

# Implementation of Coaching at Airways

IO Psych/Coaching Special Interest Group

# Why Coaching?

- Part of the Good to Great Strategy
  - Provide Managers and Team Leaders support for the changes Airways was making
  - Assist with leadership development
  - Work to engage our leaders (some of whom felt bypassed by previous initiatives).
- Implementation plan was to:
  - Put a requirement in place for all team leaders and managers to have coaching four times a year with their manager
  - For the Executive to be coached on coaching
  - For training to be available in coaching.

# Implementation Issues

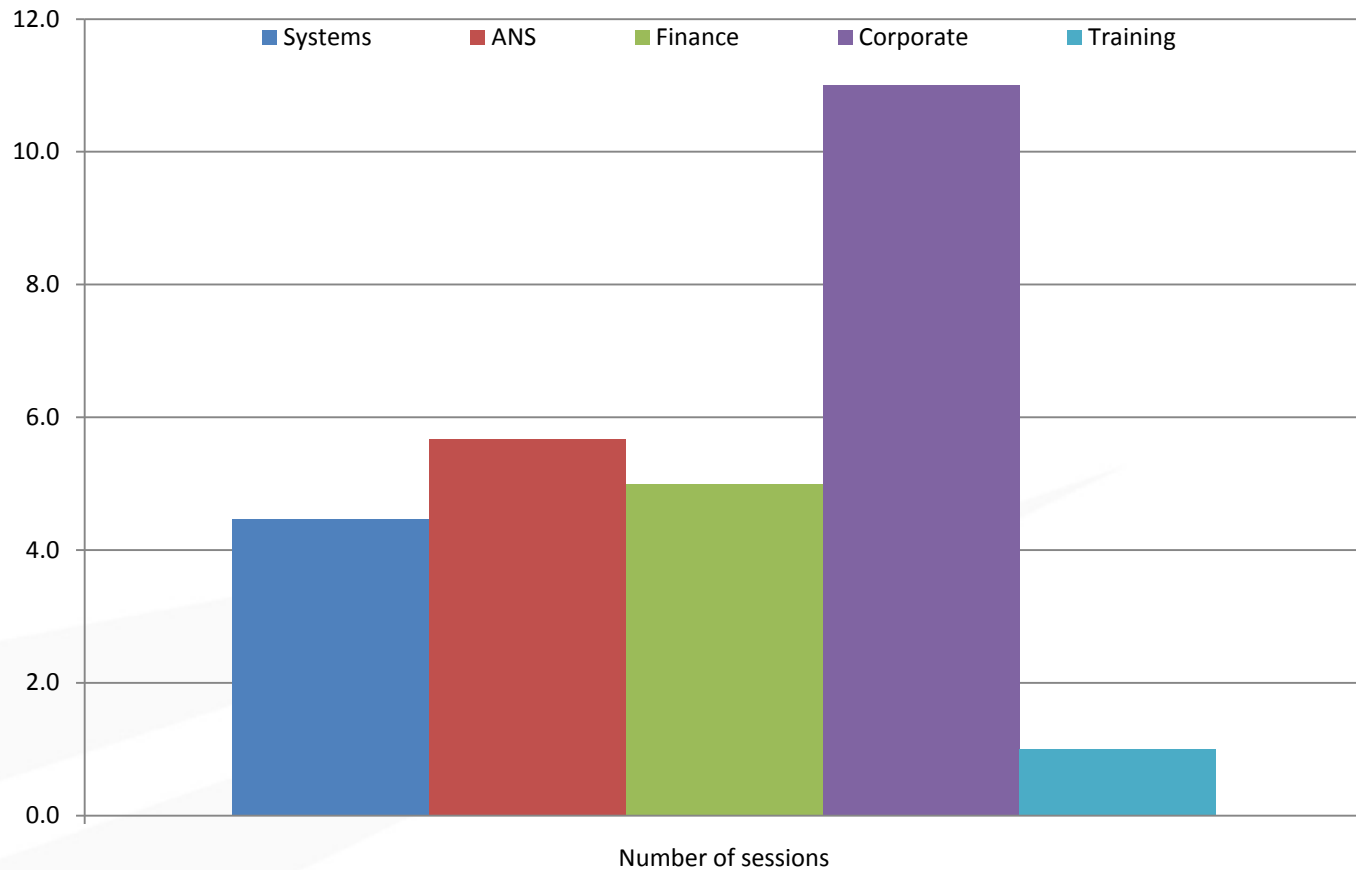
- What is coaching?
  - What it a sit down session or was it what occurred in the corridor?
  - Viewed negatively – performance/learning deficit?
  - One-on-ones, catchups
- Coaching on Coaching
  - Professional coaches used with Executive and top talent managers
  - Similar model of coaching
  - Extracting them out again
- Training course
  - Sourced training course from NZIM – David Dewhurst

