

A GUIDE

How to build a COACHING CULTURE


HUMANIFY HR
HUMAN RESOURCES CONSULTING

WELCOME

All business owners and leaders are looking for ways to compete in the highly competitive talent market, to ensure they have the best people working to deliver results for their organisations. We are currently seeing a lot of experimentation with different HR strategies, that aim to differentiate one employer from the next and create a unique employment value proposition that sets employers apart. This guide sets out the practical steps you can take to develop a coaching culture to give your organisation a competitive advantage in the current marketplace.



WHAT IS COACHING?

Coaching is a way to engage in conversations, with clients and employees that looks to raise self-awareness and develop others. It can help people develop personal capabilities, interpersonal skills and their ability to interact and engage with people in more meaningful and successful ways. It builds self-awareness and confidence, as coaching often empowers the individual to make a difference and improve their own effectiveness.

WHY BUILD COACHING CULTURE?

Emerging from the pandemic, people are highly oriented currently towards personal liberty, choice and freedom. People have just experienced an unprecedented experience with the pandemic, that for many required restrictions on their personal capability, ability to make fundamental choices and feel a sense of freedom as they went about their daily lives. Building a coaching culture enables you to strategically engage with this current social focus on freedom and seek to empower individuals to regain autonomy and control over their own lives.

If your organisation currently has a focus on strengthening diversity and inclusion, then embedding a coaching culture will be critical to enabling the success of both operational and strategic goals. Establishing a coaching culture means your people will feel valued, empowered, enabled and inspired to engage with diversity and take opportunities to do things differently. Building a coaching culture into the way you do business, has positive impacts for both your people and organisation.

BENEFITS OF COACHING

Coaching helps to connect your people with your values and purpose as an organisation. It can be particularly effective for engaging employees across the



different generations, as coaching creates opportunities for cross-generational communications that enhance understanding and respect for workers from different age groups. Coaching provides benefits right across the various diversity focus groups, as coaching assists to break down communication barriers and encourage employees to form deeper connections. The connections formed through coaching result in higher levels of trust, respect and engagement – all the key ingredients that lead to a healthy and positive workplace culture.

Some of the key benefits of coaching are:

- ✓ Improvement in both individual and organisational level communication
- ✓ Development of self-awareness and interpersonal skills
- ✓ Improved management and leadership approach and capabilities
- ✓ Encouraging the development of a ‘growth-mindset’ as people engage with coaching they are more likely to develop more innovative solutions to resolve problems
- ✓ Reduction in workplace grievances and complaints, as coaching encourages people to deploy more sustainable solutions to resolve conflict
- ✓ Positive changes in attitudes and motivation to work
- ✓ Increased personal confidence and growth
- ✓ Increased levels of resilience that enables people to better adapt and respond to change
- ✓ Higher levels of energy and productivity as people self-direct towards the achievement of goals
- ✓ Increased levels of engagement and retention, as people enjoy working in an environment that supports their growth and development



INFORMAL COACHING

Many organisations have informal coaching models, that are implemented by individual leaders who may naturally have a strong coaching leadership style. This can be very beneficial to those employees who work for leaders who are well equipped in terms of their skills in coaching. Informal coaching can work well for low-structure organisations, but generally the approach is not sustainable into the longer term unless there is more structure put in place to support coaching.

FORMAL COACHING

Formal coaching models rely on organisations establishing a policy or framework, that provides governance to the way coaching will take place. Formal coaching may then be embedded into existing performance management frameworks, with set times in which coaching takes place and guidance on who can engage in coaching and how coaching will take place. It will normally be supported by training that is provided to leaders and managers on coaching, to ensure they have the skills to support the implementation of the formal coaching framework the organisation is seeking to implement, with the goal of building a coaching culture.

COACHING FRAMEWORK

Whether an organisation is more inclined to adopt an informal or formal approach to coaching, that is not necessarily critical. What we see produce the best results is when a planned approach is taken to implementing a coaching culture throughout the organisation. This approach requires the organisation to think strategically about how they want to harness the benefits of coaching to support the achievement of their broader organisational objectives. Coaching needs to be embedded into conversations about the overall shape and structure of the culture the organisation wants to build and maintain.



