

Coaching for Success

A New Wave of Offerings for
a New Breed of Leaders



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Overview

Every company, irrespective of geography or industry, is constantly grappling with change. The businesses that thrive through change and disruption are those businesses with leaders who put people over profit; focus on purpose over processes; and build trust, care, and empathy.¹ Leaders are, in fact, the anchor for helping businesses navigate turbulence, and building great leaders across the organization is critical for business success. So, how can organizations build leaders effectively and at scale?

Traditional leadership development approaches no longer make the cut. Instead, tailored and personalized experiences like coaching have disrupted the leadership development space. In fact, 57% of the most successful companies offer coaching across regions and levels, and 81% offer world class leadership development experiences with integrated coaching, collaboration, and developmental experiences. In this report, we will address the following:

- A new model for leadership development
- Why coaching is a proven high-value investment
- The new model for cohort-based leadership coaching
- How coaching compares with other live and facilitated leadership development experiences
- Examples of excellence in leadership development

A Holistic Approach: Six Es of Leadership Development

More than 80% of businesses today operate as smaller, highly interconnected, and empowered networks of teams, which expands the definition of leaders to include everyone in the organization, not just leaders designated by spans of control.² As the organization of companies becomes flatter and more dynamic, every professional or line worker is often thrust into a leadership position—whether it is as a supervisor, manager, or simply a project leader. Traditional leadership development models that assume leadership is a slow, linear, upward-moving slope that takes several years to traverse do not apply any more.

¹ *The Big Reset Playbook: Human Centered Leadership*, Josh Bersin and Kathi Enderes, PhD/ The Josh Bersin Company, 2021.

² Ibid.

More so, the definition of who is a leader has expanded to pretty much everyone in the organization, regardless of whether they have formal people management responsibilities. Forward-thinking companies are embracing this shift in the definition of leaders. For example, LEGO, the toymaker known for its plastic building blocks, defines leadership as the act of creating a safe space, like a playground, where “everybody feels energized every day”—making leadership a capability for everyone in the organization, not just management. Another great example is FICO, a leading applied analytics company that is widely known for the FICO® Score. This company defines a leader as “anyone who inspires excellence” and invests in building leaders at all levels in the organization through experiential journeys.

Leadership today is a capability for everyone in the organization, and “learning to lead” is a long journey that organizations must facilitate in a strategic, mission-aligned way. In Figure 1 on the next page, we share a holistic approach to leadership development. This model underscores continuous development and the need to make your leadership development efforts relevant for your organization. It also underscores the importance of learning and development (L&D) in continuously empowering and supporting leaders to cement their learnings and be effective in their roles.

Ultimately, traditional leadership development, which follows a stepwise, architected process, does not work anymore. Organizations must offer leadership development as an end-to-end continuum and make the shift from episodic to continuous and ongoing experiential journeys—through coaching and mentoring, along with external and internal exposure.

Coaching: A Proven High-Value Investment

Coaching is a development-focused relationship with a trained professional who helps their clients accomplish short-term, defined goals. Coaches help individuals find their own solutions rather than offering them subjective advice or opinions. Coaches often use inquiry-based techniques to help their clients find the right answers and reach their full potential.

The industry is exploding with a constantly increasing slate of vendors who make access to networks of coaches affordable and scalable. Coaching platforms enable coach pairings, costing as low as \$200 per session for the interaction and customary practices. These platforms are a proven, high-value investment for leadership development. In fact, organizations that offer coaching for leadership development have 20% lower turnover, 46% higher leadership quality, and fill roles 23% more quickly.³

Online coaching is the fastest-growing segment in the \$360 billion corporate training industry⁴, with an average annual growth rate of 6.7%⁵. The International Coaching Federation (ICF), which is the main accrediting and credentialing body for coaches worldwide, attributes the tremendous growth of the coaching industry to the changing global perception of coaching. Previously, coaching was considered a luxury available only to senior leaders. Now it is perceived as a significant contributor to an organization's success, one in which all stakeholders can participate.⁶