# IMPLEMENTATION EVALUATION

# Is Coaching Happening?

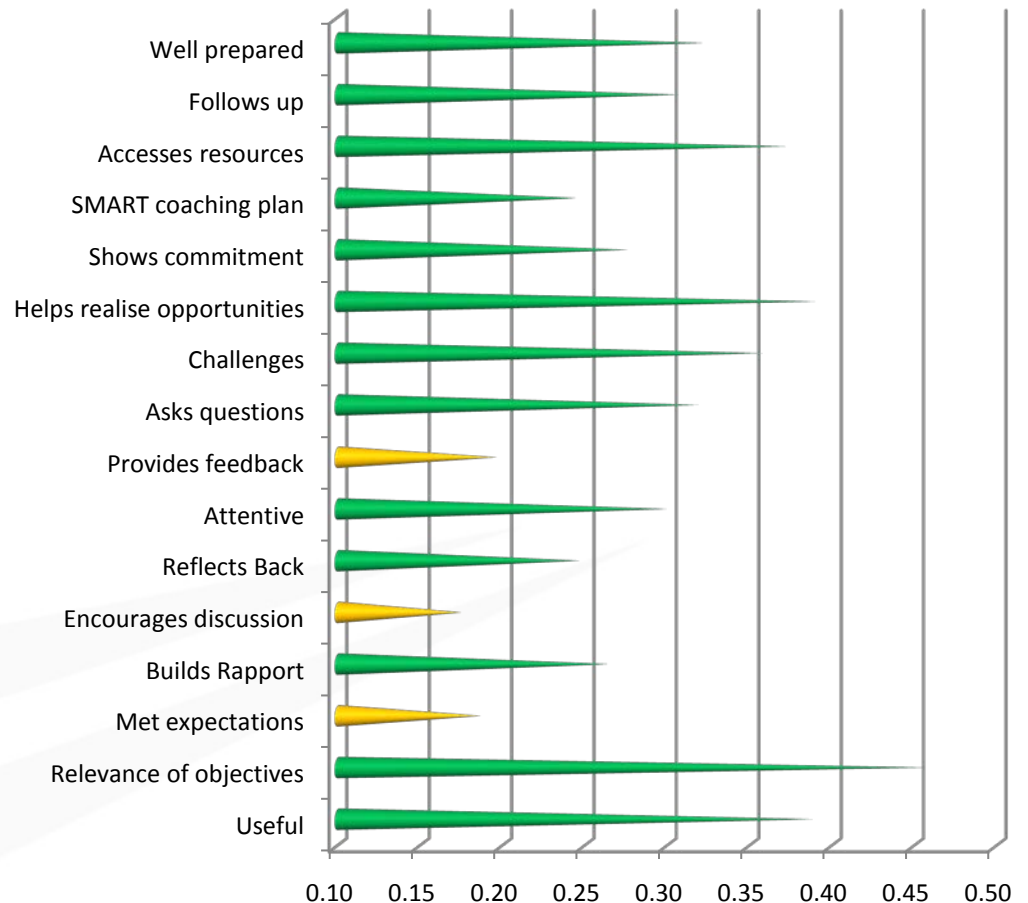
- Business plan objective was to have each manager and team leader coached four times a year.
- Surveys of coaching in February 2010 and 2011.
  - Online survey – questions on managers and own skills, number of coaching session you had received, whether you had attended the coaching course etc.
  - 63 managers and team leaders responded in 2011 and 51 in 2010.
  - 7.9% Managers and TLs reported not having a one-on-one in 2010 cf 33% in 2009.
  - The average number of one-on-ones was 5.6 in 2010 and 3 in 2009.
- Haven't quite met the business objective yet of all managers and team leaders being coached but progress has been made.
- Some units have started coaching of operational level staff.

# Overall Number of One-on-Ones



## More Coaching is better?

- Raw number of coaching sessions received by people is significantly correlated with the perception direct reports had of their managers skills in most cases
- Green are statistically significant
- Exceptions being:
  - Provides feedback that is clear and direct
  - how well the coaching met your expectations
  - Did the coach encourage discussion



