

Coaching Within AEGON UK

Research

Author: Tracey Bray

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Catherine Tracey Bray

Student number: M00145376

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Summary

Through AEGON's management development, Progression, we are reminding line managers of their coaching responsibility when it comes to improving their direct reports' performance.

For my work based research project for my post-graduate certificate in coaching, I wanted to explore how that message was being received. I decided to use a questionnaire- research approach, as our management population are both familiar and comfortable with this.

There was a 13% response rate, which is low for our organisation, which could be due to the time of the year the questionnaire was issued (December is a busy month for AEGON) or questionnaire fatigue as our managers received a number of these in 2007.

In order to validate the findings and explore some of the issues that the research identified it is my recommendation that complementary focus groups are now held.

However, the findings that did emerge would suggest that coaching, when it happens, is a development tool that managers believe is effective, simple and generates positive results. The managers who responded also noted how much satisfaction they obtained from coaching someone and seeing them grow and develop.

There is a significant proportion of the management population that claims to be receiving no coaching, which needs to be investigated further.

Managers appreciate that coaching results in a more skilled and effective workforce which leads to a more successful organisation. For this to happen with more consistency and recognition the managers, who responded, believe that an articulated AEGON approach to coaching would help.

Introduction

In AEGON UK, we believe that performance coaching should be the responsibility of the line manager. Managers are able to contact HR if they believe a coaching requirement is beyond their capability or if they are looking for some additional support.

Recently all our management population have been going through a Management Development programme that reminds them of this responsibility and refreshes them on the GROW model which we use for performance coaching.

AEGON UK defines performance coaching as achieving improvement with respect to a specific performance problem or skill area in a person's current role with the aim being to increase job satisfaction and productivity at work.

In my capacity as an internal coach working in HR, I wanted to investigate whether our managers' understanding of coaching and their responsibility with regards to, it was in alignment with AEGON's approach. In addition, I wanted to understand what we need to improve with regard to coaching in our organisation.

Objectives and Literature Review

The aims of my research are to:

- Gather evidence on whether our approach to performance coaching is being understood and used by our management population
- Identify if there are any differences between the three management levels
- Gather information on coaching needs
- Use the research to inform the organisation's next steps when it comes to our approach to performance coaching

The September 2005 CIPD report 'Does Coaching Work?' found that 'coaching by line managers is used in almost nine in ten respondent organisations' and that '84% regard coaching by line managers as 'effective''. In addition Shaun Lincoln writing in an article for Coaching at Work, Vol. 1, Issue 3 talked about a 'manager-coach' being more effective for skills and ongoing performance development'.

Reasons for using managers as coaches

- They can provide a timely intervention as they are available to coach in the moment as well as on a more formal basis.
- It promotes a more facilitative and collaborative style of management.
- It means coaching is available to all staff.
- It promotes self-empowerment amongst staff.
- They understand the organisation's business objectives and can make sure the coaching is aligned to these.
- It can promote organisational culture.

Reasons why managers may not want to coach

- They may not be confident in their coaching ability.
- They have numerous other demands on their time.
- Their focus is often on the short-term gains rather than the long-term benefits.

The literature on using managers as coaches is still quite thin. There is a lot of information available on the skills the managers need, the benefits obtained when they coach, the barriers and the best way for managers to coach but I could not find much information on whether it is effective and how much of manager's job should involve coaching.

Methodology

I chose to survey our management population by issuing them with a questionnaire as they are both comfortable and familiar with this method - see below for the wording.

Coaching is an integral part of the Progression management development programme. It is introduced on the programme as a key part of a manager's role and you experience coaching as a method of helping you to embed your learning. I have just about completed a post graduate coaching qualification with Middlesex university and one of my final assignments is a work based research project and it would be both interesting and useful to explore AEGON's managers thoughts on coaching so I am looking for your help.

Please would you answer the following questions by close of business Friday 14 December to the Per Training MB.

- *What programme did you attend - Inspire, Connect or Create?*
- *How would you define coaching?*
- *What are the benefits of coaching for the individual, for the person coaching and for the organisation?*
- *What percentage - approximately - of your time do you spend coaching your direct reports?*
- *What percentage - approximately - of your time do you think you should spend coaching your direct reports?*
- *What percentage - approximately - of your time do you spend being coached by your manager?*
- *What percentage - approximately - of your time do you think you should spend being coached by your manager?*
- *What is the number one coaching need in your direct reports*

- *What is your own number one coaching need?*
- *What else would you like to say about coaching and AEGON?*

Your answers will be treated anonymously and pulled together into a report that will be shared with the HR Leadership team. If you would like to see a copy of the report please let me know.

I do appreciate your support with this and if you have any questions please get in touch.

Thank you

We already have our management population split into three groups – Inspire = senior management, Connect = middle management and Create = first line management- and they receive questionnaires on a regular basis as part of the management development programme. They receive these from our admin function, which ensures all responses are treated anonymously and, in addition, this was confirmed to them in the memo. So, as previously explained, this process felt normal to them, which is why I decided to use it.

Project Activity

The questionnaire was issued from an admin mailbox on Monday 3 December 2007 to 479 people; 133 Inspire managers, 162 Connect and 184 Create. People were given until Friday 14 December 2007 to reply. Past working experience would suggest around 10 working days is the optimum amount of time as it gives enough time for people to reply and accommodates absences such as holidays.

There were some problems with the mailbox as people did not seem to be able to send their replies directly back to it. As time was short, a further email was issued asking them to reply directly to me. This may have had a negative effect on how honest people believed they could be as it did compromise the anonymity treatment. Having said that and read the responses, I believe it did not have a negative effect on their honesty.

A total of 61 replies were received, roughly 13%. Normally internal questionnaires have an internal response rate of 30-60% so this was disappointing. It may have been due to the time of the year and people's availability (December is a busy month for AEGON UK) or questionnaire fatigue as the management population received quite a few in 2007. It may have been more effective to hold focus groups.

I asked open questions to encourage richness of reply. This can be harder to analyse and can make it more difficult to identify themes, especially with such a small response percentage but I felt it more important to read how people responded.

There are a couple of areas that I now believe are missing from my questionnaire; I should have asked about what stops or hinders a manager from coaching and how this could be overcome and it would have been useful to ask about how many direct reports a manager has, as I believe, this impacts on how much time they spend and believe they should spend coaching.

However, some interesting themes did emerge from the responses and these I would like to explore further in focus groups, drawn randomly from managers who didn't respond, to validate the findings and to understand the areas I did not ask about.

Project Findings

Inspire management population

We received 17 replies from a possible 133 giving a response rate of approximately 13%.

Coaching Definition

Approximately 29% of the respondents defined coaching as helping a person to reach their potential by understanding their strengths and weaknesses and learning how to manage both. A further 29% defined it as assisting an individual to improve their thought processes in order to become more effective at problem solving. 18% believed it is about helping someone to improve their work performance.

Coaching Benefits

- *Individual*

35% talked about the individual benefiting from having some reflection time and having a sounding board to explore their thoughts with a skilled and experienced person.

29% believed that coaching would lead to better performance, which would help the individual with their career progression.

- *Coach*

53% of respondents described the satisfaction from making a difference to an individual and seeing them improve their performance and progress. That was the most common theme; other answers included ensuring consistency across a team, building better working relationships and improving their own coaching skills.

- *Organisation.*

35% talked about how improving the performance of individuals would result in a more effective and skilled workforce and therefore lead to a more successful organisation. Again, that was the main theme; however, other responses included understanding the remit of the organisation and greater staff satisfaction.