Figure 1: The Six Es—New and Holistic Approach to Leadership Development

Define Leadership	ENVISION What is the North Star or vision for “good leadership” in your organization? Leadership models are unique to every organization, and they mirror the culture, mission, and values for which you stand. Setting the context and making sure your leadership models are current and up to date are paramount for the success of your leadership development efforts.
	EDUCATION Everyone needs education on the business itself, including the business-specific processes in setting goals and developing people. Organizations need to invest in formal learning and development programs to ensure that all leaders know “how to get things done” as well as “how to lead people.”
Develop Leaders	EXPERIENCE People don't learn how to lead by attending programs but instead by doing it. You need to think about job rotations, developmental assignments, stretch assignments, and international jobs. Some people are born leaders, but most people learn it over time through accrued experiences.
	EXPOSURE The best lessons in leadership come from observing, talking with, and getting feedback from others. Organizations need to create access to coaches and mentors and exposure to outside companies and executives. In a large company, spending time with an executive is a tremendous leadership growth opportunity for the person being developed.
	EVALUATION Every leader needs feedback tools, as well as psychological or other forms of assessments to see where they have blind spots. Coaches and mentors can help leaders self-reflect and understand where they have rough edges. Evaluation is important to create alignment in perception and the reality of leaders' effectiveness.
Drive Effectiveness	EMPOWER Now that you've created a common language and understanding around what good leadership means for your organization, and you've given your leaders the development they need to build those skills, what's next? To enable them to be effective leaders and build capacity, you can empower them with tools and technologies that will make giving and receiving feedback easier, providing access to real-time metrics on team health and productivity.

Source: The Josh Bersin Company, 2022

3 [“The Changing Face Of Leadership: 10 New Research Findings All Leaders Need To Understand,”](#) Kathy Caprino/Forbes, February 28, 2018.

4 [“Online Coaching Is So Hot It's Now Disrupting Leadership Development,”](#) Josh Bersin/joshbersin.com, January 27, 2022.

5 [“Coaching Industry: Global Opportunities, Market and Growth,”](#) Amisha Yadav/XMonks, December 21, 2021.

6 [“3 Trends that will Shape the Future of Coaching,”](#) Rebecca Willis/ICF, January 4, 2021.

Key players in the market, like Sounding Board, focus heavily on the use of coaching in formal leadership development programs, which enriches the leadership journey and allows for self-discovery in the process. These platforms help companies find the right coaches for their culture, growth phase, or industry and offer tools that monitor engagement to help the coach (and participant) identify key issues and make sessions more effective.

The Business Case for Coaching

Our research validates that offering coaching regularly and widely is the most impactful leadership development practice.⁷ The most successful companies are five times more likely to invest in coaching, and, as a testimony to the value they see in coaching, they are ten times more likely to train and incent their managers to be coaches.

High-performing companies are:

5.2× more likely to invest in coaching

10.3× more likely to train and incent their managers to be coaches

Source: *The Josh Bersin Company, 2022*

Intel, for example, has trained more than 200 leaders as professionally certified leadership coaches. The company funds their coach training certification through the ICF in exchange for a commitment of dedicated hours to giving back by coaching individuals and teams at Intel. When these leaders volunteer their time to serve as coaches to other Intel employees (in addition to their day jobs), they are rewarded with development money up to \$2,000 that they can use for additional certifications or external programs to further their growth. This is an example of leveraging coaching to equip leaders for success, while also empowering them to make others in the company more successful. These strategic investments in coaching have an outsize impact on talent, business, and innovation outcomes (see Figure 2 on the next page).

⁷ *The Definitive Guide to Corporate Learning: Growth in the Flow of Work*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022

This increased demand and growing investment in coaching is also propelled by the idea that leadership development is a personal journey, not just a series of business school topics. As individuals navigate their careers, projects, situations, and unique challenges, they can benefit immensely from having someone to talk to about their own personal challenges at work. This is what coaching is all about.

Coaching is personalized and development-focused, making it even more important in times when every employee is dealing with unprecedented change personally and professionally, such as through the pandemic.

HR Teams Desire Coaching, Too

As part of our Global HR Capability Project, we asked more than 8,000 HR professionals to indicate the development opportunities they consider most important for their careers. Coaching and mentoring surfaced as the developmental opportunity that HR considers most important for their own career growth (see Figure 3 on the next page).

