

06.04.2024

Building Synergies between Coaching & Learning

Value of Coaching

Integrating Coaching into Learning Programs

Building a Coaching Culture through Training

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A little about me

- Organizational Psychologist
- Learning and Organizational Development Practitioner
- Leader of Internal Coaching Practice, Learning & Development, Talent Management, and DEI
- ICF certified coach



Stamford Health

Independent, community owned and operated health system

- 305-bed acute care hospital in Stamford, Conn
- Growing ambulatory network throughout Fairfield County
- Medical group with more than 208 physicians and advanced practice providers in 40 locations
- With more than 3,800 employees and largest employer in the City of Stamford,
- operating budget of close to \$1 billion

STAMFORD HEALTH BY THE NUMBERS

In 2022, Stamford Health's **3,800** employees and more than **1,000** medical staff members had **1.2 million** encounters with patients.

This included

60,000

visits to the Stamford Hospital Emergency Department

28,000

visits to a Stamford Health Immediate Care Center

15,000

discharges from Stamford Hospital

13,500

surgeries

2,400

births



VAGELOS COLLEGE OF PHYSICIANS AND SURGEONS



Dana-Farber Cancer Institute



Brigham Cancer Center



Stamford Health Vision

Stamford Health is reimagining healing in every way, distinguishing ourselves as the most trusted healthcare partner for the communities we serve.



Achieve this by providing expert care with a human touch

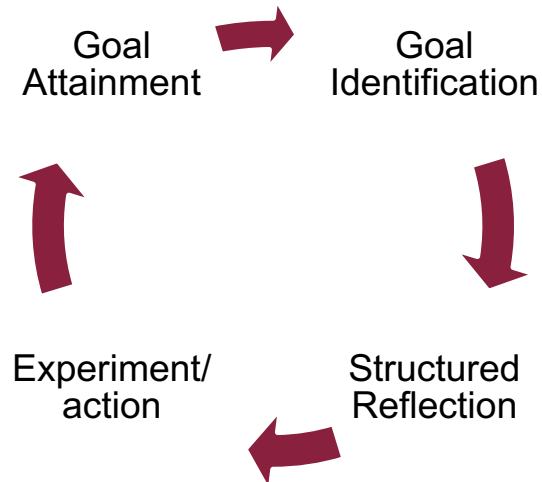


Practice of coaching in the workplace is evolving

Research & Practice

- Fastest growing specialty within Human Resource profession
- Practice has more than tripled in the past 10 years¹
- Spend in US – over \$2 billion / year²