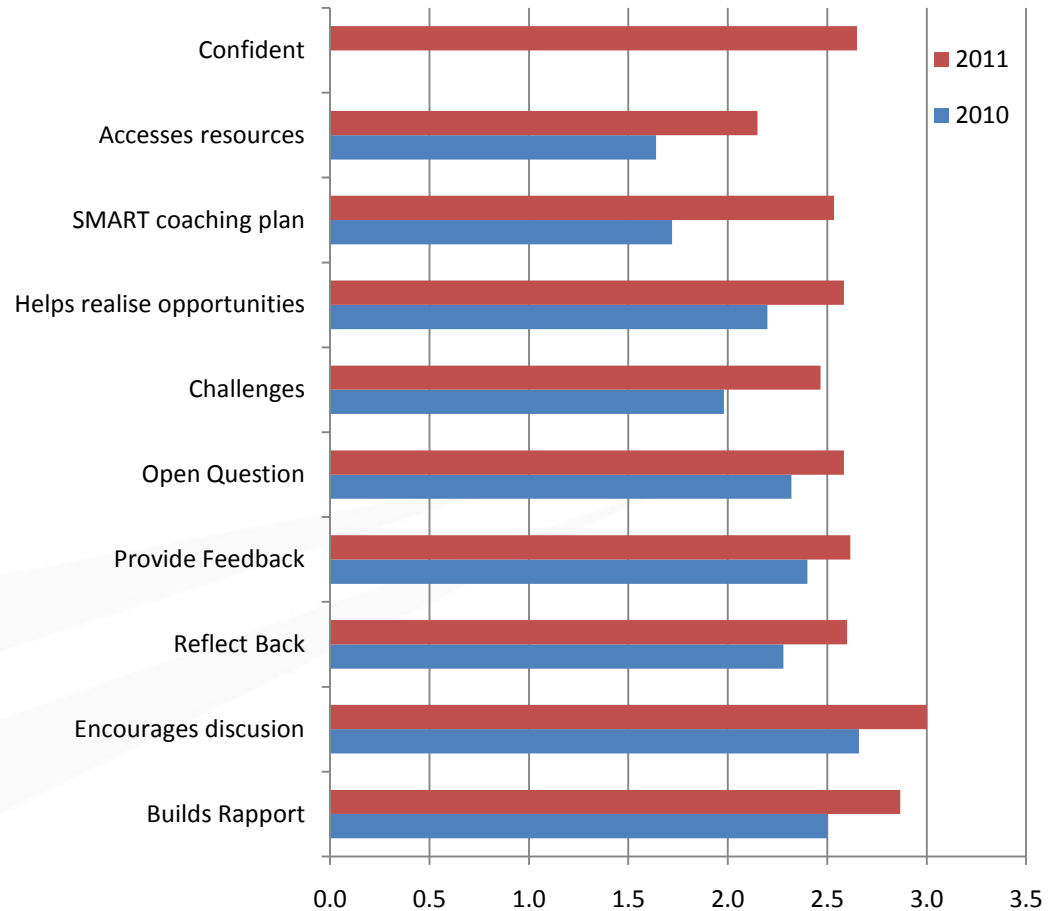
# Did the course add value?

- Most popular of our Leadership Development Courses. 60 Managers and TLs attended to date and another two courses of 12 booked already.
- Those who have attended the course coach more (6.5 sessions) than those who haven't been on the course (5.6).
- Those who attended the course had a statistically significantly higher increase in the engagement index on the staff survey

