



Ingredion: Coaching Training CASE STUDY



THE DESTINATION

With an increasing pressure to achieve results and increase performance, our global client in the Food and Drink Sector recognised the importance of developing a coaching culture in which employees would be empowered to deliver and decisions would be devolved to the lowest level appropriate.

THE INTERVENTION

We designed and delivered a three day coaching training course, an initial 2 days followed by a 6 week gap - to give the participants the opportunity to undertake some coaching back in the work place - and then a further 1 day to review their intermodular activities and embed their learning. The training was delivered with 12 – 15 participants at a time and was highly practical. Coaching theory and models were presented and then the participants worked in trios to practice – 1 person coaching, 1 being coached and the 3rd observing; an added advantage of the training therefore was that participants received coaching from their colleagues on real issues.

The Executive team members went through the workshop along with senior and middle managers, and the feedback was so positive that a waiting list quickly developed as people realised the skills were applicable in many situations, not just in coaching their employees. In particular the Sales and Business Development Managers have put the skills to use with their clients to positive effect. In total 40 people have been through the training course, and a coaching pool of nearly 30 managers has now been set up for coaches who want to provide support to people outside of their line management.

Refresher training days are run for these coaches on a regular basis and further 3 day courses are delivered as and when required. In addition, given the positive feedback, the American parent asked Sticky Change to deliver the same course to managers in Chicago and New Jersey.

THE 'SO WHAT' FACTOR

The forms also rated a number of items on a 1 - 6 scale, 6 being excellent. The average scores were:

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| 1. How effective do you find the trainers? | 5.15 |
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| 2. How would you rate your confidence prior to attending the course? | 2.80 |
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| 3. How do you rate your confidence after attending the course?
<small>*with many people commenting that confidence comes with practice</small> | 4.41 |
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In addition, the client did a review of the learning some months after the training and in response to the question - 'How much did the training develop your training skills?' on a 6 point scale, 66% of our participants rated the training as a 5 or 6 and another 20% as a 4.

The most frequently mentioned changes benefits of the training were:

- Helping people to find their own solutions and not tell them what to do
- Problem solving is easier now
- I have a deeper understanding of the people who work with me now
- I can see different perspectives

To quote some of our participants:

"Excellent instructors overall. Well defined materials, programme, flow, and communication of information."

"Excellent! Really appreciated the expertise on the subject matter. The trainers made the course fun and engaging."

"The trainers are true professionals. They created a friendly, comfortable environment for learning."