

Global Leadership Forecast

Building A Coaching Culture & Mentoring For Impact

November 2018



Insights from today's webcast

- Defining coaching and mentoring in your organization
- Benefits of building a coaching culture
- Impact of mentoring programs
- Organization practices and stories

Earn Credits

- Stay online for the entire webcast
- Credit available for participation in the live webcast only

HRCI

- ✓ Type your full name, email address, and specify “HRCI” in the space provided

SHRM

- ✓ Type your full name, email address, and specify “SHRM” in the space provided

CCE Resource Development coaching credits (ICF)

- ✓ Type your full name, email address, and specify “CCE” in the space provided

CPE (NASBA)

- ✓ Type your full name, email address, and specify “CPE” in the space provided
- ✓ Click ‘ok’ for 3 popups that occur during the program

Today's Presenters



Stephanie Neal, M.A.
Senior Consultant,
Innovations Lab
DDI



Amy Lui Abel, PhD
Managing Director,
Human Capital
The Conference Board

About the Authors



Evan Simar, Ph.D., is DDI's Chief Scientist and Vice President. He designs and executes analytics linking leadership programs to business outcomes and produces actionable insights about talent trends and people practices, including leading DDI's *Global Leadership Forecast* and *High-Resolution Leadership* research programs. He is a top influencer for analytics, data visualization, and people science, frequently authoring on these topics for major conferences and publications. His work has been featured in *Chief Learning Officer*, *Training Magazine*, and numerous other publications. Evan holds a Ph.D. in industrial and organizational psychology and is a Fellow of the Society for Industrial and Organizational Psychology.



Richard S. Wellins, Ph.D., is a leading expert on teams and leadership. He recently completed a 33-year career at DDI, where he was head of global research and marketing. He currently serves as a senior research associate for HR.com, DDI, and EY. Rich received his Ph.D. from American University. He has authored six books, including the recent *Your First Leadership Job*. He speaks at major conferences around the world and has published more than 50 articles. His work has appeared in *The Wall Street Journal*, *CNBC*, *Fortune*, and the *BBC*.



Adam L. Cauwell, a Partner, People Advisory Services, Ernst & Young and a global leader of EY's leadership offering based in Melbourne, Australia. He has more than 20 years' experience in providing people advisory services to clients. He has delivered transformation programs across multiple product and service industries – working with FTSE 100 (or their equivalent) organizations. Adam has an MSc in coaching and consulting for change from HEC at Oxford University and an M.A. (Oxon) Politics, Philosophy and Economics from Oxford University.



Rebecca L. Ray, Ph.D., serves as the executive vice president, knowledge organization, for The Conference Board. She oversees the research planning and dissemination process for all three practices areas (Corporate Leadership, Economics and Business Development, and Human Capital) and is responsible for defining the research agenda that drives the company's business planning process. She is responsible for continuing integration of The Conference Board's research and engagement efforts. Rebecca is author of numerous articles and books, including her coauthored works *Measuring Leadership Development* (McGraw-Hill) and *Measuring the Success of Employee Engagement* (ATI).



Stephanie Neal, M.A., is a consultant in DDI's Leadership Reach Center. She conducts research to explore workplace and leadership trends, including topics focused on executive leadership and gender diversity. Stephanie is the author of "Your Next CEO Should Be a Social CEO" and a coauthor of *Ready Now Leaders: Cultivating Women in Leadership to Meet Tomorrow's Business Challenges* and *Women as Mentors: Does She or Doesn't She? A Global Study of Businesswomen and Mentoring*.



Amy Lui Abel, Ph.D., is managing director of Human Capital at The Conference Board. She leads research efforts focusing on human capital analytics, leadership development, labor markets, strategic workforce planning, talent management, diversity and inclusion, human resources, and employee engagement. Amy has been published in *People & Strategy Journal*, *The SAGE Handbook of Workplace Learning*, *Human Resource Development Quarterly*, and *ATD's TD* magazine.



Amanda Poppels is a researcher for Human Capital at The Conference Board. She conducts research in a variety of areas, including talent management, employee engagement, and diversity & inclusion. Her recent reports include *Mental Health and Well-Being in the Workplace* and *Divergent Views! Common Ground: The Leadership Perspectives of C-Suite and Millennial Leaders*.



