



IT SALES ORGANIZATION CASE HISTORY: A CULTURAL TRANSFORMATION INITIATIVE TO FOSTER A COACHING APPROACH.

AN AMAZING EXPERIENCE OF CULTURAL TRANSFORMATION WITHIN THE EUROPEAN OFFICES ONE OF THE TOP 20 FORTUNE COMPANIES.

Initiative implemented in
2007-2008

Name of the programme:
Leading with a Higher Consciousness

“Transformation does not merely change our actions, does not merely give us new options from which to choose. Rather it uncovers the structures of being and interpretation on which we are grounded, often unaware of our grounding in them. This is the work of transformation: this revealing of ourselves to ourselves, which occurs in a profound way that alters the very possibility of being that we are: Inescapably. Decisively. Forever.”

Werner Erhard

Client: a European sales organization of a global IT brand, one of the top 20 fortune companies.

140 managers of 7 countries
involved

Feedback from Business Unit managers and Second Line managers who went through the executive coaching segment of the programme.

98% evaluate it as “**excellent**”

100% would **recommend coaching** to a colleague

Average scores from workshop participants were between 4.4 and 4.8 out of 5.

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THE PROGRAMME

WHAT THE COMPANY WAS LOOKING FOR

- To spread a coaching culture across Europe;
- To create a leadership culture inspired by a coaching approach;
- To make sure that leaders and middle managers took ownership of the professional growth and engagement of the employees.

OUR REFLECTIONS

Adopting a coaching culture doesn't only mean that managers engage direct reports in more or less structured coaching conversations, but it means that coaching becomes the prevalent working approach, where people are seen not as who they are but as who they can become.

For many managers, accepting and embedding this new approach to others is a shift in root perspective and can only be done through a journey of self reflection on the leader's role, on the coaching attitude, on the relationship between leader and reports, and the personal vision of who each leader would like to be. This self reflection leads to a personal transformation that can make coaching and leading with emotional intelligence a natural personal evolution.

This is the underlying framework behind our transformational initiative.

DIAGNOSTIC PHASE

- **Diagnostics in every country involved:** A culture value assessment (Cultural Transformation Tool survey by Values Centre) providing a comprehensive diagnostics of the gap between current culture and the desired culture by examining employees' perceptions of the organization's current values, what they consider to be desired values and their personal values.
- **A set of "From...To's..." behaviours and values.** All groups involved in the programme debriefed and discussed the current and the desired values for the organization and created a set of "From...Tos..." behaviours and values that they committed to as leaders of the organization.

Cultural Transformation Tools (CTT) by Values Centre is a simple but effective means of measuring and mapping corporate culture.

There are two models that are used to analyse the data collected by the CTT survey instruments – the Seven Levels of Consciousness Model, also known as the Barrett Model, and the Business Needs Scorecard (BNS).

The Barrett Model is an adaptation and extension of Maslow's model of the hierarchy of human needs. An overview of the model can be found at the following link, [The Barrett Model \(PDF\)](#). For details on the derivation of the model go to [From Maslow to Barrett \(PDF\)](#). The Business Needs Scorecard (BNS) is an adaptation of the Balanced Scorecard developed by Kaplan and Norton.

PERSONAL AND COLLECTIVE TRANSFORMATION

- **3-day culture transformation workshop:** “Leading with higher consciousness” that opened the possibility of personal transformation and a new vision for leadership practices that include coaching, developing and engaging resources.
- **An individual executive coaching programme** that allowed each participant to create their own development plan and embed new leadership and coaching practices.

INTERNAL CAPACITY TO SUSTAIN THE PROGRAMME

- **Coaching Essentials Programme:** managers and change agents were trained in an advanced coaching skills programme as “internal coaches”, so that they could provide coaching to all first line managers.

60 Managers and Change Agents trained as Internal Coaches through an 8 day advanced coaching programme.

Many of those internal coaches are today credentialed by the International Coach Federation.

IMPACT AND FEEDBACK

- **Workshops:** The immediate feedback from workshop participants has been very enthusiastic, with many who considered this the best program they have ever attended.
- **Executive Coaching:** Feedback from managers (BUE and SLM) who went through the executive coaching is extremely positive: 94% evaluate the coaching experience as “excellent” and 100% would recommend coaching to a colleague.

“Excellent course, one of the best attended and most useful”

“This workshop has been both enlightening and inspirational. There are direct and immediate benefits, but equally long term covertly unforeseen indirect benefits.”

“The best training course I have ever attended, the sharing of emotions really moved me.”

“Excellent, a very different course, very enjoyable and educational”



For additional insights on our culture transformation programmes: watch The American Express case history in our Youtube channel: <http://www.youtube.com/watch?v=G4CHRqazzzs>

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