



Accelerating the *Transformation*

GROWTH LEADERSHIP INNOVATION

EMEA Coaching Academy Information for HR



THE EMEA **COACHING**
ACADEMY

 *Unlock your potential - fast-forward to your future*



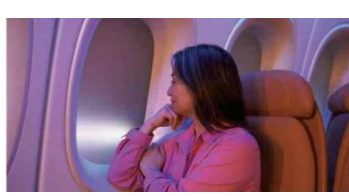
Agenda

- **Coaching at PPG**
- **Lee Hecht Harrison – our coaching partner**
- **Initiating a coaching process**
- **Your local contacts**
- **Next steps**



Coaching as a Key Development Tool

- The PPG Blueprint makes it clear that the development of employees is key to the success of the business.
- *‘Respect for the dignity, rights and contributions of employees – We operate safe, healthful and harassment-free workplaces that value diversity, promote teamwork and reward performance. We develop our people through continuous learning, creating an environment where opinions are expressed and respected.’*
- Development of people does not take place simply through attending training courses. Development may also come through being involved in projects, working in different parts of the business, reading relevant books, etc. In addition, one of the key ways of developing is through working with a coach.



What is Coaching?

Coaching is a development process designed to help individuals and teams achieve and sustain top performance in ways that are linked to the organization's needs and measurable business results.

Coaching "Is"

- Engaging in a **discovery process**
Observes and provides feedback as a trusted advisor to build new skills and agility
- Establishing an **environment where people can grow**
Identifies and acknowledges strengths and blind spots
- Using a **repeatable process**
Encourages development and contribution to the organization
- Investing in **sustained behavior change**
Impacts on-the-job performance
- **Developing** employees
Increases effectiveness and retention

Coaching "Is Not"

- **Focusing on the individual** without consideration of organizational goals and impact
- **Checking on the status** of actions without focusing on behavior changes
- **Intervening only once**
- **Fixing only performance problems**
- **Telling** the individual what to do



Who Should Receive Coaching?

- **Target level: Band G and above**
- **Those for whom consideration has been given to other forms of development - and coaching is seen as the appropriate methodology to achieve one of the following:**
 - **For those who wish to ensure that they sustain the optimum performance level (typically 3 to 12 months duration)**
 - **For those who need to adjust to new roles & responsibilities (typically 3 to 6 months duration)**
 - **For those who wish to optimise their communication skills (typically 6 sessions)**
 - **For those for whom help in developing their leadership style & skills will be helpful (typically 6 to 12 months duration)**
 - **Those for whom help is required with some form of change in their behaviour (typically 6 to 12 months duration)**



Who Should Receive Coaching?

- Those who will have time available for coaching 'sessions'.
- Those who show a real interest in improving and learning and demonstrate a readiness to change.



Ways to Approach Coaching

	External Coach	Internal Coach	Leader as Coach
Benefits	<ul style="list-style-type: none"> • Outside perspective • Neutral/objective third party • Specialist in behavior change • Broad experience • Formalized access 	<ul style="list-style-type: none"> • Internal perspective • Organizational third party • Specialist in human resources • Organizational knowledge • Formalized access 	<ul style="list-style-type: none"> • Business and industry perspective • Specialist in functional and management results • Clarifies organizational expectations • On the job access
Uses	<ul style="list-style-type: none"> • Assimilation • Reporting conflict with internal coach or manager • Confidentiality 	<ul style="list-style-type: none"> • Keeps problem internal • Cost containment - resource saving • Consistency with organizational development or training 	<ul style="list-style-type: none"> • Focus on a specific capability • Succession opportunities • Performance issues



The PPG Coaching Academy – Internal Coaches

- Requests for employees to receive coaching have increased in recent times and relying only on a pool of external coaches is expensive for the business
- PPG has decided to train internal coaches with the support of our external partner Lee Hecht Harrison. In effect, we are setting up something we have called the EMEA Coaching Academy. It is hoped that ultimately, this concept will be used within PPG throughout the rest of the world

Internal Coach

- Internal perspective
 - Organizational third party
 - Specialist in human resources
 - Organizational knowledge
 - Formalized access
-
- Keeps problem internal
 - Cost containment - resource saving
 - Consistency with organizational development or training



The PPG Coaching Academy – Internal Coaches

- **The first ‘group’ of 12 Internal Coaches will be trained in November 2010 and will be accredited PPG Coaches by mid 2011. It is proposed that over time, further ‘groups’ of Internal Coaches will be trained as we roll out this process across EMEA**

