

ICF

Professional  
Coaches



**Catherine  
Tanneau**

**Chair of PC  
global Board**

Catherine is *Chair of International Coaching Federation Professional Coaches Board*. she is

She is a seasoned Master Coach (MCC) for Executive and their teams, with more than 10 000 hours of coaching. She is CEO of Variations International and dean of Activision coaching Institute.

Catherine is based in Europe (France and Estonia), working in cross cultural environments across the 3 continents.

She has an extensive global coaching experience with multinationals and government entities around the world and she is specialized in collective coaching and transformation process.

She is an HEC professor and academic director in leadership, governance and innovation.

She is a published professor, keynote speaker and author on Leadership, Talent management and Coaching. She has published three books at Eyrolles Paris and in USA in 2023.

# ICF Slovakia

## Coaching in organization

**Expanding the coaching territory**

**Catherine Tanneau MCC**

*Chair of ICF Professional Coaches Global Board*



# Agenda

## Coaching in organization: Expanding the coaching territory

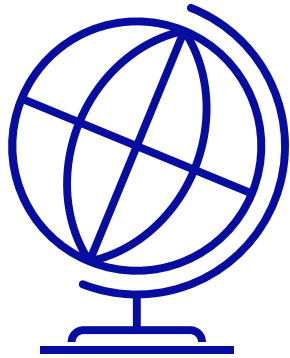
1. What are the major trends impacting in our environment ?
2. Why and how to develop a coaching culture in organization? *Inspirations from case studies*
3. How ICF is supporting these trends and shaping the future of coaching? *For coaches, Leaders, HRs, employees and society ...*

What are the major trends  
impacting our environment ?

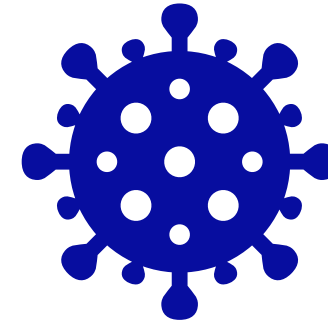


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# Uncertainty in a near future



Possibility of a  
global recession



Long-term impact  
of the pandemic



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*2020 ICF Global Coaching Study:  
COVID & the Coaching Industry*

# General challenges for the future...



<b>Anxiety about job security</b>	<b>58%</b>
<b>Change in routines</b>	<b>55%</b>
<b>Isolation and loneliness at work / “quite quitting”</b>	<b>49%</b>
<b>Work/Life balance challenges</b>	<b>50%</b>

# Some HR challenges in an uncertain world...

**Uncertainty**

**Threats**

**Stress**

**Talent war**

**Engagement**

**Purpose**

**Sustainability**





# Some HR challenges in an uncertain world...

## **Uncertainty & Stress**

- 77% of workers have stress post Covid-19
- Hybrid working a new stress ?

## **Talent war**

- 36% of professionals plan to change job
- #1 challenge - Recruiting and retaining talents

## **Engagement, DEIJ, purpose and sustainability**

- Desengagement & « quite quitting »
- Well-being at work
- Purpose and DEIJ
- Climate change concerns

# Employees and future employees want ...

## **Millennials (75 %) want**

- ✓ to be managed by « authentic » leaders....
- ✓ who promote people growth and ...
- ✓ foster collective intelligence



## **A large majority of Gen Z\* expects**

- ✓ Inspiring leaders with clear purpose
- ✓ Diversity and Inclusion (DEI)
- ✓ Social Justice
- ✓ Better Planet



# FUTURE LEADERS NEED TO BE....



*According to recent surveys among leaders and HR \*,*

**95%** of respondents see the  
**future leaders** as

- ✓Talent-developoppers
- ✓Transformers
- ✓Leader enablers
- ✓Leader-coachs



*\*ICF & Human Capital Institute between 2016 & 2018*



# What does it mean for companies ?

- Develop a **sustainable leadership culture** and work environment : purpose, responsibility, well-being and diversity at work, .....
  - Increase **employees' engagement**
  - Build **better place to work**: new ways of working
  - Enhance **employee experience**
  - Foster collective **cooperation**
  - Digitalize **AND** Humanize workplace

# Why to develop a coaching culture in organization?

Inspirations from case studies



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# Coaching works as an enabler of human development

## Coaching acceptance

- ✓ a “merit badge”
- ✓ 33% organizations uses 3 coaching modalities
- ✓ **Collective coaching** will develop most (+65%)

## Awareness

growing among younger people

## Accelerator

of change initiatives

## Increase in demand

- ✓ +36% compared to 2016
- ✓ higher speed in the next 5 years
- ✓ 75% of Millennials and GenZ expect to get a coach

## Coaching cultures

Are performing better and are more sustainable

## Millennials

expecting coaching as an enabler of their growth

# Coaching works as an enabler of human development in organizations

- Coaching is now an **enterprise-wide activity and an accelerator of change**
- **Increasing numbers of managers/leaders using coaching skills to improve their leadership and their team's performance**
  - Managers/leaders no longer pressured to “know all the answers”;
  - Employees want to be more empowered
  - Need for more collaborative management approach and better team dynamics
- **Organizations are using mainly coaching to:**
  - Develop Leadership
  - Increase employee engagement
  - Boost high-potentials development and career path
  - Grow teams' effectiveness and collective performance
  - Accelerate other approaches such as training, strategic thinking, change management and transformation management, Innovation process,...



