

Future of Coaching in organisations

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ACC markþjálfar og
mannauðsstjórar





Future of Coaching in organisations

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Samstarfsaðilar

- Hogan var samstarfsaðili ráðstefnunnar.
- ICF í Ungverjalandi hélt utan um allt skipulag.
- A Global Partnership: Value to the Coaching Community
- Ungverski ICF formaðurinn **Csaba Csetneki** og **Zsolt Feher** frá Hogan í Ungverjalandi héldu utan um dagskrána.
- Sjálfur Dr. **Robert Hogan** var með keynote speech - **Coaching the Uncoachable**.



HOGAN

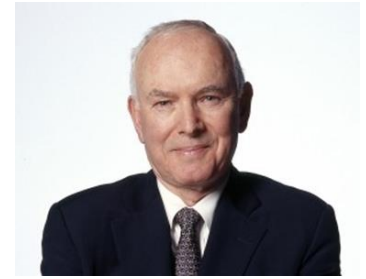
Speakers	Topic	CC/RD*	CCEU
Robert Hogan	Coaching the Uncoachable	CC	1,00
Colin McIlheney & Mark Ruth	Messages from Across the Generations: Listening to the Coaching Consumer	RD	1,00
Grazyna Baka & others	Understanding the Mind of the Coaching Consumer	RD	0
Piotr Olaf Cylicz	Measuring ROI of Coaching	RD	0
Rostislav Benak	Executive Team Coaching: Contracting and Psychometrics	RD	0,33
Daphna Horowitz	Complexity and Paradox of Power in Leadership	RD	0
Janet Wilson	Explore Ethical Dilemmas and Introduce a Model for Ethical Decision Making in a Corporate Environment	CC	0,33
James Dillon	The Challenge of Participative Management	CC	0
Leda Turai	Cross Cultural Coaching	CC	0,33
Svetlana Shapovaliants	Clean Language for Teams; from Contempt to Curiosity	CC	0,75
Hélène Aubry Denton	Develop Your Presence as a Coach - Become More Effective with Your Clients in a World of Change	CC	0
Michael Siller	The Impact of Coaching on Leadership and Organizational Culture	CC	1,00
Yana Blackwelder & others	What are the ICF Prism Awards and will your company be among the next winners?	RD	0
Total Core Competency			3,41
Total Resource Development			1,33
TOTAL CCEU			4,74

* Type of CCEU: Core Competencies or Resource Development

Dagskráin

Fimmtudagur

- Keynote speech – **“Coaching the Uncoachable”** Dr. Hogan



Föstudagur

- Keynote speech – **“Coaching and Talent Management for a Multi-Generational Workforce”**. Colin McIlheney PwC, Mark Ruth, ICF
- **„Complexity and Paradox of Power in Leadership”** –Daphna Horowitz MCC
- **„Explore ethical dilemmas and introduce a model for ethical decision making in a corporate environment”** – Janet Wilson PCC

PRISM verðlaunin

Hvað er það?

Spjall og reynslusögur þeirra sem hafa sótt um og markþjálfara sem hafa unnið með þeim fyrirtækjum sem hafa unnið verðlaunin.





fyrirlestrar fyrirlesarar vinnustofur

Why ICF and Hogan are partnering: Value of the Coaching Community

- Colmon Elridge – ICF (USA)
- Dustin Hunter – Hogan Assessments (USA)

Coaching and Talent Management for a Multi-Generational Workforce

- Colin McIlheney – PWC (Ireland)
- Mark Ruth – ICF (USA)

Measuring ROI of coaching

- Piotr Olaf Cylicz (Pólland)

Complexity and Paradox of Power in Leadership

- Daphna Horowitz (Ísrael)

The Challenge of Participative Management

- James Dillon (Frakkland)

Executive Team Coaching: Contracting and Psychometrics

- Rostislave Benak (Tékkland)

Explore ethical dilemmas and decision making

- Janet Wilson

Cross-cultural coaching

- Leda Turai-Petrauiskiène

Building Agile teams: from contempt to curiosity

- Svetlana Shapovaliants

Develop your presence as a coach

- Héléne Aubry Denton



Spurning ráðstefnunnar

- Hver er framtíð
markþjálfunar í
fyrirtækjum?

