



BUILDING A COACHING CULTURE



The Importance of Having a Coaching Culture in Your Organisation

New technology, globalization, and customers having more say in today's marketplace, requires a workforce that cares, is creative, takes initiative and responsibility, and challenges the status quo – a workforce who think and learn for themselves, knowing that they can make a difference.

Coaching increases staff engagement through empowerment and responsibility, which moves away from the traditional top-down management approach where directing and advising are the norm.

“If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.” ~ Antoine de Saint Exupery

Studies done over the last 20 years have shown an increase in performance results from coaching with improvements in productivity, self-mastery, and increased ownership and sense of responsibility of the person being coached. As a result, coaching has steadily gained prominence as a way to bring out the best in employees through building deeper, more empowering and meaningful interactions.

Knowing this, why are organisations still missing the empowerment culture they desire?

A significant number of managers say that coaching takes too much time, so they don't make it a priority. There is also an assumption that coaching takes time out of doing real work, and so tasks take precedence and people are not a priority. There is yet another assumption that coaching is remedial and if someone is sent for coaching, there must be something wrong with the person. These mindsets need to change.

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Benefits of a having a coaching culture	The price of not having a coaching culture
<ul style="list-style-type: none">• Increased productivity• Increased staff retention• Attraction of the best talent• Reduced absenteeism• Increased morale and willingness to get involved• Fostering of a progressive learning environment• Fewer limiting behaviours• Greater responsibility and ownership at all levels• Better knowledge retention and integration• Reduced training costs	<ul style="list-style-type: none">• Slow reaction to market changes• Loss of knowledge due to high turnover and because it does not get passed down• Loss of key talent who do not feel sufficiently challenged• Changes don't last as old behaviours return• Decreased morale, unwillingness and blame• Inefficiencies due to constant fire-fighting• Increased training costs• Organisational stagnation

“...ordinary training typically increased productivity by 22% while training combined with life coaching increased productivity by 88%.” ~ Findings of International Personnel Management Association (IPMA), January 2001

Only when managers recognise that coaching catalyses and it's their job to get things done through their people can there be a shift in thinking from “coaching occurs when time permits” to “coaching takes precedence to affect radical change”.

A study reported by FORTUNE magazine recently caused an upheaval: “The return on investment in executive coaching is 570%.”

Coaching becomes a culture when people are empowered at every level of the organisation, enhancing bottom-line performance, and when coaching is embraced as a development tool that touches every part of the employee life-cycle from on-boarding to exit.

Workshop 1: Practical Coaching Skills to Manage Stakeholders

To implement a coaching culture within the organization, we have designed a Skillsfuture workshop that train employees to apply coaching skills to manage stakeholders.

Workshop: Practical Coaching Skills to Manage Stakeholders

This workshop is designed for employees to use coaching skills to manage stakeholders and create win-win results with their stakeholders.

1. Learn active listening and profiling skills to identify stakeholder's underlying motivations
2. Tailor different communication approaches to different stakeholders to get the message across
3. Use coaching skills to manage conflicts with stakeholders
4. Implement feedback mechanisms in the collection of stakeholder feedback and apply the required improvements where necessary

This training workshop is highly experiential with **50% theory and 50% experiential approach**.

This course is Skillsfuture funded, and participants will need to pass a 1 hour assessment and achieve 75% attendance for the funding to be claimed. Participants will be awarded a WSQ Certificate Stakeholder Engagement and Management after passing the assessment. 8 hours of ICF CCEU hours will also be awarded after participants have completed the workshop. Duration of this workshop is 2 consecutive days from 9am to 6pm with a one hour lunch break.

Implementing a Coaching Culture (Overview)

Workshop	Workshop Outcomes	Workshop Format	Audience
1. Practical Coaching Skills to Manage Stakeholders (2 days)	<ul style="list-style-type: none">• Acquire coaching skills (profiling, listening, questioning) to improve stakeholder interactions• Learn how to manage conflicts with stakeholders• Able to come to a win-win agreement with a stakeholder	<ul style="list-style-type: none">• Lectures and discussions• Activity driven• Live demonstrations	For participants to acquire coaching skills to be used to manage stakeholders

Recommended Training Outline for Practical Coaching Skills to Manage Stakeholders

Day 1	Training Content	Learning Methodology
Morning 9am to 12.30pm	<ul style="list-style-type: none"> • Introduction • Defining the 4 levels of application of coaching skills • Understanding how the ICF Core Competencies can be used. • Understanding the 4 dynamics in stakeholder expectations • Managing stakeholder's expectations 	<ul style="list-style-type: none"> • Lecture • Handouts • Group-facilitated learning and discussion
Afternoon 1.30pm to 6pm	<ul style="list-style-type: none"> • Identifying stakeholder's profiles through PIE profiling • Using the Listening Pyramid to listen for facts, emotions and a stakeholder's values • Hands-on exercises and feedback on participant's profiling and listening 	<ul style="list-style-type: none"> • Lecture • Handouts • Interactive activities • Group-facilitated learning and discussion • Demonstration

Recommended Training Outline for Practical Coaching Skills to Manage Stakeholders

Day 2	Training Content	Learning Methodology
Morning 9am to 12.30pm	<ul style="list-style-type: none"> • Questioning techniques for stakeholder management • Understanding the different intent in questioning techniques • Implement feedback mechanisms for stakeholder management 	<ul style="list-style-type: none"> • Lecture • Handouts • Interactive activities • Group-facilitated learning and discussion • Peer practice
Afternoon 1.30pm to 6pm	<ul style="list-style-type: none"> • Facilitating conflict resolution with a stakeholder using coaching techniques • Using the Coaching Conflict Resolution Model to resolve conflicts • Summative assessment for the workshop 	<ul style="list-style-type: none"> • Lecture • Handouts • Interactive activities • Group-facilitated learning and discussion • Peer practice • Demonstrations

Why Should You Work with ECI Coaching?

