



# COACHING THAT STICKS

**CASE STUDY**



## THE CLIENT

Our client is a global auditing and tax advisory company, serving both the public and private sectors. Its Canadian division has offices across the country and over 6,500 employees.

## THE CHALLENGE

The company has long embraced the idea of a coaching culture and ensures that everyone within the organization is coached by their superior. To support this effort, the company internally developed a half-day coaching program. Unfortunately, the program was flagged as needing improvement.

Rather than providing practical applications, the in-house program was overly theoretical, framework-driven and model-based. Participants were not walking away with the real-world tools they needed to successfully coach their teams.

The organization's busy managers, who were already dealing with a large client roster, each had four to eight people on their teams. They felt they didn't have enough time to coach their staff. Perhaps even more inhibiting, they couldn't see the inherent value of coaching.

As a result, training wasn't sticking. It failed to deliver on key expected outcomes — most significantly, empowering all managers to coach team members effectively, with a focus on developing and supporting others.

## THE SOLUTION

Our client explored several programs before choosing Box of Crayons' pilot program of The Coaching Habit. The program is designed to help managers and leaders develop — and keep — the coaching habit. Rather than being rooted in abstract theory, The Coaching Habit provides practical, actionable next-day-ready tools and training to help managers apply their new skills.

The Coaching Habit program addressed the company's challenges by reframing the way managers looked at coaching. Managers were able to understand how and why they were so quick to intervene with answers or instructions — and how that behaviour perpetuates bottlenecks, fire-fighting and too much stuff on their plate.

Our program builds a new culture of leadership, one in which managers shift away from a "command and control" style to become more coach-like. By supporting managers to stay curious longer and ask questions, coaching ceases to be a formal, isolated event and instead becomes a part of the everyday workplace experience.

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The coaching skills you can use for building relationships — no matter whether they're professional or personal — as well as supporting others, are extremely useful if you're an advisor.”

— Leader, Leadership Development & Coaching

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Box of Crayons brought in the idea of 'teach, don't tell.' Of asking people questions and getting them to arrive at an answer themselves, which will help them be more effective and learn better so they can do their jobs better.”

— National director, Learning & Development



## THE RESULTS

The impact of the Box of Crayons programs has been significant. As a direct result of the experience:

- Skeptical managers changed their view of coaching, seeing it as a worthwhile investment. Our client noted the benefits of “removing the feeling that coaching was taking more time than it’s worth,” allowing them to be “more effective as an organization, as our managers are happier and their teams feel supported.”
- Managers also implemented lasting behavioural changes, applying coaching takeaways to their work practices. They began making a conscious effort to improve their listening skills, which our client flagged as an essential component in building trusted relationships with employees.
- The national director of Learning & Development reported an “actionable effect” that saw managers asking more questions and refraining from jumping in to give advice.
- Program evaluations conducted months later showed that the coaching techniques imparted during The Coaching Habit had become part of the managers’ repertoire.
- Managers conducted more frequent, less formal coaching interactions with their team members, integrating these interactions into the everyday office experience.
- Employees were empowered to better reach their own conclusions and provide their own answers, improving their on-the-job performance.



We saw that people, several weeks and several months later, were still excited about what they learned in the coaching program. And we heard people talk about it as this kind of aha moment. I think that the people who attended had a really great experience. The fact that they came in skeptical and they left with (a) a change in behaviour and (b) still positively thinking about their time in the classroom was a big win for us.”

— National director, Learning & Development

## NEXT STEPS

If you would like to learn more about Box of Crayons’ programs, please visit:

[BoxofCrayons.com](http://BoxofCrayons.com)

or email our team at

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