

# The impact of corporate training and leadership coaching on **organizational growth.**

By Kris Schinke



TRAINING | COACHING | CONSULTING | STRATEGIC PLANNING



# What is Corporate Training, Exactly?

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## OVERVIEW

Training is the process of being conditioned or taught to do something, or is the process of learning and being conditioned. When you teach a new employee how the business works, this is an example of training. Training involves improving the effectiveness of organizations and the individuals and teams within them. The better an employee's toolbox of knowledge, the better equipped they are to progress professionally, and personally.



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## Training Importance

The benefits and value of training and development act like a domino effect; leaders feel competent and can efficiently influence employee performance. Skilled and engaged employees result in higher retention rates because job satisfaction and commitment exist. This contributes to an organization's overall success.

There are several recommended training areas, depending on an organization's current needs. One of the recommended areas to start is a needs assessment based on corporate direction, anticipated growth, current pain points and areas of opportunity. Other important considerations are challenges such as employee turnover, succession planning, leadership capabilities and perceived culture.

## Impact on Corporate Culture

"Customers will never love a company until the employees love it first." – Simon Sinek

Training and development programs can help organizations clarify corporate expectations for employees. This promotes a performance-based culture in which employees set attainable goals based on well-defined organizational principles.

Organizations that have a learning and development culture have better employee retention rate than those who don't. The learning and development should be evident right from the start, specifically the onboard process. A 2021 Robert Half study found a learning culture can boost morale and productivity by 30 percent. The survey also found leadership stress significantly reduced in a learning culture.

Upskilling and reskilling programs, formerly called cross-training, are a great way to develop your employees. These programs help your workforce prepare for the future, so employees are more resilient to market changes. Costs are reduced when employees do not have to be replaced since it can cost greater than a year's salary to invest in a new employee.

An organization's potential lies with its people. Therefore, a recommended learning experience that deepens self-awareness, inspires appreciation of others, and fosters effective collaboration in the workplace is an excellent option. A cultural transformation that empowers employees will have a very positive impact on an organization.

## Succession Planning

There are many positions that candidates apply for that are a job, not necessarily a career. In a competitive environment, wouldn't it be ideal if job applicants left the interview realizing there was an opportunity for growth? Especially if there were employer-led training and certification?

Helping employees advance may involve a three-or-four-year investment, or more if they are encouraged to set their sites on the next level. A formal internal mentoring program is ideal for helping junior candidates tap into the knowledge of leaders two or three levels above theirs. Mentoring sessions should be regularly scheduled and consistent to share and exchange perspectives in a question-based discussion.

Employee exposure is key to effective succession planning. It is common for junior employees to admit they do not know what happens in the executive offices. Inviting aspiring employees to witness "a day in the life of" can be an eye-opener and motivate advancement aspirations.

Each manager should be held accountable for succession planning within their department, and upcoming job openings should be posted internally before considering an external recruiter. Annual (even ideally bi-annual or quarterly) performance appraisals should discuss advancement goals and feelings of readiness.



# Training and Coaching

## Training Solutions

Now more than ever, investing in and training employees is key to future business success. Having said that, it's always been key! Regardless of a global crisis, pandemics, or economic uncertainty, employees and team members matter to business!

Having a team of employees who are developed in technical skills specific to their role, or essential skills like communication, emotional intelligence, productive conflict, and more, are vital to their future growth and development, regardless of industry or job title.

X5 Management's training programs have been tailored for each customer and are proven to deliver lasting results. Some of the programs we offer are:

- **Enhancing Essential Skills:** With a focus on enhancing communication, collaboration, and service delivery, this foundational program will build the skills of the entire team from frontline workers to Executive Leadership.
- **Sales and Customer Service:** From the rookie to the veteran sales professional, this training helps salespeople successfully create customer-centric interactions that improve results.
- **Team Development:** As an award-winning Authorized Partner of The Five Behaviors™ program, X5 Management works with teams to help them gain alignment in the five areas of The Five Behaviors model: Trust, Conflict, Commitment, Accountability and Results.
- **Leadership Development:** Focused on helping leaders understand their leadership styles and how their tendencies influence effectiveness in specific leadership situations, participants learn how their style influences time management, decision-making, and approaches to problem solving. They also learn what they need to do to adapt to the styles of others to bring out the best in every employee in their charge.

## Cost vs. Investment

A key consideration for business owners and leaders that we speak with is definitely cost, and how it will impact their organizational training budget.

