How Jurlique implemented a coaching culture in 12 months

15th May 2014

WhyteCo   WhyteCo Coaching, Change & OD Consulting Pty. Limited

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Introduction

1. What is a coaching culture?

2. How do you build one?

3. What did we do at Jurlique?

4. What have been our key learnings?

5. A different approach to change

What is a coaching culture?

What is coaching?

Intrinsic	Extrinsic
"Coaching is the art of the facilitating the unleashing of people's potential to reach meaningful, important objectives." Rosinski (2011)	*"... review recent performance, evaluate it, and provide guidance, suggestions, and recommendations for improvement."* Lindbom (2007)
"Coaching is unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them." Whitmore (1990)	*" ... providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem."* DDI

JBLM 1!

What is a coaching culture?

" A coaching culture exists in an organisation when a coaching approach is a key aspect of how the leaders, managers, and staff engage and develop all their people and engage their stakeholders, in ways that create increased individual, team and organizational performance and shared value for all stakeholders." Hawkins (2012)

" A culture in which people coach each other all the time as a natural part of meetings, reviews and one-to-one discussions of all kinds." Clutterbuck & Megginson (2005)

" ... where all members of the culture fearlessly engage in candid, respectful coaching conversations, unrestricted by reporting relationships, about how they can improve their working relationships, and individual and collective work performance. All have learned to value and effectively use feedback as a powerful learning tool to produce personal and professional development, high-trust working relationships, continually improving job performance, and ever increasing customer satisfaction." Pullen & Crane (2011)

Conclusion

" It is foolish to create a coaching strategy without first ensuring there is the requisite strategic foundation upon which to build it." Hawkins (2012)

We need to create a definition of 'coaching culture' that makes sense in the context of the strategy of the business

JBLM 2!

How do you build a coaching culture?

(according to the books)

How to build a coaching culture

Bock & Conlinn (2011)

1. Engage the client

2. Show what coaching can do

3. Spread coaching throughout the organisation

4. Consolidate change

5. Track – and celebrate success

JBLM 3!

How to build a coaching culture

Wilson (2011)

1. Establish a vision and purpose
2. Conduct an organizational health check
3. Identify all stakeholders
4. Get buy in
5. Plan the program
6. Decide what to measure
7. Implement pilots
8. Evaluate pilots and decide next steps
9. Implement
10. Maintain the momentum

1. Create urgency
2. Create a coalition
3. Develop a vision and strategy
4. Communicate the vision

5. Empower action
6. Get quick wins
7. Leverage wins to drive change
8. Embed in culture

Conclusion

Clutterbuck & Megginson (2005)

"... whatever process is used requires humility, patience, courage and open minded experimentation."

JBLM 4!

Jurlique 'big learning moments' coming up ...

1. The significance of defining coaching

2. The significance of defining coaching culture

3. The value of 'just coach' models

4. The value of linear, top down models of change

The Jurlique story

Context

In November 2012 P&C proposed a piece of work around building a coaching culture, defined as:

"... a culture where coaching sits at the heart of how leaders, managers and employees engage, develop and interact as a means by which to create increased individual, team and organisational performance, profitability and value."

Agreed a program of works including:

1. Executive coaching for the GLT & GLT direct reports
2. 'Leader as Coach workshops' for GLT direct reports and next level down
3. An ongoing evaluation program

Evaluation every six months

		May 2013	Nov 2013	April 2014
		25	23	21
Role	CEO	1	1	1
	GLT	5	5	5
	GLT direct reports	10	10	9
	Team members	9	7	6
Location	Sydney	10	9	8
	Adelaide	7	7	7
	USA	4	4	4
	Hong Kong	4	3	2
Participation	Coached (only)	3	5	5
	Workshop (only)	3	7	6
	Both	2	6	5
	Neither	17	5	5

May 2013 - baseline

Coaching and 'Leader as Coach' just getting underway ...

- Purpose of coaching to help people develop

- Different definitions
  - *Lots of emphasis on telling/training and giving advice*
  - *Less mention of empowerment or helping people find their own solutions*

- Do we coach? Lack of consensus reflecting lack of common definition
  - *e.g. one person talked about being heavily micro-managed,*
    but said it was coaching

- 50% being coached by their line manager ... 50% not ...

- CEO said ... *Let's discuss!*

Then ...

- 50 people did Coaching Skills for Leaders
  - 6 – 10 people/class
  - Evidence based
  - Dialogue
  - Experiential
  - Practice between workshops
  - Post workshop support

- 12 people coached

- GLT ... *didn't discuss!*

November 2013 - progress

18/23 people being coached or attended a workshop ...