Time spent coaching direct reports

This ranged from 1.5% to 35%. 2 respondents said they had no direct reports. 35% said they spend 10-15% of their time coaching and 29% said they spend 5% of their time coaching.

Time that should be spent coaching direct reports

This ranged from 1.5% to 40% with 29% believing they should spend 10-20% of their time coaching and 23% felt it should be 5-10% of their time.

Time spent being coached

This ranged from 0-5% with 41% receiving none and 29% receiving 1-3%.

Time that should be spent being coached

This ranged from 0-20% with 35% of respondents looking for 1-3%, 18% looking for 5% and 18% wanting 10%.

Number one coaching need in direct report

There was a large variety in the responses that ranged from handling poor performance to working at a strategic level. 23% said the number one need was about networking and understanding the system of people that operate in the organisation and 12% felt it was understanding things from different points of view to make communication more effective,

Own coaching need

23% talked about confidence and believing in their self worth and what they are doing. 18% said it was focusing on the right priorities. The responses varied from emotional intelligence to improved business understanding.

Other comments

The responses would suggest that coaching is seen by the Inspire population as valuable and people have experienced it positively but it needs to be developed more. There needs to be a clearly articulated coaching philosophy and approach linked to customer and business delivery.

Connect management population

We received 22 replies from a possible 162 giving a response rate of approximately 14%.

Coaching Definition

36% of the respondents defined coaching as helping an individual to grow and develop a skill in order to improve their performance while 18% defined it as helping an individual to realise their potential.

Coaching Benefits

- *Individual*

The main theme to emerge here, with a 36% response rate, was empowerment through increasing an individual's motivation, confidence and feeling of ownership. 9% said it was about the individual gaining self-awareness and another 9% said it was providing someone with a sounding board.

- *Coach*

32% said it was about learning from their coachee and continuing to develop their coaching skills. Another 32% said it was the satisfaction gained from developing others and seeing the results. 18% said it helped them to understand their people and therefore how to engage with them more effectively. 14% of the people who responded said it helped them with delegation.

- *Organisation.*

41% said it helped the organisation to grow and develop people to be more effective and therefore be more productive. 14% believed it leads to more empowered, motivated staff and 14% talked about it leading to a more collaborative approach to promoting company values.

Time spent coaching direct reports

This ranged from 3% to 20%. 4 respondents said they had no direct reports. 36% said they spend 3-5% of their time coaching and another 36% said they spend 10-15%.

Time that should be spent coaching direct reports

There was a lot more variety here. It ranged from 2% to 25% with 23% believing they should spend 10% of their time coaching, 18% believed they should spend 2-5% while another 18% believed 25% and 14% said it should be 15-20% of their time.

Time spent being coached

This ranged from 0-10% with 14% receiving none, 54% receiving 1-4% and 23% receiving 5-10%.

Time that should be spent being coached

This ranged from 1-25% with 45% looking for 5-10% and 27% looking for 1-4%

Number one coaching need in direct report

There was a large variety in the responses that ranged from empowerment to understanding business needs. 18% said it was communication skills especially around influencing other people while 14% said it was performance management.

Own coaching need

This ranged from career aspirations to listening more effectively. 18% were looking for coaching on prioritisation and delegation while for 14% it was development in a new job.

Other comments

The Connect population believe coaching is a good thing but they need help on how to translate it into practical actions in the organisation. They think coaching is quite patchy in the organisation and it needs to be rewarded and recognised more.

Create management population

We received 22 replies from a possible 184 giving a response rate of approximately 12%.

Coaching Definition

50% defined coaching as helping an individual to improve their performance and skills and 18% saw it as a way of passing on knowledge.

Coaching Benefits

- *Individual*

23% said it makes an individual more empowered and gives them more of a sense of ownership. 18% believed it was an opportunity to benefit from a more experienced person's knowledge and 18% believed it helped an individual to think differently.

- *Coach*

36% of the respondents felt it provided them with job satisfaction and a sense of achievement through helping an individual to develop. 18% believed it gave them an opportunity to get to know their team members and their strengths and weaknesses and so increase their confidence in them.

- *Organisation.*

27% felt the organisation benefited from people who can think more innovatively helping them to solve problems more effectively and make better decisions. 23% said it lead to empowered, independent staff who want to learn and 23% believed it resulted in individuals who work the way the organisation wants them to.

Time spent coaching direct reports

This ranged from 1% to 60%. 3 respondents said they had no direct reports. 23% said they spend 10% of their time coaching and 18% said they spend 1-4%, 5% and 20% of their time coaching.

Time that should be spent coaching direct reports

This ranged from 1% to 80% with 27% believing they should spend 5-10% of their time coaching and 23% felt it should be 20-30% of their time.

Time spent being coached

This ranged from 0% to 40% with 32% receiving 1-4%, 28% receiving 5-10% and 23% receiving none.

Time that should be spent being coached

This ranged from 0% to 35% with 50% looking for 5-10% and 18% wanting 15-20%.

Number one coaching need in direct report

There was a large variety in the responses that ranged from embracing change to dealing with MI. 14% said self-development was their direct reports' number one coaching need.

Own coaching need

Again, this ranged from being able to prioritise to increasing their company knowledge. 23% wanted coaching on career progression.

Other comments

The Create population believe coaching is a critical tool in developing business because it is simple and effective. However, they acknowledged that there is a tendency to fall back into 'instruct' mode due to time pressures.

Conclusions and Recommendations

All three management populations view coaching as an effective and simple development tool that can help people to develop their skills and improve their performance, which can only have a positive effect on the success of the organisation. This is aligned with the organisation's view of performance coaching.

At the Inspire management level there is also a view that coaching is about helping a person realise their potential and this is also positive for the organisation, as we are encouraging our Inspire managers to think about talent management.

The majority of managers who responded said they would like to spend about 5-10% of their time being coached.

However, there is a discrepancy between what the coaching managers and the coachees say about how much coaching they receive. For example, the majority of Connect managers who responded say they spend about 1-4% of their time being coached, whereas the Inspire managers – who are the Connect respondents' managers – claim they spend 10-15% of their time coaching. Similarly, Create managers also say they spend 1-4% of their time being coached whereas the Connect managers say they spend 5-10% of their time coaching them. This would support the managers' view that the organisation's approach to coaching needs to be clearly articulated so that people understand more about what performance coaching looks like and when it can happen. It is also about bringing a coaching style to management.

41% of Inspire managers, 14% of Connect managers and 23% of Create managers claim to receive no coaching from their managers and this is something that needs to be investigated further.

All three management populations cited the following as benefits from coaching:

- Improving individual's performance resulting collectively in a more effective and skilled workforce.
- Job satisfaction for the person coaching as they see an individual grow and develop
- Improvement in their own coaching skills
- Better working relationships with their direct reports allowing managers to engage with their more effectively.

The Connect and Create management population also talked about coaching resulting in more empowered and motivated people.

Of the above, only empowerment was listed as a reason for using managers as coaches in the literature but I think it is important that the personal benefits for the manager coaching that our respondents have experienced should be promoted.

Although I did not ask any questions about barriers to coaching, when people raised this they talked about lack of time and the other demands of the job and this echoes one of the reasons why managers may not want to coach from the literature review.

Recommendations

- Because the response rate was low it I would like to hold some focus groups to validate the findings and explore some of the areas I did not question such as barriers to coaching, how they can be overcome and what is happening for the people who say they are not receiving coaching.
- An AEGON approach to coaching is articulated and promoted so that people understand their responsibilities and how to bring a coaching style to management. This would also help us to achieve more consistency across both the management populations and the organisation, and people know where they can go for help and support.