Fortunately, there is a viable solution that can serve most businesses from a budget perspective: the Canada-Alberta Job Grant. This grant has been available for several years. Recent changes have enhanced the process and flexibility for businesses who wish to consider using the grant to help fund training costs.

## What is the Canada - Alberta Job Grant?

The Canada-Alberta Job Grant is an employer-driven training program. Employers use a third-party training provider like X5 Management to deliver formal training to new or existing employees. The Grant pays up to two-thirds of the total cost of training and can cover up to \$300,000 per fiscal year for the employer or up to \$10,000 per employee.

The grant provides businesses with the opportunity to provide employee training to enhance their skills to help drive optimal results for their employer. Using the Canada Alberta Job Grant to invest in training your employees is a smart and cost-effective way to bring out the very best in your team. Ultimately, it helps you take your business to the next level.

The training format is a combination of full-day on-site and virtual workshops. Additionally, the programs are at least 21 hours total and delivered over the course of 3-6 months.

By accessing Canada-Alberta Job Grant training grants, employers must show how the training will:

- Impact an employee's role
- Impact an employee's job title
- Increase an employee's salary
- Provide the business with new abilities
- Support new job opportunities



# What About Coaching, Then?

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## OVERVIEW

The International Coaching Federation (ICF), the leading coaching professional organization, found that training combined with coaching increases productivity by four times more than training alone.

When it comes to Return on Investment (ROI), the ICF has conducted and reviewed studies about coaching in organizations. They found an average return of \$4.30 and \$7.90 for every \$1 invested in coaching.

Training and subsequent coaching are excellent resources to help train and support employees, and leadership, in the workplace. When combined, they become ideal resources for any organization.



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## Retention Statistics

At X5 Management, we are supporting more and more business clients with team development and leadership coaching. While this is not new for us, the reason for this focus is also attributable to employee retention. Fortunately, some employers are anticipating what could happen if they don't take steps to address this.

But sadly, many are not putting enough attention in this area, which could greatly impact them and their businesses down the road.

Regardless of social or economic factors, a positive and engaged workplace culture will always be the best way to create a loyal and tenured workforce, who feel they have identity and purpose within their organization.

A 2021 Robert Half survey reports close to 30 percent of employees plan to look for a new job. A recent report from Randstad Canada found that 43 percent of employees intend to switch jobs in 2022. 19 percent say they would quit even without another job lined up. According to Robert Half, competition for talented employees at all levels remains fierce, and shows no signs of easing. Robert Half's David King says, "Employers need to go above and beyond to keep their best talent onboard."

In another study by Canadian HR Reporter, 63 percent of employees feel they don't have a clear path for advancement at their company. On top of that, 53 percent feel performance discussions with their managers are ineffective and don't help them reach their professional goals.

## What are the Benefits of Coaching?

Coaches understand, leverage and get great satisfaction from deploying the unique talents and strengths of each employee. Great managers are always developing and positioning talent to maximize outcomes, and they get extraordinary results from it.

A Gallup survey found employees who know and use their strengths average:

- 10% to 19% increased sales
- 14% to 29% increased profit

A survey conducted by Clear Coaching Ltd. found that real tangible benefits did exist, and were easily identifiable. Companies found that these were:

- Increasing perception of self and work situations (63% of respondents)
- Acquiring a new skill or improving on an existing one (50% of respondents)
- Improving work relationships within a team (50% of respondents)
- Being able to see other perspectives (47% of respondents)
- Applying some clarity to work life (43% of respondents)
- Increasing motivation (43% of respondents)
- Performance approved (43% of respondents)
- Coachees seemed happier (40% of respondents)
- Enjoying a better atmosphere (40% of respondents)
- Growing into a new role (40% of respondents)
- Changing approaches to work situations (37% of respondents)
- Agreed goals were obtained. (20% of respondents)

86 percent of organizations surveyed saw an ROI on their coaching, and of those who had an executive coach, 96% said they would repeat the process again. Tangible factors include higher productivity, higher levels of overall performance, lower costs, revenue and sales growth, higher employee retention, and higher engagement of employees.

As for intangible factors? These include more confidence for those being coached, improved communication and stronger employee and peer-to-peer relationships.

## Is Executive Coaching Important for Organizational Growth?

Yes, executive coaching is important to organizational growth, and it is a growing field. According to the International Coaching Federation, in 2019 there were 71,000 coaches, which was an increase of 33% from four years earlier.

Again, according to the ICF estimates, the number of leaders using coaching services has risen by almost half (46%), with some countries reporting double to triple that increase.