- Emergence of coaching as 'helping others to help themselves'

- GLT & team members still more likely to define coaching as 'telling/training/giving advice'

- 60% of the GLT & 30% of GLT direct reports said they don't make enough time for coaching

- Lots of people said they didn't get coached:

  - *20% of the GLT*

  - *50% of GLT direct reports*

  - *43% of team members*

91.5% said we don't have a shared understanding of what 'coaching' is
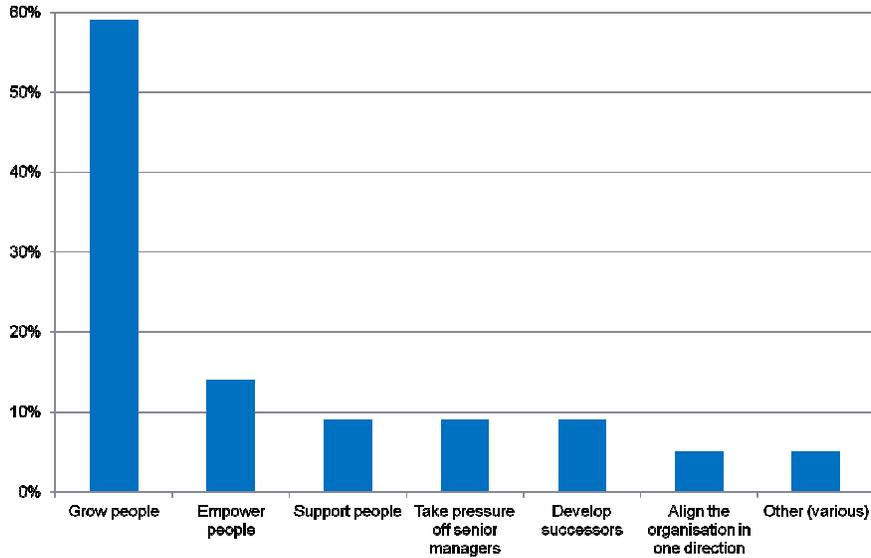

How to build a coaching culture

Bock & Conlinn (2011)

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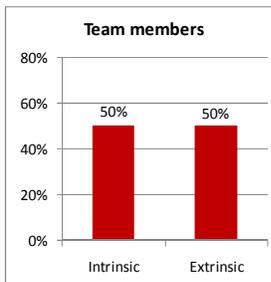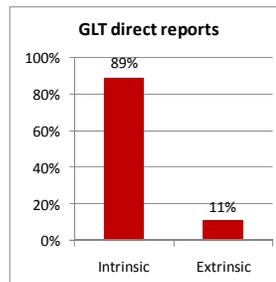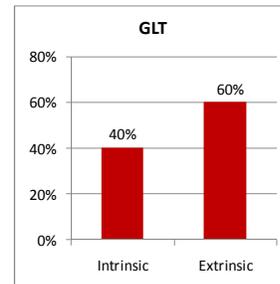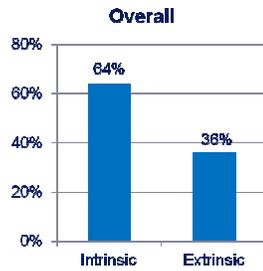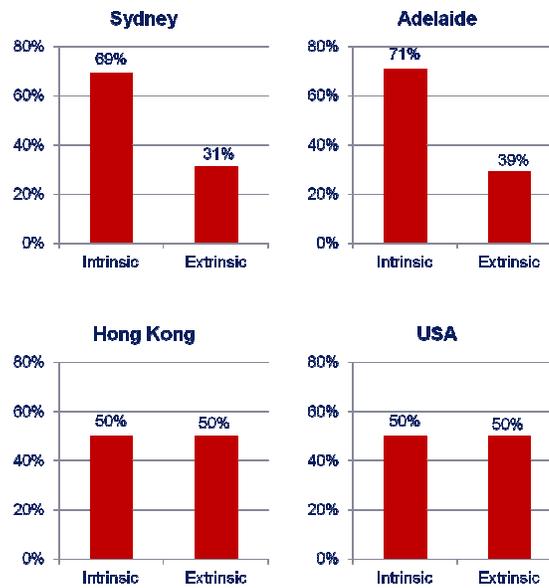## What is the purpose of coaching?

To develop people ...

What is coaching?

