

CASE STUDY

Center for Executive Coaching Improves Employee Engagement & Retention for a 6000-Person Organization

Overview

A 6000-person, multi-billion-dollar organization was facing low employee engagement scores and high unwanted attrition in comparison to benchmark organizations. The company approached the Center for Executive Coaching to address this issue, as well as to train a cohort of internal coaches that could help with a variety of strategic leadership development issues.

The Center for Executive Coaching launched a methodology that included: training internal coaches in the best practices in executive and leadership coaching, including coaching managers to improve engagement; training and coaching selected managers to improve the engagement and retention results in their specific units; and coaching senior leadership to make structural changes in order to create a culture supportive of employee engagement and retention.

Approach

The Center for Executive Coaching trained a cohort of internal coaches in the organization to learn best practice coaching skills, including a coaching methodology to help managers to improve engagement. Additionally, 125 of the organization's managers attended a training program that focused on improving engagement and reducing attrition. Each participant left the training with their own action plan to improve engagement with their direct reports.

The internal coaches followed up with coaching sessions to ensure that the managers remained on track and reinforce the training's key messages. Engagement and attrition continued to be measured every six months, in order to acknowledge success and identify areas of ongoing opportunity.

Senior leadership also received coaching, along with feedback from participating managers, so that they could make structural changes throughout the organization to improve engagement. Changes included new incentives, incorporating engagement scores in performance reviews, and supporting managers to have more time as well as an earmarked budget to focus on employee satisfaction and development. The coaching also focused on how senior leaders would model the changes in engagement that they wanted to see in the organization.

Results

The managers who participated in the training and coaching showed significant improvement in engagement scores and retention compared to those who did not. Moreover, the organization as a whole showed a substantial improvement in engagement and retention scores, largely due to the structural changes and new behaviors by senior leadership.

Meanwhile, the organization continued to rely on its internal coaches for many other initiatives, from leadership development to improving productivity – all while saving money compared to hiring external coaches.

Conclusion

Having a team of well-trained internal coaches can be an efficient and meaningful enabler of organizational change and execution of top strategic initiatives. While there are other pieces to the puzzle, including training and leadership support, effective internal coaches can make a significant difference.

To learn more about how the Center for Executive Coaching can train your internal coaching group, please visit <https://centerforexecutivecoaching.com> and reach out to us at info@centerforexecutivecoaching.com. We have successfully trained internal coaches in a wide variety of industries, including healthcare, technology, consulting, financial and investment services, logistics, defense, and insurance.