GCG

Global Coach Group
Lead for Good



HOW TO SCALE COACHING IN YOUR ORGANIZATION

BEST PRACTICES

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Introduction

Leadership serves as the backbone of organizational success, guiding teams through obstacles and shaping strategic decisions. Many organizations have embraced the 70-20-10 experiential learning framework to cultivate strong leaders, a proven model that prioritizes essential elements of leadership growth. According to this framework, leaders learn and grow through 70% on-the-job experiences, 20% developmental relationships such as coaching and mentoring, and 10% formal learning.

However, organizations often face the challenge of insufficiently connecting formal learning (the 10% knowhow) to on-the-job experiences (the 70% showhow), resulting in compartmentalized learning with limited real-world application. Coaching and mentoring (the 20%) serve as vital conduits for transforming leaders' knowhow into showhow on-the-job. Despite the framework's solid foundation, many organizations struggle to bridge learning with on-the-job application due to an insufficient emphasis on the full potential of coaching, which ultimately leaves leadership development processes faltering.

Global Coach Group's research, which analyzed 360-feedback from over 19,000 leaders and approximately 160,000 coworkers, reveals that a mere 18% of leaders apply their learnings on the job effectively enough for coworkers to notice improvement. This finding makes investments in leadership development inefficient and success elusive. To overcome this hurdle, scaling coaching within organizations is imperative, enhancing and extending coaching efforts to ensure leaders at all levels receive the necessary support and guidance to excel.

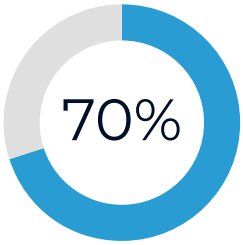
The same research also indicates that organizations, leaders, and teams acknowledge the benefits of increased coaching, yet the reality paints a different picture. The lowest-rated items in the 360-feedback include leaders' abilities to provide timely developmental feedback and effective coaching to their team members. This evidence highlights that coaching and feedback tend to be overlooked, as leaders often fall short in personally coaching and developing their teams.



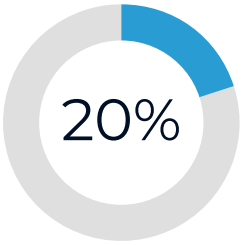
This comprehensive guide delves into the significance of scaling coaching within your organization, showcasing its potential impact on overall performance and success. By examining the intricacies of the 70-20-10 framework and assessing the critical role that coaching plays in leadership development, this guide will unveil insights for leveraging the true power of coaching and broadening its reach. Ultimately, these insights will drive transformative results, both for your organization and its leaders.

The 70-20-10 Framework: Where Organizations Excel and Where They Can Improve

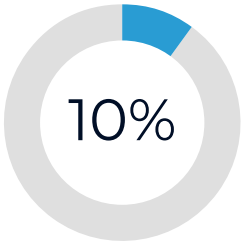
The 70-20-10 framework serves as a guideline for leadership development, recognizing that individuals acquire knowledge, skills, and abilities through a combination of experiences. The framework is broken down into the following proportions:



On-the-job learning
Leaders gain practical insights and develop critical skills through real-life work experiences, such as managing projects, solving problems, collaborating with diverse teams, and stretch assignments. These hands-on experiences are crucial for the growth and development of leaders, providing unparalleled opportunities to apply and refine their skills.



Developmental relationships
These relationships include coaching, mentoring, and peer collaboration, where leaders engage in interactive dialogue and use feedback from on-the-job challenges to promote self-awareness, reflection, feedback, and action planning, which can then be applied back in the workplace. The 20% emphasizes tailored, targeted development, providing unique insights that highlight individual strengths and areas for improvement.



Formal learning
This component includes training programs, workshops, online courses, and seminars, which aim to develop the knowledge and skills for leadership. Formal learning ensures that leaders are equipped with essential theoretical knowledge and best practices, forming a strong basis for high quality and effective leadership.



The 70-20-10 Framework: Where Organizations Excel and Where They Can Improve

While many organizations succeed in implementing the 70% on-the-job experiences and 10% formal learning components, the coaching aspect is often underutilized or inefficiently executed. The 20% dedicated to coaching and mentoring offers an unparalleled opportunity to connect the two, accelerate leadership growth, and derive the full benefits of the 70-20-10 framework.