What does this data tell us? HR professionals understand and believe in one-to-one human connection. They often have backgrounds in psychology, education, or sociology—and they see the company as a network of individuals. Their deep understanding of the value of one-on-one coaching—for individuals, leaders, and themselves—is core to their perspective.

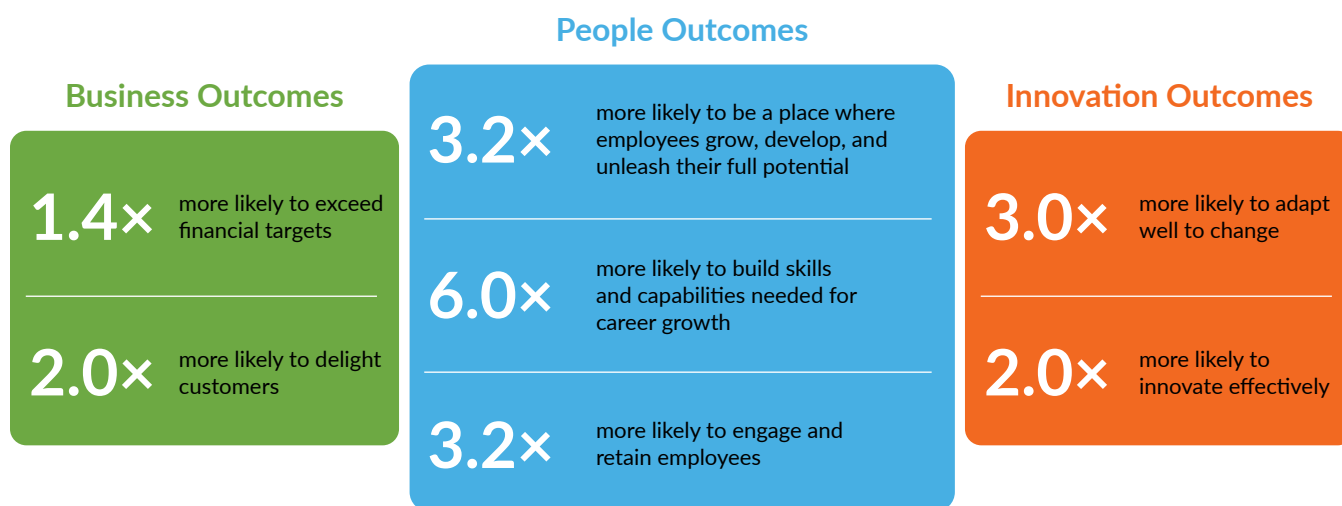
The data tells us that we no longer need to sell the business case for the value proposition of coaching. Organizations must invest in coaching across all levels, for the business, as well as for HR professionals. HR is charged with, among other things, cultivating these coaching capabilities across the organization—to help individuals perform better, and to help leaders become better coaches and mentors to amplify individual and business performance, while maximizing talent outcomes like development, engagement, retention, and the holistic employee experience.

The New Model of Cohort-Based Leadership Coaching

Coaching is indeed the most successful way to help people grow in their careers and unleash their potential,⁸ but most companies only assign coaches to senior executives, leaving the largest group of leaders—mid- and early-career level employees—deprived of these opportunities. A new breed of technology companies is now helping organizations create access to coaches across all career levels, by making these offerings scalable and affordable in new ways.