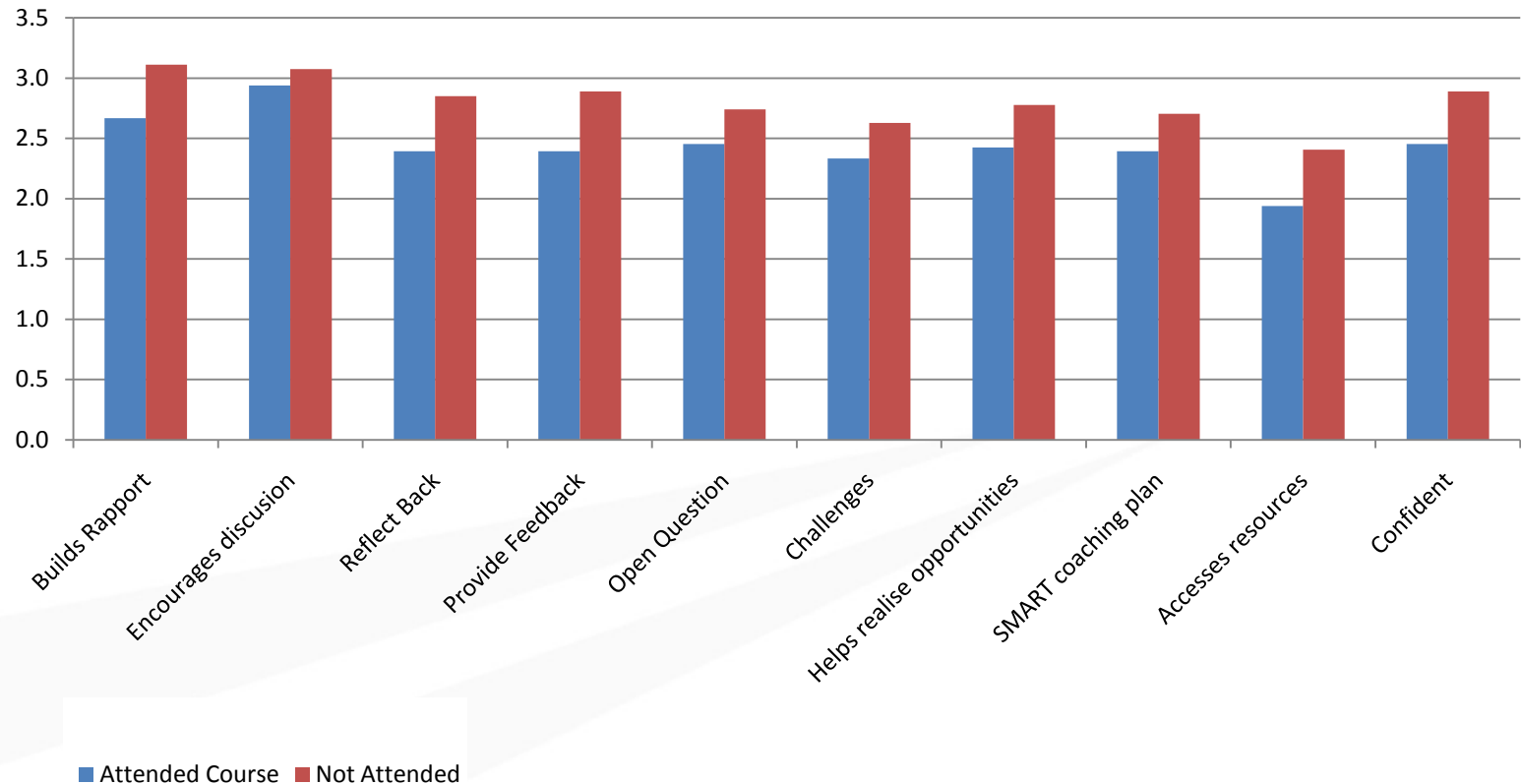


## Managers Perceptions

Managers have perceived there own skills to have increased over the last year.

