

CASE STUDY

Multinational Agency

People Managers Gain
Confidence Through
One-on-One Coaching

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CHALLENGE

People Managers Lacked Confidence & Coaching Skills

In 2017, people managers at a marketing and communications agency lacked confidence. They also struggled to balance their workload as individual contributors with their leadership responsibilities as people managers.

Although some coaching occurred at the company, it was only offered to executives for one-off situations.

“We heard that there was a general lack of leadership training... and people said they didn’t feel confident as managers – whether or not they were doing a good job.”

– shared Group Director of People Experience, Casey C.

“If our people managers learn the pillars of coaching with a coach, they can go back to their teams and act as coaches to the people who report to them.”

– Casey C.





APPROACH

Agency Created Ongoing, Democratized Coaching Program

Acting on the belief that everyone can benefit from coaching, the company created a democratized and customized coaching program in 2017 – offering one-on-one Sayge Coaching to a wide range of people managers. Employees with at least one direct report are eligible for the program, regardless of their prior management experience. The big, aspirational goal is to eventually provide coaching to every single people manager at the company – a rapidly growing organization with 1,200 employees. The company's People Team and executive leadership team hope to achieve three main goals by working with Sayge:

Each quarter, a new 30-employee cohort is formed to participate in the program. Participants are strategically matched with an International Coach Federation-certified Sayge Coach and each receives three months (six sessions) of coaching – working on challenges that matter to them, ranging from working as a new parent to excelling as a new manager.

1

Increase Manager Confidence

The main goal is to improve each manager's ability to lean into their leadership role, while managing their day-to-day work.

2

Foster a Coaching Culture

At the start of the program, participants are told, "Yes, this is a development opportunity for you, but our expectation is that you will take what you learn back to your team, and back to your colleagues, and you will come out of this coaching them in a different way."

3

Invest in Employees With a Unique Perk

The company sought to distinguish itself in the industry by offering a valuable employee perk: consistent, accessible, and customized one-on-one coaching.



RESULTS

Confident People Managers Are Now Empowered to Coach Their Own Teams

By building the confidence of people managers, and equipping them with actionable skills, past participants have felt empowered to coach their own teams. This pay-it-forward model helps create a sustainable, scalable coaching culture at the organization. Here are the top three findings of the company's 2019 People Engagement Survey conducted by Culture Amp, relative to the general employee population:

"A recent participant said, 'I feel more confident to be who I am. I feel more confident to lead the way I believe I should lead.' That's why we do this."

— Casey C.

+5%

The Sayge Group reported a 5% point increase in employee engagement — 82% versus 77%.

16^{of} 20

The Sayge group score 2+ points higher in 16 of 20 workplace survey factors.

11%

The Sayge Group scored 11% points higher on three statements:

"I see myself still working at AGENCY in two years' time."

"I am given opportunities to develop skills relevant to my development goals."

"Perspectives like mine are included in the decision making at AGENCY."