By optimizing the conduit that the coaching portion offers, organizations can significantly augment overall leadership development, resulting in more capable and well-rounded leaders. Scaling coaching efforts within an organization can boost personalized development, targeting the unique needs and circumstances of each leader to create a high-performing and adaptive workforce.

In the following sections, we will explore the differences coaching can make in leadership development, why organizations should prioritize scaling coaching, and actionable strategies for successfully implementing large-scale coaching initiatives.



The Impact of Coaching

Coaching is a cornerstone of leadership development, as it can bring about transformative change in both individual leaders and their teams. While leaders and teams acknowledge that more coaching would be helpful and appreciated, our research among 179,000 leaders and coworkers shows that coaching is underutilized, even though they recognize that the 20% coaching component of the 70-20-10 framework can unlock the following benefits:



Enhanced Leadership Effectiveness
Coaching fosters a growth mindset that encourages leaders to be more self-aware, adapt to change, improve effectiveness, and communicate better. By providing targeted insights and personalized guidance, coaching equips leaders with the tools to overcome individual challenges and excel in their roles.



Stronger Team Performance
Effective leaders are better equipped to build high-performing teams, fostering a culture of collaboration, innovation, and accountability. When leaders receive coaching, they not only elevate their performance but also directly influence their teams, leading to improved overall results for the organization.



Employee Engagement and Retention
By investing in the growth and development of their leaders, organizations send a clear message that they value the personal and professional development of their employees. This commitment to growth can lead to increased employee engagement, motivation, and higher retention of top talent.



Adaptability and Resilience
Large-scale coaching initiatives can help organizations become more agile, enabling leaders to navigate challenges and adapt to changing circumstances with ease. Coaching cultivates resilience by empowering individuals to tackle setbacks and learn from their experiences, fostering a proactive and innovative mindset at all levels.



Organizational Culture
By embedding coaching into the organization's culture, businesses can create a collaborative environment that emphasizes continuous learning and feedback. This fosters a positive atmosphere driven by shared goals and values, which ultimately contributes to achieving long-term success.

Investing in the coaching component of the 70-20-10 framework is essential for enabling organizations to maximize the potential of their leaders. By scaling and enhancing coaching efforts, organizations can create a powerful competitive advantage that translates to tangible improvements in leadership effectiveness, team performance, and overall success. In the following sections, we will discuss the reasons to prioritize scaling coaching and delve into the strategies necessary to implement successful large-scale coaching initiatives.

Why Organizations Prioritize Scaling Coaching

Prioritizing scaling coaching in organizations is crucial for leading culture change, driving overall performance, and creating a pathway for sustainable success. Among the reasons organizations prioritize scaling coaching, three key aspects stand out as the most compelling drivers for amplifying these efforts.



Robust Leadership Pipeline
One of the primary reasons to scale coaching is to create a strong leadership pipeline, ensuring that future leaders possess the skills and experiences necessary to guide the organization effectively. Comprehensive coaching opportunities allow organizations to develop leaders across various levels, honing their leadership styles and embodying the company's vision and values. As a result, businesses cultivate an environment of growth and continuous improvement, positively impacting the bottom line and building a foundation for long-term sustainability.



Employee Engagement and Retention
Another essential aspect of scaling coaching is the impact it has on employee engagement and retention. When organizations invest in coaching and dedicate resources to support their employees' growth, they showcase their commitment to personal and professional development. Higher engagement levels lead to increased job satisfaction, motivation, and a more profound sense of belonging, resulting in reduced attrition rates and a lower risk of losing valuable talent. A solid coaching program can be a powerful tool for maintaining a dedicated workforce and driving organizational success.



Strengthen Organizational Resilience and Adaptability
The business landscape is continually evolving, and organizations must be quick to adapt and innovate. By scaling coaching, companies can develop a resilient workforce equipped with the skills to navigate challenges and respond to changes effectively. Through coaching, employees learn to think critically and problem-solve, fostering a proactive and innovative mindset. This adaptability permeates through every level of the organization, creating an agile and resilient work environment that can quickly adjust to unforeseen events or market shifts, ensuring that the organization remains competitive and viable.