The responses gave me hope for coaching within the organisation. It is in the embryonic stages within the organisation and we are only now starting to invest serious time and money into it. Although we still have a long way to go we are building on a positive view of coaching and I believe, with sustained support, it will continue to grow within our organisation and contribute to its continued success.

Appendix 1: Bibliography

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Appendix 2: Collated Findings

Programme Inspire

How would you define coaching

1. Helping a person to be the best they can be
2. Guiding and providing an environment for another's thinking and actions towards achieving particular goals (often self development)
3. Very helpful, with strong guidance - but in my case, 20 years too late!
4. On the job training/education of staff - a more 'personal' one to one experience
5. Helping someone to use their strengths, address weaknesses and gain coping strategies to enable them to better perform their jobs/develop their career.
6. (facilitating the exploration and reflection of an individuals thought processes, challenge around personal approaches to work situations including leadership, change, creativity etc)
7. Helping an individual to understand/showing them how to work their way through a task/problem to find a solution.
8. To assist, guide and mentor and opposed to formal training
9. I would personally define coaching as the regular interaction between two people in order to improve the overall performance of one or both by observing, providing feedback, exchanging challenge, practice and regular review.
10. Working with colleagues to help them become more aware of their personal strengths and potential weaknesses and helping them to understand how best to use these in contact with colleagues and customers.
11. Support, directing, challenge, feedback and sounding board
12. Helping someone to develop their potential by using questioning techniques to decide on their own route of action for a situation. Key is not to tell.
13. Personal guidance on development
14. Good listening, a fresh pair of eyes to share and review issues, an opportunity to work together to help progress a problem, issue or opportunity
15. Prompting
16. Coaching is facilitating the individual to making real changes in skills and behaviours in their life/work dependent on their own desires or motivation.
17. Helping individual(s) see and reach their full potential

What are the benefits of coaching for the individual, the person coaching and the organisation?

- Feedback, encouragement and direction from a trusted source
- For the individual - the guidance and expertise of a skilled coach provides the enabler for much clearer thinking and the catalyst for taking actions that might not otherwise have been considered let alone tried. For the coach - the benefits from improving the performance of others, particularly in respect of being part of the same team
- Helps understand the role and also the wider remit of the company
- Individual - specific and 'real time' feedback on performance and delivery - probably more valuable than a yearly assessment. Gives a feeling of 'belonging'. Person coaching - ability to 'fix' performance problems, give speedy praise for good performance and ensure consistency across the team. Also provides a genuine opportunity to motivate the staff member on a regular basis and establish a feeling of 'co-operation'. AUK - a better educated workforce on what expectations are on delivery and day-to-day working practices, identification of real training needs, plus all of the above.
- I think for the individual it enables them to perform better and where the coach is not their manager it can provide an invaluable neutral sounding board - you may not always want to speak to your manager re your weaknesses especially if you are a senior manager, for the person coaching it enables them to hopefully see they can make a real difference to a person's development and also see how others think. For the organisation, I think it should result in better performance overall..
- (for the individual independent and confidential reflection and support in grouping and understanding approaches to work, for the coach, an understanding of the organisational culture which would help the org define its development and culture approach))
- Coaching helps an individual understand and progress in whatever subject is being discussed. For the person coaching, the rewards are in that individuals progress going forward. For the organisation, it means people that are more successful and a more successful company as a result.
- Individual - Understanding new concepts and a better and broader understanding of how the business functions. Coach - satisfaction of seeing reports develop and progress
5% but this happened anyway! Nothing has changed since Progression - the day job gets in the way!
- Individual: Independent view, Chance for feedback, Chance to try differently and improve. Coach: Chance to enhance performance, Chance to build a better working relationship, Chance to add value to business.
Organisation: Increased value, Increased return from individual's performance, Better results
- Individual - increased confidence, self awareness and security of a sounding board for establishing different approaches to challenges Coach - satisfaction of helping development of others, opportunity to learn from person being coached and sharpen coaching skills, more self sufficient staff able to deal with a greater number of future challenges unaided.
Organisation - Greater staff satisfaction, improved quality of decision making through consideration/evaluation of more options, culture of respecting differences and focus on strengths,
- learning, growing and developing skills and behaviour for mutual benefit of all parties with regard to personal and organisational goals.

- Sustainable improvement, leading to people who are much more self-sufficient and confident in their decision-making.
- People can enhance personal performance and improve their own personal worth and the organisation benefits as it can identify career progression from within rather than recruiting supposed experts externally without knowing their behaviours until in the job- expensive and risky.
- It gives the individual an environment where they can explore issues, which need to mature and develop. It also provide challenge in a manner, which is more likely to result in a change in attitude and behaviour. Not sure about benefits for the coacher apart from having a job ! From the companies perspective it enables their managers to develop in the way, which adds value to the company. It should provide enhanced performance and allow more succession to happen internally which in turn should build a stronger culture.
- individual - getting the benefit of structured review and guidance; for the person coaching - leaving the individual in charge of resolving the issue, not taking it on yourself; for the organisation - sharing the knowledge and experience in the organisation
- The organisation benefits from improved skill base and the sharing of knowledge. The person coaching can often then delegate more if it's a direct report who then develops. It gives the individual some focus on the development areas they wish to take forward. It only benefits people if they are open to development and learning.
- a - self-awareness / models to understand and cope with personal challenges / mechanisms to grow b - challenge / success in moving an organisation forward through moving individuals forward c - individuals empowered to good for themselves in a way that drives greater success for the organisation / synergy

What percentage of your time – approximately – do you spend coaching your direct reports

- Much more than just formal coaching sessions - feedback, confidence building, analysis on how things could have gone better, advice on dealing with different types of people. So probably about 5%
- No direct reports
- No direct reports
- 3%
- 5
- (1hr weekly meetings which some time is spent coaching, probably 20mins, not categorised as formal coaching though) (I mentor an individual from outside my business unit)
- 15% of time (reports all very experienced in my case).
- 10-15%
- Honestly – about 5-10% if I am lucky.
- 15%
- 35%
- 15%
- Around 3 – 5%.
- 5%
- 5%
- 10%
- 10%

What percentage of your time – approximately – do you think you should spend coaching your direct reports?

- About 15%
- n/a
- No direct reports
- 5-10%
- 10-20
- (1hr per month)
- 20%
- 1.5%. again this happened before
- Closer to 20%.
- 40%
- About 35%
- 25%
- 5%
- No idea
- 10%
- 20%
- 10% - about right

What percentage of your time – approximately – do you spend being coached by your manager?

- 1-2%
- Virtually none
- None
- 3%
- Not known - new manager but would say 5% maximum
- (no formal coaching but is implicit in fortnightly meetings, 20mins per fortnight)
- ?
- 2-3%
- At present probably about 5% but I suspect that's about to increase!
- 5%
- 2%
- 5%
- This is a joke, right ????
- 0%
- 0%
- 1%
- 0%

What percentage of your time – approximately – do you think you should spend being coached by your manager

- 2-3%
- Perhaps 1.5 hours per month as a minimum
- None
- 5%
- 10% but would also like access to independent coach
- (1hr per month)
- 5%
- Probably about 20%.
- 10%
- 10%
- 5%
- 2%
- No idea
- 1%
- 1% a mentor is more appropriate!
- Some would be good

What is the number one coaching need in your direct reports?