The best place to start in building a coaching culture in your organisation, is being very deliberate about the ‘why’ and ‘how’ you will focus on as part of developing a coaching framework. A coaching framework will ensure that you have a set path and clear set of measurables in place, that will enable you to determine if you are successful in implementing a coaching culture as you progress towards this goal. It will additionally serve as a map, to ensure you remain on track with your target objectives in terms of the ‘why’ you are seeking to build a coaching culture in your organisation.

HOW TO BUILD A COACHING CULTURE 5 KEY STEPS

Step 1.

✓ **Assess your current culture:** by undertaking an assessment of your current culture, you will be better positioned to understand how a coaching culture can be embedded within your organisation. Every organisation is different and there is ‘no-one-size-fits-all’ approach to building a coaching culture. The current culture of your organisation will determine what elements of the current culture you may need to consider, that may potentially help or hinder efforts to build a coaching culture. For example, if your current culture is more traditional or hierarchical in nature – it may be more difficult to implement a coaching culture relying alone on an informal coaching methodology. To be successful if this is the current culture of your organisation, you are likely going to require a more formalised approach that will better suit



the high-structure culture of your organisation. It will be different for every organisation, this is why it is so important to start with an assessment of your current culture.

Step 2.

✓ **Get buy-in from senior leadership:** this will require the development of a strong narrative around the ‘how’ and ‘why’ the organisation will take to building a coaching culture. A great place to start with this is developing a narrative is around re-connecting employees with each other as they emerge from the pandemic experience, that will benefit the organisation in terms of boosting productivity and collaboration. We know that organisation-wide culture initiatives like coaching must have leadership from the top to be successful, so you want your senior leaders to adopt the narrative that is developed and consistently share it throughout the organisation. This will help your people recognise that there is a real commitment to coaching from leadership directly and ensure your efforts in building a coaching culture are a success.

Step 3.

✓ **Develop a coaching framework:** a coaching framework will consolidate the strategy and planning that will underpin the efforts to building a coaching culture. This is a critical piece of infrastructure that will clearly set out the organisations approach to coaching and how that will be implemented from a practical perspective.



Step 4.

✓ **Consider a mentoring program and other learning options:** a mentoring program is a great way to accelerate the development of a coaching culture, as it helps to provide immediate access to coaching for those who take part as either a mentor or mentee. There are also a wide-range of learning opportunities available to support your people to develop coaching skills, from LinkedIn learning to more tailored development options that can be delivered. A key area to invest in here is ensuring your leaders have the coaching skills to reinforce the coaching culture you are aiming to build – as leaders play such an integral role in demonstrating the skills and behaviours of an effective coach. This is why we see coaching feature heavily in the curriculum of many leadership development programs, as coaching is an essential skill for the modern-day leader.

Step 5.

✓ **Promote the benefits of a coaching culture:** to reinforce efforts across your organisation as you build a coaching culture, don't forget to share stories directly from your people that promote the benefits of coaching. These stories will serve as positive reinforcement to the overall coaching culture, as your people start to see the real benefits expressed directly by their colleagues. This can serve as a powerful motivator for your people to want to find out more about coaching and better understand how they can get involved in building the coaching culture. In this way, the coaching culture becomes a self-sustaining element of your culture, as your people carry it forward.



SO, IS IT TIME TO INVEST IN COACHING?

ABOUT HUMANIFY HR CONSULTING

Humanify HR Consulting Pty Ltd is a specialist HR consultancy firm that works with the Australian Public Service (APS), private sector and not-for-profit organisations as a leading provider of workplace relations, leadership and culture, targeted workplace training and HR consulting services.

We strive to create workplace cultures that support more productive humans at work, healthier humans in our communities and more successful organisations who are achieving their goals. One of the ways we achieve this is through the delivery of our coaching services. We provide executive coaching, leadership coaching and individual coaching for people who may be transitioning to different phases of their careers or lives. Our coaching services support the people we work with to reach their full potential. Whether that be working with senior executives to support the development of their leadership impact, or individuals looking to better define their career ambitions and goals – our highly skilled and accredited coaches can help them reach the next level.

Our executive coaches have deep expertise in the APS, not-for-profit and private sector. Many of our coaches have held senior leadership positions or have a background in psychology that enable them to deeply understand human behaviour and support clients to adapt, modify and refine their approach to different issues. We only work with accredited coaches, who have undertaken the required training to ensure they are able to provide a quality coaching experience and deliver outcomes.