Considering the importance of building a strong leadership pipeline, enhancing employee engagement and retention, and strengthening organizational resilience, the investment in a scalable coaching program becomes crucial for driving organizational success. In the following section, we will delve into the strategies organizations can use to effectively implement large-scale coaching initiatives.

How to Effectively Scale Coaching Within Your Organization

Effectively scaling coaching initiatives in an organization requires a comprehensive approach that addresses various aspects of leadership development. The following strategies build on each other as organizations implement large-scale coaching programs that drive results and enhance overall performance:



Assess Your Organization's Needs

Begin by evaluating your current leadership development efforts and identifying areas where coaching may be lacking or results are insufficient. Conduct a thorough assessment to determine specific coaching requirements, such as skill gaps, leadership challenges, or employee engagement levels. This information is vital for designing a tailored coaching program that meets the organization's needs.



Use a Consistent Approach and Tools

Well-defined coaching services combined with consistent tools and structured follow-up are crucial for the successful implementation of a large-scale coaching initiative. Clearly outline the objectives, responsibilities, and expectations for both coaches and participants, ensuring consistency across the organization. Utilize tools and resources (e.g., assessment tools, coach guidelines, or best practices) to create a clear and structured coaching approach that promotes measurable impact and progress management to ensure quality data, systematic measurements, and valuable insights.



Develop a Blend of External and Internal Coaching Resources

Combining external coaching expertise with the development of internal coaching capabilities can offer a powerful approach to scaling coaching efforts. External coaches provide diverse perspectives and specialized expertise, while internal coaches foster insights rooted in the organization's culture and challenges. Both are critical for driving change and supporting leaders across various levels of the organization.



Leader as Coach

Encourage a coaching culture by training managers to become effective coaches, enabling the development process to extend beyond formal sessions with designated coaches. By coaching their teams, managers can transform the way they lead, integrate coaching into the culture and significantly impact employee engagement and team performance.

Leverage Technology for Scalability

Utilize digital solutions, such as coaching platforms, emeetings, or learning management systems, to streamline the coaching process and make it accessible to a larger audience working with the best coaches wherever they are located. These tools can help facilitate communication, track progress, and ensure that coaching resources are available to employees irrespective of their locations.

Measure Results and Monitor Progress

Establish key performance indicators (KPIs) and other return on investment metrics that align with coaching objectives to measure the effectiveness of the coaching initiatives on the effectiveness of the leaders, their teams, and performance results. Regularly evaluate progress and adjust the coaching program as needed to ensure that the desired results are achieved and sustained.

Cultivate a Coaching Mindset Within the Organization

Embed coaching as part of the organizational culture. Encourage open dialogue, continuous learning, and constructive feedback across all levels, creating an environment where individuals feel empowered to grow and develop.

This approach has been tried and tested based on more than 100,000 leaders coached across organizations around the world and tightly connecting these strategies has resulted in a 95% coaching success rate as confirmed by coworkers. By implementing these strategies, organizations can effectively scale their coaching initiatives, driving significant improvements in leadership effectiveness, employee engagement, and overall business performance. The successful integration of large-scale coaching programs unlocks the potential of leaders and teams, fostering a resilient and adaptive environment that positively impacts the organization's long-term success.



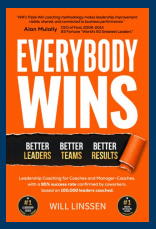
In Summary

Organizations keen on fostering powerful, adaptive leaders must prioritize refining and scaling their coaching efforts. By implementing tailored strategies for strengthening this often-underutilized component within the 70-20-10 framework, businesses can tap into the full potential of their leadership talent, unlocking growth and driving long-term success. Embarking on this journey not only transforms and elevates the skills of leaders but also enriches the overall work culture, fostering an environment that embraces continuous learning, innovation, and collaboration.

Global Coach Group is dedicated to supporting organizations in successfully implementing and scaling coaching initiatives. As a trusted partner, we provide a range of services and solutions that align with the strategies outlined in this guide, such as comprehensive assessments, structured frameworks, and expertise in leveraging both internal and external coaching resources. Our commitment extends to fostering a coaching culture within your organization and emphasizing measurable outcomes to ensure tangible results. Together, we strive to create a lasting impact that transforms leaders, enriches company culture, and propels organizations towards enduring success.

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.