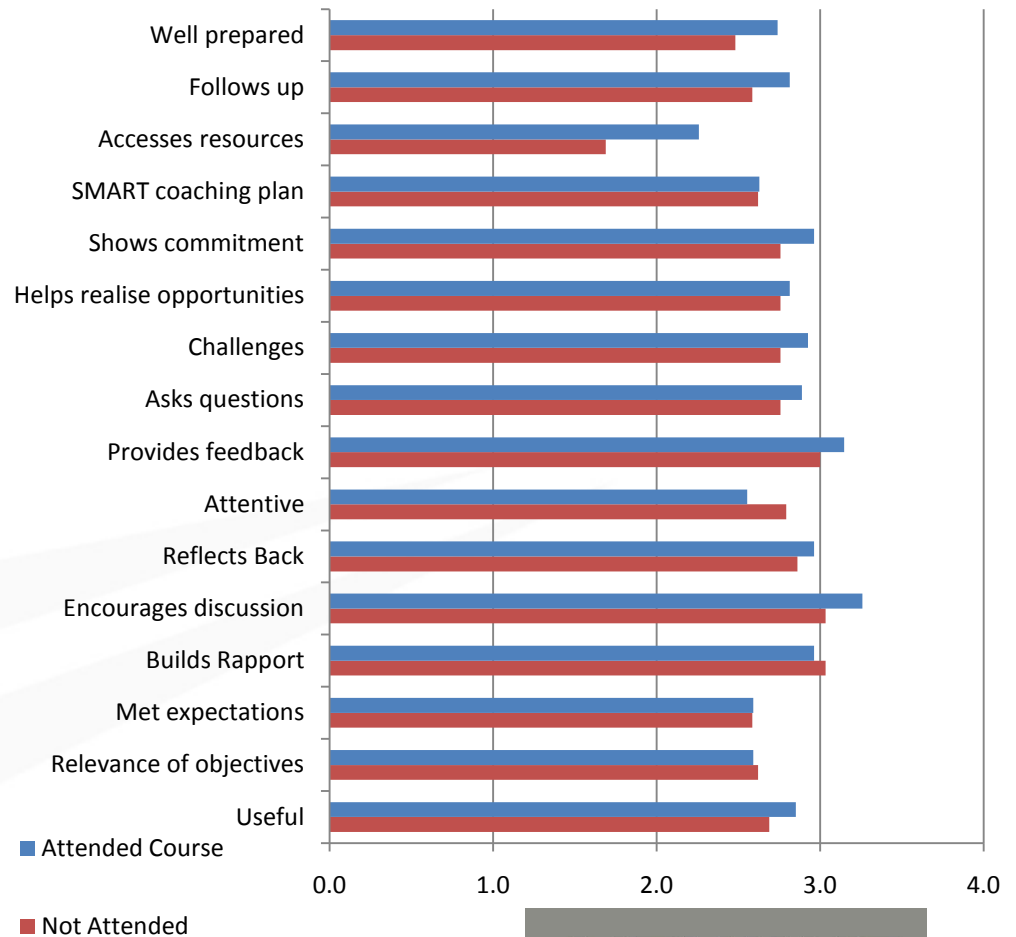


# Self Perception of Skills



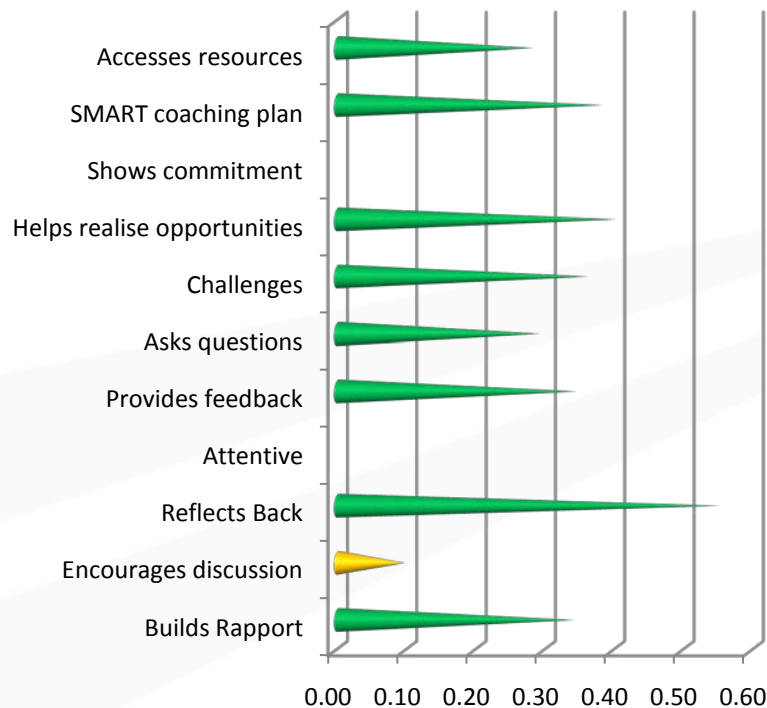
## Direct Reports

Staff have perceived their managers skills to have increased if their manager has been on the coaching course



# Did the trickle down effect work?

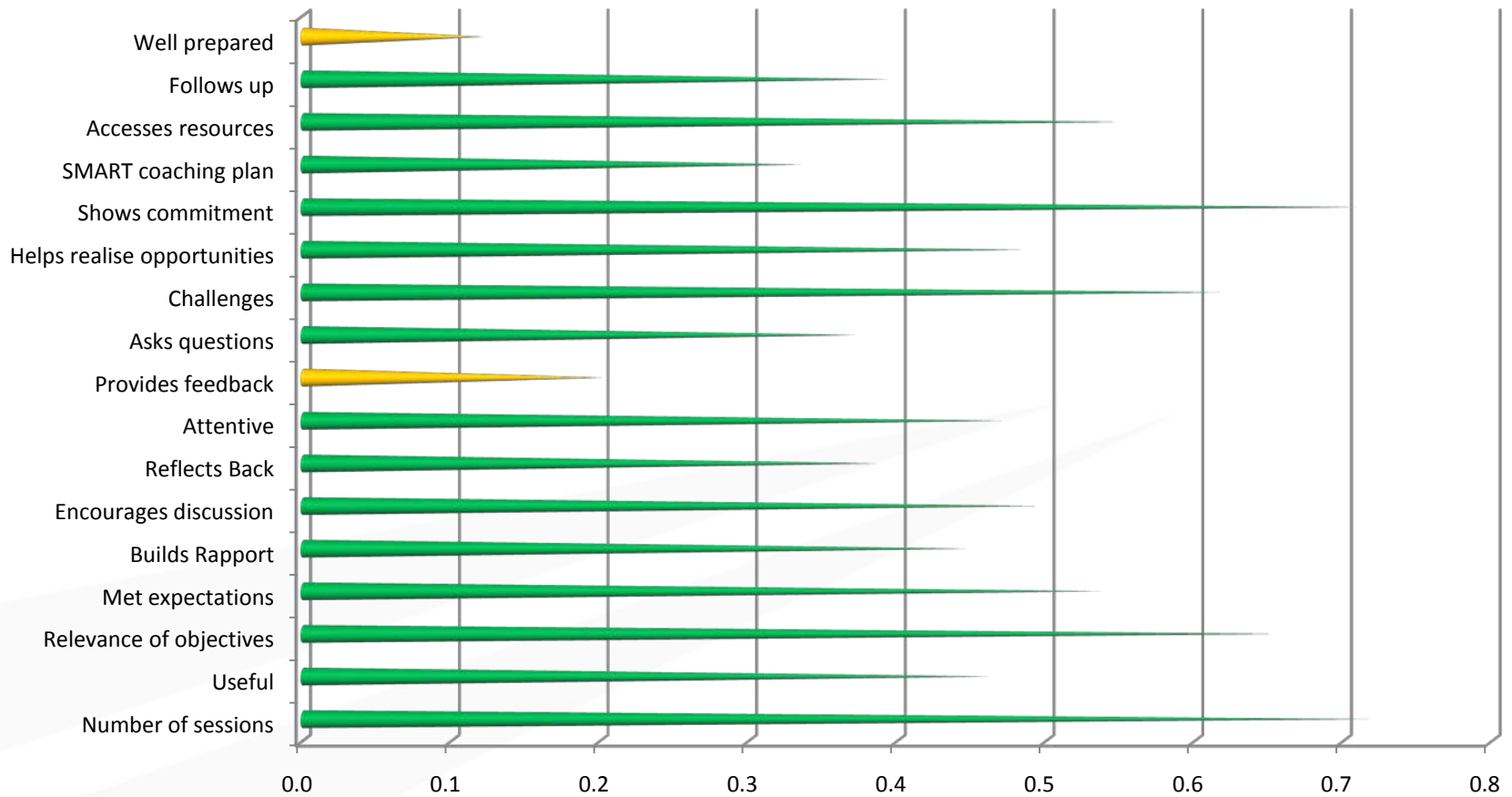
- External Coaches, Coach our Executive on the their coaching
- The number of sessions didn't flow down
- Own skills significantly related to perception of managers skills