ABOUT OUR FOUNDER

Sarah Queenan is the Founder and Managing Director of Humanify HR Consulting and her focus is on providing a high-quality service that aims to put a more 'human' approach into the delivery of HR. As a former senior public servant and HR leader operating in the private sector, Sarah has a wealth of experience in developing and guiding both individual and organisational capability. She has a unique understanding of how organisations work, including the cultural, political and regulatory environments the APS operates within. Sarah is a trained lawyer, with qualifications in psychology, coaching and Human Resources. Sarah is an accredited coach in the Human Synergistics Life Styles Inventory (LSI) and Group Styles Inventory (GSI) diagnostic tools, that is regularly used by leaders to help them better understand their leadership strengths and impacts on others.

WORK WITH US

Humanify HR Consulting offers clients the benefit of providing HR consulting services to establish a coaching framework, that will establish a clear pathway to build a coaching culture in your organisation. In addition to this, we provide the added benefit of partnering with you to provide accredited coaches who will understand your coaching framework and objectives to build and maintain a coaching culture across your organisation. Partnering with accredited coaches from Humanify HR Consulting will provide you with the benefit of:

- ✓ Knowing you are working with accredited and experienced coaches
- ✓ Working with coaches who understand your operating environment
- ✓ Ensuring that you are provided with a tailored coaching experience
- ✓ Getting you closer to more confidently reaching your goals
- ✓ Working in a supportive and authentic partnership designed to support your development



OUR COACHING SERVICES

Our coaching services can be tailored to suit individual needs or objectives. We offer the following standard packages, that can be delivered both face-to-face or via telephone or online. The mode of delivery will be determined by the client. Often we find that clients approach these packages as introductory and many will then return to undertake additional sessions with our coaches.

PACKAGE 1: EXECUTIVE COACHING

This package is designed for the experienced business leader or executive, who may be working through a range of complex organisational and people problems and is looking for an independent perspective that can be provided by an experienced coach. The executive coaching package involves six hours of coaching, that is generally split over three sessions comprised of two hours each.

PACKAGE 2: LEADERSHIP COACHING

This package is designed for senior managers, who are looking to enhance their leadership impact to increase their individual and team performance. The leadership coaching package provides the benefit of stepping through complex people management issues, with an independent and trusted expert who can help to uncover new ways of approaching and developing solutions. The goal is to support and guide leadership development through the coaching techniques used. The executive coaching package involves four hours of coaching, that is generally split over two sessions comprised of two hours each.

PACKAGE 3: PEOPLE COACHING

This package is designed for people at all levels, who may be looking to devise strategies and solutions to specific issues they are working on in developing themselves or others. The people coaching package provides the benefit of flexibility to the client, so they can work in partnership with their coach to tailor the coaching sessions around their specific needs and requirements. The people coaching package involves four hours of coaching, that is generally split over two sessions comprised of two hours each.

PACKAGE 4: EXECUTIVE WOMEN'S LEADERSHIP COACHING

This package is designed for women in senior leadership roles who are looking to unpack and implement strategies to overcome common challenges and obstacles faced by women in leadership. We offer this package at a minimum of 10 hours coaching, that is generally split over five sessions comprised of two hours each.



ARE YOU READY TO TAKE THE NEXT STEP TOWARDS BUILDING A COACHING CULTURE OR INVESTING IN COACHING?

Get in contact with our team at hello@humanifyhr.com.au to arrange a coaching session and discuss next steps.

COMPLEMENTARY: COACHING TOOL PUSH/PULL MODEL

What is the push/pull model?

The push/pull model is regularly used in coaching to provide a range of options for a coach to apply when seeking to guide optimal performance. The push/pull model provides a range of 'levers' that can be relied upon in a coaching dynamic dependent on the situation, from listening right through to telling. The concept that underpins the model is that when you 'pull' you are helping someone to solve their problems using their own initiative, logic and will. When you 'push' someone you are more than likely providing them the answer and solving the problem for them.

How to apply the Push/Pull model in coaching

As a coach, you want to more regularly be in 'pull' mode with your mentee by encouraging them to take accountability and responsibility for their decision-making and in turn developing their self-belief and confidence. In mentoring, the push/pull model can be an effective way to approach mentoring conversations and as a mentor, to think about the 'levers' you might be seeking to 'push' or 'pull' – dependent on the situation.



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