Tókst ráðstefnunni að
svara því? ...

Coaching the Uncoachable – Dr.Hogan

Who is Uncoachable?

Two categories of people seem particularly hard to coach.

1. People who are unable to stick with a coaching plan.
2. People who won't listen to feedback.

Who is Coachable: The Coachability Cluster

Two dimensions of personality are related to coachability:

1. Humility: Understanding that “others” know things that you don't know—things that are important. These others are often your subordinates or people who are younger than you.
2. Curiosity: Being curious about what others know that you don't know.
3. We (HAS) can assess these aspects of personality.

Coaching the Uncoachable – Dr. Hogan

Successful Coaching

- We suggest that objective of successful coaching is not to create greater self-sight—it may happen but that is a by-product.
- We suggest that successful coaching involves identifying and changing critical behaviors, and that will lead to a changed reputation.
- It is necessary to deal with the coachability issue before dealing with the reputational problems.
- In managers, these changes will create better employee engagement.
- Successful coaching is not about making clients happy, it is about making the world a better place to work.



A Global Partnersip: Value to the Coaching Community

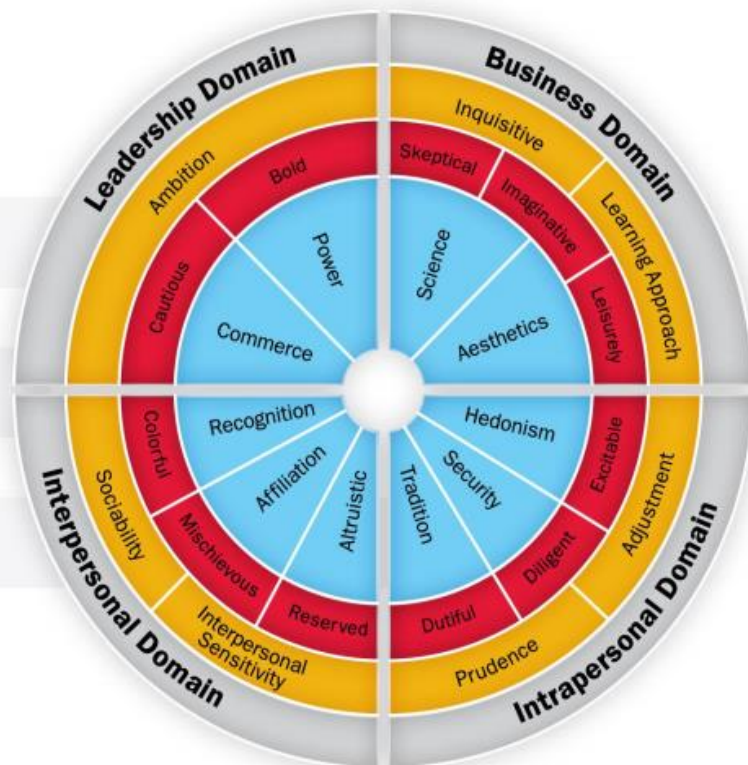
Reputation-Focused Coaching

A New Approach...

From Behavior-Focus to Reputation-Focus

- **Old:** Behavior Change → Reputation Change
- **New:** Reputation Change → Behavior Change
.... resulting in improved performance, enhanced leadership effectiveness, and career success