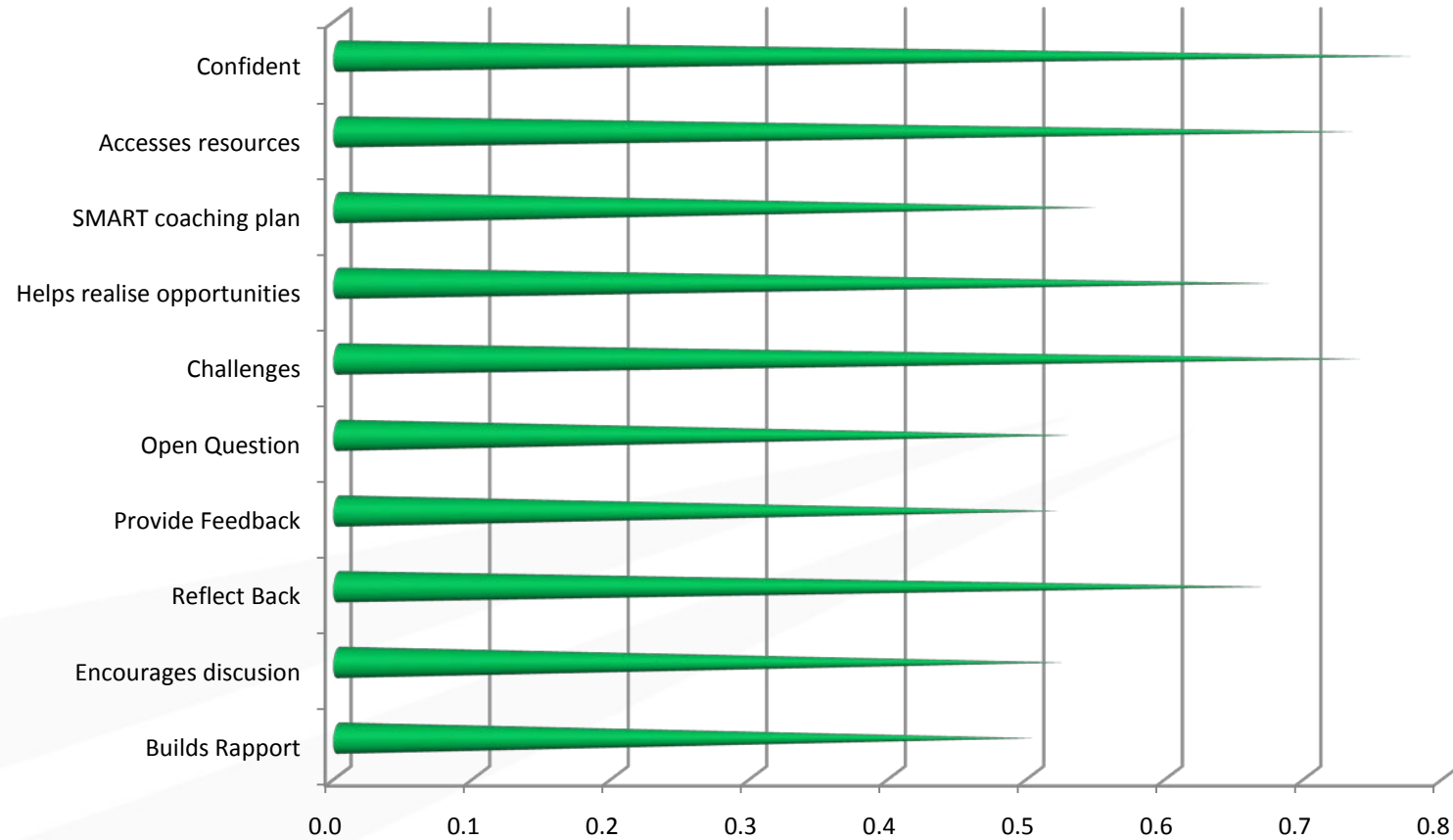
# Is it working?

