

Go where the action is!

Implementing Coaching

Presenters

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BAM Civiel Projecten

- Part of Royal BAM Group NV
- Royal BAM Group NV: approx. 27,000 employees
- BAM Civiel Projecten: involved in civil projects as well as in multidiscipline industry projects

ABLE BV

ABLE BV www.able-group.com

- Management Consultancy & Training

Areas of expertise:

- Development of Competences
- Performance Improvement
- Implementation of Change



Aim of this coaching project

“Creating a coaching culture by introducing a permanent pool of coaches actively contributing to the development of a substantial (> 25 %) group of the employees”

Example

15 8
45
28
12 18
7
17 7 5



Agenda

- Brief introduction
- Aim of the project

- Description of the project
- Methodology and interventions
- Lessons learned

Why this project ?

- Alignment of HRD practices in recently merged organisations (different companies, very different cultures and management styles)
- Relatively high staff turnover of young employees
- Anticipation on future introduction of a Performance Management System

Client organisation

- Complex multi-project organisation
- Many different highly focussed teams
- Strong commitment to achieve results
- Business unit with 205 employees:
 - § Construction supervision
 - § Technical coordination
 - § Administration

People behind the project

Coaching Working Group

- Highly committed MD
- Project Director (coaching champion)
- HR manager
- Projectplanner
- External consultant (expert role)

Design of the project

- Quick start: going for results and quick wins
- Based on a “basic design”

But

- Plans were adapted to questions that arose
- Initiatives were rewarded

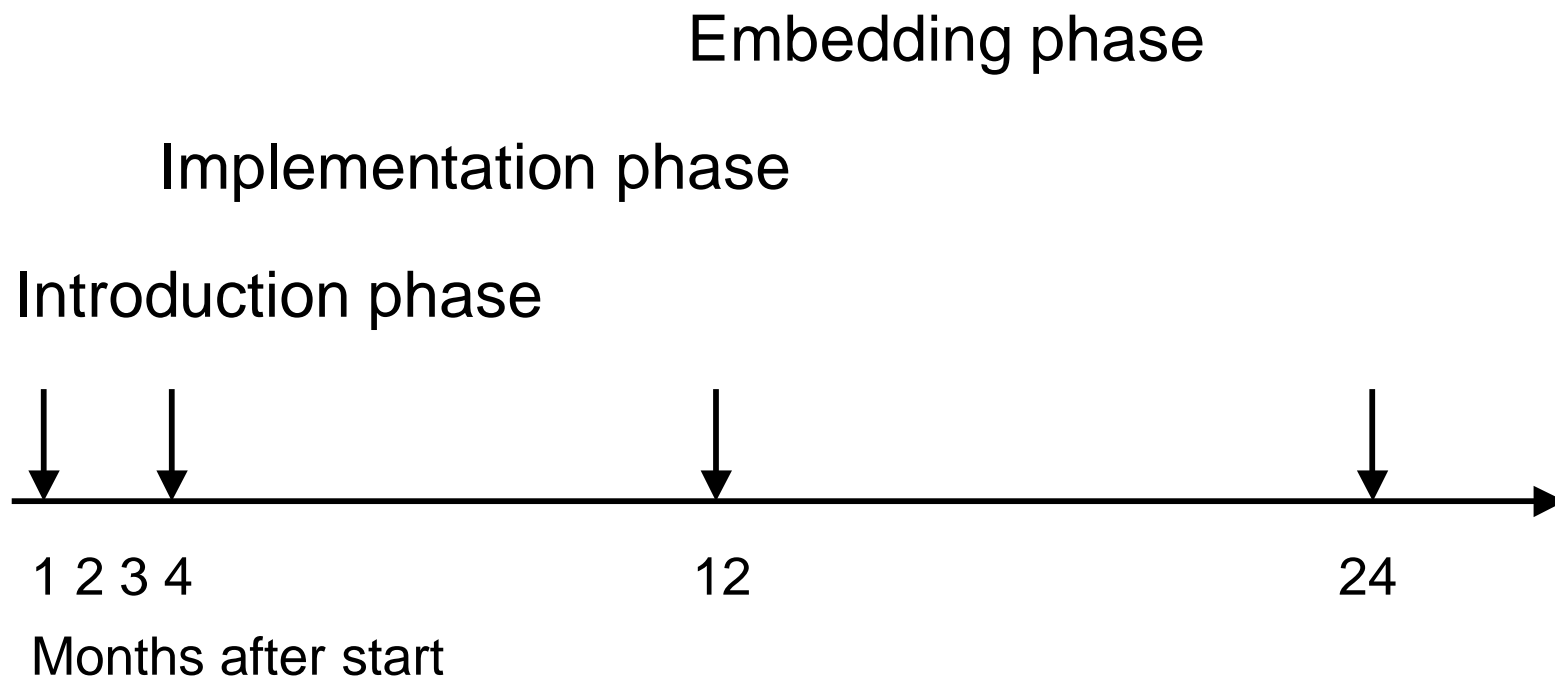
Design principles

- MT serves as a role model and pilot group for training
- No selection on forehand: anyone can become a coach; it is a personal choice
- It's your own choice to decide for being coached
- Your coach is preferably not your supervisor