Reputation change is **real** change



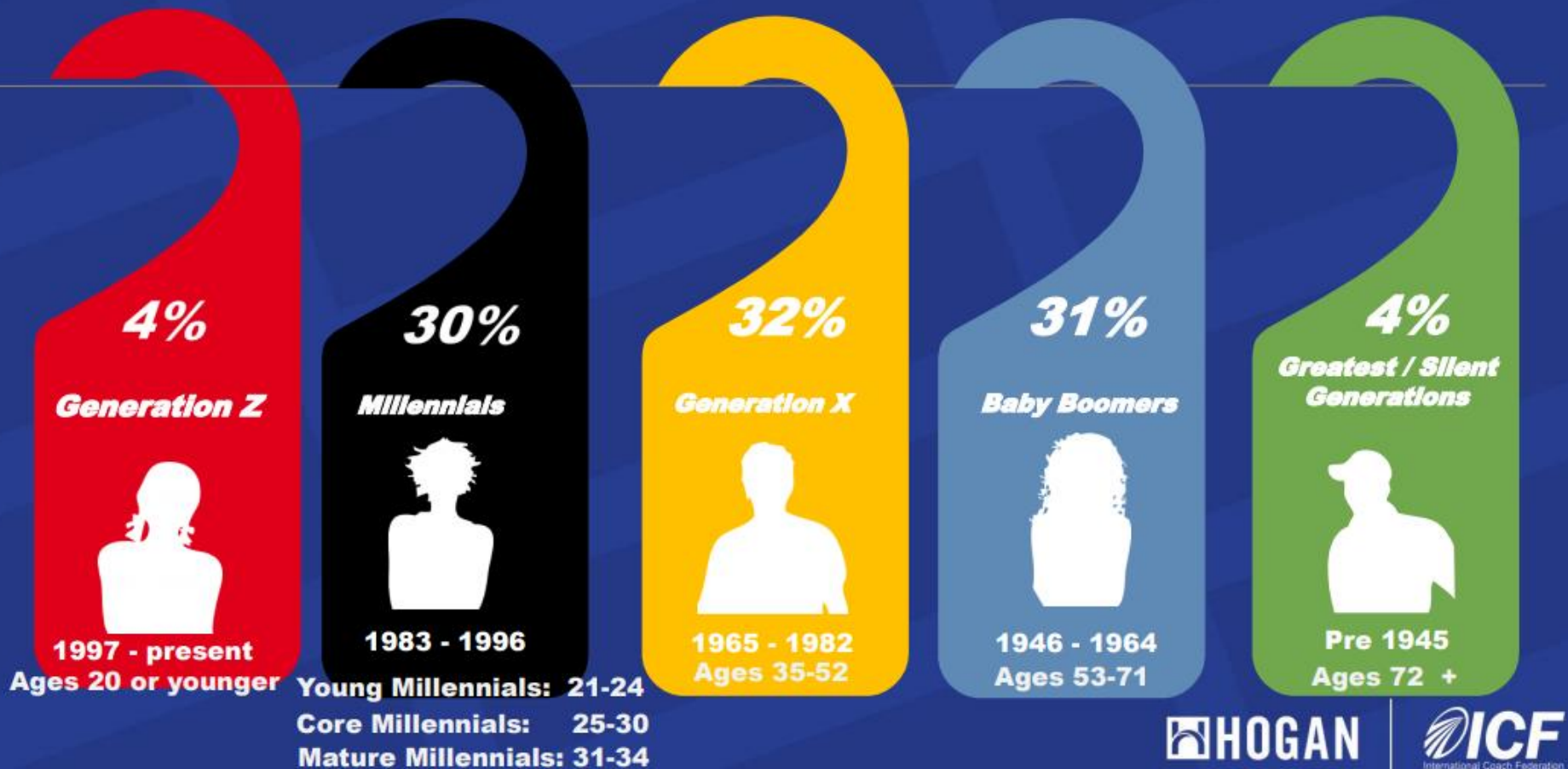
A Global Partnersip: Value to the Coaching Community