- Staff survey completed at the same time.
- The number of coaching sessions given to a manager's was significantly related (0.7) to their staffs perception of culture in their unit as measured in the People Survey. That is, the number of coaching sessions manager A had with Manager B, was significantly related to the perspectives Manager B's staff had of the development opportunities.
- All but two of the skills ratings of a manager on the unit in the coaching survey was significantly related to the increase in scores on the People Survey in Developing People in that unit.
- The Managers self perception of their coaching skills was also significantly related to the scores on Goal Focused Team on the People Survey.

# Increase in Development Score



# Goal Focused Team



# WHERE TO FROM HERE

**AIRWAYS**  
making your world possible



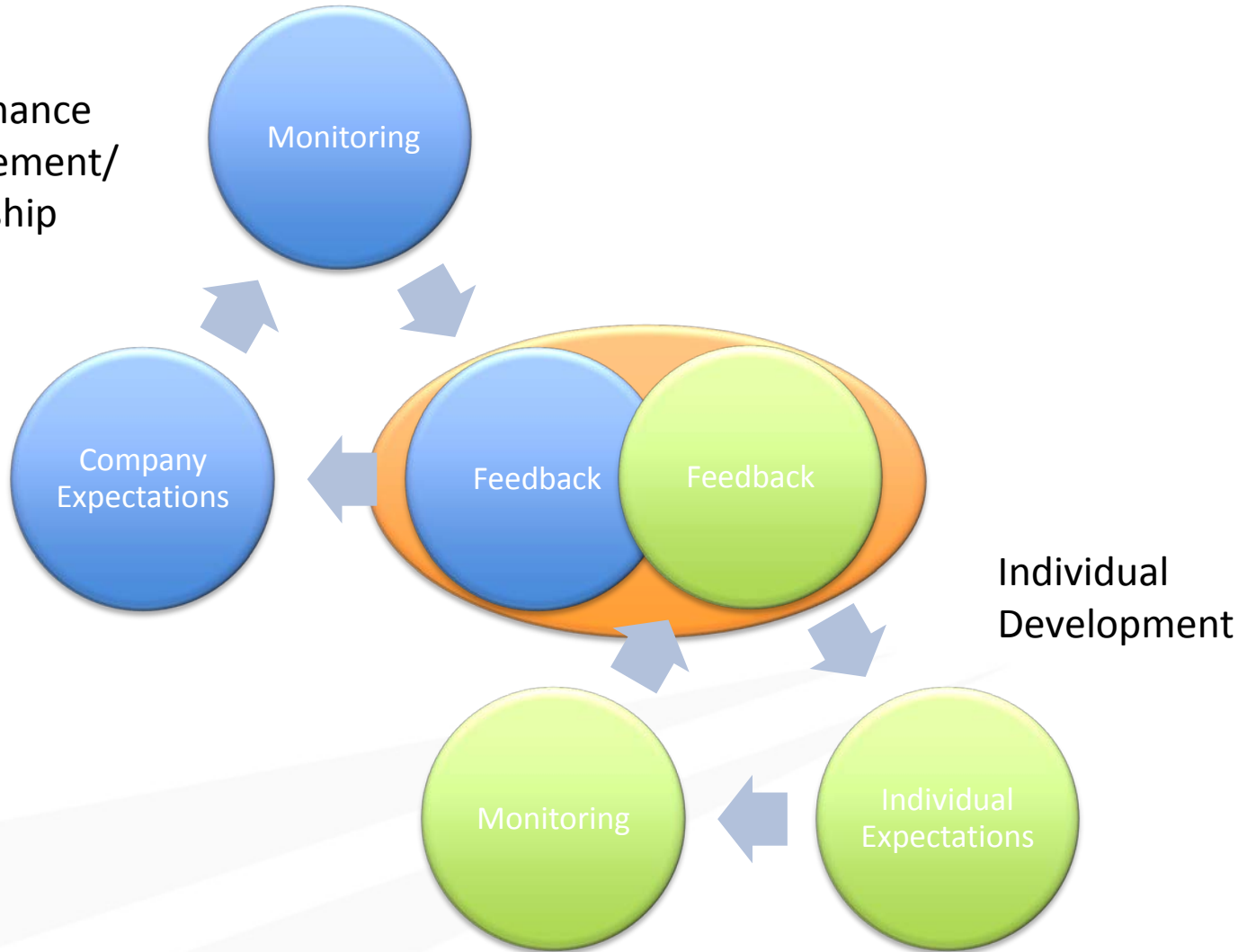
# Actions

- Increase the minimum number of coaching session from 4 to 6 per year
- Establish a One-on-ones/coaching toolkit on line.
  - Coaching prompts
  - Development resources
  - Frameworks
  - Links to the course
- Coaching for Performance Excellence Course
- Rolling coaching down to operational level
- Make sure managers include coaching as a topic for discussion in their coaching discussion with their managers.