Description of the project

- Introduction phase: familiarising with coaching; raising personal interest
- Implementation phase: large scale, wide-spread roll out
- Embedding phase: consolidating and integrating

Time path of the project



Phase Interventions	Introduction phase	Implement. phase	Embedding phase
Communi- cation	Intro in dept. Meetings / invitation by MD	Intranet based tools / Projector	Intranet based tools / Annual Social Report
Assessment	Development of reference profile	360° feedback coaches / registration / coaching couples	Integration in HR-processes
Training	Basic workshops	Advanced training	Masterclasses
Surveys	Workshop evaluation / briefing	Status reports	Identifying facilitation needs

Interventions

- Hands on training
- Competence based 360° feedback instruments
- Intranet communication tools
- Action research based surveys

Training: coaching principles

- Coaching is: resultoriented
- Coaching is not free of obligations.
- Coaching requires equivalence to each other.
- Coaching focusses on the “coachee”.
- Coaching is based on mutual trust.
- Coaching encourages to take responsibility.

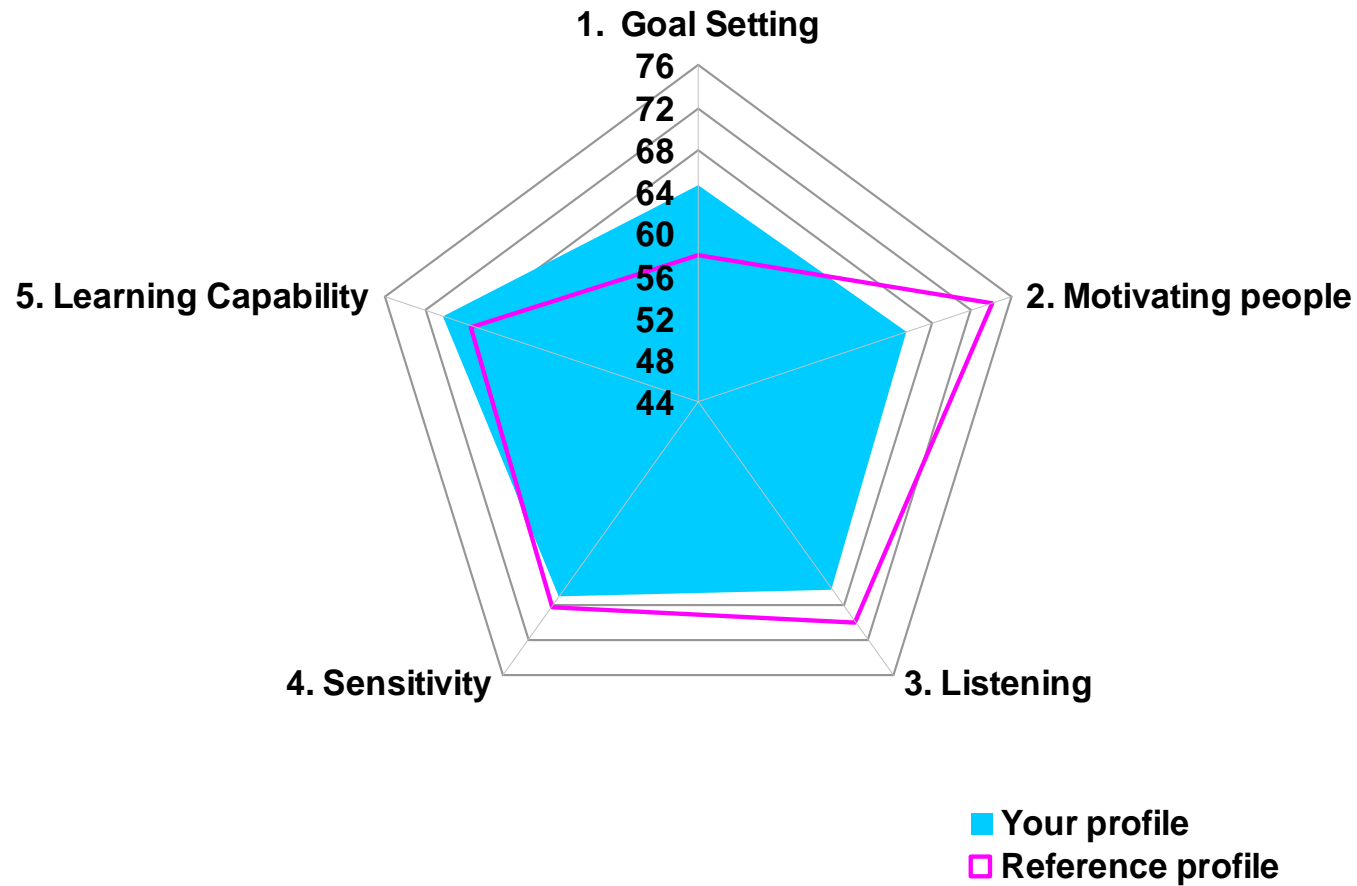
Training: Coachingcycle



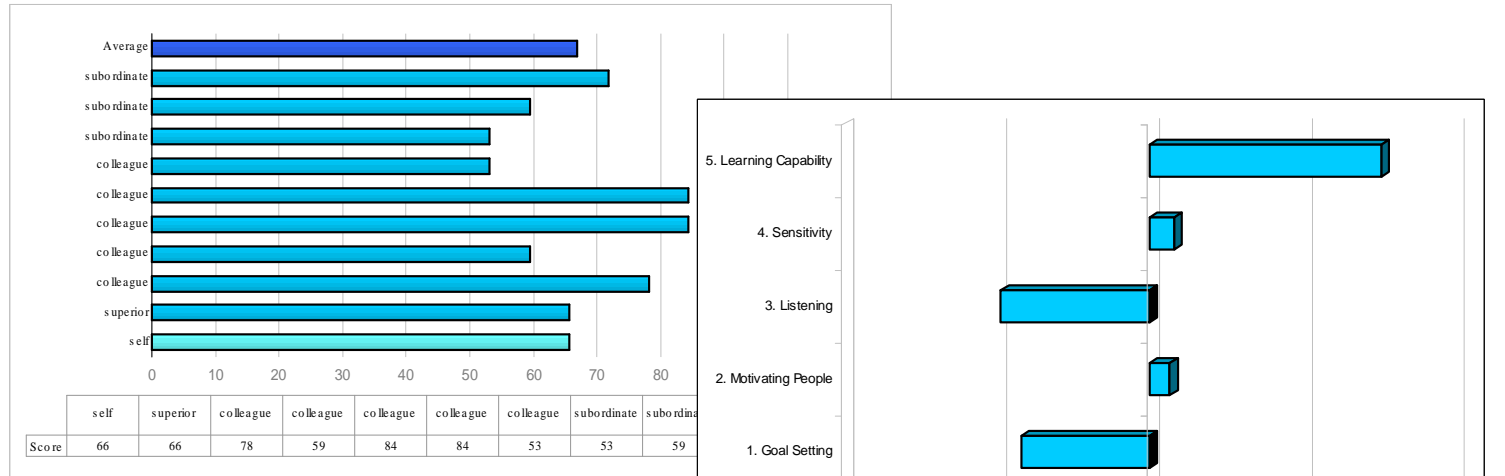
360 feedback for coaches

- MT: Definition of the core competences
- Validation by MT and main stakeholders
- Assessment of the required competence levels: reference profile
- Development of on line 360° Feedback

Coaching Profile




360° feedback assessment




	Remarks	Items:
	Within your profile	Demonstrates... and... commitment to...
	Within your profile	Knows how to motivate subordinates
▼	Development need	Gives people both positive and negative feedback on their performance
▲	Quality	Is a role model for subordinates

Correlation	
self - superior	0,43
self - Others (incl. Superior)	0,64

Intranet based tools

BAM Civiel  **infra**

Ing. A.C. (Arnoud) van Braam Houckgeest 

Home Nieuws Organisatie **Business Units** Staf Bedrijfsproces Kennis Personele Zaken - Links Zoeken