Louise Rolland is Executive Director, People Advisory Services, Ernst & Young. She came from academia, and her work focuses on all aspects of workforce and talent strategy. As a labor demographer, she has led an internationally focused research agenda to investigate the impact of demographic change and global labor trends on business. She is a thought leader and pragmatic strategist who works closely with clients on designing practical responses to the changing world of work and the implications for leaders and their people.



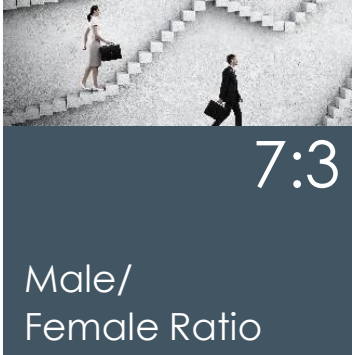
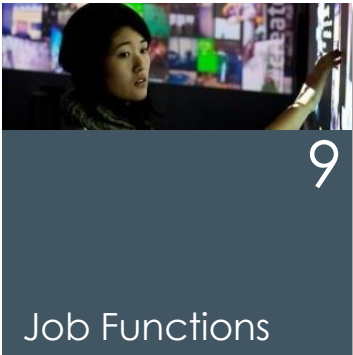
Tony Cotton is a Senior Manager, People Advisory Services, Ernst & Young LLP. He is an organizational psychologist and psychometrician with over 30 years' experience. He has conducted workplace research in Australia, Canada, and the UK. Tony has worked directly with senior leadership groups in organizations across a range of sizes and functions providing high level workplace research and statistical analysis of workforce survey data. For five years, Tony was responsible for the design and analysis of one of the largest workplace surveys in the Southern hemisphere.

As part of that, he has been the architect of EY's use of Work Readiness Index technology and has led the deployment of EY's Digital Leadership offering.



Liz Collins, M.S., is a Senior Manager in People Advisory Services, Ernst & Young LLP. She has a Masters in organizational psychology from Columbia University and has spent her career working with clients to develop data supported workforce strategies in tandem with the client's talent management programs, people key risk programs, and organizational leadership development activities. Liz works primarily in Financial Services clients across Banking, Capital Markets and Insurance.

Global Leadership Forecast 2018 at a Glance



Global + Diverse



Key Themes Spanning the Research



> Leaders at the Core
Foundational issues of leader roles, readiness, and strategy



> Digital + Data
Leadership implications of the digital and data-rich business context.



> Growth + Potential
Proven practices for aggressively growing leader talent and bench.



> Leader Diversity
Understanding and advancing gender and generational diversity in leaders.



> Cultural Drivers
The powerful forces that can propel—or cripple—rapid, disruptive change.



> The HR Opportunity
How HR can elevate and extend its influence on business outcomes.

Coaching vs Mentoring



Mentoring

- Providing broader perspective and resources
- Advisor
- Support to move forward
- More directive
- May advocate on your behalf

Coaching

- Asking questions
- Supports exploration
- “Outside” view
- Helping one to get “unstuck” or get ready to achieve desired goals



