

The Value of Coaching for Commitment (C4C™) in Today's Organizations

A Client Testimonial and Case Study

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Gillette Children's Specialty Healthcare is a 60 bed hospital and clinic system located in St. Paul, MN. Gillette is internationally renowned for a level of pediatric expertise that distinguishes us from many health care organizations.

Gillette has incorporated **Coaching for Commitment (C4C™)** into many of our practices. It is one of the foundational courses of our Leadership Academy. Our commitment to this program is strong with 100% of our executive team, 67% of our managers and 40% of our supervisors having completed the course in less than two years.

We applied to become a Psychologically Healthy Workplace and were awarded that honor by the Minnesota Psychological Association. We are in the process of being considered for the American Psychological Association's national award.

Recently we made the commitment to bring TeamSTEPS™ (Team Strategies & Tools to Enhance Performance & Patient Safety) to Gillette. **An important component of that program is the creation of a coaching culture, which Gillette now has and values.**

Gillette Children's Specialty Healthcare began its **C4C** program in 2007. Managers, supervisors, executives – including our CEO – and other leaders in the organization have gone through the **C4C** training. The workshop teaches managers and supervisors to listen empathetically, help employees discover new and creative solutions to complex and difficult situations while becoming more committed to taking action. It also encourages managers to address problems before they become performance issues by clarifying expectations and providing feedback.

Gillette is committed to creating and maintaining a coaching culture in order to advance our role as an international leader in specialty health care for people who have short-term or long-term disabilities that began during childhood. We believe that coaching leads to personal empowerment – which results in innovative and enhanced patient care. A non-judgmental, action-oriented communication tool, coaching helps managers and employees:

- ✦ Achieve personal goals
- ✦ Empower themselves and others
- ✦ Realize their own potential
- ✦ Reflect on their role in the organization
- ✦ Actively participate in conflict resolution

After attending the initial **C4C** training, participants are invited to practice sessions to maintain their coaching skills and to share success stories and challenges with other coaches. With the help of **InsideOut Discovery, Inc.** and authors Cindy Coe and Dr. Amy Zehnder; we have even offered an advanced **C4C** course in **Overcoming Coaching Challenges.**

C4C was implemented because Gillette recognized that by maximizing our employees' capabilities we can improve our organization and provide for growth. Some of the benefits we expect to derive from a coaching culture are to:

- ✦ Build leadership skills
- ✦ Promote a "blame free" culture
- ✦ Encourage higher performance levels
- ✦ Complement existing programs and values
- ✦ Increase employee satisfaction
- ✦ Improve relationships
- ✦ Remove individual barriers so our organization can better achieve its mission
- ✦ Personally empower individuals through self-reflection
- ✦ Equip managers and supervisors for performance coaching (when it is needed)

We feel the program is exemplary for two reasons **employee engagement** and **employee empowerment**. The **(C4C)** method we use is a conversation of self-discovery that follows a logical process. It leads to superior performance, commitment to sustained growth and positive relationships. The coaching method engages the employee in the plan or resolution, allowing them to work through their ideas and feelings. Rather than giving employees the answers, this program helps employees explore their own answers. Employees are far more committed to solutions when they come up with them on their own and are empowered to act on them.

This program is unique in that it doesn't depend on the manager or coach to provide the answers, but rather empowers employees to work through issues and find resolutions that they can endorse and put into action. **Coaching creates accountability.** The coach can hold employees accountable to fulfill their commitments. Employees are thus more engaged and empowered to make good decisions and follow through, which builds confidence in their abilities and creates thoughtful, reflective employees for the organization.

C4C prepares employees to make independent decisions and to take responsibility for their actions. This program makes sense as a way to psychologically prepare staff to be active participants in our organization.



The Value of Coaching for Commitment (C4C™) in Today's Organizations Overcoming Challenges

Gillette Children's Specialty Healthcare continues to search for ways to better equip our managers and supervisors with the skills necessary to direct the work of an organization that has experienced tremendous growth in the past six years. Our employee base has doubled and the once tightly knit culture is experiencing growing pains and managerial skill shortages. While we had in place the requisite disciplinary plans, we did not have a method by which we could address employee and performance concerns that would result in long term results. This meant those issues were addressed by well meaning supervisors and managers who had no particular plan or method other than to simply tell the employee what to do and throw up their hands when that didn't work.

Our goal over the past two years has been to empower our managers and supervisors with a method that takes the responsibility for changing behaviors away from the managers and supervisors and gives that responsibility back to the employee.

We have found that employees are more likely to change behavior if the idea or method of change is their own. This does not come without some guidance and facilitation, these are the skills we are providing our managers and supervisors through the **Coaching for Commitment (C4C™)** program.

Implementing a full-scale **C4C** culture at Gillette has not been without its challenges. Some challenges were exacerbated by the fact we are a healthcare facility, which brings its own nuances to implementing an initiative like we did with **C4C**.

Cindy Coe and Dr. Amy Zehnder, authors of **C4C** and co-owners of **InsideOut Discovery, Inc. (IOD)** continue to work with us to customize the program to meet our unique needs, and provide us with their expert knowledge and guidance to help us successfully get to where we want to be.

The following is an explanation of our challenges and how we continue to overcome them to achieve our goal of maintaining a **C4C** Culture at Gillette.

