



Unlocking Potential

SINGAPORE

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# 10 reasons why it is imperative to have a coaching environment at your organisation

Aim to be more agile? Aspire to be a top employer? Want more lightbulb moments? Be better prepared for change?



# Find out how executive coaching can help you support your people and you in achieving your organisation's key objectives.

## 1. How internal coaches can deliver improved engagement

Coaching provides a space for people to be heard. Research from Gallup reminds us every couple of years that nearly 70 percent of employees are actively disengaged. HR staff must deal with a rising number of people within ever more constrained timeframes.

Coaching is the one of the most effective ways to deal with the difficulties that arise. When managers allow their direct reports to take responsibility this increases confidence, which in turn has a positive impact on senior leaders' workloads.

## 2. Leadership fit for the future

Leadership is being redefined and needs a different set of attributes and capabilities to succeed in the modern and complex workplace. Leader as coach is the new ideal with a focus on facilitation, trust, empathy, collaboration, autonomy and a growth-orientated mindset.

Coaching supports leaders to be authentic, open and enables them to cultivate environments in which people can thrive. Building better communication, resilience, and problem-solving skills, coaching enables leaders to better engage, empower and lead others.

## 3. Encouraging people to flourish – unlocking potential

Employees are an organisation's most valuable asset. People who are recognised and appreciated are engaged in their work and encouraged to further their skills, are driven to success. Coaching will help your people reach a higher level of effectiveness and improve their self-awareness.

Coaching to support their career and ongoing development, they benefit from the time and space to think and reflect and are enabled to do their best work on a personal level, as team members and as contributors to the organisation's future direction.

## 4. Personify this beyond organisational boundaries to customers and others

Coaching is beneficial to both the individual and organisation, but it also has a ripple effect doing good for the communities, customers, investors and ecosystems the organisation serves by bringing sustainable high standards of excellence and best practice to its commercial endeavours.

There is a clear link between purpose and profit and good governance is indispensable. Positively impacting society is a key business imperative and a coaching approach underpins good customer service, responsible employee behaviour and upholds purpose, meaning and values.

## 5. Talent strategy to position you as an employer of choice

Continuous learning and development in the workplace is a necessity in retaining top talent. With career progression a key priority for employees, a coaching approach protects talent strategies and promotes you as an employer of choice in a fierce labour market.

As work also becomes more complex and functions change, our responsibility is to keep our employees relevant whilst also nurturing our talent pipeline. Coaching enriches careers, empowers self-directed learning, scales development and stretches employees' capabilities.

## 6. Reinventing effective performance management

Performance management is outdated and needs to be anchored in continual feedback. A coaching style can help implement a more progressive model of continuous development where regular performance conversations replace ineffectual annual appraisals to embed new thinking and behaviour.

Research published by the International Coaching Federation (ICF) has demonstrated a clear link between high-performing organisations and a strong coaching culture. A coaching environment will help encourage your people to do their best work and is decisive in driving strong individual and collective performance.

## 7. Building a change-ready culture

70% of change management initiatives fail, but research from the ICF has found that high-performing organisations have more successful change management strategies in place and that those with strong coaching cultures are likelier to have better business outcomes.

New problems, uncertainty and complex markets demand new thinking. Leaders, managers, and employees will benefit from coaching, so they are less resistant, better prepared for change, have higher resilience and more confidence to work with the unknown.

## 8. Championing, belonging, connections and psychological safety

When Google decided it wanted to better understand what made its teams so successful, Project Aristotle was born. It discovered that psychological safety was the number one factor in assembling the perfect team because of mutual trust, belief and confidence.





Psychological safety is key in the wider working environment. Without a sense of belonging or trust, our teams falter, leaders lose respect and employees disengage. Coaching can strengthen connections and promote self-belief and collective accountability.

## 9. Prioritising health, work and wellbeing

The World Health Organisation has officially recognised burnout as an occupational phenomenon and chronic workplace stress can massively impact employee performance, mental health and result in negative behaviours being shown in the workplace.