- Recognising different communication styles and being adaptable
- n/a
- No direct reports
- Dealing with assertiveness/conflict with customers. Across AUK, I would suggest that the number one coaching requirement is handling poor staff performance - we are not good at it - just for the record.
- Varies from ability to see big picture to influencing indirect reports.
- (how to develop in the organisation, find the next step)
- Understanding of how to implement the joint goals of the division and AUK.
- Development into newly defined roles
- Number one coaching need that I observe is about using networks positively across the business boundaries to achieve better business results.
- Need pushed to consider alternative options to the tried and tested or obvious approach. Need to consider the implications of actions on other people and understand their motivation. Need to introduce third perspective idea to avoid issues being seen as winning/losing.
- Support/challenge
- Use of MI to make informed decisions
- Keeping their head at the strategic level whilst ensuring the infrastructure below them works. How to build systems of people to manage things rather than diving in themselves.
- Guidance and decision making
- Time management
- What I call kerbside coaching i.e. trying to pick up in real time and then actioning a plan immediately to rectify or improve
- shifting perception of contribution in role from provider of data to provider of information / belief in selves in how they are going to develop careers

What is your own number one coaching need

- Delivery focus and confidence
- Self development around the needs of self confidence and taking charge of own career
- looking to take JO3
- Time management
- Feeling less isolated in role I am in
- (Understanding the skill set and behaviours, thinking patterns of an executive, leading to the next step)
- Confirmation that what I am doing is right and the business plan I have in place going forward correct.
- Improved business understanding - metrics associated with profit, mix, margin, etc
- My own number one coaching need is to be focussed on fewer priorities and go deeper with those rather than maintain a broad portfolio of deliverables.
- Challenged to keep focus on key strategic issues and not become lost in detailed issues
- Feedback
- Challenge
- Wish I knew
- To understand how 2008 will pan out in terms of shared services organisation and how I can be proactive in this.
- Emotional intelligence
- Stakeholder networking
 - self-worth / perception of being excluded / managing the feedback loops this creates

What else would you like to say about coaching and AEGON

- We should make the good outcomes of coaching more visible, without betraying confidences. We should check that coaching skills are up to scratch in all areas. We should make it part of the culture that working with a coach is not a sign of weakness or a remedial action. We should link it to the customer experience piece to bring focus to why we are all here!
- I'm very glad that coaching in AEGON seems to be valued much more now than it has been in the past
- It would have been helpful when I was Branch Manager
- Not enough visibility given to good coaches and the benefits of their contribution across the organisation - I guess that's about to change!
- My Progression coaching never really took off. My coaching now is in early stage but am finding it useful. I think it is a really valuable thing to have access to and should be more consistently applied and encouraged.
- (Coaching is not part of the culture, individuals can seek out a coach/mentor themselves, many senior managers are happy to do this if asked, reactionary though. There needs to be a discussion around what coaching is and in developing some basic skills in coaching is sporadic but when it happens it is useful)
- Coaching not only helps take individuals forward but also can be motivation all and as a result, individuals become more positive in taking forward the AEGON vision.
- It would be a lot easier to progress as a group if all my reports were at the same stage. Much of Progression is about team dynamics. My intention is that once they have all finished Progression, we will make time to discuss and pick up on various parts of the syllabus.
- It's what good and successful organisations do!
- "Work in progress"
- It is a sign of our growing maturity that we can start to see senior management responsibilities as being beyond just tasks or technical skills.
- I don't think it's a very well developed concept.
- Coaching isn't taken seriously by all managers. Also, managers time doesn't allow for this. Should it be direct line manager doing the coaching anyway-issue with what people want to share with direct boss.
- A mentoring buddy program for senior executives plus a more challenging world as I feel Henley has resulted in support and now no challenge!
- O&D in the organisation is down to the strength of individuals / Tracey is VERY strong

Programme Connect

How would you define coaching

1. In short, tutor and supervise. To be a good coach you need to be a good listener and communicator, you need to know your subject and your staff and act as a motivator and inspire and empower staff without giving them all the answers. Lead by example and be committed and set clear and defined goals. I think it's unlikely that any one person will excel in all of these areas but a good coach will have many of these qualities.
2. Helping someone to identify or work through an area which they want to work on (could be development, could be a situation) by listening, reflecting and providing a mirror to allow them to help themselves.
3. The process of observing and then offering constructive comment on what was observed with a view to improving the activity.
4. Learner centred conversations
5. Helping others develop & grow
6. Is all about getting the best out of others by work to their strengths and encouraging excellence
7. Helping an individual improve their performance by having a coach either develop, or unearth, the coachee's skills and knowledge. In the early stages it is likely that the coach will be passing on their experience, and therefore be more directing, but over time the coachee will simply be looking to the coach to help to stimulate self-improvement/knowledge.
8. as the process of helping others to develop or learn a skill, not through direct teaching of a "do this do that" nature but through prompting and guiding their thoughts and actions.
9. Supporting others, providing guidance, motivating, identifying areas of strengths and weaknesses
10. a means of developing staff using real live situations, real time development
11. encouraging/motivating and demonstrating people how an individual can adapt/change approach to improve effectiveness
12. Additional support to the courses themselves. Gives a point of contact for further discussion.
13. The definition that always works for me is " a process which unlocks a person's potential to maximise their own performance through guided discussion and hands on experience."
14. For me, it is about how we help others deliver and improve their skills.
15. The facility to discuss person specific issues and approaches to problem solving with an objective/experienced third party (could be that persons Manager or an independent Mentor).
16. Providing advice and guidance to less experienced members of staff in a completely confidential way. The advice and guidance would be given in a supportive but challenging manner. For example while means of development might be identified for the member of staff, they would also be encouraged to determine answers for themselves.

17. Guiding, steering someone to unlock their potential and help them with their progression and performance to reach their goals.
18. Helping someone to help themselves by assisting the person to clarify the key issue and best solutions.
19. A form of training in order to develop an individuals strengths
20. Coaching is supporting and developing individuals through personal (1:1) discussion and challenge.
21. training or tutoring
22. One or two colleagues work through a difficult or challenging work situation with you to aid your understanding of how best to approach it, could include role-play.

What are the benefits of coaching for the individual, the person coaching and the organisation?

- You empower and inspire people to think for themselves, in turn, they learn new skills you should draw on their strengths and develop their weaknesses. For the person coaching will be committed to the success of their whole team and allows them to develop their coaching skills and continue to learn themselves. For the company it means we have empowered motivated staff who want to do the best for the company it's a win-win situation, you get out what you put in!
- The individual is given the skills to help themselves / resolve their own problems / develop. You feel more empowered and developed.
- Creates an environment of continual improvement through furthering best practice. Allows for experience to be passed on to less experienced staff members. A way of sharing knowledge.
- Learner do the work and is more likely to action; Coach learn more about the learner and their challenges; Organisation grows its people more effectively
- performance, goals, success AND it feels like you have done it all yourself (remember the wizard!) - as coach, it's a buzz, I find it easier to accomplish, learner (coachee) engagement, develop myself at same time, organisation - win all around as folk develop and less wasted time out as less 'sheep-dip' learning, becomes much more focused to specific needs
- Development for both the individual and the coach, and this can only be good for the organisation as those individuals will be better at their job.
- Coachee: The gaining of knowledge or experience, from someone 'in the know' who can work closely with them and in a non-threatening/directing way. Coach: the reward of passing on experience and revisiting information/skills that may have been overlooked for some time. A revision. For the organisation: a collaborative approach, which should encourage openness, honesty and a real desire to learn/improve.
- For the individual it should be a more rewarding, though occasionally frustrating, process - there is less room for passivity and the person being coached gets out what they put in to a far larger degree. For the person doing the coaching the reward is less tangible - perhaps they get a more effective team member or the joy of helping someone to improve. For the organisation, it means that the work force is made more effective. Coaching is a skill but a person can be an effective coach without being an expert in the specific field they are coaching the student to improve in.
- For the individual having someone they can trust, someone they feel they can turn to and not be judged, someone to help them develop. For the person coaching it gives them a sense of purpose, the ability to demonstrate their skills. For the company it encourages development, it should lead to a better workforce, it should help resolve any work issues before they get too serious.
- individual: appropriate, timely development, feeling of being valued, increased motivation. Coach: share knowledge, skilled and knowledgeable staff with increased motivation, improved interpersonal contact with staff, can rely on others, doesn't all fall on your shoulders. Organisation: improved skill and productivity, improved motivation, improved attitude towards change (as continually learning)