Internal Coach

- Internal perspective
 - Organizational third party
 - Specialist in human resources
 - Organizational knowledge
 - Formalized access
-
- Keeps problem internal
 - Cost containment - resource saving
 - Consistency with organizational development or training



The PPG Coaching Academy – External Coaches

- On occasions, it still may be appropriate to use an external coach
- PPG Europe has access to LHH’s executive and management coaches across Europe
- LHH coaches are recruited on the basis of their experience, presence and impact and they go through a rigorous certification process
- For each coaching relationship, the best coach in terms of business background, cultural fit and experience will be chosen

External Coach

Benefits

- Outside perspective
- Neutral/objective third party
- Specialist in behavior change
- Broad experience
- Formalized access

Uses

- Assimilation
- Reporting conflict with internal coach or manager
- Confidentiality



LHH – Access to High Quality Coaches in Europe

PPG Europe Locations	Nber LHH Coaches
Belgium	6
Czech Republ.	1
France	25
Germany	11
Hungary	1
Ireland	5
Italy	5
Netherlands	10
Poland	3
Portugal	7
Slovakia	4
Spain	16
Switzerland	15
Turkey	2
UK	58

- LHH is continuously developing their coaching pool to match clients' needs
- Sourcing from one provider enables us to benefit from economies of scale/learning
- LHH's Coaching Resource System serves to quickly find a coach that is best matched to the coachee

CRS - Main - Microsoft Internet Explorer

Address: http://cmsstaging.lhh.com/KGSApps/ECS/rmecsmain.aspx

LEE HECHT HARRISON Coaching Resource System STAGING 06-23-2009

Coach Name: **Abramson, Rochelle** Profile Complete: Yes Last Updated: 7/5/2009 9:36:26 AM

Biographical Work Experience

General Information Contact Information Coach's Overview Representative Client Engagements Areas of Expertise

First MI Last
 Name: **Rochelle T Abramson**
 CPD Person Type: **US Colleague**
 Status: **Active**
 ECS Status: Available
 Coach Level: Senior Master Coach
 Coaching (Year Started): 12+ years
 Hire Date: (Not Specified)
 Citizenship: (Not Specified)
 LHH Region: Northeast Region
 Sponsoring Office: Metro NY Region
 Master Coach: N/A

OPTIONAL INFORMATION
 Date of Birth: (Not Specified) Age: (Unknown)
 Gender: (Not Specified)
 Race/Ethnicity: (Not Specified)

With Photo Without Photo Last modified by: LHH\mclan.albright

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Who are Lee Hecht Harrison?

- **Lee Hecht Harrison is the global talent development leader in helping individuals improve performance through career & leadership development and connecting people to jobs through innovative career management services**
- **LHH serves companies that are facing increasing pressures on their businesses resulting from industry consolidation, productivity demands and changing global business requirements**
- **34 years in the industry with 20+ years of continuous ownership Adecco SA**



Who are Lee Hecht Harrison?

- **Over 5,000 customers serviced each year from all industries, including chemicals & consumer products**
- **With over 270 offices in over 70 countries and over 2,500 employees, we can ensure a global coverage with knowledge and expertise of local and national customs & requirements**





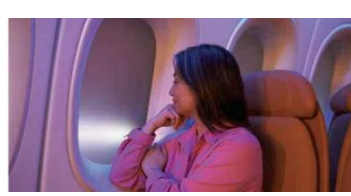
LHH Talent Development Expertise

Lee Hecht Harrison is the global talent development leader in helping individuals improve performance and in connecting people to jobs.