Intrinsic definitions emphasise listening, asking questions, empowering, helping people find their own solutions, personal growth ...

Extrinsic definitions emphasise telling, giving advice, training, knowledge transfer ...

What is coaching?

Sydney

Intrinsic: 69%
Extrinsic: 31%

Adelaide

Intrinsic: 71%
Extrinsic: 39%

Hong Kong

Intrinsic: 50%
Extrinsic: 50%

USA

Intrinsic: 50%
Extrinsic: 50%

What is coaching?

Neither

Intrinsic: 20%
Extrinsic: 80%

Workshops only

Intrinsic: 100%

Coached only

Intrinsic: 30%
Extrinsic: 70%

Coaching + Workshops

Intrinsic: 80%
Extrinsic: 20%

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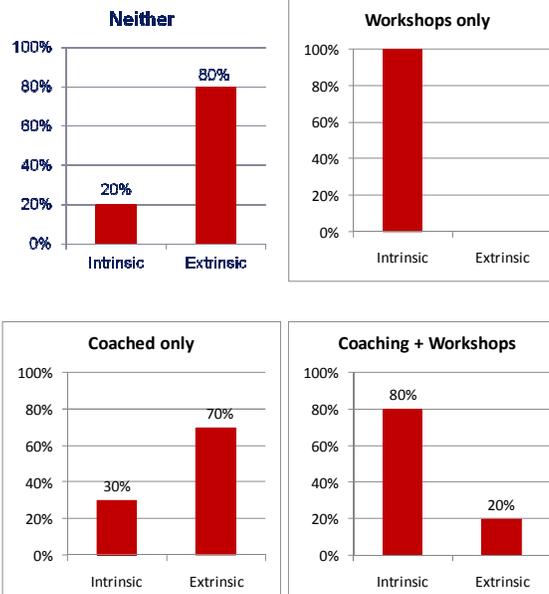
What is coaching?

I've noticed that people are ...

Chart categories (left to right): More self aware (~32%), More measured/reflective (~27%), Stop and think 'big picture' (~14%), Listen more (~9%), Help me work solutions out for myself (~9%), More confident (~9%), More collaborative (~9%), Give more feedback (~9%)
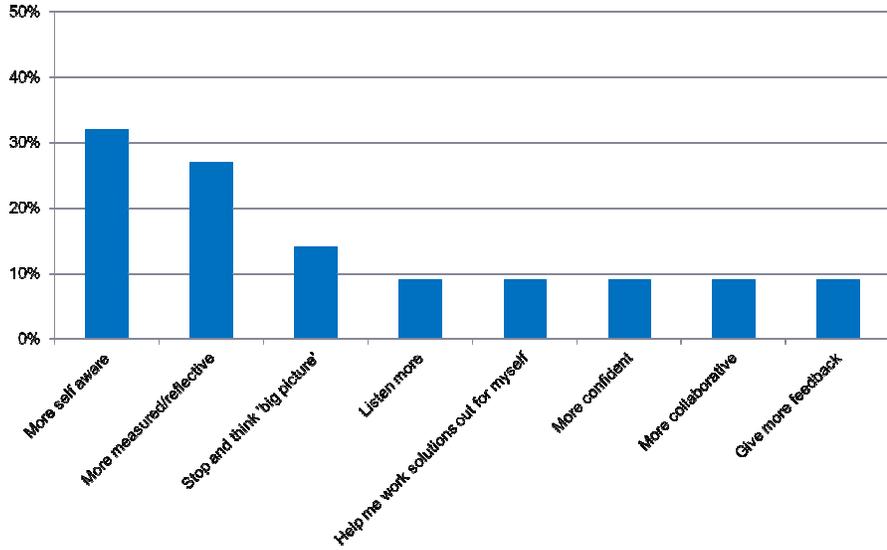
Does my line manager support my development?

% of people who said YES ...