- ✦ **Time away from assigned work.** Training beyond the clinical is at a premium since it often means pulling employees from direct patient care which adds significant costs in replacement personnel. The organization and its leadership made a decision to invest in its greatest resource – our employees.
- ✦ **Make a shift ("shift happens") in our thinking about how we addressed employee concerns.** It is much easier and deceivingly less time consuming to use the "let me just tell you what to do" method than it is to work at the **C4C** model and skills to facilitate conversations that empower people

to solve their own issues or change their own behavior. We continually address this challenge by implementing coach-practice, a coach- advisor group, and with the help of Cindy and Amy we continue to work together to plan, strategize and offer extension workshops, advanced **C4C** training programs and ongoing coaching to refresh and rejuvenate the culture and coaches.

- ✦ **Change how we viewed coaching.** When we started with **C4C** at Gillette we called our disciplinary action process "coaching." During the first **C4C** workshop we realized this would have to change if we were to present coaching as a positive tool for growth. We made the appropriate changes and worked to re-educate our employees about what coaching was vs. discipline. It is important to have a shared definition of coaching that everyone understands.
- ✦ **Making changes in behaviors is difficult,** especially in the midst of many other large organizational changes. **C4C** requires us to think differently on so many levels and challenges us to do what is right (and ultimately more productive), not what is easy when interacting with others—using the coach role, **C4C** model and skills more frequently and seeing the opportunity to do so in more situations. Each person who attends **C4C** makes a commitment to try these skills and to experiment with success.
- ✦ **The program takes concerted practice and thought** to achieve continued improvement and effectiveness. It is possible to create a coaching culture in an organization and it requires dedication and effort.

Overall we have found the **C4C** program to be very valuable in empowering HR consultants, leaders, managers, supervisors and employees. Presently we are half-way through the training for our managers and supervisors and will continue until all are trained because the concept and process fit so well with our corporate culture.



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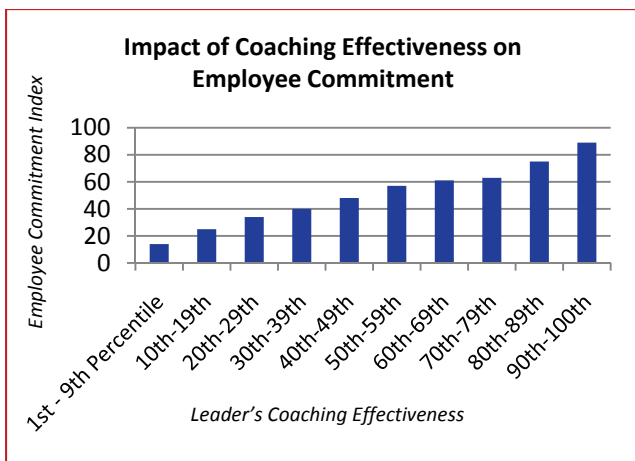
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Coaching ROI and Engagement Studies

The **Coaching for Commitment (C4C™)** program focuses on coaching skills and improved coaching effectiveness through utilization of a "shift" process. C4C is the only program of its kind that clearly distinguishes the coach role from other roles.

Companies who have implemented **C4C** have experienced improved working relationships with immediate supervisors, direct reports and peers. These have translated to improved customer relations and teamwork. Ongoing business challenges have been overcome and bottom-line profitability has increased as has retention.

A study conducted by Zenger Folkman, 2007, "Bringing Science to the Art of Coaching" discovered the following results that are consistent with those experienced by **InsideOut Discovery, Inc., Home of Coaching for Commitment**. As leader's coaching effectiveness increased (measured by 360-degree feedback), there was a strong positive correlation with measures of employee commitment and engagement and a negative correlation with employees' intent to quit their jobs.



A separate study was conducted by Manchester, Inc., 2006, of 1000 Executives, mostly from Fortune 1000 companies.

Overall Results

Realized improvements in productivity, quality, organizational strength, customer service, shareholder value, fewer customer complaints, and increased executive retention.

Overall ROI = > 5.7 x initial investment

- ✦ Estimated monetary value of the results achieved through coaching was more than \$100,000
- ✦ Significant improvements were reported in the following areas by the executives who received coaching:
 - ✦ Productivity (reported by 53% of executives)
 - ✦ Quality (48%)
 - ✦ Customer Service (39%)
 - ✦ Reducing customer complaints (34%)
 - ✦ Retaining executives who received coaching (32%)
 - ✦ Cost reductions (23%)
 - ✦ Bottom-line profitability (22%)
 - ✦ Working relationships with direct reports (77%)
 - ✦ Working relationship with immediate supervisor (71%)
 - ✦ Teamwork (67%)
 - ✦ Working relationships with peers (63%)
 - ✦ Job satisfaction (61%)
 - ✦ Conflict reduction (52%)
 - ✦ Organizational commitment (44%)
 - ✦ Working relationships with clients (37%)

Career Partners/Hazell & Associates', master executive coach, Peter Johnson, maintains:

"We are living in unprecedented times. Because of executive coaching, leaders gain more confidence and optimism in their ability to deal with the unexpected. The investment in executive coaching significantly appreciates over time as leaders are better able to navigate through ambiguity and uncertainty."

For more information on Coaching for Commitment (C4C™) contact InsideOut Discovery, Inc. (IOD)



www.insideoutdiscovery.com

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