- ind-improved productivity, coach satisfaction in achieving results, company-overall std/profitability/consistency improves
- Individual - makes you think about what you've learned and what you're going to do differently. Coach - they may learn something too through discussion and will feel good when they see they are helping the development. Organisation - what is learned is put into practice and not just forgotten about.
- Individual: can learn at their pace, can focus on what they want/need to learn/develop as more often than not undertaken on a 1 to 1 basis, learning focuses on what they need rather than a larger group need, can compliment other learning activity. Coach: - learns about the organisation, personal satisfaction, achievement when improvement achieved on the part of the coachee, gain experience to apply to broader role. Organisation: as people develop, expertise grows which in turn increase efficiency and capability, which in turn improves bottom line financials, makes the organisation an employer of choice as people are given opportunity to develop which should help attract and then retain staff, development can be focused on the issues that need to be addressed.
- for the individual they get formal guidance and help, for the person coaching part of your own development and gives you a sense of achievement and for the organisation will improve the overall quality of our people
- A chance to sound-out approaches and options in advance and gain alternative views from someone with experience and possibly less "attached" to the issue / rewarding feeling of helping others, exercising their influencing skills perhaps, they too will learn things / sharing knowledge and improved issue resolution, decision making etc.
- Improved personal development, improved morale, motivation and job satisfaction, greater acceptance of personal responsibility and initiative; higher productivity, more efficient delivery of high quality services, lower staff recruitment costs, enhanced reputation as employer in marketplace.
- The benefits for the individual can be numerous depending on what is you're coaching them on. However I would say it brings about a greater understanding and learning with regards differing situations helping increase confidence, performance, productivity flexibility whether that's in respect of such things as change or dealing with people/staff etc. For me coaching pays off in that over time the person being coached has less of a reliance on you and your time and my time in dealing with some of the issues they may not have been confident in dealing with also reduces as they grow into the role and confidence. I think it also brings a sense of satisfaction that you have played a key part in the successful development and progress of that person. For the company we benefit as we see better performance, productivity, increase in skills (technically and interpersonal) which in turn helps with peoples abilities today in their roles as well as helping develop the leaders of tomorrow.
- Helps the individual work through issues/problems which may otherwise be 'insurmountable' - I assume that the coach gets the satisfaction of helping the individual to make headway and see the progress over time. For the organisation there is the knock on effect of employees having someone objective to turn to who can help them solve problems themselves - helps avoid bottled up problems or having to sort things out themselves.

- They should learn in their own way and by self-motivation rather than being fed information, which will make them stronger in that particular area. Should give more satisfaction and confidence to the individual. The person coaching should be able to spend less hands on time and have more structured sessions and gain a stronger team member out of it. The organisation will benefit from the individual and the coach developing their strengths.
- Individual: Provides time to reflect and gain self-awareness. Encourages individuals to be more accountable for personal development. Coach: Relationship building. Having influence in overall organisational progression – by encouraging people to contribute to the best of their ability Organisation: Encourages individuals to be self-aware and play to strengths – which can only be beneficial organisation. Ensures that learning via more formal training courses is followed up, reflected on and acted upon.
- I improved capability (either increasing skill or capacity to use a skill, or both), for the person coaching (depends on the circumstance? for a professional coach then they get paid!) In general, if you want to really understand something try to teach someone else how to do it: so for the coach they will get a deeper understanding, even if this is a topic in which they are expert and for the organisation? improved capability (either increasing skill or capacity to use a skill, or both). needs to be allied to will to change/use the skill and opportunity to effect the change.
- Provides an objective, supportive and/ or different experience to a situation – individual Provides the person coaching with an opportunity to share knowledge and also about new situations The organisation benefits from both sharing experience and learning new skills and about different departments

What percentage of your time – approximately – do you spend coaching your direct reports

- 15% this is a guess
- <5% (aiming to make this more)
- 10% - 15%
- 5%
- Not enough - as I said at Big Mouth this is a major personal challenge for me in 2008 - I do very little and have plans to increase this to about 10%
- 15
- n/a
- I do not currently have direct reports but spent limited time coaching my team
- This varies between different people but in total about 15%
- About 15% of my time. Some of this is unplanned, ad hoc and based on situations as they arise. Direct report is learning new skills and knowledge.
- 15%
- I don't have direct reports
- Difficult to be precise - look to take every opportunity, especially at 1 to 1 meetings. Realistically, it is probably no more than 5 % - 10% of my overall time.
- really hard to say, but guess 5%
- 10% - new department and new member of staff!
- Less than 3% (about 1 hour per week).
- This has varied for me over the years and in fact this past year depending on the role/circumstance. I have tended to be put into departments that have been underperforming and work has been required in changing established behaviours of the work force as well as put in measures to developing them technically in order to bring about success in reaching targets and objectives. This recent year I found myself in an area where the Team Leaders were quite inexperienced and struggling to deal with the situation, they found themselves in. In this instance at the end of last year, start of this there were occasions where 25%+ of my time was spent working closely with them to bring about changes. In normal circumstances more typically 15%.
- Not enough - probably 5%
- Currently no direct reports, previous role probably around 20%
- 5-6%
- up to 5%
- 10 - 20%

What percentage of your time – approximately – do you think you should spend coaching your direct reports?

- 25% +
- not sure - 10%
- 15% - 20%
- It depends on their development
- 10%
- 25
- n/a
- 2% (an hour per person a week would be a pretty big investment)
- At least 25%
- I am happy with this level at the moment.
- 25%
- I don't have direct reports
- Probably about 5% - 10% of my time. I feel it is more important of being consciously aware of the need to coach when an appropriate opportunity arises rather than allocating a specific time allocation.
- impossible to quantify but ideally more, I guess
 - ideally 20% at the moment but 10% in more BAU circumstances
- 3%
- 10-15%. As outlined above this depends on the circumstance and experience of those direct reports, I've never put a limit on it and have offered my time as suits.
- More like 15%
- Depends on the role and experience of the direct reports - whatever is necessary but always some !
- 10% - but would depend on experience and skill of individuals. I am working in a department of very skilled people with long length of service. They do still need coaching but not to the degree that a new entrant would.
- up to 5%
- 10 - 20%

What percentage of your time – approximately – do you spend being coached by your manager?

- 5%
- <5%
- 5
- 2% ish
- 0
- <5
- much less than 5%
- Formally, none, but in fairness he has a coaching style so that when I ask a question he will often prompt me to come up with the answer.
- Less than 5%
- About 5%
- 10%
- Very little - less than 5%
 - Probably no more than 5%.
- probably less than 5%
- 1%
- Less than 3%
- Approx 1% although she would coach as circumstance dictated.
- Negligible
- Just started new role so unknown as yet. Previous role, very little if any.
- 3% (Am experienced in role)
- <2%
- 5 - 10%

What percentage of your time – approximately – do you think you should spend being coached by your manager

- I think what I get is about right and I know if I needs any more coaching, I could ask my manager.
- 10%
- 5
- 2% ish
- 25
- Between 5 & 10%
- <1%
- More than at present - at least an hour a week.
- Yes. I am experienced in my role and the coaching relates to new situations.
- 10%
- 10-20%
- 5-10%
- around 5%
- 5%
- 3%
- I don't think you should put a % on it. As long as you are supported when you need to be supported and you both have a working relationship and understanding that allows this
- 10%
- Perhaps 2% if competent in role more if in training
- 3% which is about right now
- Up to 5%
- 5 - 10%

What is the number one coaching need in your direct reports?