Chart categories: GLT (100%), GLT direct reports (~55%), Team members (~86%)
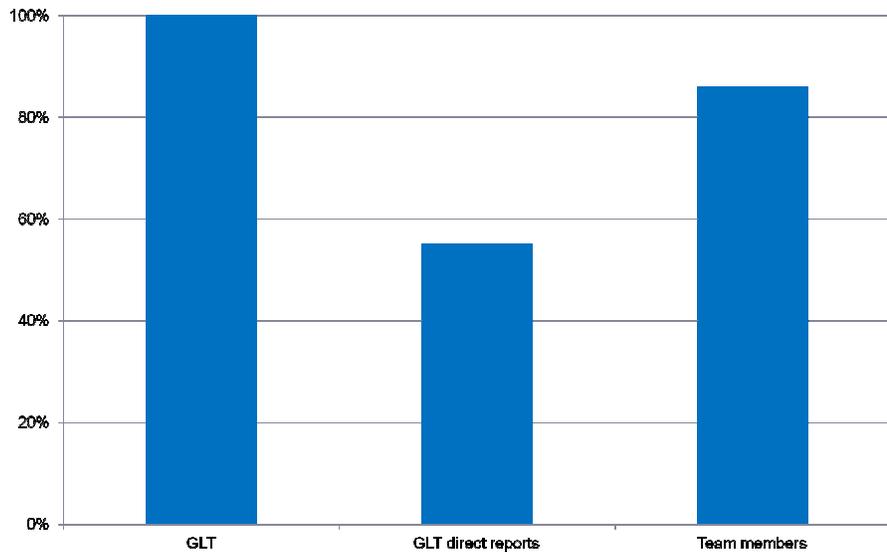
Transfer of learning no longer being supported

"After the workshop we had teleconferences every six weeks that Kate hosted. Since Christmas we haven't been doing those."

"The program was fantastic and people were really buzzing. Now it's becoming forgotten and we haven't kept on top of it – we need little reminders. It would be great to have hourly breakfast sessions once a quarter for example."

"I caught up with Kate every time I went to Sydney to get help in getting people on courses. We need more resources in that area; more hands-on coaching sessions at different levels in the business."

"Kate was phenomenal, inspiring. She came out here in September and did some mini-coaching sessions which were very motivating and encouraging. It would be great to have more of that, more often."

"It bothers me that when Kate left, coaching left. It's glaringly obvious it's not embedded yet."

Who is sponsoring coaching?

Before most people said the CEO or P&C. Since the change people were unsure ...
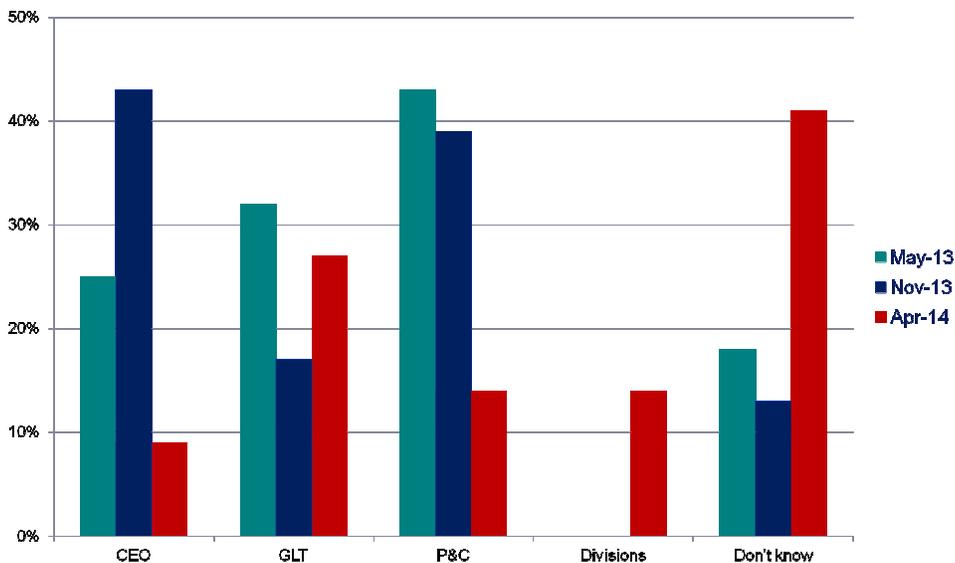
What would be an ideal coaching culture?

more people feeling empowered   everyone is open, giving each other feedback
we have more support from P&C   there is a clear definition and philosophy
quality conversations around helping people understand themselves better
enabling people to become more self sufficient   making time to get out more
and see what other companies are doing   internal mentoring programs
part of our DNA – people would be talking about coaching
teams becoming more collaborative and people growing off each other
we're missing the whole do-learn-debrief activity   quarterly refresher training policies in
place to ensure managers are making the time to develop their staff
the management team would all have it in their job description
people doing it without being pushed   a culture of finding
opportunities for talented people   it starts up top and filters
down   a real developmental culture

Key learnings

Key learnings ...

