

MARCH 2022

CLIENT CASE

The Boeing Company

A Global Manufacturing Customer

02

CONTRACTING

During the first stage of contracting, the client described the current experience this way: “The new manager on-boarding process includes training curriculum to assist newly promoted managers in successful transition to management. We started hearing how much there was to know and how overwhelming it all was. How there was not enough time. How ‘fire-fighting’ was all they did. How hard the job as a manager was.”

As the conversation continued, we discovered the indicators and attributes the client was seeking. “During our on-boarding sessions we began to ask these new managers, ‘What is it that led you to become a manager?’ The answers consistently came back with a focus on connecting with people. Further exploration revealed the importance of establishing relationships with their subordinates and yet, all there was time for was to get the work done. An either/or belief about getting the work done and development existed.

Through additional coaching we realized that this challenge reported by the managers was seen as having either one situation or the other and not both.

Ultimately, we want to support these managers to answer this question:
“How do I do what I do differently so that I engage my team?”

03



The purchaser declared the indicator for healthy performance in the organization as well as what change would generate higher satisfaction for the managers during the transition into new roles. Three key business issues were identified with enough specificity that clear learning outcomes from training and behavior change from coaching were established. With clarity, it was easy to identify the data available to report a baseline starting point as well as defining end point success.

As in all effective coaching, this process approach for contracting invites client leadership into the relationship from the very beginning. When clients and/or sponsors of coaching for an enterprise purchaser experience respect and commitment to a solution that is unique and tailored to the specific context, a trusting partnership develops. The client recognizes the expertise they possess in terms of content. They also directly and immediately experience our modeling of expertise in an effective solution design process.

Key business issues were described behaviorally, and these were matched up to the leadership competencies the company expected to be demonstrated at every level of manager. In turn, those competencies were relevant to the way the company measured employee engagement. Together this formed the basis for the baseline measurement survey and the post solution impact survey to determine the return on expectation and investment.

04

EMPLOYEE ENGAGEMENT SURVEY

COLLECTED 4 MONTHS AFTER COMPLETION

20%

Increase in positive response when comparing the baseline data to the post solution period

60%

Time managers self-reported they used the skills and knowledge in all workplace relationships

33%

Improvement in the working relationship with an immediate supervisor.

50%

Improvement in quality of interactions with direct reports, from 72% of the managers.

93%

Population that reported ability to spend more time coaching and developing direct reports



05

The internal coach who was the leader for this project presented the outcomes to the division leadership with a new recommendation to invest in creating an internal Leadership Coaching Group dedicated to the division. The solution was built based upon company-specific business issues tied to relevant measures of satisfaction and success, i.e., Employee Engagement data and the positive impact on performance when this is improved.

The goals were developed based upon an adopted leadership model known to generate a high-performance work environment. The learning was relevant and specific to needs expressed by managers to be successful in new managerial roles. The coaching reinforced learning so that managers immediately applied the skills and behaviors and experienced visible positive influence and impact.



06

The leader's invitation to sustain positive outcomes for the division through the creation of a fully aligned group of internal coaches was accepted, funded, and initiated immediately. Coaches have a highly refined communication and relational skill set and mindset that inherently generate partnership. Clients in that partnership are equal, retaining expertise in the context and content of their lives, personal and professional, while engaging with a professional coach as expert in the process of envisioning, being inspired and measuring progress. Accountability by the client is high by virtue of being a co-creator of the solution design and the implementation at every stage.

This client leader has a credible story. He knows that the coach approach to leading works. He has shared the outcomes by declaring the positive influence on the culture and impact on performance. Now his story is a metaphor to facilitate and affirm the discovery available with internal clients across the 80,000+ employees in his region.

In his own words,

“ I stand in my belief, faith, and trust in the outcomes of a coach approach to leading because I know it works. My invitation to others is to experience and experiment with the approach. It sure is better than continuing to use approaches that do not achieve our desired outcomes. ”