Performance can only be built on a foundation of wellness and we should be investing in resilience and coaching for weathering uncertain times. Studies show that resilience coaching can improve mental and physical wellbeing and help people manage stress better.

## 10. Greater than the sum of its parts – collaborative working

In organisational design, agility and team-based work is increasingly being encouraged as best practice. Coaching can be the most effective way of reducing silo working and cultivating a culture of effective collaboration to produce new ideas and innovative solutions.

Coaching skills support inclusivity and at an individual level, hones the ability to work collaboratively. It helps create a positive working environment underpinned by trust, openness, shared purpose, collective accountability and improved efficiency and productivity.

## Philosophy of our training facilitation approach

The nature of our professional coach training directly mirrors our approach to coaching:

- It is person-centred – we recognise that everyone is unique with their own strengths, attributes and potential
- Experiential – we use hands-on interactive and immersive practise to reinforce and embed learning
- Beginnings, middles and endings – we use this structure in both our coaching and training. It provides clarity and direction yet provides space for creativity and flexibility
- Less is more – we ask participants two simple questions which are massively powerful and elicit tremendous potential, possibilities and productivity: Who am I? How do I coach?
- Matching what is best for the person – we offer training interventions to match different styles, from demonstrations to small group work, reflection, journaling and experiential exercises. This is coupled with distance options such as elearning, webinars, virtual meetings and phone calls. This model reflects our passion for breadth and depth in coaching, as well as our flexibility towards the realities and demands of leaders' and managers' working environments.



## Q&A with Robin Chu

Practitioner  
Diploma in Executive  
Coaching graduate

### What were some of the positives and challenges you experienced while doing the diploma?

The ability to watch live demonstrations of different coaching activities and models, followed by the opportunity to practise those models and receive instant feedback, was invaluable. Similarly, the chance to reflect with a group of like-minded people who were learning at the same time, was a great way to stay motivated, get peer-to-peer feedback and pushed me to be braver in my coaching styles.

### What has coaching taught you about yourself and other people?

It has taught me the power of trusting in people and fundamentally how most people will have plenty of the

solutions and answers from within. Therefore, as a leader you don't need to have the most creative ideas but rather such a large part of leading a team is giving individuals the space and time to think through their own challenges in a safe space.

### What is your top advice for anyone thinking about doing a coach training programme?

To get as much practise in between training days as possible. The more you can try out different models and activities - in a real-life coaching session - the better.

### What is most challenging and rewarding about your work as a coach?

Most challenging is the desire to help. Still now, I've a strong tendency to want to jump in offering optimism or a solution. I believe all coaches are high empathetic individuals, so this still sits with me and needing to quiet that inner voice.

Most rewarding is the reverse of that for when you trust an individual and they come to their lightbulb moment which can sometimes be in-between sessions how clients can feel transformed by their own awareness. Their whole attitude and mindset just shifts - that's amazing to be part of and why I love the power of coaching.

## About the AoEC

The AoEC transforms individuals, teams and organisations globally through world-class accredited executive coach training and coaching-based solutions for organisations.

Founded in 1999, we believe that coaching skills are a new currency for the 21st century workplace and coaching will play an increasingly crucial role in how we construct our corporate cultures, build our company identities, make our people and businesses more resilient and serve the needs of our customers.

Coaching as a developmental tool and as a profession are both growing in understanding and appeal, and the AoEC can work with both those wanting to use coaching in the workplace, and individuals investing in the training to become professional internal or external coaches.

Training over 13,000 coaches in nearly 80 countries, we are one of the industry's leading coach training providers. Our training programmes are of the highest quality and are accredited by the sector's most prominent professional bodies - Association for Coaching, European Mentoring and Coaching Council and International Coaching Federation.



The AoEC's mission is to transform individuals, teams and organisations globally through world-class, accredited executive and team coach training and coaching-based solutions for organisations. Our dedication to customer service, inclusive culture and strong ethical approach to business helps everyone we work with realise their full potential.