Build a Coaching Culture

Want to Be a Better Leader? Ask a Peer or Employee

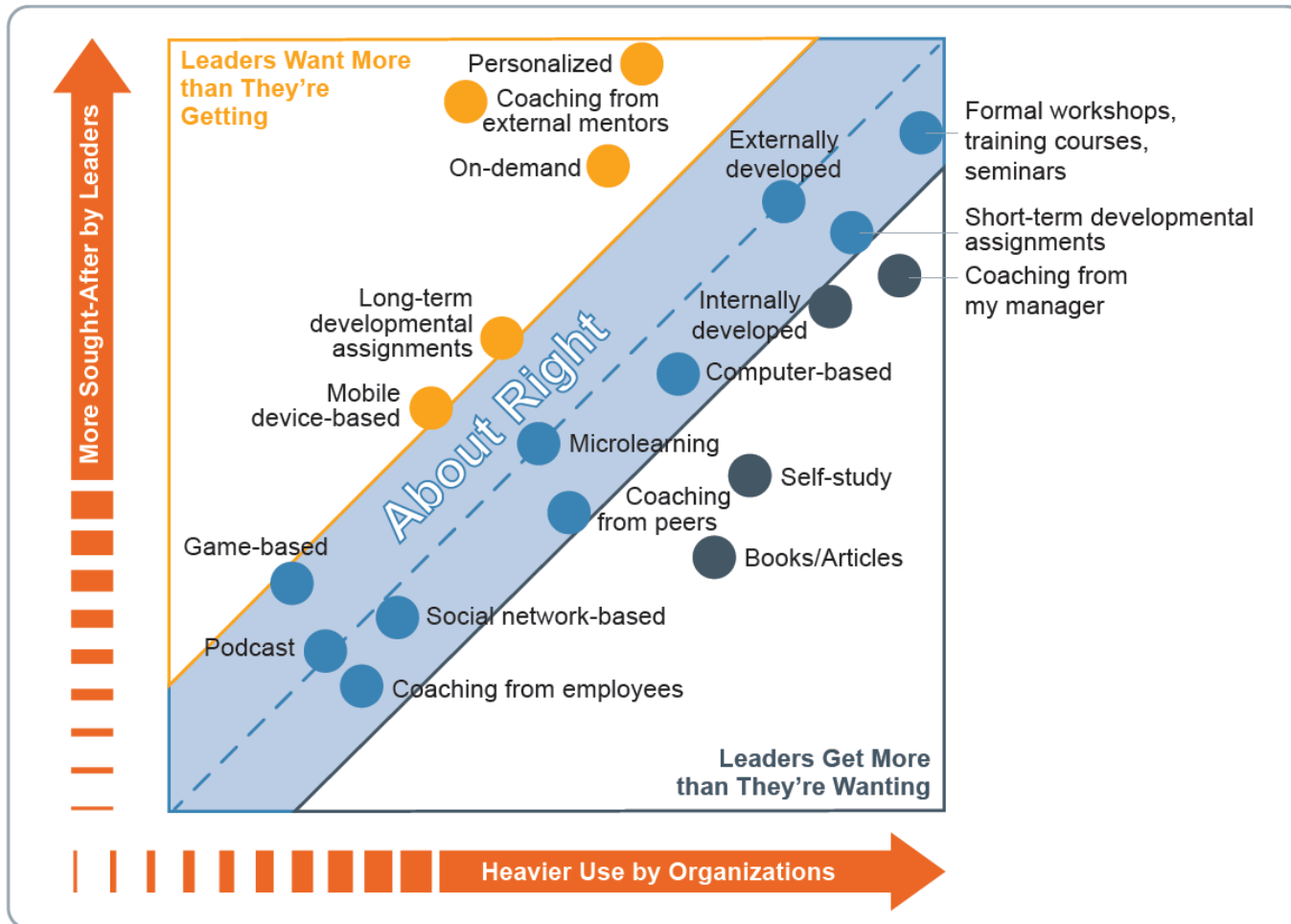


> When Everyone in the Company Can Be a Coach, Everyone Benefits

© Development Dimensions International, Inc., The Conference Board Inc., EYGM Limited, 2018. All rights reserved.

Meeting the Needs of the Modern Learner

On Demand Coaching has the potential to address highly underserved learning preferences



- > Personalized development focus and pace
- > Coaching from external coach
- > On-demand tools provided by coach

© Development Dimensions International, Inc., The Conference Board Inc., EYGM Limited, 2018. All rights reserved.

Coaching Process Overview



Orientation
Session (30 min)

Week 1 Set Goal
(30 min)

Weeks 2-5
(Work to Goals)

Week 6
(Next Steps)

- Coach to improve
- Set 6-week goal
- Review feedback simulation
- Complete discussion plan

- Review plan
- Role play discussion
- Complete discussion
- Adjust approach

- Establish ongoing coaching focus
- Identify other opportunities
- Determine support resources

Build a Coaching Culture



Where to Start

- Initiate a coaching culture by embedding coaching elements into all talent systems
- Develop leaders at all levels to be coaches, and enhance senior leader reinforcement of coaching behaviors
- Include coaching as a strong learning complement to leadership cohort programs