Characteristic	Traditional View (Bx)	Hogan View (Rx)
Foundation	Observed or assessed behaviors measured in relation to job or position requirements	Strategic Self-awareness as measured by personality inventories and confirmed by the perception of others
Focus	Behavior change based on an evaluation of performance strengths or weaknesses	Reputation change based on the perception of key stakeholders or relevant constituencies
Process	Static, based on targeting a behavior for change with the aim of reaching a specified performance outcome	Dynamic, based on a continuous development cycle that mirrors career growth
Approach	The application of tools and techniques designed to produce sustainable behavior change	The application of tools and techniques designed to produce sustainable reputation change
Role of Context	Minor, as behavior change is looked upon as additive to the portfolio of skills and abilities of the leader across situations	Major, as reputation is context specific being dictated by culture, manager, and role composition of the situation
Success Criteria	Performance of the individual	Reputation of the individual



Coaching and Talent Management for a Multi-Generational Workforce

Generational breakdown



Coaching and Talent Management for a Multi-Generational Workforce

Workplace values – Top 3 (by generations - % Agree)

Young Millennials (Ages 21-24)

- It is important to have a strong community with my work colleagues (86%)
- My productivity should be measured by quality of my output and not by my hours on the job -AND-
- I enjoy team projects at work* (76% tied)=**H-Affiliation (2/3)**

Core Millennials (Ages 25-30)

- My productivity should be measured by quality of my output and not by my hours on the job (87%)
- It is essential that my manager supports my career development (85%)
- I expect opportunities to share ideas and feedback with key decision-makers (84%)=**H-Power (2/3)**

Mature Millennials (Ages 31-35)

- My productivity should be measured by quality of my output and not by my hours on the job (82%)
- It is important to have a strong community with my work colleagues (79%)
- My manager should provide me with frequent feedback about my performance -AND-
- It is essential that my manager supports my career development (78% tied)=**L-Altruistic (2/4)**

Generation X (Ages 36-52)

- My productivity should be measured by quality of my output and not by my hours on the job (96%)
- I expect opportunities to share ideas and feedback with key decision-makers (95%)
- My manager should provide me with frequent feedback about my performance -AND-
- It is essential that my manager supports my career develop. (90% tied)=**H-Power/L-Altruistic (2 EA)**

Baby Boomers (Ages 53-71)

- My productivity should be measured by quality of my output and not by my hours on the job -AND-
- I expect opportunities to share ideas and feedback with key decision-makers -AND-
- My company's values should align with my personal values (94% tied)=**L-Altr/H-Pwr/H-Trad (1 EA)**

Complexity and Paradox of Power in Leadership – Daphna Horowich

Hafa völd getur verið gott – gefur tækifæri að hafa jákvæð áhrif í heiminum

Á sama tíma geta völd

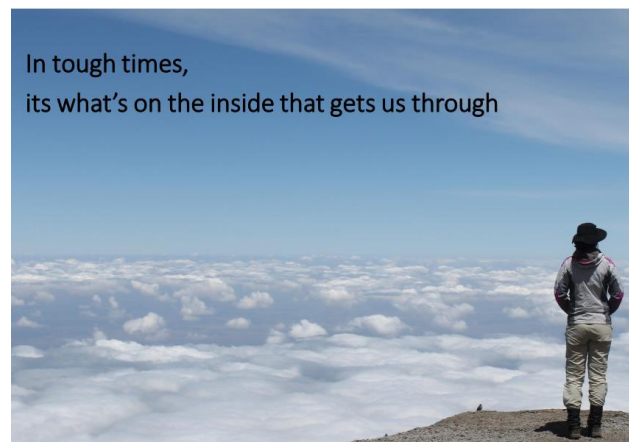
Haft neikvæð áhrif á einstaklinginn þanning hann hagi sér á neikvæðan hátt og þannig misst trúverðugleika og mögulega misst völdin

Þitt eigið persónulega vald

- Nauðsynlegt að byggja það upp á traustum grunni til þess að:
- Komast í gegnum áskornir
- Skapa þetta extra hjá sjálfum sér
- Viðhalda áhrifum okkar

Því meira sem við sækjum í utanaðkomandi völd því meira missum við af okkar eigin persónulega valdi

„From every breaking point there is a point of breakthrough!“



In tough times,
it's what's on the inside that gets us through

Explore ethical dilemmas...

