

MARCH 2022

CLIENT CASE

Microsoft

A Global Technology Customer

02

A NEW WORKPLACE CONTEXT

Today's workplace has transformed into a zero-geography, always accessible environment that demands every associate gain comfort and competence in working through technology with each other and with customers. Perceiving this transition to a virtual workplace, we began delivering experiential learning through live video course rooms in 2007 and all solutions for coaching and learning may be accessed virtually and in-person. When Microsoft invited us to propose a solution, we were already established in this new workplace context before a global pandemic required it for many others.

One of the inviteCHANGE mantras for our many global customers declares that leaders must drive disruption or be outpaced. Workplace norms espoused today, such as a growth mindset, are undermined before being fully integrated in the culture resulting in chaos and confusion. This phenomenon is recognized by more progressive organizations and in particular this global technology customer, Microsoft, experienced a rapid integration of learning, skill development and integration to a new way of leading.

inviteCHANGE delivered our Accelerate & Scale Coaching, a generative solution to support Microsoft sales managers and leaders to be prepared, ready and response-agile in today's turbulent technology environment

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At the heart of the initiative, internally branded as High Touch Coaching, was the desire to strengthen a growth mindset and consistently use coach-like skills for relationship building with colleagues and customers alike. The vision, purpose and methods for the program fueled productive disruption in old habits that no longer supported the desired leadership climate and development focus the customer desired.

899 leaders participated in this program over three business quarters. inviteCHANGE professional coaches completed 3,508 coaching sessions and given the work pace at Microsoft, this achievement demonstrates the relevance and agility in the program design.

All inviteCHANGE practitioner team members are International Coaching Federation Credentialed members in good standing reside in locations with language capability to meet the needs of an enterprise operating on all continents. A private and secure dashboard provides access to both written and video profiles for leaders to select a coach based upon chemistry rather than location and access the coaching virtually.



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RESULTS DATA

The inviteCHANGE solution supported leaders on all six continents to gain both confidence and competence to perform effectively in the face of uncertainty, complexity, and volatility.

Customer Perspective:

A Perfect Score is 200 ~ Congratulations Team!

- NSAT – Net Satisfaction: 186
- RIS - Readiness Impact Score: 195



“First of all, I wanted to let you know that the Accelerate and Scale Coaching program is one of the best programs I’ve ever been to. Super helpful, super useful. Teaching, coaching, mentoring all together, just incredible!”

“These coaching sessions have had significant impact for me as I work with my team. Thank you for making this possible.”

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Effectiveness Data: Based upon a 5-Point Scale

“ This blows away our standard metrics for anything we’ve had at Microsoft. Our Sales Managers and Sales Leaders at Microsoft are universally pleased with the program. ”

- Ron Strayer, Program Manager

- Score is 4.82 ~ I will be able to coach my team to achieve greater business objectives after participating in this program
- Score is 4.91 ~ I have more confidence in coaching my team after working with my professional coach: 4.91
- Score is 4.98 ~ The High Touch Coaching Program was relevant to me as a manager at Microsoft



On Average the Engagement Flow is 14 Weeks



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MINDSET

Professional coaching generates stronger organizational capability because the focus is upon the barriers to application of skills. These barriers exist in the mindset and personal motivation of each individual and only sustainably change when the choice to do so occurs from the inside out. All models of professional coaching rely upon three foundational disruptions to traditional business management practices:

- **Moving from telling toward asking.**
- **Moving from assumptions toward revealing reality.**
- **Moving from mitigating weakness toward maximizing strengths.**

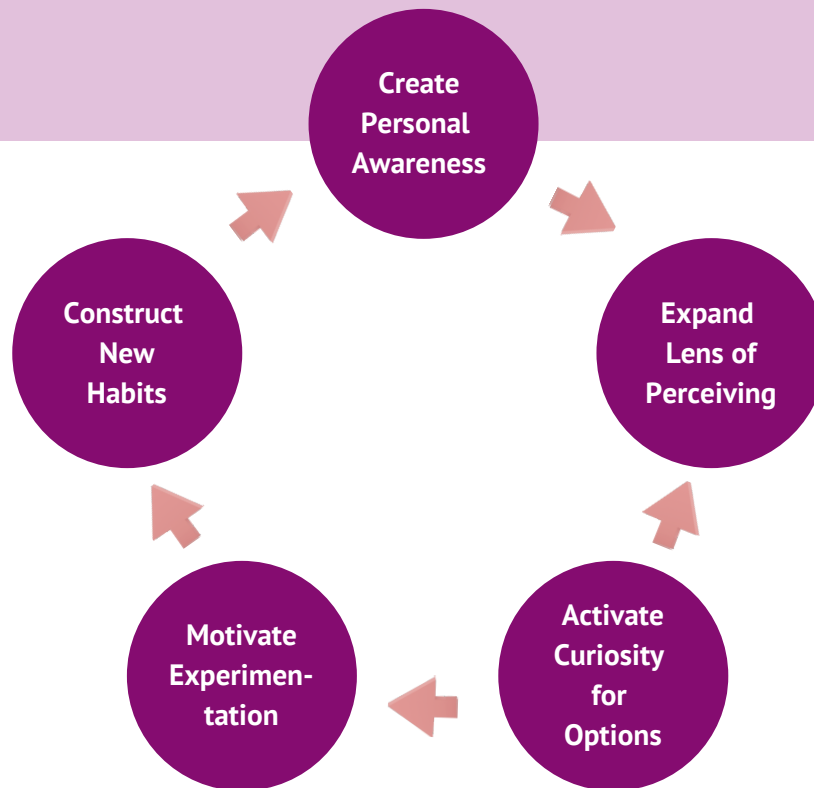
It is human nature to resist replacing familiar and comfortable existing knowledge, skills, and attitudes with something not yet deemed to produce a better outcome.

No amount of promotional or research-based information will motivate behavior change. As fifteen years of research about coaching for performance confirms, motivating behavior change must come from within each person. Contrary to traditional development approaches, our solution demonstrated that a prerequisite to improving performance resides in focusing upon internal development of the mindset that supports growth, followed by skill strengthening and then application supported with reflection and feedback.

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OUTCOMES

The diagram below presents the flow of dialogue possible in every generative coaching interaction that evokes awareness and provokes responsibility for desired business outcomes. The inviteCHANGE Generative Coaching approach places laser focus on removing the barriers to choose so that learning is applied more quickly and effectively.



The key to success derives from within each person as they decide to surrender previous habits based on historical success in favor of creating new habits based on a new combination of skills, attitudes, and knowledge. In other words, it is an internal process of habit change that cannot be dictated from an external set of rules or standards. Rather it must come from a source of personal alignment between an individual's belief in their own competence and a self-developed awareness and perception of achieving success when adopting a new way of behaving.