Build a Coaching Culture



How to Excel + Differentiate



- Design tailored solutions for various types of coaching (development, transition, career, on-boarding, team, inclusion)
- Identify internal coaches whose understanding of corporate dynamics and cultural norms allows them to guide leaders in navigating change
- Scale efforts to foster a pool of coaching-ready leaders spanning the hierarchy

> Mentoring for Impact

How to Maximize a Critical Leadership Experience

59%

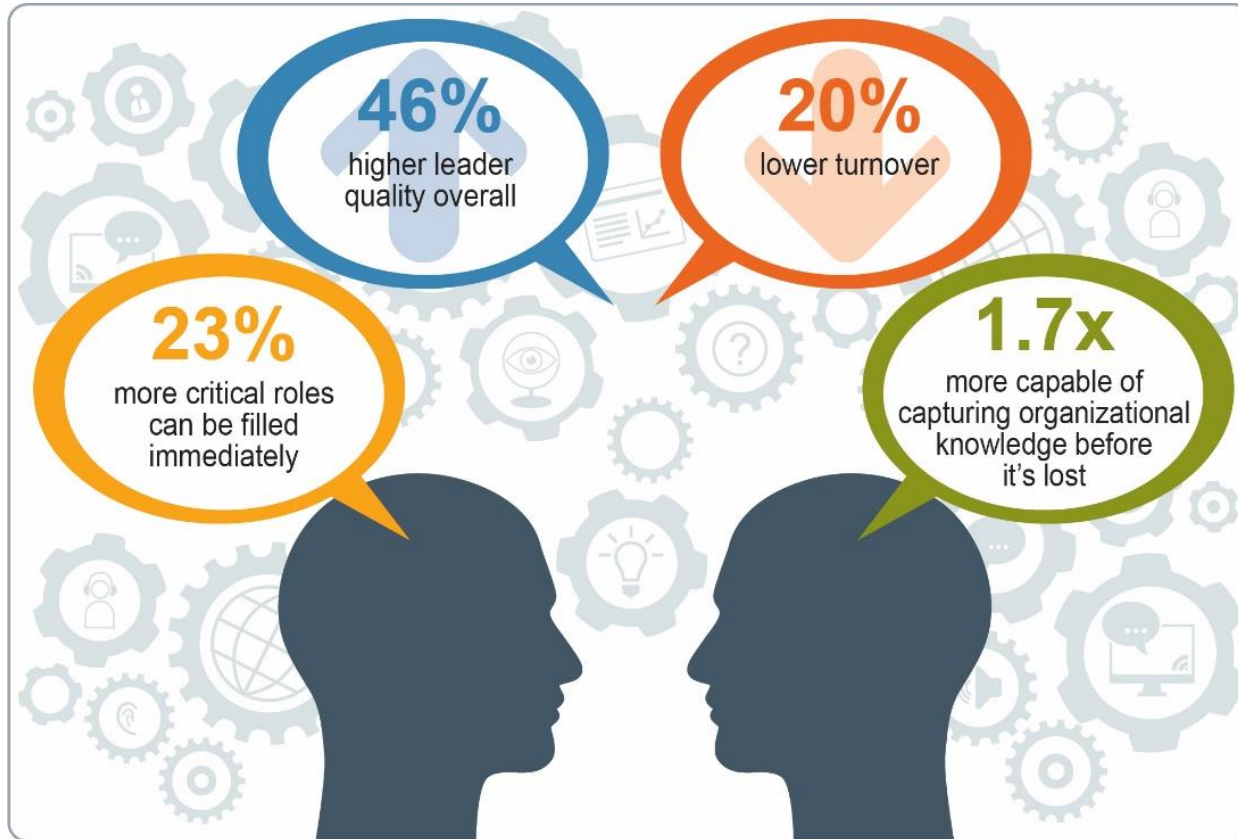
of leaders have NEVER had a formal mentor.

36%

of organizations have a formal mentoring program.

> Mentoring for Impact

How to Maximize a Critical Leadership Experience



> Organizational Benefits of Having a Formal Mentoring Culture

© Development Dimensions International, Inc., The Conference Board Inc., EYGM Limited, 2018. All rights reserved.