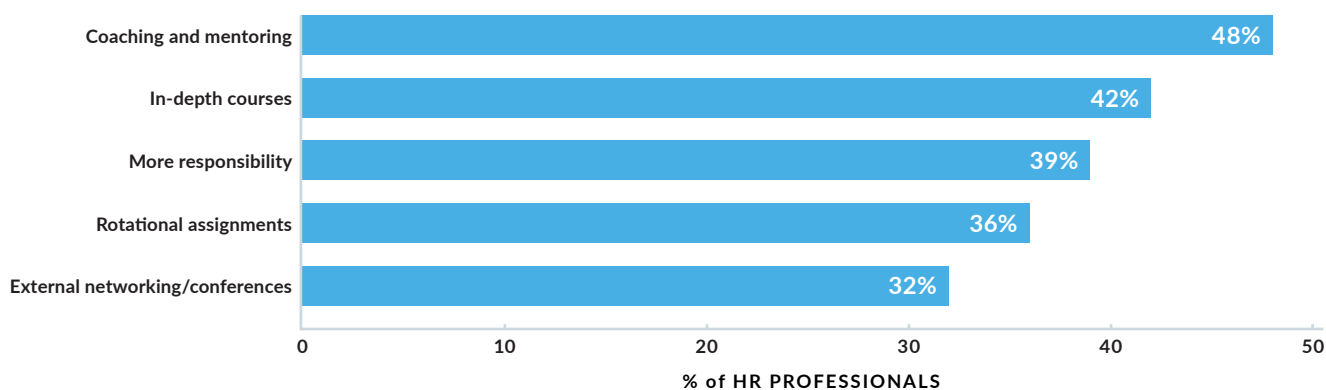
Pioneering coaching vendors are now taking the coaching model and augmenting it with principles of collaborative learning to facilitate leadership development for broader audiences. They are doing so in ways that enable peer interaction, exposure to executives, and experiences that help cement learnings through practice. Coaching offerings that serve carefully composed groups of people with shared learning goals, rather than just for one-on-one coaching, help organizations increase the reach and range of coaching experiences. Sounding Board, for example, helps organizations integrate both personalized as well as group coaching into leadership development programs.

Figure 2: Impact of Coaching Investments on Business Outcomes



Source: The Josh Bersin Company, 2022

Figure 3: HR Professionals' Most Important Developmental Needs



Source: The Josh Bersin Company, 2021

8 Coaching at Scale, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021

Cohort-based coaching is surfacing as a primary practice for leadership development. Organizations like Conagra Brands, Intel, Zendesk, Chevron, among many others, leverage group coaching to democratize access to leadership development and not limit these opportunities for top executives only. Conagra Brands, for example, offers a year-long, cohort-based program focused on three pillars:

- Leader of self
- Leader of others
- Leader of the business

The program includes a six-month group coaching engagement orchestrated through Sounding Board.

Leveraging group-coaching sessions led by certified and professional coaches provides an inlet for external expertise around leadership development, and an outlet for workers to share and learn from experts in a safe and stimulating environment. Cohort-based coaching for leadership development is not just outsourcing training, it's a way to strategically provide experiences, exposure, and access to leadership experts in a scalable and engaging way. Seventy-four percent of high-performing organizations use external coaches coupled with collaborative learning for leadership development, as compared to only 6% of low-performing organizations. These organizations drive significantly higher talent and innovation outcomes, because of this approach.

Companies that provide access to cohort-based leadership coaching are:

2.4x

more likely to build the skills and capabilities needed to enable career growth

1.9x

more likely to innovate effectively

1.6x

more likely to enable employees to grow, develop, and unleash their full potential

Source: The Josh Bersin Company, 2022

Five Types of Live, Facilitated Leadership Development Experiences

Coaching has been around for decades, but the considerable growth of the industry during the pandemic brought several pertinent insights to the forefront, such as:

- People need help. They are stressed, and burned out, and they need a confidante they can trust. Coaches can help.
- Coaching is the most impactful way to develop leaders through experiences, exposure, and evaluation in constructive ways.
- Coaching is nothing like going to a training course, but training is still important and needs to be done.
- Leadership development fits into the “education” piece of the Six Es. People need to be trained on PowerSkills⁹, how to lead, and how to get work done.
- Mentors, through their personal life experiences, also offer tremendous value to help realize long-term aspirations and navigate growth.

All of this suggests that effective leadership development requires the right mix of education, experiences, exposure, and evaluation mechanisms to equip leaders for success, strategically as well as holistically. This implies two things: First, it is important to consider your leadership model, leadership development strategy, unique development needs at various career levels, and the budgets available for investments in building leadership capabilities across the organization. Second, it is also important to create a clear understanding of the wide range of offerings that can comprise the “right mix” for advancing your leadership development approach, while also understanding how these various offerings serve different strategic needs.

Most organizations, for example, use the terms *coaching*, *mentoring*, and *training* interchangeably. While each of these falls within the overarching umbrella of live, facilitated leadership

⁹ “Let’s Stop Talking About Soft Skills: They’re PowerSkills,” Josh Bersin/joshbersin.com, November 16, 2020.

development experiences, each offers a unique, complementary, and differentiated value proposition for leadership development. As organizations embark on the journey of mixing and matching the right opportunities for their workforce, it is important to clarify how these offerings vary (see Figure 4 on the next page).