# Impact of a strong coaching culture

Organizations with a strong coaching culture are more **than twice** as likely to be **high-performing organizations**

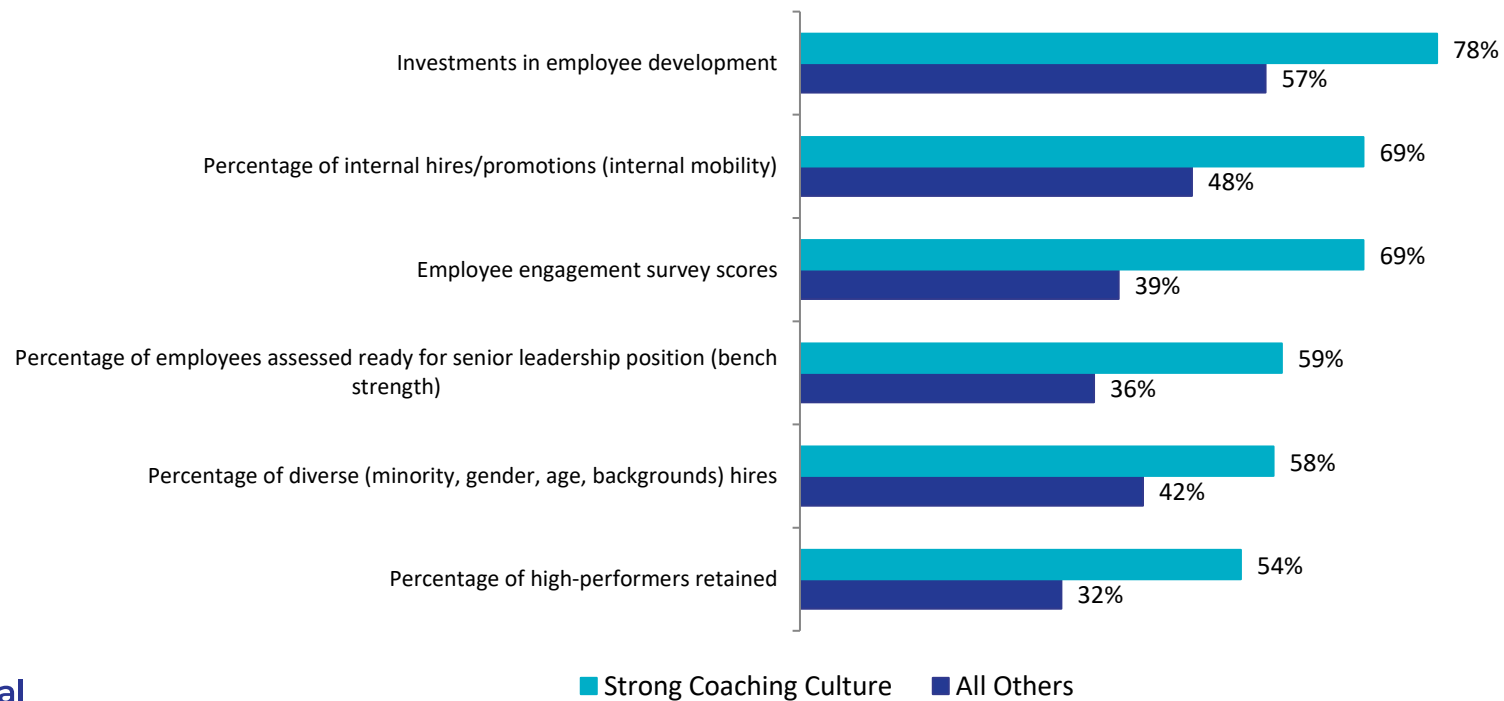
Coaching-related activities are rated as **the most helpful** in achieving the goals of change management initiatives





# Coaching cultures are more inclusive & sustainable

... because they invest more on employees' development, internal mobility and diversity



# How to develop a coaching culture in organization?

Inspirations from case studies



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# What does it mean a coaching culture ?



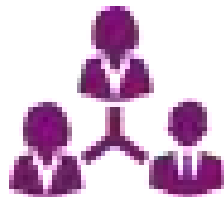
Strongly/somewhat agree that employees value coaching



Strongly/somewhat agree that senior executives value coaching



Managers/leaders and internal coaches receive accredited coach-specific training



Organization includes internal coaches, external coaches, and managers/leaders using coaching skills



Coaching is a fixture in the organization with a dedicated line item in the budget



All employees have an equal opportunity to receive coaching



# Based on Case Studies\* around the world...

The development of a coaching culture within their organizations\* has proven to be a major asset irrespective of their sector, industry, size, leadership structure and geographical location.