Mentoring for Impact

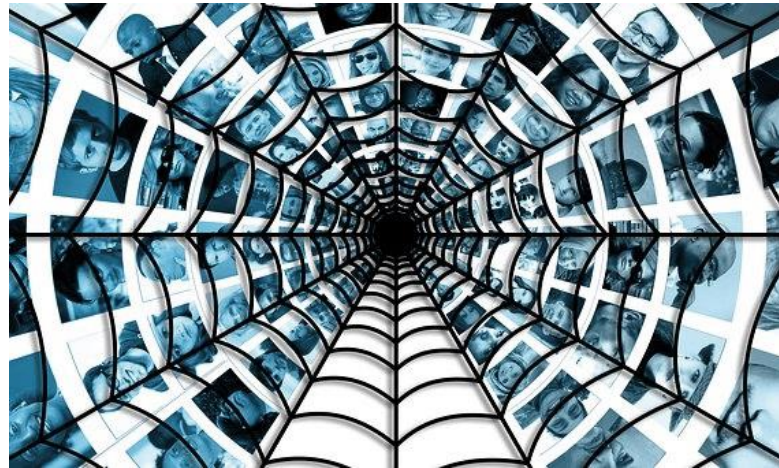


Where to Start

- **Initiate formal mentoring to foster guided interactions** between junior and senior leaders
- **Foster informal mentorships**, including in the reverse with senior leaders seeking out junior colleagues for new perspectives



Mentoring for Impact



How to Excel + Differentiate

- **Build internal mentoring networks** so that when there isn't formal guidance on a specific question or need, leaders can seek the help and support of others
- **Make mentoring a retention strategy** by leveraging connection strength to foster retention and by being purposeful about **matching mentors to junior leaders who are at greater risk of turnover**

Our Next Global Leadership Forecast webcast: Rethinking Leadership Potential: Making the Most of High-Potential Talent

December 11, 2018, 10AM EST

Click [here](#) to register for this webcast or [here](#) to register for the entire series.

Speaker



Evan Sinar, Ph.D.
Chief Scientist
and Vice
President
DDI

Hosted By:



Rebecca Ray, Ph.D.
Executive Vice President,
Knowledge Organization
and Director, The
Engagement Institute™
The Conference Board

Use code KN1 for a \$500 discount on Upcoming Conferences

16th Annual

Executive Coaching CONFERENCE

Scaling a Coaching Mindset for
Organizational Impact

March 26 – 27, 2019

Westin New York at Times Square
New York, NY

For more information and to register:
www.conferenceboard.org/execcoaching



To learn more about or register for any of these conferences,
visit our website at www.conferenceboard.org/events

Use code KN1 for a \$500 discount on Upcoming Conferences

- **19th Annual Talent Management Conference**
March 05 - 06, 2019 (New York, NY)
- **25th Annual Leadership Development Conference - New York**
April 09 - 10, 2019 (New York, NY)
June 06 - 07, 2019 (San Diego, CA)
- **15th Annual Women's Leadership Conference**
April 30 - May 01, 2019 (New York, New York)

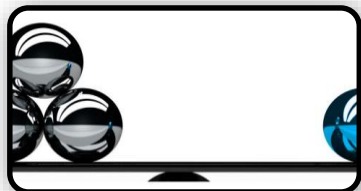
To learn more about or register for any of these conferences, visit our website at www.conferenceboard.org/events

Other Related Resources from TCB



Publications

[Global Leadership Forecast 2018: 25 Research Insights to Fuel Your People Strategy](#)



[25 Truths about Performance Management: Insights from The Performance Management Conference](#)



Webcast

[Achieving Corporate Goals through a More Inclusive Coaching Culture](#)

November 14, 2018

Conference

[16th Annual Executive Coaching Conference](#)

March 26 - 27, 2018



Feedback? Suggestions? How Can We Help You?

Thanks for being with us; be sure to tell your colleagues about next month's webcast

Do you have suggestions for future topics? Please feel free to contact Rebecca Ray at: Rebecca.Ray@conference-board.org

And remember to [Sign up](#) for 2018/2019 Email Reminders