Conclusion

Learning functions need to enable continuous leadership development using the same tenets as continuous learning to support development of skills and capabilities crucial to lead effectively in the context of their organization. This encompasses a wide variety of developmental opportunities and experiential journeys, ranging from broad-based online and blended training to targeted coaching and mentoring, all the way to immersive and exclusive development programs

that are often offered as a reward to select employees who demonstrate the highest leadership potential.

The coaching industry is gearing up to respond to more demand, and price points are getting more competitive by the day as every vendor strives to increase their market share. At the same time, the executive coaching certification market is growing at a prolific annual rate of 11.3%¹⁰ to increase the pool of coaches available worldwide, to vendors as well as businesses.

It is a great time for L&D departments to take advantage of the hypergrowing leadership development technology market, and strategically invest in vendors that provide the right mix of one-on-one coaching, group coaching, live training, external mentoring, and several other high-value leadership experiences to democratize and personalize leadership development across all career levels.

People need help. They are stressed, burned out, and need a confidante they can trust. Coaches can help.

¹⁰ [Executive Coaching Certification Market Outlook \(2022–2023\)](#), Future Market Insights.

Figure 4: Live, Facilitated Leadership Development Experiences

Personalized Coaching	Group Coaching	Group Training	Mentoring	AR/VR Simulations
TYPICALLY OFFERED TO				
Executives/highest performers	Mid- to senior-level leaders	Managers/individual contributors across all levels	Employees on the individual contributor career path	People managers/leaders
GOALS				
Focuses on subjective immediate goals	Focuses on shared short-term goals	Focuses on shared organizational goals	Focuses on long-term goals	Focuses on practicing difficult skills in a safe space
FACILITATED BY				
ICF-certified professionals who coach as a profession	ICF-certified professionals who coach as a profession	Experienced trainers/L&D professionals/occasionally by business leaders	Tenured business professionals operating leaders two or more career levels above the mentee	VR enabled, human-powered avatars
TECHNIQUES				
Inquiry/coaches help people find their own answers	Inquiry/participants help each other find their answers	Blend of facilitation and presentation/participants interact and collaborate	Experience-based advice, wisdom, learnings, and unique perspective	Candid feedback (even if it may be harsh) to enable behavior change
FOCAL POINTS				
Coaching focuses on 360 feedback to identify strengths, opportunities, and determine what to accomplish	Group coaching focuses on helping individuals discover their strengths, opportunities, and goals by asking each other the right questions	Group trainings focus on broad-based skills that are critical for every leader in the organization, and are often foundational in nature	Mentoring focuses on understanding career goals and expectations to determine what to accomplish	Simulations focus on interpersonal skills that are most critical to advance strategic talent priorities, or where there are known gaps
FORMAT				
1:1, live/virtual	Cohort-based, live/virtual	Cohort-based/works hops, live/virtual	1:1, live/virtual	1:1/small cohorts of 2-3 people, virtual

Source: The Josh Bersin Company, 2022

Conagra Brands Creates a Menu of Leadership Offerings for Everyone

A Bird's-Eye View of a Leading Consumer Packaged Goods Company

Headquartered in Chicago, Illinois, Conagra Brands, Inc., is a North American consumer packaged goods company known for iconic brands, including Birds Eye, Slim Jim, Marie Callender's, Duncan Hines, Reddi-wip, and many more. The company's products are available in supermarkets, restaurants, and food service establishments, and annual revenues exceed \$11 billion. Conagra Brands employs approximately 18,000 employees across 50 locations, including corporate and manufacturing settings.

Rebuilding and Personalizing Skills Development

A fast-paced organization faced with ongoing change, the evolving workplace has provided an opportunity for Conagra to modernize its approach to employee growth, leadership development, and talent management, which leans heavily on its identity as a values-based company.

"We've put our commitment in writing through the Conagra Promise, to help each employee grow and reach their potential," said Lisa Evans, Senior Director of Talent Development, Conagra. "We're a very lean organization that moves very quickly, requiring each of us to be very agile. To keep up with the pace of change, we've implemented new technology to enable salaried employees to own their own development, and to focus on skill building through learning and a talent marketplace.