1. Essential to define what we mean by coaching

2. Essential to establish what a coaching culture is, in a way that connects to strategy

3. Just coaching people doesn't deliver a coaching culture

4. Just sending people to coaching skills workshops doesn't deliver a coaching culture

5. Linear, top down models of change are of limited use ...

6. Dialogue sits at the heart of change

7. Identity is the biggest barrier to change

Change!

Traditional models for change - critique

- **You can make change happen**

  Organisational outcomes rarely emerge as a consequence of centrally defined directives (*Stacey, 2012*)

  Top down linear approaches work only when ...

  1. One brain can handle all the relevant information

  2. That brain has a detailed knowledge of every aspect of the situation

  3. The situation is relatively stable

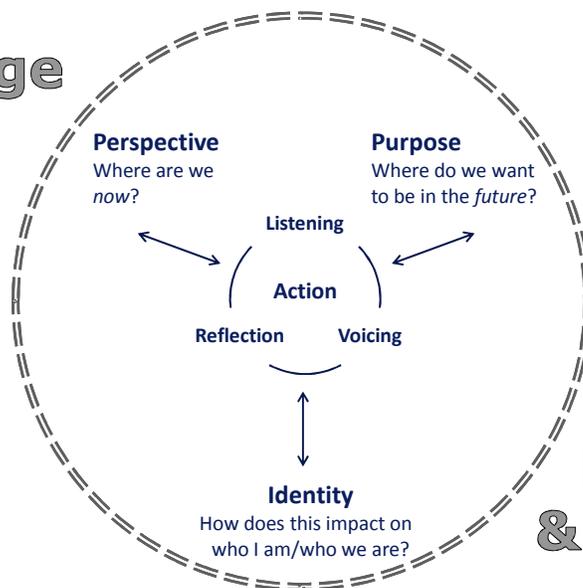 4. The organisation can cope with a centrally articulated strategy

  (*Mintzberg, 1990*)

- **The norm is changing and unstable**

- **Change has a beginning and an end**

- **Just communicate-communicate-communicate ...**

- **People are resistant**
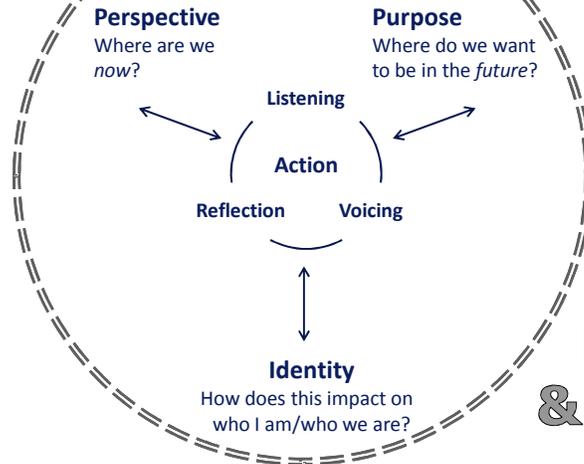

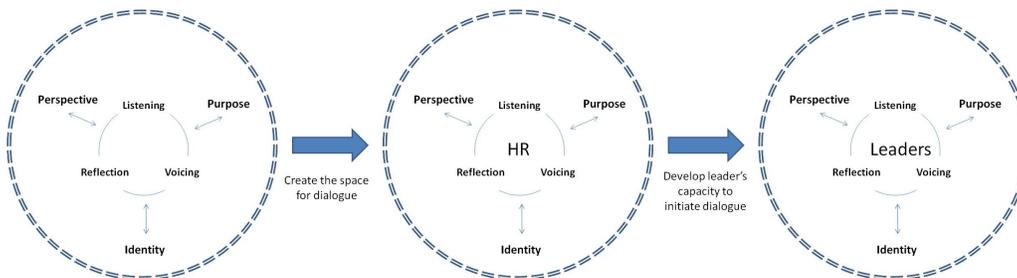
The 'emerging change model'

The 'emerging change model'

Change

Perspective
Where are we *now*?

Purpose
Where do we want to be in the *future*?

Listening

Action

Reflection   Voicing

Identity
How does this impact on who I am/who we are?

Power & Politics

Building capacity

Perspective   Listening   Purpose

Reflection   Voicing

Identity

Create the space for dialogue

Perspective   Listening   Purpose

HR

Reflection   Voicing

Identity

Develop leader's capacity to initiate dialogue

Perspective   Listening   Purpose

Leaders

Reflection   Voicing

Identity

Today ...

Dialogue ...

- GLT May offsite – focus on dialogue

- GLT July offsite – development culture

- P&C global May 21st

- October survey

And so ...