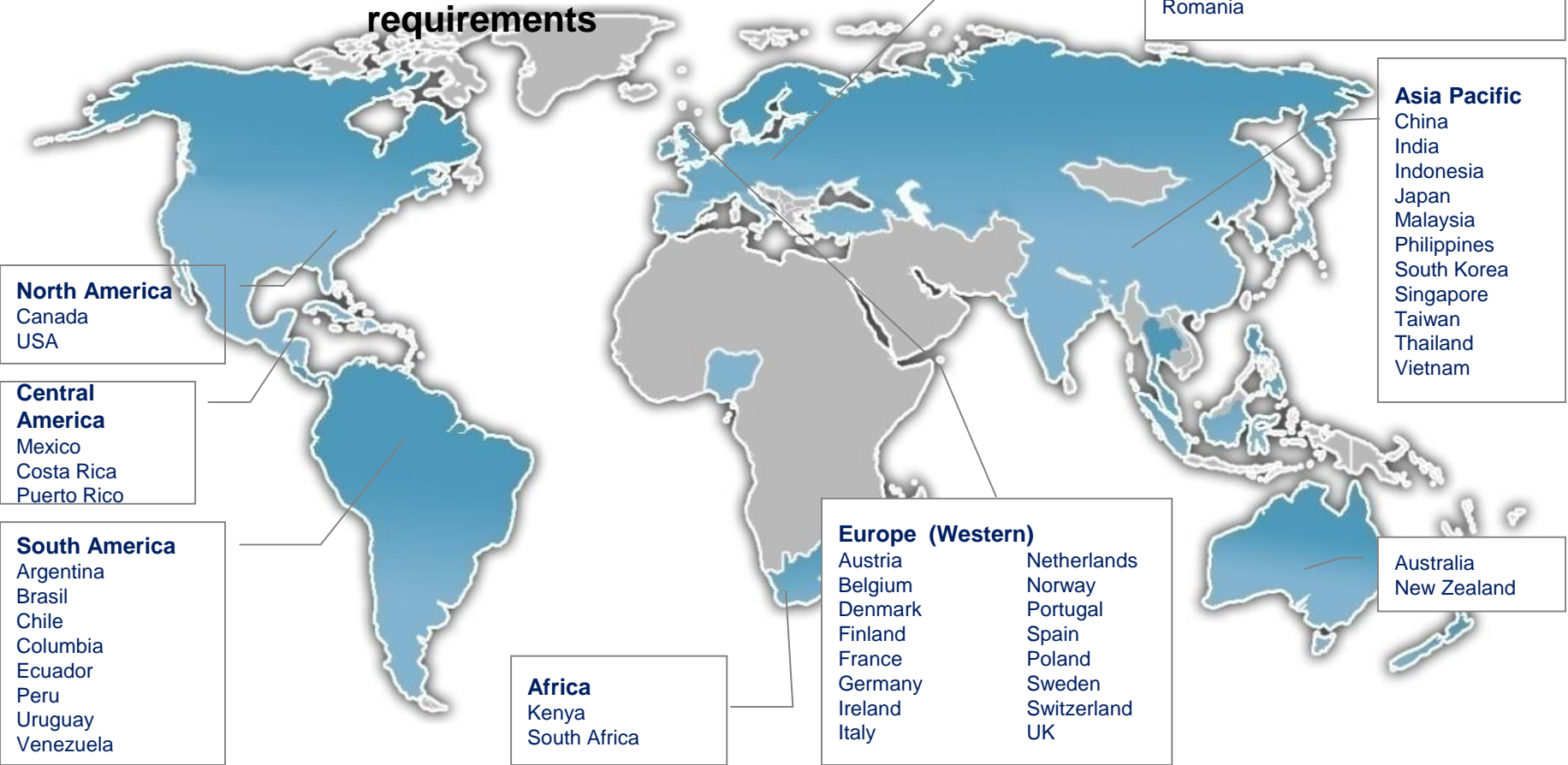
LHH assists organizations in:

- Supporting restructuring efforts
- Developing leaders at all levels
- Engaging and retaining critical talent
- Maintaining productivity through change