- Empowerment they rely too much on me for decisions
- Planning and Delegation
- Negotiation
- T&D knowledge
- That would require a 1:1 re above to do it true justice - each different
- interaction with others
- n/a
- Historically, how to develop from programmers into analysts and managers.
- How to develop themselves
- Confidence building
- objective decision making
- I don't have any direct reports
- impossible to say there is just one need given their levels of experience and expertise. A common theme is understanding what the business wants to achieve and applying this knowledge when undertaking their role.
- people management skills
 - How and when to challenge others
- Adopting an attitude of continuous improvement.
- I work in a Customer Services environment with 3 teams of approx 17. My coaching tends to be on dealing with staff issues such as performance and behaviours. work clearance & training in reaching set targets/Service Level Agreements, developing skill sets i.e., how to balance and flex resource to reach these aims.
- Dealing with people - communication. Processes.
- No direct reports
- Influencing skill. The team are very technical and have a great degree of understanding of the subject matter – but need to be encouraged to think about people impacts at times.
- Communicating in a compelling way in order to be more influential. e.g. telling the story of a project rather than just facts, activities, stats
- How to resolve a challenging situation in a timely & accurate way or how to present themselves to others

What is your own number one coaching need

- I'm aware of my reactive nature and I appreciate guidance or feedback in this area
- Currently, delegation, taking action, organisation.
- Managing
- T&D knowledge
- Do less, step back more
- Political awareness and how to deal with people more senior to myself
- How to improve connections within AEGON SE
- I've recently taken on a new role, though still within IT, and would benefit from coaching on how to make the best of the role, how to develop it etc.
- Focusing on the bigger picture rather than being lost in BAU activity.
- Developing my understanding high level politics
- listening
- Working on my strengths rather than focussing on my weaknesses
 - probably career aspirations and where I can add further value to the organisation.
- how to achieve what my new job demands of me. Maybe this incorporates better delegation skills and communication of my role to my team
- Influencing senior management
- To develop coaching skills.
- Budget and Financial
- Having sufficient time to deal with priorities.
- To learn new role within new department
- Ensuring that I do follow up on personal development actions.
- being clear on 'what does good look like' before I commit to a course of action
- Knowledge of how specific people react to different approaches to them

What else would you like to say about coaching and AEGON

- It's only since Henley that coaching has been high profile and I think there needs to be more training or guidance on coaching, as some are better than others. In saying that as above its unlikely that any one person will excel in all areas of coaching which wont necessarily make them a bad coach.
- It is imbedded in the culture, sometimes we are given lists and processes on how to coach rather than skills on how to do this properly.
- It's a great way to learn and needs to be further embedded into our culture
- Still want to see a 'quals route' for those of serious about coaching and would like to be involved in developing a 'coaching culture' in the organisation - in fact, that sounds like an idea for an Action Learning Set if I can get one interested in it.
- There's a broad appreciation that coaching is a good thing, but translating it in to practical action seems to be the struggle. It starts but not identifying coaching needs (either as a person or a manager) and then not investing the time in carrying it through. Perhaps it is to do with risk. We are, in my opinion, a very risk averse organisation and coaching is founded to a degree on allowing people to try, fail and learn- an activity which we don't particularly encourage.
- I still don't think this is given the value it deserves.
- My current personal experience is that coaching is encouraged and practised. However, I think it depends on where you are located.
- Henley has helped to soften our approach on this which was probably necessary
- It is good the importance of coaching is recognised.
 - if organisations are to improve, they not only need to embrace a coaching culture but reward managers who apply coaching skills. I feel at AEGON managers are not sufficiently rewarded for being good managers or coaches with the focus still on task management. With some momentum gained from the Progression programme, I feel the time is right to have a major push on creating a positive coaching culture by helping managers with coaching skills and how to apply them effectively.
- Taking time out to listen to an issue, listen to how the issue will be resolved. Provide feedback and agree way forward.
 - If formally introduced, needs to meant and followed through - not just a lip service, sounds good approach.
- All one-to-one sessions with staff should be conducted using a formal coaching approach.
- Prior to Progression the level and quality coaching people got depended on the person, you worked with. For example, I feel comfortable coaching, telling stories etc, but not all do. Progression has certainly made a difference here and helped increase the level of coaching both in the ability and raising it's awareness of being an integral part of the job (i.e., hey managers it's ok and the norm to coach, through to the people on the receiving end in that they want and should expect to be coached). It's becoming part of the AEGON learning and development culture in working together.
- I have found it very useful in the few months that I've used it.
- Not sure it is used enough or to full effect !

- The coaching provided through progression has been or real benefit to me. It has been uncomfortable at times – as has really made me think about myself – and has challenged me to do things that I may have put off previously. It has been useful that the coach was independent to my department and someone who did not really know me prior to this. This has given a good degree of independence – no pre-conceived ideas, etc. It also generated a good degree of trust with the individual – I felt I could talk about any issue in confidence.
- More mandatory training for ALL grades particularly senior management who remain old fashioned in their approach to others

Programme Create

How would you define coaching

1. Teaching behaviour and tasks in a structured way, especially by giving the delegate the experience of doing them.
 - discussing an issue/training need that comes to a resolution from input from both parties. Its not one party ordering the other but involves one party posing leading questions to enter into a discussion.
2. Coaching is assisting and encouraging others to improve their overall performance.
3. Guidance from an individual with experience in the field.
4. Asking open questions regarding coachee's issues.
5. Coaching is the skill of helping people to agree and set reviewable goals
 - encouraging others to find their own answers to problems/issues through questioning and challenging responses.
6. A process that helps people to improve (their own performance/results/happiness/enjoyment/success/creativity etc)
7. coaching is providing support to others and encouraging and training them to achieve a goal. Providing constructive feedback to help them develop.
8. Helping develop staff to realise their potential
9. I'D SAY THAT COACHING IS PROVIDING SUPPORT TO PEOPLE, RATHER THAN TEACHING THEM THE FULL MECHANICS OF HOW THINGS WORK OR WHAT SHOULD BE DONE.
10. Coaching is a way of making direct reports come to the correct conclusion without being actually told all the answers.
11. Coaching is sharing the knowledge you have to enable people to perform in a manner you desire.
12. Valuable tool to support, mentor and develop staff and colleagues
13. Taking time out to listen to an issue, listen to how the issue will be resolved. Provide feedback and agree way forward.
14. I would define coaching as helping someone to take responsibility to do something/learn something they could not do/did not know before
15. Guiding someone in the correct direction
16. Coaching = encouraging someone to come up with ideas and resolve their own problems, by providing a sounding-board and, where necessary, offering suggestions to be discussed and considered.
17. To help an individual (or group) achieve a defined goal in a way which is achievable through listening, supporting and guiding.
 - listening to and identifying issues and supporting others to come to a manageable solution to resolve issues.
18. A 2 way interaction which has the specific intention of sharing knowledge, motivating and moving towards achievable objectives

19. Discussing what is involved in the programme, what was learned, what areas of development were identified and getting regular updates on how this is progressing.
20. Coaching is helping others to understand & be able to perform a role or task, its done by explaining, encouraging and supporting the individuals until they are comfortable enough to take on the task/role.
21. Improving performance by helping people to learn in a structured, guided way
22. Guiding and passing knowledge to a less experienced person or a newly trained member of staff.

