

HOW TO BUILD AN EFFECTIVE COACHING STRATEGY

Graham Clark and Diane Newell share their top 3 insights into creating a successful coaching strategy based on over 20 years of work with clients at The OCM.

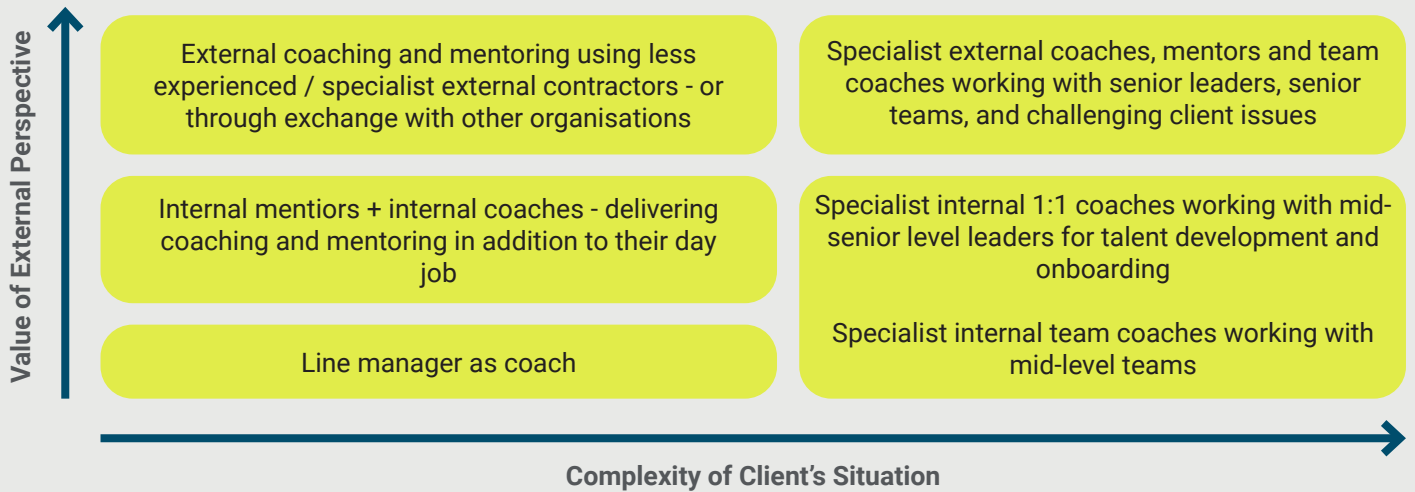
Coaching and mentoring are essential components of an organisation's talent and leadership strategy. When used strategically, coaching and mentoring have the power to transform individuals and organisations, but to fulfil potential, they must be integrated and linked to strategic outcomes.

INSIGHT 1: BE CLEAR ON THE OUTCOMES YOU WANT AND WHY.

What do you want to get as a return from your investment in coaching and mentoring? Whether that's a shift in leadership culture, strengthening key competencies or talent outcomes such as retention and succession success, be explicit about **what** you are looking for and **why**. Link the change to strategy, purpose and values. Every coaching or mentoring intervention will be unique and offer unique value specific to the performance and potential of the individual and teams involved. But if coaches and mentors know what the organisation is looking for strategically, they can also pay attention to these wider objectives. To make this strategic linkage effective, look at how you gather data and organisational learning through the supervision of your coaches and mentors.

INSIGHT 2: BE STRATEGIC IN HOW YOU DEPLOY COACHING AND MENTORING RESOURCES.

Typically, when organisations start using coaching, most of it will be delivered by external executive coaches working with senior individuals and teams. But depending on what outcomes you seek to achieve, this may not be the most effective use of resources - given your desired outcomes, who do you need to impact? And what combination of coaching, mentoring, and learning will support that change most effectively? The diagram below shows how you might target different resources for different issues and audiences. Many organisations overlook resources that are already available. Do you know what internal coaching resources you have? What is your expectation of line managers to deliver performance, career and development coaching? Are you using your internal mentors effectively?



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INSIGHT 3: GET METRICS AND MEASURES IN PLACE AND USE THEM WITH CURIOSITY TO LEARN AND ADJUST.

You will need quality measures to provide data on the effectiveness of your coaching resources. It is essential to know if your external suppliers and internal coaching pools are meeting expectations and managing coaching relationships in line with best practice. But you also need data on the impact on strategic goals. Some of this data will be qualitative and will require gathering perspectives. But much of it can be linked to measures you already have in place. So if, for example, you invest in building coaching skills in your line managers to meet your strategic goals of increasing motivation and retention, then you can see whether metrics from staff surveys and retention data move in the right way over time. And be constantly learning - If they move quicker in one area than another, do qualitative research to find out why. If you want to know whether internal or external coaches work better, try using just internal coaches in one part of the business – what impact does that have over 6 or 12 months? How will you adjust your implementation strategy as a result?

Contact Diane Newell diane.newell@theoem.co.uk to start a conversation and find out more.