LHH's Global Presence

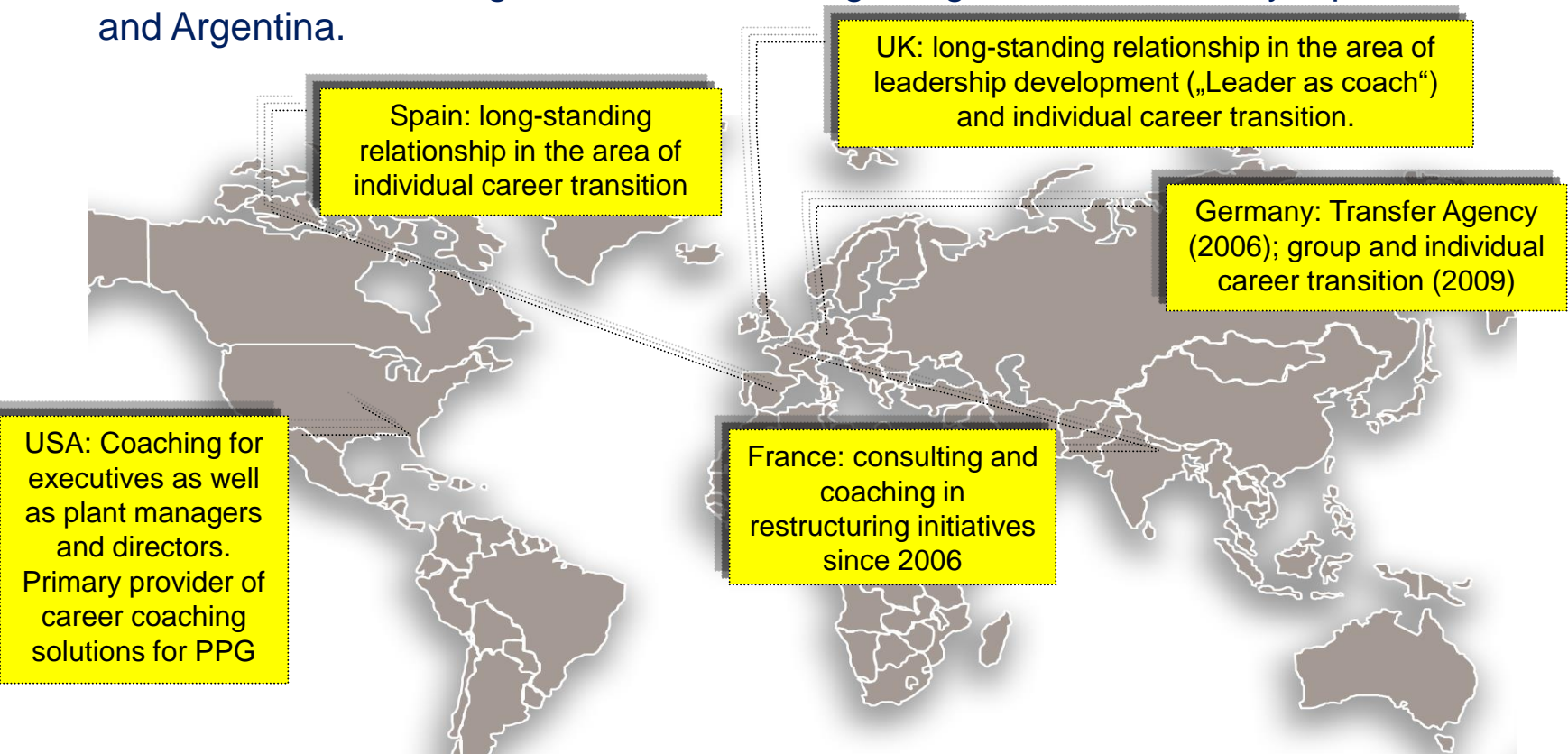
Over 270 offices in over 70 countries. 2,500 employees with global coverage + knowledge/expertise of local/national customs & requirements





