



Case Study ~ LogicaCMG

As submitted to the Training Journal Awards 2006 by LogicaCMG

Why are you nominating this programme for the best externally developed and delivered award?

We are entering Corporate Potential for the 'best externally developed and delivered programme' award because we are proud of the work we have jointly done to create a 'best in class' course for the training of our team of internal coaches. This pioneering course was designed to deliver a team of accredited internal coaches who have the confidence and competence to coach at the most senior levels in our organisation alongside external coaches in mixed teams.

Our internal coaches are expected to not just be professional, qualified coaches but also agents of change, championing coaching within their areas of the business. The course Corporate Potential designed and delivered for us is unique to our needs since it reflects this double objective which many other 'off the shelf' coaching courses could not offer. As a result, we have been able to increase the number of coaching programmes delivered in 2005 by 100% with only a 28% increase in budget. This represents a 'bottom line' saving of £213,000 per year for a total investment of £48,000.

Why the training/learning intervention was required?

The brief from LogicaCMG was to produce an exceptional coach training experience for a group of business leaders who would as a result of the training be both excellent coaches and passionate champions for change within LogicaCMG.

In particular, discussions with the client lead to the following objectives:

That the graduates of the programme be "competent and confident" to coach to a very senior level within the organisation.

LogicaCMG had already run a very successful Leadership Development Programme and had an ambitious range of coaching initiatives proposed for roll out in the future. This training programme was intended to create an internal pool of highly competent individuals who could undertake this additional work without requiring a budget that made the plans untenable.

That the graduates be advocates for coaching within LogicaCMG.

Graduates of this programme were expected to be able to work within established programmes but also to be clear advocates for coaching. This meant that a success measure was that they were happy to promote coaching actively within the organisation.

Published with the kind permission of LogicaCMG.

For more information on this or Corporate Potential, please either:

Contact Lisa Wynn on (01323) 439166

Email lisa@corporatepotential.com

Or visit our website at www.corporatepotential.com.

That the programme graduates be champions of change within the company.

As well as working within established programmes, delegates were required to be able to work independently - identifying opportunities to deploy coaching in a way that supported LogicaCMG's aspiration towards a coaching culture and created momentum within the change process.

That the graduates felt competent to "hold their own" in coaching relationships with business leaders more senior than themselves.

Graduates of the programme were to be happy to coach across businesses and above their career level. This would be vital to the success of planned Group level coaching programmes and the continued succession planning that had been started so effectively by the Leadership Development Programme.

That the graduates were competent to coach internationally.

A confident understanding of the opportunities and challenges implicit in the diversity that presents in a company with 30,000 employees across 34 countries was an important success criteria. Coaches needed to be happy to coach by telephone and in person a wide diversity of cultures.

To create sufficient kudos in the training process that allowed the delegates who all had "day jobs" to be accepted as coaches within the organisation.

This was to be done in a way that allowed for this acceptance internally – but also externally. The desire within the company was that if individuals wished to move on with their coaching skills, then this programme would be recognised by the new company as valuable.

To this end we were asked to build in **a range of levels of assessment and accreditation** that allowed for an element of choice for the individual delegates but created sufficient authority for the delegates who were expected to be both "Internal Coaches" and to have a "day job".

To produce the above objectives within a budget that lead to a saving on the coaching budget.

Implementation

Training methods were diverse to balance the expense of the programme with the necessity to provide a lot of content and practise. This diversity in training delivery also allowed for flexibility of learning styles and allowed for those whose first language was not English to make time and space to reflect more slowly than the native English speakers needed to. The programme comprised:

- Three intensive face-to-face seminars – a total of seven days contact time. During this time the training methods employed were designed to model coaching itself – we drew out of the delegates their natural knowing about communication and people and then sharpened that knowledge. All sessions were interactive and exploratory and related back to LogicaCMG itself. All coaching skills elements were delivered in alignment with the International Coach Federation's Core Coaching Competencies.

Published with the kind permission of LogicaCMG.

For more information on this or Corporate Potential, please either:

Contact Lisa Wynn on (01323) 439166

Email lisa@corporatepotential.com

Or visit our website at www.corporatepotential.com.

