaders understand that when they use coaching skills, they are present and focused on the conversation; actively listening to words, body language and tone; and asking questions to move the team member toward his or her goals.

✔ Help managers/leaders to determine when, where and how often to apply coaching skills. Without organizational support and feedback, they may not prioritize the use of the skillset in their managerial approach.

APPENDICES

Endnotes

1. See page 29 in the Appendix for a description of the high-performing organizations index.

2. Filipkowski, J. (2016). *HR's Role in Change Management.* Retrieved from http://www.hci.org/hr-research/hrs-role-change-management

3. Plowman, D.A., Baker, L.T., Beck, T.E., Kulkarni, M., Solansky, S.T., & Travis, D.V. (2007). Radical change accidentally: The emergence and amplification of small change. *Academy of Management Journal*, *50*(3), 515–543.

4. Filipkowski, J., Ruth, M., & Heverin, A. (2018). *Building a Coaching Culture with Millennial Leaders.* Retrieved from http://www.hci.org/hr-research/building-coaching-culture-millennial-leaders

5. Filipkowski, J. (2016). *HR's Role in Change Management.* Retrieved from http://www.hci.org/hr-research/hrs-role-change-management

6. Creasey, T., Taylor, T., Demailly, C., & Brighton, D. (2014). Seven greatest contributors to change management success. *People and Strategy*, *37*(1), 12.

7. $r = -.14$, $p < .01$

8. $r = -.15$, $p < .01$

9. $r = -.22$, $p < .01$

10. $r = .18$, $p < .05$

11. See page 29 in the Appendix for a description of the high-performing organizations index.

12. Cited by 16% to 39% of the sample.

13. Cited by 13% to 37% of the sample.

14. Leading an agile culture and employees can plan for change $r = .17$, $p < .01$ and Leading an agile culture and employees can execute change $r = .18$, $p < .05$

15. Milner, J. & Milner, T. (2018). Managers think they're good at coaching. They're not. *Harvard Business Review.* Retrieved from https://hbr.org/2018/08/managers-think-theyre-good-at-coaching-theyre-not

About the Research

This research report was developed in partnership between the Human Capital Institute (HCI) and International Coach Federation (ICF). Between June 4 and 25, 2018, a survey was distributed via email to HCI members who opted into the HCI Survey Panel and the Learning and Development Community and to professional coach practitioners and HR and L&D contacts on ICF's mailing list. In addition, participation in the survey was promoted on HCI and ICF's social media channels and by the consulting firm, Change Catalysts.

After removing duplicate entries, external coach practitioners, external change management practitioners, and those who are not an internal coach practitioner, manager, leader, an employed individual contributor, or a professional in L&D, HR or talent management, we analyzed 432 completed questionnaires.

The questionnaire for this research report was divided into five sections.

The first section determined what subsequent questions the respondent would receive in the questionnaire. If the respondent indicated that he or she was an external coach practitioner (n = 129), it was explained that the survey was geared toward individuals who are employed within an organization as a leader, manager, HR professional, talent management professional, L&D professional, internal coach or individual contributor. He or she was asked to share the questionnaire with the appropriate contact and received no further questions. For those who indicated that they are an internal coach practitioner; an individual contributor; manager or leader; a manager or leader who uses coaching skills; work in HR, talent management, or learning and development; or work in those functions and use coaching skills, he or she was guided to the second section. If the respondent selected that none of the above applied (n = 20), he or she was directed out of the questionnaire.

The second section contained questions on individual and organizational demographics. It included items that assessed talent and organizational outcomes. HCI researchers developed an index of seven talent outcomes (investments in training, internal mobility, employee engagement, diversity and inclusion, quality of hire, retention and leadership bench strength) and eight critical business performance indicators (large-scale strategic change, customer satisfaction, regulatory compliance, talent attraction, innovation, profitability, shareholder value and labor productivity) for evaluating the relative strength and weakness of respondents' organizations. These inventories are composed of items with five-point rating scales.

Scores from these items are aggregated to create a composite score that reflects the overall strength of each organization in terms of its performance. Those scoring 56 or greater on this inventory are considered high-performing organizations and consisted of 31% of the total.

The third section concerned questions about the coaching modalities available at respondents' organizations. If no coaching modalities were present, the respondent skipped the rest of the questions in the third section and questions from the fourth section were displayed. In addition, the third section included questions about the coaching modalities used and for whom, the frequency of coaching, budget, and training sources. If the question was specific to a type of modality, the respondent only received it if he or she indicated that the modality was present in his or her organization.

The fourth section asked questions about change management initiatives and their successes, the roles the respondent had during the change management initiatives and what activities were offered as part of change management, including coaching.