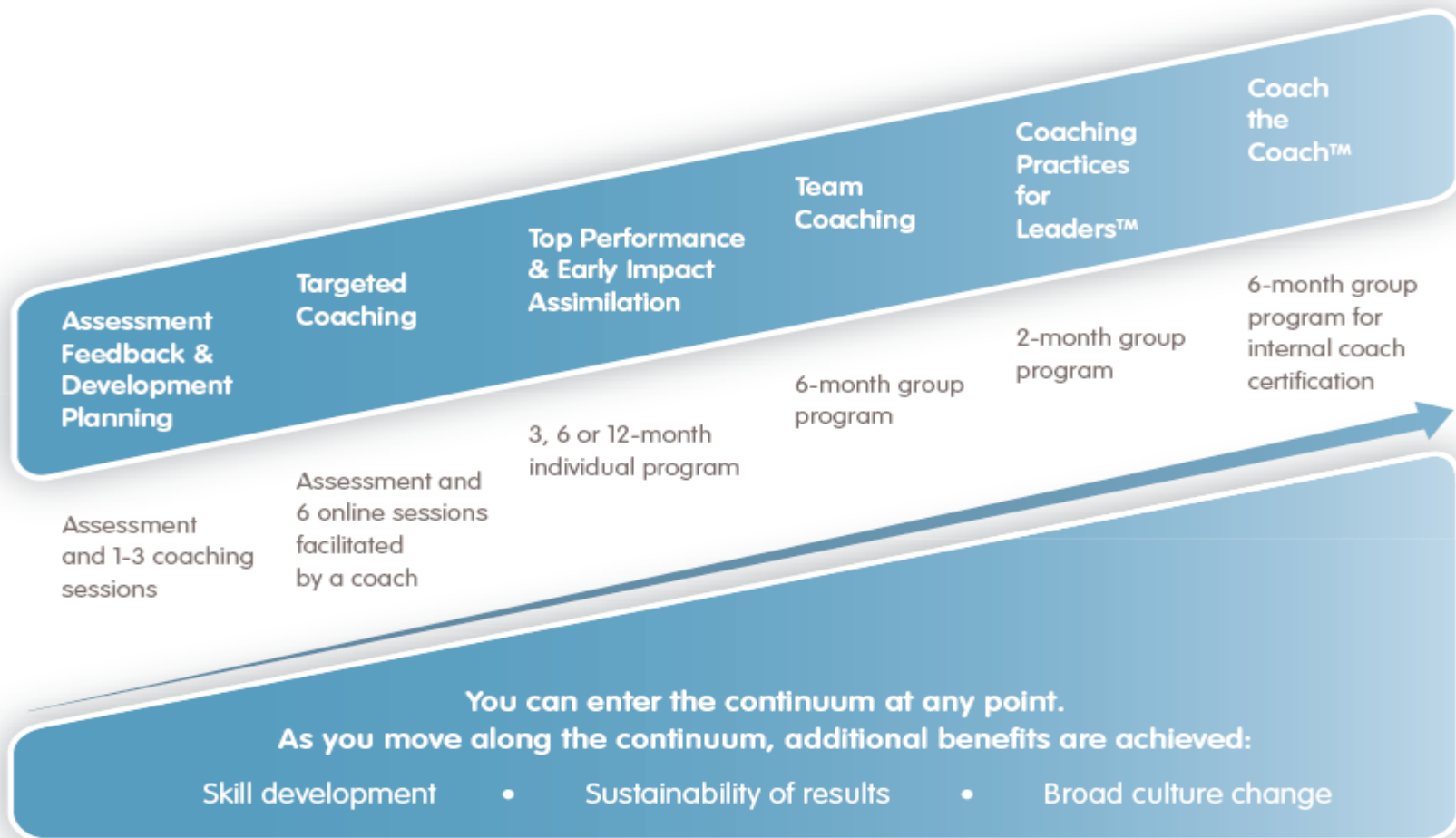
History of the PPG & LHH Relationship

- PPG and LHH have been partnering since 2003
- LHH has collaborated with PPG around the world, with relationships specifically in USA, Canada, Mexico, Shanghai, Brazil, UK, Hong Kong, France, Germany, Spain, Australia and Argentina.





LHH's Approach to Coaching





LHH's Approach – Results Based Coaching Model

Four Phase Coaching Process:

- Outcomes
- Information
- Strategy
- Results

Six Coaching Practices:

- Ask, Don't Tell™
- Reframe the Picture™
- Truth Talk™
- Create Partnerships™
- In-the-Moment Feedback™
- Explore Possibilities™





LHH's Approach – Results Based Coaching Model



PHASE I

Outcomes

Agree on the results to achieve

- Interview coachee and stakeholder(s) to gather information about coachee's leadership style and behaviors
- Discuss organization's business initiatives and objectives; ask questions regarding profitability, people and production as it relates to ROI
- Begin coaching process
- Develop initial coaching agreement including strengths, areas of development and desired success outcomes
- Stakeholder(s) agree initial coaching agreement meets coaching goals
- Provide monthly feedback to HR and regional LC coordinator who will forward to RLS and BD
- Documentation: Coaching Agreement

PHASE II

Information

Collect and analyze data

- Administer the distribution, collection and processing of coachee's 360° assessment or interviews
- If agreed on, collect additional data from colleagues, direct reports and or customers for 360 interviews
- Discuss feedback with coachee (feedback is the property of the coachee)
- Finalize coaching agreement using assessment data
- Stakeholder(s) agree final coaching agreement meets coaching goals
- Administer and provide feedback on other agreed upon assessments
- Develop initial action plan based on goals and objectives from coaching agreement
- Provide monthly feedback to HR and regional LC Coordinator who will forward to RLS and BD
- Documentation: Coaching Assessments