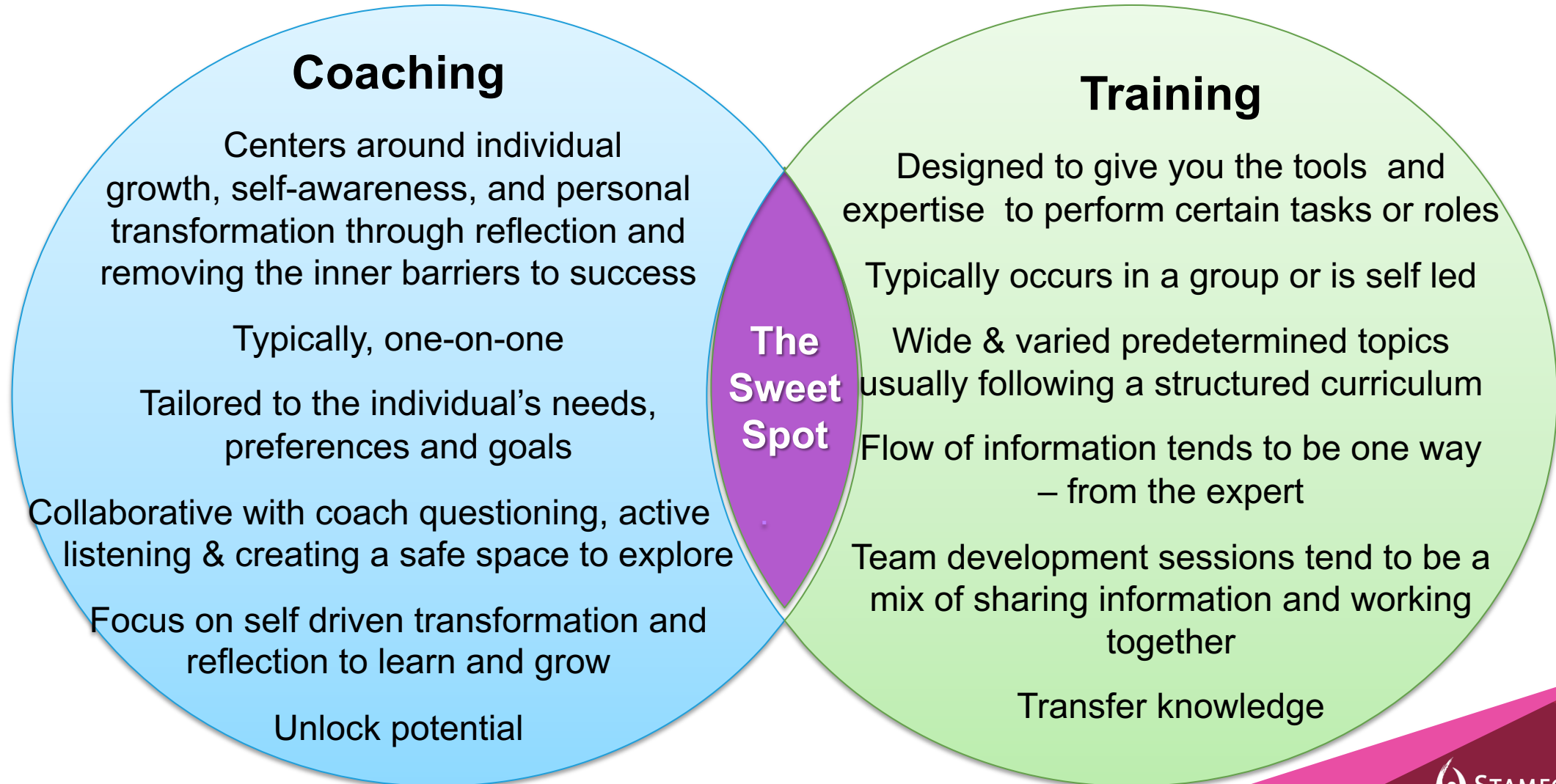
“Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential” (ICF, 2020).