- Six teleseminars – this allowed for additional content to be delivered at a very cost effective price. All teleseminars were recorded and made available as a web resource for delegates.
- A full coaching manual was supplied, which covered all training areas and supplied additional coaching materials for background reading. A short reading list was required for coursework and a more extensive reading list was made available for those wanting to read more widely or on specialist areas.
- Additional web based resources – recordings of coaching sessions and various forms, articles and downloadable resources were made available to delegates wishing to expand their experience and knowledge.
- Each delegate had two mentor coaches – one for each half of the programme. Scheduled sessions were made where a mixture of being coached by the mentor, coaching and getting feedback and supervision went on.
- Three case studies – between seminars, delegates were expected to complete a total of 12 coaching sessions with three coaches and write up their learning and development notes from these. A total of over 200 coaching hours were delivered internally during this process.

At the middle seminar a group exercise was designed for the delegates to identify, plan and implement two business initiatives which they could put into practice.

As well as the coaching skills elements of the programme, specific modules were written and delivered in order to deliver on certain objectives:

- The Entrepreneur Within – a module delivering an understanding of how to sell coaching internally – how to identify opportunities for coaching and how to identify the business drivers.
- The New Leadership – an understanding of the levels of potential and how to coach leadership in others. This also entailed a large element of personal development in the search for their own next level of personal leadership.

A series of assessment levels were designed:

- An additional mentoring session with the Course Director to ascertain readiness to coach and at which level. This session includes the development of a Professional Development Plan over their first year in practise.
- Follow up support to apply for the International Coach Federation designation of Associate Certified Coach.

Follow up support beyond the programme was arranged as follows:

- An induction day for those going on to coach at group level.
- Monthly group supervision teleseminars.

Published with the kind permission of LogicaCMG.

For more information on this or Corporate Potential, please either:

Contact Lisa Wynn on (01323) 439166

Email lisa@corporatepotential.com

Or visit our website at www.corporatepotential.com.



Results

1. Coaching Skills

Competence and confidence to coach were measured at completion of the programme's modules on an individual basis. Each delegate received a final mentoring session with the Course Director. The delegate conducted a coaching session and was assessed against the International Coach Federation's Core Coaching Competencies. On the successful completion of this, they were awarded the LogicaCMG certification as an accredited internal coach. These certificates were presented at a course dinner by the Group HR Director. Six of the course participants are already coaching at senior levels in the organisation alongside external coaches.

2. Agents of Change

The group of participants has established itself as a virtual team and is holding regular meetings to review the coaching strategy in the organisation and take responsibility for driving forward particular aspects of this strategy. The level of commitment and initiative to play this role over and above their 'day jobs' is astounding. Examples of work completed includes delivering coach training for colleagues, providing free coaching to the charity, Barnardos, and travelling internationally to promote and deliver coaching.

3. Financial objectives.

LogicaCMG was able to expand its coaching activity by 100% in 2005 with a budget increase of only 28% ensuring its sustainability - a saving of £213,000 on an initial investment of £48,000.

4. Follow On Course

Due to the success of the first course and the feedback from delegates, a second course is being delivered in 2006 with 13 senior and diverse participants from around the globe. Whereas the first course was funded by the LogicaCMG Group HR budget, there is such enthusiasm for the course now that local HR budgets are being used to send participants on the second course. This has saved a total of £48,000 from the Group budget which can now be used to further other aspects of our coaching strategy.

5. Testimonials

Here are some of the testimonials that we received from participants from the first course:-

"The LogicaCMG coaching programme will enlighten and enthuse all delegates in a way that they cannot imagine. They will learn how to release the latent potential in themselves, their colleagues and our company as a whole."

"This programme is a very special event and I would encourage anyone who truly wants to "make a difference" to join the people who really will make it so by attending at the very earliest opportunity."

"I have left the weekend to help me form my thoughts about the coach course last week. In the plane home I was still not sure whether I had experienced a very special event or not. So, to decide, I coached myself on this very topic and decided that it was a very special course, simply because it was and because I want it to be."

"With this initiative there is already a new feeling to LogicaCMG."

Published with the kind permission of LogicaCMG.

For more information on this or Corporate Potential, please either:

Contact Lisa Wynn on (01323) 439166

Email lisa@corporatepotential.com

Or visit our website at www.corporatepotential.com.