PHASE III

Strategy

Create and implement an action plan

- Review, discuss and calibrate key areas of development
- Refine coaching action plan and strategize ways to integrate new skills and behaviors into coachee's daily role
- Coachee meets regularly with manager to discuss status of coaching
- Provide monthly feedback to HR and regional LC Coordinator who will forward to RLS and BD
- Documentation: Coaching Action Plan

PHASE IV

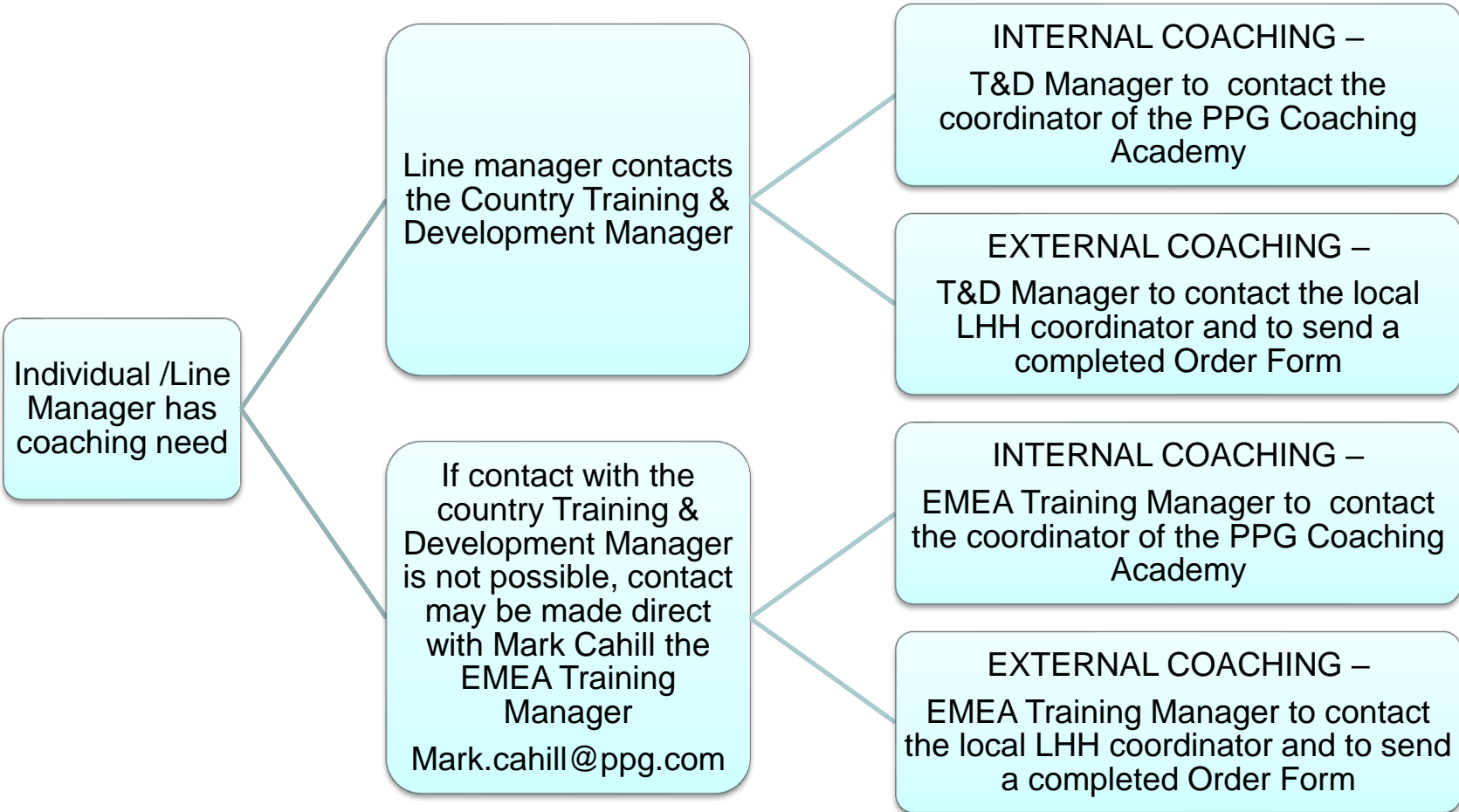
Results

Measure progress and clarify next steps

- Meet with stakeholder(s) to ensure action plan is on target and moving forward
- Continue to strategize ways to integrate new skills and behaviors into coachee's daily role
- Conduct final wrap meeting with coachee and stakeholder(s)
- Option: Re-interview stakeholders to assess and measure behavior modification and change as outlined in coaching agreement and action plan
- Send evaluations to coachee and stakeholder(s)
- Documentation: Quality Surveys at mid-point and end of engagement