# CEO's Vision

- Coaching provides the chance at half time during the game to impart observations on how the games is being played and what can be done to improve it (not on the score as everyone knows that) and lift the performance of the team. It provides the feedback on how things are being done in addition to the MBO type approach of what is the score.
- It is fundamental to moving towards being a higher performing organization
- It provides regular and consistent feedback for individuals – yearly performance appraisal is not enough
- It gives the opportunity for the manager to work with the coachee, and help them to achieve their objectives

Performance  
Management/  
Leadership



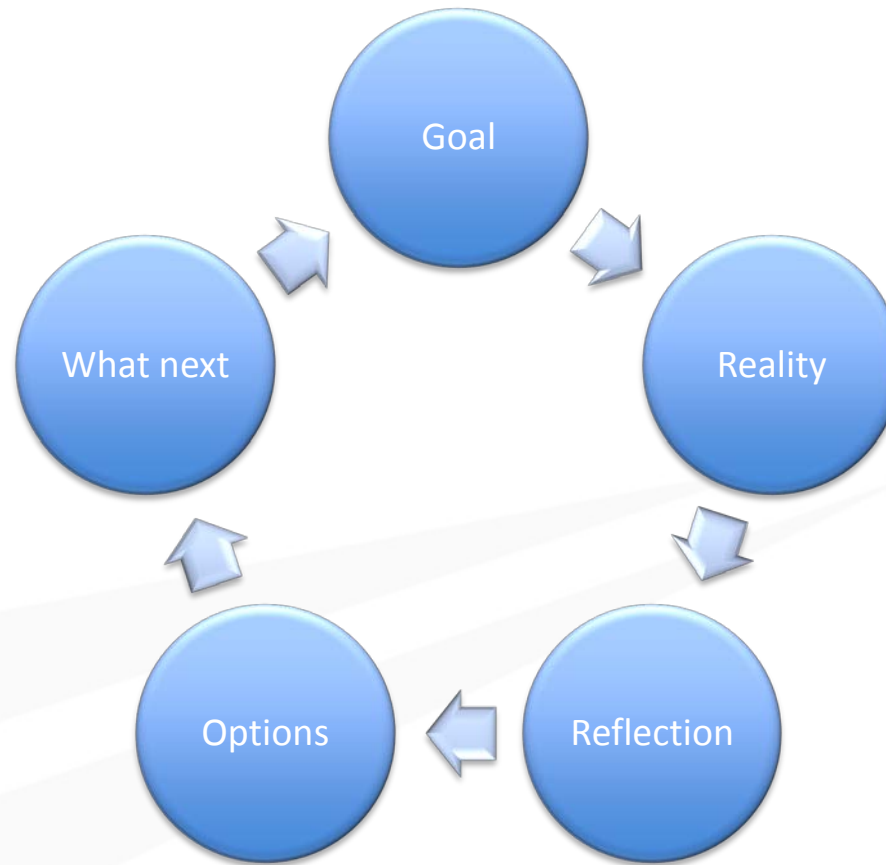
# One-on-ones

- Valuing the employee by spending quality time
- Time to get out of the day to day and think about the big picture/objectives for the year - working on the business as well as in it.
- Building the relationship and trust to facilitate the giving of feedback and coaching
- Opportunity to find connection points
- Learning more about them in order to coach and manage them better
- Identifying where expectations and reality are not being met and resolving these through coaching
- Identifying where an individuals expectations are not being met and working to resolve these.

# Coaching Opportunities

- Closing gaps in expectations and reality
  - Company
    - Company expectations of behaviour
    - Managers expectations of performance levels and against objectives
  - Individual
    - Their own expectations of their performance
    - Their expectations around career and development

# Structure of Coaching



# Coaching Resources

- Coaching Course
  - [http://insite/inSite/hrtraining/training\\_courses/course\\_people.asp?sMode=Show&id=68](http://insite/inSite/hrtraining/training_courses/course_people.asp?sMode=Show&id=68)
- Coaching Toolkit
  - [http://insite/inSite/hrtraining/Manager\\_toolkit/toolkits/development.asp](http://insite/inSite/hrtraining/Manager_toolkit/toolkits/development.asp)
- Coaching Skill Development
  - <http://insite/inSite/hrtraining/toolkit/Manager/coaches.asp>
- Peer Coach/mentor
  - Talk to your HR Advisor/Manager