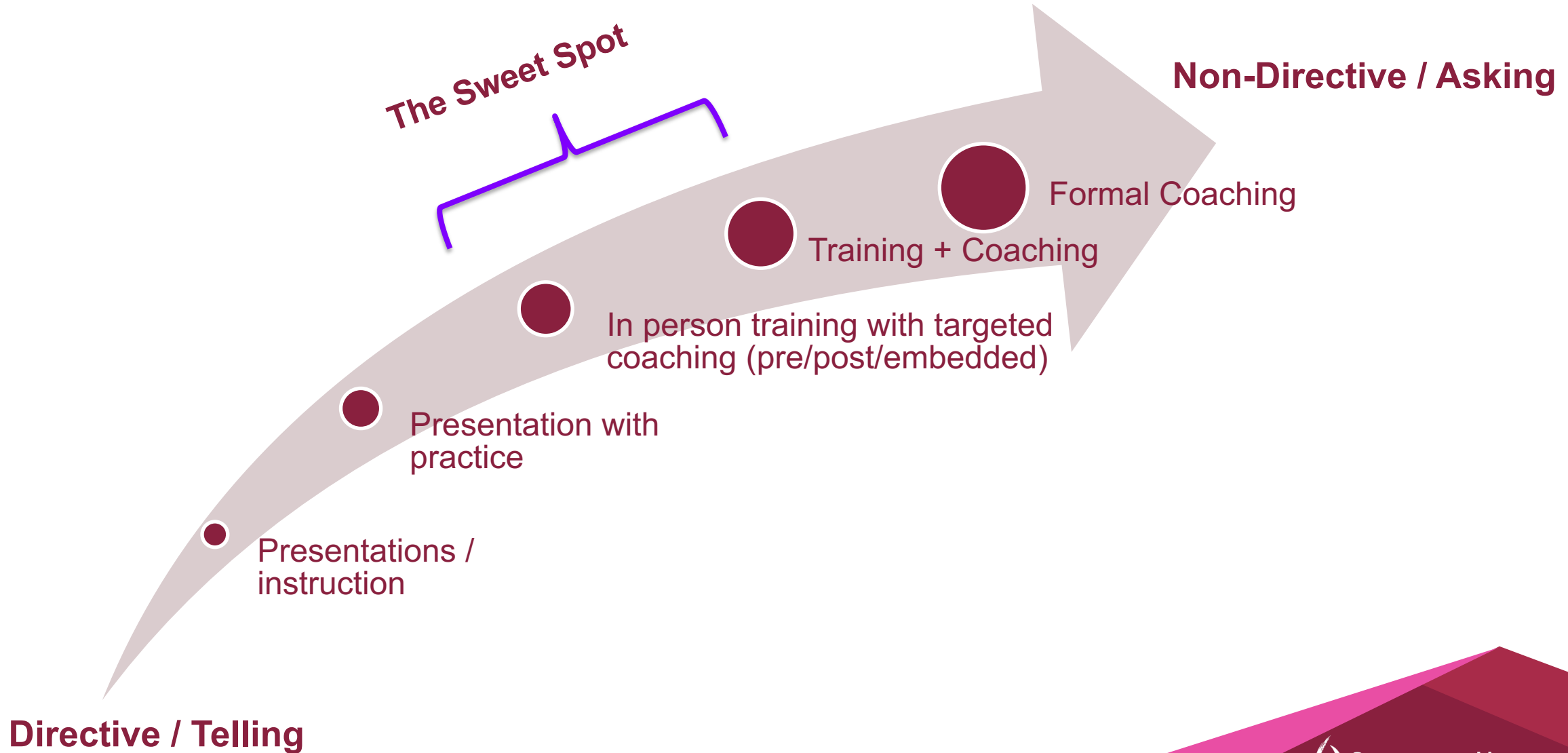
Outcomes³

- 80% of people who receive coaching report increased self-confidence
 - Over 70% benefit from improved work performance, relationships, and more effective communication skills.
- 86% of companies that invest in coaching get a net positive ROI.
 - 73% of participants & 54% of stakeholders report achieving goals as direct result of coaching
- Experimental studies of coaching⁴
 - Improved self-efficacy, goal clarity and work satisfaction
 - Improved performance/skills, well-being, coping, work attitudes, and goal-directed self-regulation
 - Coaching has a positive effect on organizational outcomes

Coaching vs Training



Possibilities – Where does coaching fit with training?



Case studies of successfully integrating coaching with training programs

Team Coaching within a Learning Program

Talent Acceleration Program (8-month program for high potentials) within Financial Institution

- **Monthly Training Experiences.** Leaders as teachers training on soft skills, project management, financial management, and operations
- **Learn by doing:** 5 to 6-person team work on a cross-functional project (**NOT** within their area of expertise) with a senior leader, project sponsor and team coach.
- **Enhance self awareness:** Including 360-assessment process with individual coaching; developing personal insights through use of instruments (e.g., MBTI, conflict styles) and training

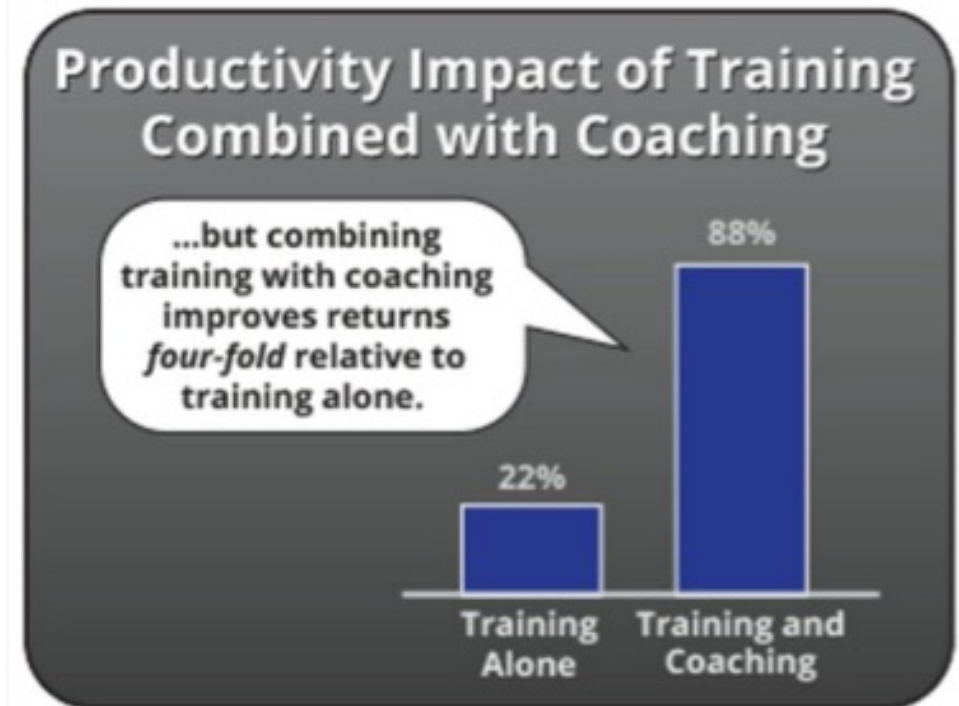
Integrating Individual Coaching into Program