What are the benefits of coaching for the individual, the person coaching and the organisation?

- For the person coaching it's an effective/economical way of learning which helps the individual retain the information better, both of these factors are good for the organisation.
 - Individual feels empowered because they feel they have come to the decision themselves and have had some input. I think its more difficult for the person coaching as it involves more time than just direct delegation and it requires the person coaching to be in a particular frame of mind to lead the coaching.
- This should create a better workplace for all concerned.
- Knowledge is passed from experienced colleagues. Use of tried and tested methods. Reassurance, guidance, increased confidence. Continuity and retention of skills.
- Clarifying thoughts, considering goals, working out ways to tackle problems. Getting the full picture, understanding issues, getting the best out of coachee. Barriers to progress are overcome
- That the coach acts as a facilitator with the person who is being coached doing most of the talking/thinking. The coach uses questions to stimulate the person being coached to think more about things. The benefits are that coaching helps to stimulate things and ideas within the company and also to put measurable plans and objectives in place.
- Individual: The individual gets the time and head-space to think about an issue fully and explore the options in a safe environment. Coach - Its a wonderful piece of development and you actually can learn lots yourself from your coachees. It also gives a real feeling of satisfaction to see someone explore and issue for themselves and come up with an action plan to resolve problems. Organisation - Coaching teaches individuals to solve issues for themselves and take ownership of issues which can only be a good thing for organisational performance.
- The coach helps the individual to answer their own questions/problems (regardless of the coaching technique used). As a result, the individual has ownership of the "solution" rather than just being told what to do. In some circumstances, the coach can introduce new information/ideas/suggestions/questions/reflections that can help the individual get out of a rut - not telling them what to do but helping them look at problems in a different way and help them find a better solution. This helps people stay engaged with what they are doing, so you get the best out of them. As an organisation, it depends on the coaching, coaching should promote a more creative free-thinking environment. The basis of coaching has to be individual ownership of the issue and accountability. However, the accountability must run all the way through the Mgt levels - in an environment of sloping shoulders it will have no effect at all - or possibly even a negative effect. If everything is getting done at the lower levels or the senior levels and all the accountability lies there, what exactly are the people in the middle getting paid for?
- All in-house. Can be carried out by someone in a relevant area, or completely new to situation. Help to develop staff. Show that people have some good ideas and answers when they get time to think about it.
- THE INDIVIDUAL IS MORE LIKELY TO LEARN IF THEY ARE 'IN CONTROL' OF WHAT THEY NEED TO DEVELOP ON. FOR THE COACH, THEY DON'T NEED TO

SPEND A LOT OF TIME PROVIDING DEDICATED SUPPORT. THE ORGANISATION IS LIKELY TO SEE PEOPLE KEEN TO LEARN AND DEVELOP

- Shared Knowledge, Increased job satisfaction, Making AEGON a better place to work
 - Gaining knowledge 2. Sense of achievement 3. Individuals who are able to perform with confidence in the manner which the company wants individuals to perform.
- Coach - can provide support and build confidence in the individual Coachee - gets support, encouraged to think about situations in what may be a different way Organisation - we are all working together, generating a confident and open organisation
 - The individual feels valued by the end and will not feel isolated. Good experience for the person coaching knowing they have helped and as an organisation it shows we can work together to help each other.
- Benefits for coaching to the individual is that it gives them the opportunity to develop their knowledge and/or skills and take responsibility for this themselves. benefits for the person coaching is that it gives them a chance to help someone, enhances their role as seen as someone who works well together and helps, allows them to see the end result once the individual has been coached successfully. For the organisation it develops staff and improves the expertise of staff and this make the organisation more efficient and provide a better service to our customers
- We all learn new and better ways of doing things from each other
- For the individual - helps them learn and grow; gives them satisfaction as they'll feel they've solved the problem themselves. For the person coaching - let's them be "hands off" with a problem and devolve the work to someone else; trains their staff to enable them to take on more difficult cases in the future. For the organisation - a staff resource that are better at problem-solving and therefore are more productive and efficient.
- The individual benefits by gaining support and direction to deal with a particular goal, making them more likely of achieving it. The person coaching benefits by becoming more aware of the needs of the person being coached, get to know then better and therefore can provide much better support and understanding going forward. The organisation benefits by having more motivated staff that are more productive.
 - Coaching provides support for all parties, reassurance and guidance with assistance to look at alternative management styles.
- Increased job satisfaction for all concerned as objectives get met, achievements are made and effective working relationships are formed.
- So that you and your manager can measure how you have developed as a result of the programme. The organisation will benefit as a result of having better developed managers who can all relate to the same programme.
- More personal and comfortable for the individuals to learn in a supportive environment, get to know the individuals within the team, feeling more comfortable within the team & grow in confidence. Overall makes the individuals more productive quicker, settled in the teams, more personal so the individual feels part of the organisation from day one, rather than training being done in a Training Unit which is separate to the processing areas. Satisfying for the person doing the coaching & gives a great sense of achievement to be able to pass on your knowledge & to see others grow and succeed

- For the individual & the coach - high performance with a sense of doing the job well & being valued & appreciated. For the organisation - happier, focussed people, better results & staff retention
- Individual - Gives them the support they need and someone to ask when unsure. Coach - Experience of actually being a coaching, passing on knowledge and support others. The Org - A more knowledgeable organisation and one where support between all members of staff is encouraged.

What percentage of your time – approximately – do you spend coaching your direct reports

- 5
- I would say 3%. I'm aware that I should do more but I have 6 people in my team, half of them have been here less than 4 months. The newer members of the team have lots of questions and do not really have the experience to enter into coaching. They just need quick answers on what they are doing. I need to do more coaching with the other 3 members of my team.
- On a daily basis I would estimate an hour per team. I have 15 reports
- n/a I do not have direct reports currently
- n/a
- Small percentage of my time. Less than 10%
- Not enough - about 5% and most of that is during operational time rather than formally during 1:1s
- Hard to say - depends on what is going on - I use coaching as one technique for performance management probably about 5-10%?
- approx 45%
- 0 - I have no reports
- <5%
- 10
- 10%
- varies depending on the day! average 10%
- Around 10% each day.
- Approx 20%
- 20%
- 20%
- . Very little - 5% at most
- 2%
- 20% - although they are coached 100% of the time, this is done amongst peers
- 2.5%
- Probably 40/60%
- 5%
- 10%

What percentage of your time – approximately – do you think you should spend coaching your direct reports?

- 5
 - I should probably be spending about 10-15% (about 1 hr) of my day coaching divided out between the whole team.
- At least double this i.e. 2 hours. This would depend on the amount of reports you have.
- n/a I do not have direct reports currently
- n/a
- Not sure, but higher proportion
- That totally depends on what my role actually is (something I am still trying to define). Am I a technical specialist who also manages or am I a Manager?
- Again, it depends on the performance in the team at the time and the issue - sometimes coaching isn't the right path for a manager. Probably in the region of 5-15%.
- approx 60% (incl appraisals, setting action plans etc)
- 1%
- BETWEEN 5% and 10%
- 20
- 25%
- definitely more - 20%?
 - 10% each day.
- 25-30% is adequate
- it depends on the area concerned can be more can be less
- 33%
- Probably around 10-15%
- More than 5%
- ? It depends on your team - my team are very established and I empower them to coach and support each other - this works for us. I would therefore say I've the balance r
- 5-10%
- about 40/80%
- 10%
- 20%

What percentage of your time – approximately – do you spend being coached by your manager?

