GCG

Global Coach Group
Lead for Good

How to Build a High-Impact Leadership Coaching Strategy for Your Organization



www.globalcoachgroup.com

Making It Strategic

How Coaching Improves Business Outcomes and Not Just Leaders

Building an effective leadership coaching strategy isn't just about solving leadership issues or assigning coaches. It's about aligning leadership development with your organization's strategic goals—whether that's doubling revenue, expanding into new markets, leading culture change, or increasing engagement across a global workforce.

It's equally about embedding those strategic goals into everyday leadership culture—where people work together to deliver results, transforming how leaders lead and how teams perform. And most importantly, it must all be done in a measurable way—so that coaching isn't a "spray and pray" initiative, but a strategic investment with clear return on investment (ROI).

Based on best practices from coaching over 100,000 leaders across industries on six continents, here's a step-by-step roadmap to design a results-driven, scalable leadership coaching strategy. This guide will walk you through the 9 essential steps:

1 Assessment and Goal Setting
2 Designing the Coaching Framework
3 Selecting the Right Leaders
4 Choosing the Right Coaches
5 Implementation Plan
6 Communication and Engagement
7 Measuring Outcomes
8 Sustaining and Scaling
9 Building a Coaching Culture

01

Assessment and Goal Setting: Start with Strategic Clarity

Without a deep understanding of your current leadership landscape, even the most well-designed coaching programs can fall flat. This step isn't just about identifying gaps—it's about identifying both strengths and areas to develop—and identifying what leaders need to do differently to turn strategy into reality. Done well, this step anchors coaching to organizational priorities and links it to measurable outcomes, including both business results (like revenue, productivity, or quality) and people outcomes (like engagement, retention, or culture).

To establish that clarity and alignment, here are the key actions to take:

Key Actions

- Conduct a Needs Assessment
  Use 360-degree feedback (like the GLA360), employee engagement surveys, talent reviews, and stakeholder interviews to identify leadership gaps. Look beyond functional and leadership skills to explore mindset, behavioral patterns, and the cultural challenges or expectations leaders must navigate.

- Define Coaching Objectives
  Clarify what outcomes the coaching programs should achieve. These could range from improving engagement, speed of change, and communication to enhancing strategic thinking or strengthening succession readiness of leaders.

Common Pitfalls to Avoid

- Setting vague or overly broad goals like "develop better leaders."

- Failing to connect the investment in coaching programs to strategic performance metrics (e.g., revenue growth, digital-first, engagement).

What This Enables

When done well, this step creates alignment between HR, business leaders, and the leaders being coached. Everyone understands what success looks like and why coaching is being deployed. Leaders are clear on expectations, and coaching engagements are grounded in specific, strategic goals. This clarity sets the stage for designing a coaching framework that directly supports leaders, their managers, and business priorities—and ensures that measurement and ROI are built into the process from the start.

02

Designing the Coaching Framework: Structure for Success

Coaching doesn't succeed because of coaching conversations alone. Structure is what makes coaching purposeful, scalable, and aligned with results. A well-designed framework answers the key "how" questions:

- How long should coaching last?
- How are leaders and coaches selected?
- How do we balance structure with flexibility for individual needs?
- And how do we track progress and measure impact along the way?

To design a framework that supports both results and engagement, you should:



Key Actions

- **Choose Coaching Models**

  Align models with the coaching objectives defined in Step 1—those tied to your organization's strategic and leadership goals. Consider proven approaches like:

✓ **GROW**
Goal, Reality, Options, Will

✓ **CLEAR**
Contracting, Listening, Exploring, Action, Review

✓ **Triple Win**
Better Leaders, Better Teams, Better Results

- **Define Program Format**

  One-on-one coaching is ideal for personalization, while team coaching can cascade impact, and group coaching offers a more resource-effective approach. Set clear expectations for duration (6–12 months), session frequency, coworker involvement, and feedback loops.

- **Incorporate Key Competencies**

  Align coaching themes with your organizational values and leadership competency framework, such as collaboration, resilience, and systems thinking.