Physician Leadership Program (8-month program for high potentials) within Stamford Health

- **Training Experiences:** 4 in-person and 3 virtual sessions focused on our Leadership Competencies: Leading Self, Leading Other, Leading the Business, and Leading for Results
- **Coaching:** 10 month coaching engagement focused on personal and professional potential and leveraging content from in-person and virtual sessions.
- **Enhance self awareness:** Self assessment of leadership competencies at onset and 360-assessment process at the end. During the program complete DiSC, conflict styles, influence styles, discuss in program, and reflect on application in coaching

Challenging but worth it!

- Getting leadership buy-in and engagement
- Scheduling challenges
- Time commitment
- Competing demands
- Willingness to apply learnings
- Drop out rate



Source: Salesforce Keynote (2023) – Corporate Executive Board

Building a coaching culture and growth mindset to drive performance

Long-term, ongoing commitment to baking coaching opportunities into the fabric of an organization.

Requirements

- Leadership support & commitment
- Leaders lead with empathy
- Leaders coach people, not problems
- Willingness to experiment and make mistakes
- Embrace curiosity
- Candid communication at all levels
 - Open to giving & receiving feedback
- Focus on continuous learning and creating a growth mindset
- Developing trust, transparency and honesty

Nice to haves

- Mechanism to share ideas across the organization (technology – Slack channel, Teams)



Outcomes from Better Up study in 2023

- Have significantly higher revenue five-year average growth (14% higher) than low coaching culture companies
- Have significantly higher year-over-year revenue growth (45% higher) than low coaching culture companies
- Are 20% more likely to engage in compassionate thinking and demonstrate resilience
- Employees report increased commitment (20%), intent to stay (23% higher), and job satisfaction (24% higher)
- Employees are 20% more likely to report being able to recover quickly after stressful experiences

Coaching Culture is one where managers coach their teams, leaders coach mentees, peers provide healthy feedback and support each other to learn faster, and people feel inspired to leverage professional coaching and self-development tools to evolve their skills and themselves with the business

Coaching is integrated into talent & leadership development strategy

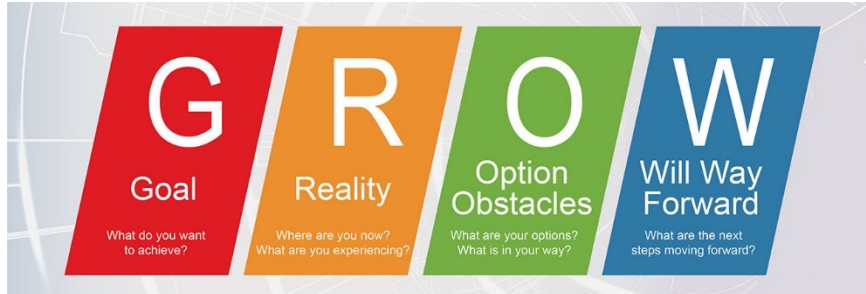
Tends to include..

**A coaching curriculum that delivers on three dimensions:
career, task, and performance**

**Training curriculum focused on skills needed to conduct
coaching sessions**

- **Follow-up with coaching sessions to imbed
learning (often virtual)**

Standardized coaching model for the organization



Individual, Team and Peer Coaching

Mentoring

**Coachable Moments to enable leaders to
integrate coaching into everyday interactions**



Welcome connections:

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- ⁴ Jones, R. J., Woods, S. A., & Guillaume, Y. R. F. (2016). The effectiveness of workplace coaching: A meta-analysis of learning and performance outcomes from coaching. *Journal of Occupational and Organizational Psychology*, 89(2), 249–277.

Thank You