The fifth section asked for additional comments regarding the topics in the survey.

As part of this project, researchers conducted in-depth interviews with experts on the topic, including:

- ✔ **J. Matthew Becker, M.Ed., MCC**, Coaching and Mentoring Manager, CareSource
- ✔ **Kelli Clark**, Corporate Communications and Change Management, Exelon
- ✔ **Rachel Enochs, PHR**, Manager Organizational Development and Learning, University Hospitals
- ✔ **Samantha Schneider**, IT Manager Strategic Communications, Exelon
- ✔ **Jan Zeller**, IT Change Management and Communications Manager, Exelon

To supplement these methods, researchers reviewed relevant information from a variety of secondary sources, including academic journal articles, white papers, articles, books, blogs and case studies. The results of this questionnaire, subject-matter expert interviews and secondary sources form the basis of this research.

Survey Respondent Demographics

Global Region	Percent
North America	75%
Asia	9%
Middle East and Africa	7%
Europe	5%
Oceania and Latin America (combined)	4%

Number of Employees in Respondents' Organizations	Percent
> 50,000	4%
> 10,000 and ≤ 50,000	19%
> 5,000 and ≤ 10,000	7%
> 1,000 and ≤ 5,000	24%
> 500 and ≤ 1,000	13%
> 100 and ≤ 500	19%
Under 100	13%

Industry	Percent
Health Care and Social Assistance	14%
Finance and Insurance	12%
Government/Public Administration	12%
Professional, Scientific and Technical Services	12%
Other Services (except Public Administration)	11%
Manufacturing	10%
Educational Services	10%
Information	3%
Retail Trade	3%
Utilities	3%
Construction	3%
Transportation and Warehousing	3%
Accomodation and Food Services	1%
Management of Companies and Enterprises	1%
Real Estate Rental and Leasing	1%
Arts, Entertainment and Recreation	1%
Mining	1%
Agriculture, Forestry, Fishing and Hunting	1%
Wholesale Trade	1%

Respondent Type	Abbreviation	Percent
Managers/Leaders (Traditional)	ML (Trad)	7%
Managers/Leaders (Using Coaching Skills)	ML (UCS)	18%
HR/Talent Management/Learning & Development (Traditional)	HR/TM/L&D (Trad)	10%
HR/Talent Management/Learning & Development (Using Coaching Skills)	HR/TM/L&D (UCS)	49%
Internal Coach Practitioner	ICP	12%
Individual Contributor	IC	4%

Seniority	Percent
I manage my own work and contribute to teams and projects.	34%
I manage my own work and lead a team of people.	22%
I lead and am responsible for other people managers below me.	9%
I am responsible for a business unit or function.	26%
I am responsible for an entire organization.	9%

Functional Area	Percent
Learning and Development	24%
Human Resources	23%
Talent Management or Organizational Development	13%
Change Management	6%
Coaching	5%
Other	30%

About the Research Partners

International Coach Federation

Client by client, International Coach Federation (ICF) coaches help their clients improve lives, relationships and business performance. They make a real and measurable difference in people's lives, which is why we're passionate about making sure our coaches and the institutions that train them are well equipped to do their jobs. As the leading global organization dedicated to advancing the coaching profession, ICF is committed to setting high standards, providing independent certification and building a worldwide network of trained coaching professionals.

Founded in 1995, ICF offers the only globally recognized, independent credentialing program for coach practitioners. Achieving credentials through ICF signifies a coach's commitment to integrity, understanding and mastery of coaching skills, and dedication to clients. ICF also accredits programs that deliver coach-specific training. ICF-accredited training programs must complete a rigorous review process and demonstrate their alignment with ICF's definition of coaching, Code of Ethics and Core Competencies.

Learn more at **coachfederation.org**.

Human Capital Institute

We believe that strategic talent management is the only long-term, sustainable competitive advantage left today, and that most organizations around the world are struggling in this critical area. At our best, we change both paradigms and practices, and enable executives to make better, faster decisions than they could on their own.

HCI seeks to educate, empower, and validate strategic talent management professionals to impact business results through the acquisition of insights, skills and tools that are contextualized through research, practice, expert guidance, peer learning, and self-discovery. Visit **HCI.org** to learn more.

Publication date: September 26, 2018

Authors:

Jenna Filipkowski, PhD (Jenna.Filipkowski@HCI.org)
Mark Ruth (Mark.Ruth@coachfederation.org),
Abby Heverin (Abby.Heverin@coachfederation.org)

1130 Main Street | Cincinnati, OH 45202

www.hci.org