More information on the next page.

02 Designing the Coaching Framework: Structure for Success

Common Pitfalls to Avoid

- **Stopping at Assessment, Awareness, and Action Plans**

  Too often, coaching focuses on diagnosing issues, building self-awareness, and crafting action plans—but fails to follow through on implementation and measuring impact. Insight without impact doesn't move the needle.

- **Focusing Only on the Leader's Personal Agenda**

  Coaching that centers solely on the leader's individual issues or career goals can miss the bigger picture. If it doesn't also support team dynamics and broader organizational objectives, it risks becoming disconnected from creating real value for the organization—undermining the very impact coaching is meant to deliver.

One-on-one coaching is ideal for personalization, while team coaching can cascade impact, and group coaching offers a more resource-effective approach.

What This Enables

Coaching becomes focused and effective with a clear and adaptable structure. It helps leaders stay accountable, coaches stay aligned, and organizations stay informed on progress and measurable impact. Now that the system is in place, success hinges on selecting the right leader and coaches.



03
Selecting the Right Leaders: Focus on Coachability & Business Impact

Not every leader is ready for coaching, and not every challenging problem can be resolved through it. That's why selection should be proactive and intentional—not reactive and haphazard. The goal is to identify leaders whose development will create significant impact—on people, performance, and culture. This step requires looking beyond job titles and toward leadership behaviors, readiness to grow, and the influence a leader has on others and the business.

To make informed decisions about who should be included in your coaching program, consider the following:

Key Actions

- Identify High-Potential Leaders
  Consider those recently appointed to new roles, included in talent reviews and succession plans, or positioned where their development can create a ripple effect across teams and the broader organization.

- Evaluate Coachability
  Assess willingness to change, openness to feedback, and the level of stakeholder support for the leader.

Common Pitfalls to Avoid

- Using coaching as a corrective intervention for underperformers.

- Ignoring behavioral indicators of resistance or lack of readiness.

What This Enables

By choosing coachable, high-impact leaders, you focus resources where they matter most. These individuals are more likely to engage deeply, create measurable results, and influence others positively. With these leaders identified, the next step is to select the right coaches—those with the credibility, experience, and tools to guide their growth. The best coaches don't just offer support; they work within a structured framework to drive meaningful progress for the leader, their team, and the organization. Choosing the right coach is where real transformation begins—and that's where we go next.

> *If you would like to learn more about how to select the right leaders for coaching, view our definitive guide here,* ***"Selecting the Right Leaders for Coaching".***

04

Choosing the Right Coaches: Aligning Expertise with Culture

The coaches you select must be aligned with the strategy you've built so far. That means choosing professionals who understand the leadership challenges you're targeting (Step 1), are able to work within your coaching framework (Step 2), and have experience supporting the types of leaders you've identified (Step 3).

At the same time, coaching is personal. The relationship between coach and leader is built on trust, credibility, and the ability to challenge constructively. Choosing the right coach means matching your organization's context and culture with the coach's experience, methodology, and personal style. This decision is as strategic as selecting the leaders themselves.

To ensure you select coaches who will truly move the needle on leadership impact, focus on these actions:



Key Actions

- **Decide Internal vs. External**

  Align models with the coaching objectives defined in Step 1—those tied to your organization's strategic and leadership goals. Consider proven approaches like:

✓ **Internal Coaches**
Understand organizational culture and internal dynamics. Often used for middle managers.

✓ **External Coaches**
Bring outside perspective, best practices, and confidentiality. Ideal for senior and executive leaders.

- **Establish Selection Criteria**

✓ ICF certification (ACC, PCC, MCC) and demonstrated expertise in coaching leaders toward strategic objectives such as growth, transformation, culture change, or other goals identified in your coaching strategy.

✓ Experience working with similar leader profiles and organizational cultures.

✓ Ability to deliver measurable outcomes using structured approaches (like GCG's Triple Win)

More information on the next page.