...And introduce a model for ethical decision making in a corporate environment.

„Ethics are moral values in action“ - Siðfræði er siðferðileg gildi í framkvæmd

3 stages for achieving ethical decisions:

- Preparation
- Decide what's **RIGHT**
- Test our decisions

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The Corporate Philosopher

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(n) how to decide what's
right and find
the courage to do it

5th edition

ing" makes sound sense for any business
rations. But saying it and doing it are
h is where ethicability comes in.

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R.I.G.H.T

R	What are the rules?
I	Are we acting with integrity?
G	Who is this good for?
H	Who could we harm?
T	What's the truth?

International Coach Federation

PRISM *Award*

Alþjóðlega PRISM nefndin verðlaunar fyrirtæki með markþjálfunar „program“ í gangi sem:

- Uppfyllir strangar faglegar kröfur
- Tekst á við og styður stefnumiðuð markmið
- Mótar menningu fyrirtækisins
- Skilar merkjanlegum og mælanlegum jákvæðum áhrifum.

Valviõmiõ

- **Effectiveness** – How has the coaching initiative been effective in achieving the intended goals and purpose?
- **Impact** – How has coaching improved the culture of the organization?
- **Strategic Significance** – How has the initiative addressed significant issues within or for the organization?
- **ROI/ROE** – What are the tangible results/the proven ROI or ROE for the organization as a result of the coaching initiative?



Fyrri verðlaunahafar frá 2005

- 2017: AFCC Automotive Fuel Cell Cooperation Corp.; Honorable Mention: EY
- 2016: GlaxoSmithKline; Honorable Mentions: Beyond Er **Coca-Cola HBC Russia**
- 2015: Rogers Communications; Honorable Mention: SAI
- 2014: J.K. Organisation ; Honorable Mention: CareSource
- 2013: Isikkent Schools; Honorable Mention: Defense Acquisition University
- 2012: Banner Health, United Nations Secretariat and Roche Turkey; Honorable Mention: Royal Australian Navy
- 2011: JOEY RESTAURANT GROUP and BC Housing of Canada
- 2010: Genentech, Inc. and the TINE Group – California USA
- 2010: Genentech, Inc. and the TINE Group
- 2009: ibm.com (North America) and Solaglas Windowcare (United Kingdom)
- 2008: British Broadcasting Corporation and SYSCO Food Services of Canada
- 2007: NASA (APPEL 4-D Systems) and Deloitte and Touche
- 2006: University of Texas at Dallas and Verizon Business



“What’s so nice about this program, and about coaching in general, is that it’s about increasing your capacity for change.”

Todd Pierce, CIO, Genentech



A Refreshing Approach to Change Management

ORGANIZATIONAL SNAPSHOT: **Coca-Cola HBC Russia**

Fyrirtæki sem keppa um verðlaunin 2018

- Airbus (nominated by Brian Chaloner, PCC)
- Co-operative Bank of Kenya (nominated by Eileen Laskar, MCC)
- Ireland's Health Service Executive (nominated by Irene Harris, ACC)
- University of British Columbia (nominated by Donna Howes, PCC)

2018 marked a new milestone for the Prism program, as every nominated organization reviewed by the Prism panel of judges met ICF and HCI's rigorous criteria for a strong coaching culture

Sigurvegari tilkynntur á HCI (Human Capital Institute) 26. – 28. september nk. í Chicago.

Svar við spurningu ráðstefnunnar

Niðurstaðan var sú, samandregin
Fleiri og fleiri fyrirtæki munu fara
“PRISM” leiðina.

Markþjálfun verður hluti af allri
stjórnun fyrirtækja

- External Coaching
- Internal Coaching
- Stjórnendur þjálfaðir í að nota
aðferðir markþjálfunar við
stjórnun.
- „Millenials” koma inn með
breyttar áherslur í stjórnun



Takk fyrir okkur og takk Arctic Adventures

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