"Skill-matching through a technology platform helps personalize development recommendations to build skills through human-centered change," she explained. "That way we can evolve leadership and development activities from a self-service model to more personalized and scalable experiences."

A Diverse Array of Leadership Development Offerings

Conagra's leadership development efforts are targeted around transformational and transitional career points, typically for new people managers or new senior leaders. The company also invests in development for top performers and talent from

underrepresented populations to build leadership bench strength and add rigor to its commitment to diversity and inclusion.

Further, to ensure that managers in both manufacturing and corporate locations receive development opportunities, the talent development team supports and facilitates blended learning programs strategically designed to meet the needs of each group. These offerings range from cohort-based leadership development to personalized coaching and mentoring to self-paced learning opportunities and on-the-job projects through a talent marketplace.

Cohort-Based Leadership Development

- **Leadership Essentials** is Conagra's cohort-based leadership development program for new corporate people managers. Launched during the pandemic, this program offers virtual events with group discussions, as well as self-reflection and self-study activities. Coordinated using an online cohort management platform, this program spans approximately two months and emphasizes foundational leadership skills needed to manage direct reports.
- **Foundations of Leadership** includes new people managers in Conagra's manufacturing plants. Recognizing there are diverse needs for plant leadership, the program integrates process improvement, quality, and operational elements along with foundational leadership skills. Previously held in-person and off-site, the program pivoted to a virtual format during the pandemic with cohorts participating in multiple virtual events spanning four weeks.
- **VP Executive Leadership Experience** is a year-long, cohort-based program for new corporate vice presidents focused on three pillars:
 - Leader of self
 - Leader of others
 - Leader of the business

The program consists of several fireside chats with executives, regular development events and touchpoints, as well as both self and 360 assessments followed by debriefs and a six-to-eight-month coaching engagement using certified coaches from Sounding Board.

Coaching, Mentorship, and Assessments

"We believe a coaching culture is an essential element for our leaders to build followership and to have transparent conversations with direct reports," said Evans. Conagra invests in both crucial accountability for new people managers and InsideOut Coaching for experienced managers in keeping with corporate expectations that leaders should serve as teachers, coaches, and students. These programs focus on building leaders' capacity for high-impact conversations, ongoing coaching and feedback, and supporting a coaching culture.

- **External Coaching for Diverse Talent** is a six-month, one-on-one virtual coaching program for underrepresented talent designed to focus on strengths, boost professional confidence, and create future leaders and mentors across the organization. This development opportunity includes management touchpoints to provide ongoing support and encouragement for future growth through partnership with Sounding Board.
- **Executive Coaching** is available on an ad hoc basis as a targeted investment to develop future leaders. Coaching is also included in the VP Executive Leadership Experience through Sounding Board. Conagra leaders have the option to extend coaching beyond the initial six-month commitment.
- **Talent Ally Program** offers an internal mentorship framework to broaden exposure to leaders for diverse and top-performing talent identified by managers. The six-month program includes monthly one-on-one meetings supported by conversation starters. Conagra's new technology provides the functionality to match mentors to mentees, and track progress.
- **360-Degree and Self-Assessments** are available online and include a one-on-one debrief with certified coaches from Sounding Board.

Self-Paced Skill Building

Training and development opportunities are personalized through a new digital platform powered by Degreed. Conagra offers salaried employees access to a robust content library and will make the talent marketplace available to help employees build their skills on the job through targeted project work.

- **Critical Thinking Learning Series** is available to salaried employees. With an emphasis on building critical thinking skills, the talent development team designed an internal critical thinking learning series including a preassessment, coursework, and program assignments. Created with support from senior executives, more than 300 salaried employees have been trained and are leveraging the methodology throughout the product innovation process.

Results: Personalized Leadership Development Drives Retention and Growth

Overall, feedback from these development experiences indicate they have generated excitement. Leadership has deepened its commitment to success and helped to increase employee retention. "We recognize that our commitment to growth and development is key to attracting new talent and retaining our employees, particularly the programs that offer personalized coaching," said Evans.