04 Choosing the Right Coaches: Aligning Expertise with Culture

Common Pitfalls to Avoid

- Choosing coaches based solely on likeability or leaving the decision entirely to the leader. Leaders may gravitate toward someone who feels comfortable rather than someone who will challenge them to grow. Instead, involve the leader's manager or HR to ensure the coach is selected for their ability to drive measurable results.

- Overlooking the importance of contextual experience—and how it connects to the entire setup: Once your coaching objectives are defined (Step 1), your framework is built (Step 2), and your leaders are selected (Step 3), the coaches must be able to deliver within that context. Only then can your coaching strategy truly bear fruit.

What This Enables

With the right coaches in place, leaders are more likely to feel supported and challenged in equal measure. Trust grows, engagement deepens, and transformation accelerates. The foundation is now laid for a strong launch—through an implementation plan that brings it all together.

If you would like to learn more about how to select the right coaches for your leaders, view our definitive guide, ***"Selecting the Right Leadership Coach."***



05
Implementation Plan: Pilot, Refine, Scale

Implementation is where your coaching strategy turns into action. It's when the objectives from Step 1—like driving change, increasing engagement, or developing leaders—start to take form. A well-run pilot shows your approach works in your context, builds credibility, creates early champions, and provides the data and stories needed to support broader rollout. This step builds your business case for coaching through real results and impact.

To move confidently from plan to practice, start with these foundational actions:

Key Actions

- **Launch a Pilot Program**
  Start with a cohort of 20–50 leaders: track engagement, framework efficacy, early outcomes, and coach-leader fit.
- **Align with HR and L&D**
  Integrate coaching into performance appraisals, leadership development plans, talent reviews, and succession processes.
- **Use Technology Tools**
  Platforms like GCG's Coaching Tools streamline implementation, progress tracking, feedback collection, and impact measurement.

Common Pitfalls to Avoid

- Treating the pilot as a side project rather than a launchpad.
- Selecting the wrong leaders for your pilot can hurt the program's credibility. Without influential, coachable participants aligned with strategic goals, you lose the chance to build champions and show early success.
- Failing to demonstrate clear ROI and leader impact—with data and success stories—makes it difficult to justify continued investment or scale the program.

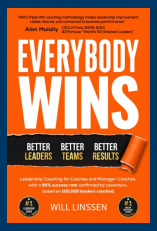
What This Enables

A successful pilot gives you data, credibility, and momentum. It allows your organization to showcase results, adapt as needed, and build confidence among stakeholders. With a solid start in place, the next step is to scale awareness and engagement across the organization.

> *To see how companies like Expedia and others have done this with GCG—whether by transforming culture or driving measurable business results—explore our case studies:*
>
> ✓ ***Expedia: Building a Coaching Culture***
> ✓ ***GCG Case Study: Coaching Multiplies Results***

For Clients

We Deliver a Triple Win



Better Leaders, Better Teams, and Better Results — boasting a 95% success rate confirmed by coworkers, based on more than 100,000+ leaders coached.

Global Coach Group delivers the best results-based coaching worldwide through our network of over 4,000 world-class certified coaches, powered by our proven Triple Win Leadership Coaching approach and proprietary digital tools.

Triple Win Leadership Coaching, captured in Everybody Wins by Will Linssen — Amazon #1 International Bestselling Author.

Author

Will Linssen



Will Linssen has been ranked World's #1 Leadership Coach by Global Gurus (USA) and World's #1 Coach Trainer by Thinkers50 (UK), serves as advisor to the Harvard Business Review, and is recognized as a LinkedIn Top Executive Coaching Voice. He is an Amazon #1 International Bestselling Author. With more than 30 years of experience in executive leadership across Europe, North America, and Asia, Will holds the International Coaching Federation's highest accreditation: Master Certified Coach.

He is the founder and CEO of Global Coach Group, the world's #1 international leadership coaching network, with over 4,000 coaches worldwide serving Fortune 500 companies and leading multinational corporations.