Coaching

Over Coaching	Zoek een Coach	Coaching & Ervaringen	Voor de Coach
Wat is coaching?	Procedure coaching	Interview Projector	Hoe aan de slag?
Essenties van coaching	Aanmeldingsformulier	Coachingskoppels in de praktijk	Coachingsgesprekken en tips bij gesprekken
Hoe word ik coach?	Wie coacht wie?	Feiten en Resultaten	Gesprekstechnieken
Veelgestelde vragen	Tips	Thermometer Resultaten	Gereedschap voor de coach
	Beschikbare coaches		
Links & Literatuur	Contact		Terug

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 Regio Zuidoost

Zoeken

Geavanceerd zoeken

Interne telefoonlijst
 Andere BAM-portalen
 Selecteer portaal:

Purpose of the Surveys

- Keep coaching alive
- Stimulate the coaches
- Give the coaches support
- Inform the MT
- Identify additional learning or development needs

Results after one year

Assessed Coaches	74
Registered coaches	69
Active coaches	47
Coaching couples	90

Results after 1,5 - 2 years

- Enthusiasm among coaches and coached employees.
- Coaching has become a part of organisational routines
- 98 coaching couples
- Roll out of implementation of coaching in regional branches

Lessons learned 1

- Senior executive management as a role model
- Direct involvement of own staff
- Small and flexible consultancy firm
- Good understanding of (the clients) culture

Lessons learned 2

- Go where the action is: focus on the people who are committed to coaching
- Coaching as a choice
- Learning curve: short introduction period, quick start; increasing periods for implementation and embedding (ratio: 1 to 2 to 3)
- Continuous alignment of interventions

Lessons learned 3

- Assessment of coaches and the impact on the leadership style
- Implication of the project on day-to-day communication
- Survey to create focus and inspire further action

Questions



Dialogue

- Mix of interventions and the selected strategies
- Involvement of senior management and the importance for the success of the project
- Alignment with processes, structures and systems

The End