To date, approximately 500+ Conagra leaders from across the organization have participated in development programs with a coaching component. This has contributed to building a coaching culture and helps to ensure that the company builds effective leaders who care and want to develop their direct reports.

Conagra's talent development team has leveraged metrics available through the Sounding Board dashboard to understand the levels of engagement and gain visibility into coaching program progress.

- Among the 50 employees selected to participate in the external coaching program for underrepresented talent, 91% of participants rated the coaching experience highly. There was overwhelming feedback that the coaching opportunity made them feel valued in the company, and 76% are still with Conagra.
- As a testimony to increased effectiveness in performance and capabilities, 16% have received promotions, mostly during or shortly after their participation in the program.
- 20% of vice presidents participating in the Executive Leadership Experience program extended their coaching beyond the initial six-month program.
- Conagra also received positive feedback on pandemic pivots to virtual settings from manufacturing plant

leaders. They appreciated the ability to engage in their targeted leadership courses virtually instead of leaving the plant for several days.

Next Steps: Leveraging Leaders, Tailoring Experiences

Conagra hopes to leverage leaders who have gone through one of the company's many programs as future mentors and teachers to scale learning and development more broadly across the organization. "We are hoping to leverage experienced leaders to serve as mentors and program facilitators based on their experiences and commitment to leadership development," said Evans. ■

Intel Enables Corporate Culture and Values through Coaching

A Silicon Valley Technology Stalwart

Headquartered in Santa Clara, California, Intel is a multinational technology company with more than 121,000 employees. Founded in 1968, Intel's mission is to shape the future of technology to help create a better world. By pushing forward in fields like AI, analytics, and cloud-to-edge technology, Intel's work is at the heart of countless innovations. Today, it is the world's largest semiconductor chip manufacturer by revenue.

Translating Values into Actions

Intel overhauled its cultural values in 2018–19 and aligned its performance management processes and leadership development journeys for 16,000 managers to correspond with its new values. Intel leadership recognized coaching's potential to accelerate managers' adoption of these new values and drive business transformation, but they needed to scale coaching beyond the small pockets where it existed in the company over the past two decades.

Scaling Coaching Across the Enterprise

The leads of Intel's culture and strategy teams emphasized coaching as the connecting piece to foster adoption of the new core corporate culture and values. The team was strategically focused on cultivating coaching as a capability across the organization and creating a large pool of coaches for the company—internal as well as external—to foster a values-driven and high-performance culture (see Figure 5).

"We rolled coaching into the cultural values as a way to accelerate managers and leaders really embracing and showing up with these new values," said Ginny Gray, Director of Global Coaching, Communities, and Assessments. To expand coaching and make it more cohesive, the coaching, communities, and assessments team developed criteria and high-level processes for one-on-one and group coaching. Additionally, Intel's flagship Leadership Fitness Coaching (LFC) program—was able to expand and include more participants. The team, which had grown to 14 coaches by 2020–2021,

Figure 5: Intel's Coaching Strategy and Key Outcomes

Develop, deploy, and scale best-in-class coaching, assessment, and facilitation services, in service of Intel's culture and business transformation:	Key Outcomes
	Higher Employee Engagement
	Talent Retention
	Reignited Culture
	Improved Business Results

Source: The Josh Bersin Company, 2022

aligned coaching with the new cultural values by connecting individuals' leadership goals to one or two specific values.

Building Coaches at Intel

To bolster coaching resources within the organization, Intel's coaching team invited managers from across the company to learn how to coach. They offered a wide range of training options: from the ICF's Accredited Coach Training Program (ACTP) and a five-month internal coach certification program supported by the Hudson Institute of Coaching, as well as robust learning-to-coach capabilities through LFC to shorter, internal, six-hour Coaching for Excellence classes and self-paced learning options (see Figure 6).

Figure 6: Intel Invests to Build Coaches Internally

	External coaching schools, funded on case-by-case basis by business units
	Internal Coach Certification, 5-month program, ~50 hours of instruction, coaching practice, mentor coaching
	CFX module + hands-on coaching
	Coaching for Excellence: 6-hour instructor-led course, option to qualify as a spot coach
	Self-paced learning: 101 Collection "Manager as Coach"

Source: The Josh Bersin Company, 2022

In addition to training, the company also provided incentives for leaders to become coaches. "We encourage managers to become coaches," said Gray. "Not only are we developing them to coach other managers across the company, but they're also developing valuable skills. So, as they manage their own functions, they're showing up in a coaching manner."