Growth in coaching services results from organizations recognizing that more effective leadership is critical to sustaining productivity, profitability, customer service, teamwork and ultimately, corporate culture.

Not to mention, this is especially true as organizations navigate the evolving COVID-19 challenges as they relate to employees, customers and economics. An executive coach offers an outside perspective and unique observations that are often challenging for internal leadership to see.

Coaches challenge and encourage. The coach's role is not to sugar coat performance and decisions but rather help their clients come to their own conclusions regarding performance and behaviour improvement through a series of questions, referred to as question-based coaching.

A recent study by Merrill C. Anderson, Ph. D., of the effects of executive coaching indicated coaching produced a 788% return on investment (ROI). Manchester Inc. surveyed 100 executives, and their research showed that a company's investment in executive coaching realized an average ROI of almost six times the cost of the coaching.

## The Coaching Process

1. Establish the objectives and goals
2. Complete an assessment, such as Everything DiSC® to understand behaviours
3. Develop a rapport based on inspiring and motivating
4. Ask questions and provide feedback
5. Follow up with support, training resources and tools

## Coaching Trends

The coaching industry continues to grow as more and more leaders realize leveraging a business expert to help them with their success is a wise decision. Coaching is much less of a luxury and rather a necessity. Just like an aspiring Olympic athlete would never compete without a coach, the business community has learned business success is greater with a coach at one's side.

Good coaches develop positive relationships with their clients and use a question-based approach to helping their clients reflect and answer their own difficult questions. An outcome-led approach, with good listening and feedback, helps clients achieve desired results, confidence in decision making, and potential business, leadership, or career transformation.

## In Conclusion

A talented, engaged and knowledge workforce provides a competitive advantage to any organization. It is highly recommended a Discovery Meeting is scheduled with key stakeholders to discuss business concerns, opportunities, and future goals.

X5 Management offers several training solutions to help businesses improve communication, teamwork, customer service, sales growth, and leadership development. These can be tailored to meet each businesses specific needs. A suggested course of action for coaching offers the support and guidance to help the team continue to grow.



## Questions to Consider:

1. Do you have a corporate training culture? If your training department is small, or non-existent, do you realize Training is easy to outsource? What type of training do you believe your employees would ask for? Has leadership asked via survey to learn what employees want?
2. With reports of higher employee turnover and challenges finding the right candidates, is your Succession Planning Program formal enough? Are your employees offered an opportunity to cross train so they are eligible to apply for openings in other departments? Is leadership held accountable to have a comprehensive succession plan in their department? Are regular conversations held with employees to learn what their career aspirations are within your organization?
3. Are you familiar with the Canada-Alberta Job Grant? Did you know this program will pay up to two-thirds of the Training Costs for eligible employers? Did you realize this is an employer-driven training program?
4. Has your organization ever used a leadership or executive coach? Did you realize the impact on productivity is reportedly four times greater than just training alone? If you knew the return on investment (ROI) is considerable, as reported by the International Coaching Federation, would you be interested in learning more?

X5 Management has been supporting our business since 2012 with comprehensive training and coaching programs, with a specific emphasis on helping our dealership to continually become stronger at our Customer Service delivery. All employees have received X5 training and our management team have been through Leadership Development Training and Coaching. Some key programs with our team include Everything DiSC® Workplace and Everything DiSC® Work of Leaders. These programs enhanced our team's communication style and our overall working relationship within the dealership. The other program we found to be tremendously valuable was The Five Behaviors of a Cohesive Team™."

- Eddy Stahl, CEO, Stahl Peterbilt

## Discover how we can **align your team to achieve.**

- Your business needs to produce collective results from every employee. At X5 Management, we support our clients with Training, Coaching and Consulting Services designed to build up your business and your people.
- X5 Management offers several training solutions to help businesses improve communication, teamwork, customer service, sales growth, and leadership development. These can be tailored to meet your specific business needs
- Every professional or their manager needs added support and guidance from time to time. X5 Management has the coaching options to help you and your team grow. The X5 team of coaches will guide, teach, and mentor your leadership team, managers, or supervisors. The role of the coach is to enhance the ongoing performance of the leader.

If you are struggling with any of these challenges, why not contact **X5** today (info@x5management.com) for a complimentary **Discovery Meeting** to determine how we can best assist you in refining your strategic plan.





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X5 Management is an award-winning Authorized Partner of Everything DiSC® and The Five Behaviours™ training programs