- 1
- I would say the same - bout 3%
- Estimate one hour per month- sometimes nil.
- 1% approx
- 1Hr per quarter
- Smaller percentage. Less than 10%
- Not even 1%
- 0% I'm not sure if my manager would rate it higher but "talked at" and coached are not the same thing
- approx 25%
- 0 - I have had no coaching
- <5%
- 5
- 5%
- 2% or less
- 5% each day
- 5%
- 40%
- 5%
- Around 5% at most
- 2%
- ? 20% - again, my experience and support from things like Progression and other training courses means that my manager doesn't need to directly coach me - although she is obviously happy to when required
- 1%
- 25%
- 0%
- 0%

What percentage of your time – approximately – do you think you should spend being coached by your manager

- 5
- I think I would benefit greatly from more coaching from my manager so I think the coaching should amount to about 5% of my time. (this could be condensed into 2 weekly sessions of 1hr)
- At least 1-2 hours per week.
- 1% approx. I am happy with the coaching I receive
- 1Hr per quarter
- Not sure, but higher proportion
- very difficult to gauge as it depends on what I am working on and the issues I have at that time. I would much prefer the kind of relationship where I could go to my manager with an issue where needed and know I would get quality coaching to help me work through the issues.
- 0% Slightly cynical response I'm afraid. If the question wasn't "by your manager" it would be in the same 5 - 15% region. Again it depends on the work in hand and the issues. Generally I find that discussing issues with my reports or a more senior manager is more likely to yield results.
- approx 35%
- 1%
- BETWEEN 5% and NO MORE THAN 10%
- 5
- 15%
- perhaps a little more? 5%?
- 5 - 10% each day.
- 15-20% would be adequate
- it depends on what I am being coached on
- 15%
- around 10%
- More than 5%
- I'm happy with the above – 20% I think at management level you need to be proactive in coaching yourself as well as being coached by others.
- 5%
- 25% - ok as this, it is available to me though when ever I need it
- 5%
- 5%

What is the number one coaching need in your direct reports?

- Covering SM tasks such as dealing with MI
- I would say future plans and the future development of the staff in my team
- Behaviours and how these are perceived by others. Communication skills
- n/a I do not have direct reports currently
- n/a
- Unsure
 - Relationship Management
- Innovation - trying to challenge what we do and how we do it.
- individual and team development
- Nothing - I have no reports
- DEVELOPING CONFIDENCE IN DECISION MAKING
- Encouragement
- To maintain performance.
- Reassurance / support when under pressure
- Effective 1:1's
- number one coaching need with my team is products/systems
- to embrace change
- To develop confidence in analysing difficult problem cases and coming up with a range of possible solutions, then identifying and justifying the solution they feel is best.
- Career progression/development
- Self development
- Behavioural rather than technical - coaching them to be proactive, to take their development seriously, to progress themselves
- Being developed in their roles.
- On the job training, but this is not given by me, its done by other team members.
- To have confidence in their own ability to push themselves further
- Help with decision making i.e., helping them to have the confidence to make decisions for themselves, suitable to their grade.

What is your own number one coaching need

- Doing appraisals effectively, especially identifying development area
- need coaching on discussing the development of each of my staff and where they should currently be and where I would expect them to be 6months and a year down the line.
- I think this is a subject which should be clarified by the coach as we are not always aware what we personally need
- What my coach would do in a similar situation
- To find a more challenging role within AEGON
- How to involve people more in tasks
- career development
- How to deal with my manager without getting frustrated
- To develop in my role. Dealing with difficult situations that I have not had experience of before.
- Taking time out to focus on one particular element, (seeing the wood from the trees). This is due to the large workload and pressure in the normal work environment.
- NOT SURE, AS NOT SURE WHERE NEXT CAREER STEP IS
- Guidance
- I need to be pushed into developing my company knowledge.
- Support in times of pressure
- Listen to detail more and stay interested.
- my number one coaching need is 'having difficult conversations'
- to have more honest conversations
- To develop confidence and experience in promoting the team externally to our key customers, and working with all parties around the office to ensure we're working together.
- Career development
- Self-development
- Influencing.
- Increasing the profile of my role within the company.
- Advice on dealing with out of the ordinary situations
- Dealing with apathetic individuals who have no drive
- Getting involved in budgets and Department Manager tasks.

What else would you like to say about coaching and AEGON

- Its not done enough. I think there is not enough general communication between management and staff - particularly between my manager and me. I had no mid yr review with my manager this yr. I was scheduled to have my yr end review today but was told this morning by my mgr that she is too busy so I am to propose another suitable time later in the wk.
- The recent Create programme was very good but I was disappointed that there appears to be a large number of staff who did not contribute to the final presentation and no action, as far as I am aware, has been taken. If participants can not take the time to do this I feel that the course materials will have been wasted on them as I don't think they will carry the message and skills learnt into their daily work.
- My experience is very positive. My current manager is a good coach.
- Coaching is a crucial tool in developing the business.
- . I don't think that coaching is something that we use as perhaps we should do or that people are aware that coaching exists as a management tool.
- Just that its such a simple tool that can have a significant impact.
- I can see some people getting real benefit out of their coaching arrangements/relationships which is great. But as my official coach is about as useful as a chocolate teapot I have to look elsewhere for my solutions - be that reports, colleagues, grandparent, S&C group or other senior managers - which isn't usually coaching, it's collaborative working. I maintain that from my own experience, and others in my S&C group, that half the time the problems that we have are with our managers which has to cast doubt on the suitability of this coaching setup.
- I think AEGON's coaching system is effective and relevant.
- It should be good, if it kicks off. However, my manager has been on his Progression training and I've not seen any coaching from him.
- WE PROBABLY DO IT WITHOUT REALISING, BUT IS SOMETHING THAT CAN BE DONE A BIT BETTER ON LOCAL LEVELS.
- Coaching should be part of the day to day running of the section. The problem is that when you are busy you tend to give instruction rather than make time to coach staff to think things out for themselves. I am trying to make a determined effort to coach more but who is doing this for me!
- The Create coaching was very beneficial to me and I would hope to carry on with this type of learning, it was definitely an eye opener and I feel all staff would benefit from it. Staff should be able to developed within the programme i.e. move onwards from Create to Connect to Inspire, or be able to do something along these lines. Personally I feel this type of learning is far more beneficial than having to learn via a CBT SAT FOR HOURS ON END BORED.
- It has made me revisit my need to stop, listen and help the individual - not jump in with the solution!
- Good to see Company takes this seriously.
- AEGON strives to improve the way people do things and encourages along the way
- The Create course covered coaching but I don't think it went far enough. most people in the organisation, if they haven't been on Progression, don't know what coaching is and don't see it's relevance. This needs to be promoted to all staff at all levels.

- In IT 'formal' coaching does not really take place, its more of a 'show you how its done' type attitude. I don't think many of the managers in my area are natural coaches, although my current manager does try to help with my career development in 1:1 meetings which is the only time I feel properly coached.
- only recently discovered this tool and would like to use it more often - getting better results all round
- I think we need to have more visibility in terms of what support is available for coaching but also highlight the individuals responsibility to own their development needs in this area
- I think that Create was a good course and I can see the positives from attending this. However I don't believe enough time is allocated to allow all staff (not just managers) to develop themselves, which is usually due to workloads not allowing time for this.
- On the whole generally very good, its always available & from personal experience its done in a supportive & effective way, with excellent results
- Glad they are doing it. Really enjoyed the Create course & got a lot out of it.
- I know this works well in areas and no so well in others. It really depends on the type of manager that you have.