Intel provides ICF-certified "internal volunteer" coaches (often managers) with financial support for continuing professional coach development in return for a commitment of ~10–15% of their time devoted to coaching other managers and leaders. The company also funds external coaching for executive leaders to augment the overflow of coaching needs.

Coordinating Coaching through a Coaching Management System

To better coordinate coaching options, Intel deployed a coaching management system (CMS), integrating and consolidating all internal coaches in one place, to simplify and support the process of making coaches accessible at scale within Intel. After evaluating 25 different vendors, the company selected a system developed by Sounding Board, one of its external coaching providers that partners broadly across the leadership and HR ecosystem to bring the innovative, tech-led platform to more leaders. Intel envisions the CMS serving as a common platform for all internal and external coaches, as well as 5,000 internal volunteers who mentor and provide career advising.

In 2021 alone, Intel saw a combined 114 internal coach practitioners and 188 external coach practitioners deliver coaching to 475 employees in the organization. Approximately 41 of the internal and all the external coach practitioners are current ICF credential holders. Since the coaching implementation, more than 3,000 managers and leaders have been coached by external or internal ICF-certified coach practitioners. The team also hopes to use data and metrics from Sounding Board to further refine its coaching and mentoring options.

Results: Enterprise Capacity and Room to Grow

As a result of efforts to teach managers how to coach, Intel has developed a pool of 200 certified internal coaches who now serve around 1,000 of the company's 16,000 managers annually. To address capacity limits, coaching has been primarily focused on the smaller group of 3,500 managers of managers, and business groups are asked to nominate managers to receive prioritized coaching services.

The team holds monthly meetings to calibrate coaching with Intel's trained volunteers, whose coaching offerings have evolved into a continuum that includes high-touch, one-on-one leadership, group, and spot coaching opportunities. Since Intel deployed the CMS and consolidated its internal coaches, employees say they strongly agree with the value and impact of coaching on their development and well-being, while senior executives strongly value the impact of coaching in the organization's overall success. Their offerings continue to be supplemented by external coaching provided by vendors like Sounding Board, which serve as strategic partners as well as accelerate investments in data, reporting, and behavioral science to expand their coaching strategy.

Coaching has had a profound impact on driving transformational outcomes for Intel and is integral to the company's culture. It has become a true competitive differentiator, one the market recognizes: Intel won the 2022 ICF International Prism Award.

Next Steps: Expanding the Continuum of Support

As Intel continues to scale coaching to develop leaders who then lead as coaches, the focus is on expanding the continuum of support. This means offering team-coaching opportunities for the first time. The strategy is to offer best-in-class coaching services managed by ICF-credentialed coaches, recruit and train new coaches, support coaches and world-class tools and processes for their development, and foster a manager-as-coach dynamic. Continued training is based on ICF standards to develop the coach's skills, which strengthens the coach-coachee engagement. The company is also expanding support available through the CMS, which is now used to match managers with coaches for one-on-one coaching. Matching for group coaching will be added to the CMS in 2023, followed by additional volunteer support, including more than 3,000 mentors, career advisors, and new hire buddies. ■

About the Authors



Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the “home for HR.” In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, and *CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.



Nehal Nangia

Nehal is the Director of Research at The Josh Bersin Company. In this role, Nehal drives empirical research on key workforce-related topics and the development of actionable insights and powerful stories for today's talent executives. Nehal has over 15 years of professional experience in human capital, with a focus on learning and development; performance management; employment value proposition; workforce transformation; and diversity, equity, and inclusion (DEI). She is the research leader for learning and leadership at the Josh Bersin Company.

Prior to joining The Josh Bersin Company, Nehal was a global advisor for clients at Deloitte and published several studies on pertinent topics such as DEI, performance management, and bias. Nehal lives and works in India and has a master's degree in psychology. Nehal has also led deployments of benchmarking and diagnostic products at Gartner for clients across EMEA, APAC, and ANZ.

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

For more details, contact us at info@bersinpartners.com.