The Coaching Request Process





The Coach Matching Process

Screening & initial selection

- Based on the order form, 1-2 coaches are identified to suite the needs of the coachee
- The coaches' biographies are sent to the coachee and he/she chooses one

Chemistry meeting

- The coach reaches out to the coachee to organise an initial „chemistry“ meeting
- During this meeting, objectives, length of program, support, commitment, etc. are discussed
- Should the coachee and coach agree to continue together, they fix a date for a first meeting
- If the match coach-coachee is not adequate, the coachee will receive further coaching biog's

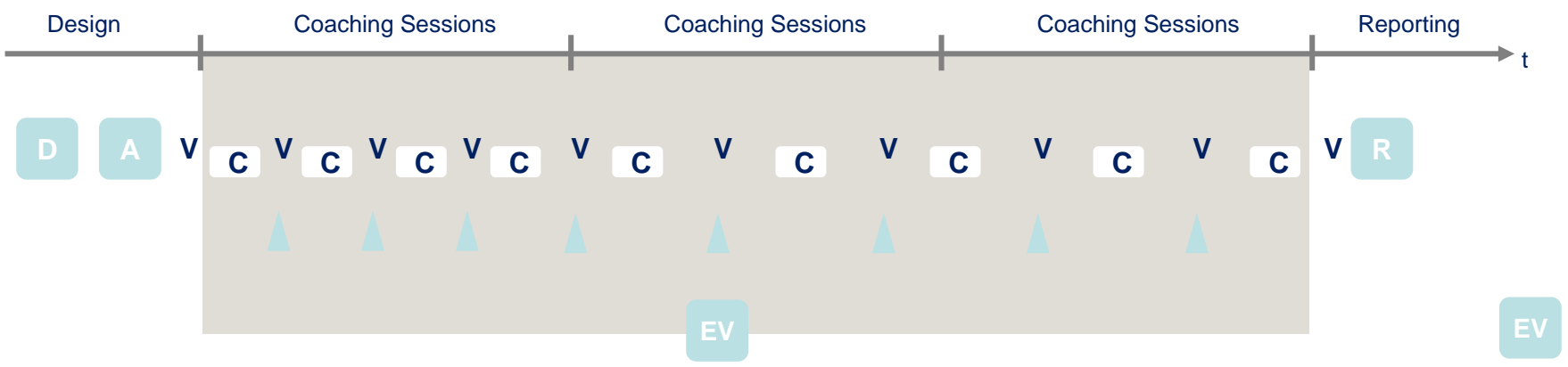
Launch of coaching program

- Coach and coachee meet and launch the program
- The coaching contract is discussed, agreed and signed
- Coach and coachee meet regularly and measure progress
- For external coaching: the local T&D manager and LHH contact agree on program pricing and invoicing is initiated



What Happens During a Coaching Program? (sample)

Example of a 3 Month Program



D	Design and Alignment meetings	3.0 h
V	Preparation and debriefing	0.75 h
C	Coaching Session	1.5 h
A	Assessment (optional)	
▲	Phone Coaching	0.15 h
R	Reporting and project close	1.0 h
EV	Evaluations	1.0 h



External Coaching Fees

Country	3-month program	6-month program
<p><u>Band 1 countries:</u></p> <p>Austria, Denmark, Finland, France, Germany, Ireland, Norway, Switzerland, UK</p>	5,100 – 7,000 €	7,800 – 11,000 €
<p><u>Band 2 countries:</u></p> <p>Belgium, Czech Republic, Greece, Hungary, Italy, Luxembourg, Netherlands, Poland, Portugal, Russia, Spain, UAE</p>	3,700 – 5,000 €	6,500 – 9,000 €
<p><u>Band 3 countries:</u></p> <p>Croatia, Israel, Romania, Serbia, Slovakia, Slovenia, Sweden, Turkey, South Africa</p>	2,800 – 3,800 €	4,500 – 6,000 €

NB: All fees are quoted in Euros, excl. local tax and expenses..Services can be scaled up or down according to PPG's needs