**In many cases it started with:**

**... a common need for humanizing companies and the key role of leaders  
and human resources managers ...**

**...the conviction of coaching being an enabler and accelerator ...**



# CASE STUDY

## CONTEXT OF TRANSFORMATION EVERYWHERE

- ✓ *Empowerment, teamwork & sustainability*
- ✓ *HR managers are playing a key role*
  - ✓ *business partners,*
  - ✓ *trusted advisors*
  - ✓ *people champions*
- ✓ *Need for coaching conversations everywhere in the organization*

# WHY developing a coaching culture?

# CASE STUDY



## CONTEXT OF TRANSFORMATION

- ✓ Digitalization
- ✓ Empowerment, teamwork & sustainability
- ✓ Need for coaching conversations everywhere in the organization
- ✓ HR managers are playing a key role  
(business partners, trusted advisors, people champions)

*“In a world that was becoming more and more complex and uncertain we wanted **to upskill HRDs into trusted partners for business leaders**”*

*C.S. Sponsor of the coaching program & HR Director for HR Development Worldwide*

# CASE STUDY

## THE OBJECTIVES

- Support **company transformations**
- Facilitate a shift in the **management's posture**
- **Upskill HR functions:** Leaders, HRDs, HR talent managers, as well as Learning Directors
  - Integrate fundamentals of coaching posture, skills & tools in their daily practice
  - Better prescribe coaching
  - Get an ICF credentialing





# SCOPE OF THE PROJECT SO FAR...

## CASE STUDY



**31 cohorts**

(including the top of the HR pyramid- HR EXCO)



**+ 450  
HR people  
and business  
leaders**



**+ 45  
nationalities**



**Over 5  
continents**



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- ✓ **For participants:** coaching skills integrated in their HR missions
- ✓ **For the HR function:** improvement of **people proximity**, leaders feedback, career conversations
- ✓ **For the organization:** an HR community worldwide acting as **coach practitioners** with the **ability to accompany** cultural transformation



# Testimonials

## CASE STUDY

*“The biggest impact has been a **marked shift in HR leader posture** from a ‘fix it’ mindset to a **‘strategic business partner’ mindset.** “*

*MC, Senior Vice President of Learning for Transformation*



# Coaching cultures have a positive impact on... ... sustainability



...**Self-regulation and teamwork.**

.... **More engagement,**  
which can bring **human growth**

... **More responsibility,** which has an  
**impact on social progress**



# How they do it ?

## OFFERING A WIDE RANGE OF COACHING MODALITIES



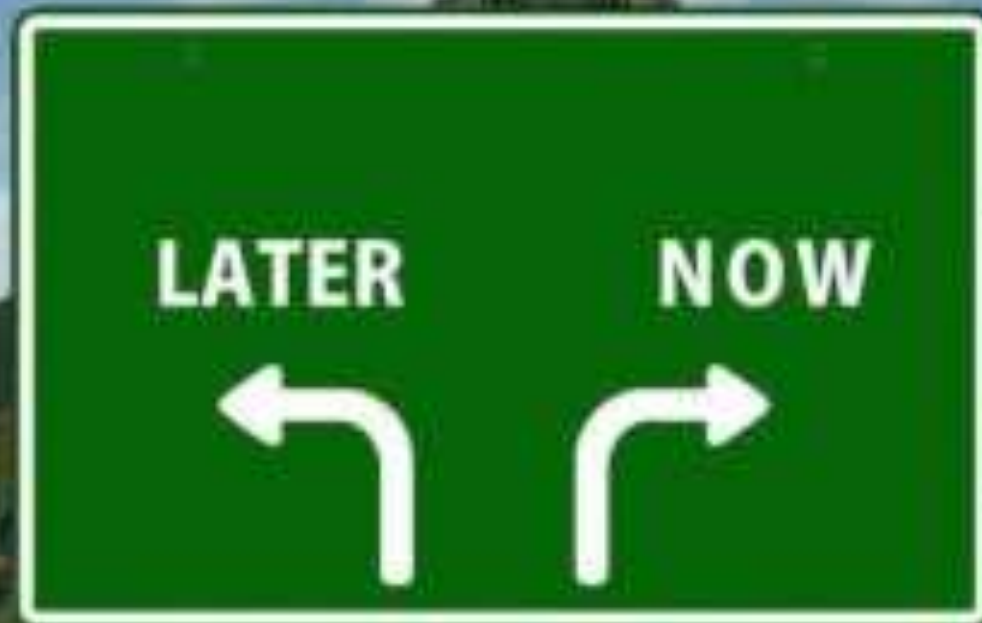
# How do they manage to do it ?

## Inspirations from case studies

- **TRAIN** managers, leaders and HRs with coaching skills
- **SPREAD** coaching conversations everywhere
- **DEVELOP** team & collective coaching
- **DEMOCRATIZE** coaching making it available to all employees
- **OFFER** a wide range of coaching modalities

## **Overall, the case studies confirmed the impacts of ICF researches**

- Improved employee satisfaction;
- Well-being and engagement;
- Increased retention;
- Enhanced change management;
- Leadership capacity;
- Higher rates of diversity and inclusion.
- Sustainability and performance



**What inspires you  
to move to action?**



# Q&A



# Contact

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## Resources

- [Global awareness Study:](#)
- <https://coachingfederation.org/research/consumer-awareness-study>

# Contact & resources



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