Singapore's Leading Coaching Organisation

Executive Coach International Pte Ltd was founded in 2004 by Kelvin Lim Kian Meng, who became Southeast Asia's and Singapore's first Master Certified Coach in 2005. In 2008, ECI became one of the leading coaching organisations in the region, boasting the largest body of internationally qualified coaches to be certified by the International Coach Federation (ICF).

Our coach training programs have been accredited by the ICF since 2010, thus recognising that our training matches demanding international standards. We are one of the few coaching schools in the region offering an Accredited Coach Training Program (ACTP) with the ICF.

Effective Coaching and Training Programs

As internationally and professionally certified coaches, we understand that true and permanent improvements come from individual ownership of the issues at hand. Hence, we have employed powerful coaching technologies in all our programs to effect deep and lasting changes in our coaching clients and coach trainees.

If it can be found in a book, forget about the training program. Our programs are filled with original content that breathes life into age-old topics that are discussed time and time again. Expect not to sit and listen to a boring lecture. Participants find themselves in action and before they know it, they've internalised the lesson. We make sure the notes you take home don't just sit on the shelves.

Exceptional Coaches and Trainers

Our coaches and trainers walk the talk. Their experiences and accomplishments speak for themselves. They are successful individuals in their own right, and have been tried and tested in their fields of expertise to produce no less than exceptional results. Coaches at ECI are selectively picked and groomed to cause leadership in others.

Why Should You Work with ECI Coaching?

Professional Evolution

We are committed to advancing executives through the constant reworking of their personal effectiveness formula. Our coaching programs have helped clients from all over the world create significant breakthroughs by living powerful and inspiring lives.

Our Clients (partial list)

APEC Secretariat
Ministry of Education
Ministry of Home Affairs
Ministry of Finance
Monetary Authority of Singapore
Workforce Singapore
Singapore Human Resource Institute
Singapore Management University
Yale-NUS
Changi Airport Group
Resorts World Sentosa
NTUC Income
Heritage Trust Group
Deloitte
Citibank
DBS Bank
Standard Chartered Bank
Credit Suisse
Novartis

Julia NG – Professional Certified Coach, ICF

Coaching and training since 2003, Julia has spent over 10,000 hours making a difference to others through her coaching and coach training programs, workshops, talks, and personal coaching sessions. At Executive Coach International, Julia is a senior coach, and a lead trainer, content developer, mentor, and examiner for the Professional Coach Training Program. She has also coached student leaders at Singapore Management University, and faculty at Yale-NUS as part of the ICF Singapore Chapter's Coaching 4 Community initiative.

Julia's vast coaching experience makes her a versatile coach, employing approaches that are best suited for her clients' development and success. As a trainer, her students benefit from the clarity of her teaching which they find highly applicable in their profession and personal life. She is methodical, meticulous, and is known to be the gold standard for accurate technical knowledge. Inspired by her stand for them to become powerful individuals professionally and personally, many of her clients have become practicing coaches themselves.

Prior to coaching, Julia was a sought-after branding and design consultant who held key positions in internationally renowned design firms in the USA, Australia and Singapore. She has successfully mentored and inspired teams in creating vision, strategy, award-winning results and personal growth. She was an adjunct lecturer at Temasek Polytechnic's School of Design where she led graduating students to win awards in the first Crowbar Awards in Singapore.



Wei Ping SIM – Professional Certified Coach, ICF

Wei Ping's strong grasp of coaching theory and application saw her rising up the ranks to join the exclusive group of Professional Coach Training Program trainers within a record time of two years. She personally took on the creation and compilation of all the trainer and student notes for the program and quickly established herself as main lead in 3 of the 4 modules, leaving many of her student-coaches inspired by not just her insightful coaching and technical precision, but also by who she is as a person.

At Executive Coach International, Wei Ping spearheaded the training and development curriculum and the onboarding process for the organisation's body of coaches. She is a senior coach, and a lead trainer, content developer, mentor, and examiner for the Professional Coach Training Program.

Prior to coaching, Wei Ping spent 7 years in the banking industry. Her effectiveness and efficiency led her to be consistently ranked amongst the top ten percentile of performers. Known for her problem solving and solution structuring abilities, Wei Ping is also a certified PRINCE2 Practitioner (one of two internationally recognised project manager designations) and has finished all 3 levels of the Chartered Financial Analyst exams.

In 2011, Wei Ping left the corporate rat race to pursue a more authentic and meaningful life. Through coaching, she found her passion – to help people discover what is really important to them and change their lives for the better.



Professional Fees

Total fees for training (GST 9% included in the pricing)

Workshop	Duration	Cost per run	Cost per pax	Pax
1. Practical Coaching Skills to Manage Stakeholders*	2 days	NA	\$343.20 (>40yo) \$519.20 (<40yo)	10-20 Pax

Payment terms:

50% at acceptance of training proposal

50% within 2 weeks of delivery of final workshop

Proposal prices valid from 60 days of proposal being sent

*For Practical Coaching Skills to Manage Stakeholders, the cost per pax is determined by whether the participant is below or above 40 years old.

Fees do not include:

- Additional mentoring, training or consulting outside the scope of this proposal

Client to provide:

- Training venue (equipped with whiteboards and slide projector)
- Printing of handouts for participants
- Writing materials (paper and pens)
- Refreshments for participants and trainers