

Leader as Coach Coaching at Scale EY Canada Coaching



We believe great leaders are also great coaches, because coaches strive to bring out the best in themselves and others. They are transformative leaders who fuel other transformative leaders.

EY's Leader as Coach program provides executive coaching to your high performing young leaders to enable them to learn and apply coaching skills with their people. In so doing, they will unlock the value of initiating better conversations, and your organization will realize the benefits of embracing a coaching culture.

Our approach combines a series of individual executive coaching sessions along with group *Leading with Questions (LWQ)* workshops. LWQ is a proprietary training program focused on developing a coaching mindset and the skillset of "asking better questions". This advances a leader's ability to conduct high-quality conversations - those which deepen and strengthen relationships, generate new thinking and make both parties smarter.

Throughout the program, your leaders will:

Bring out the best in themselves



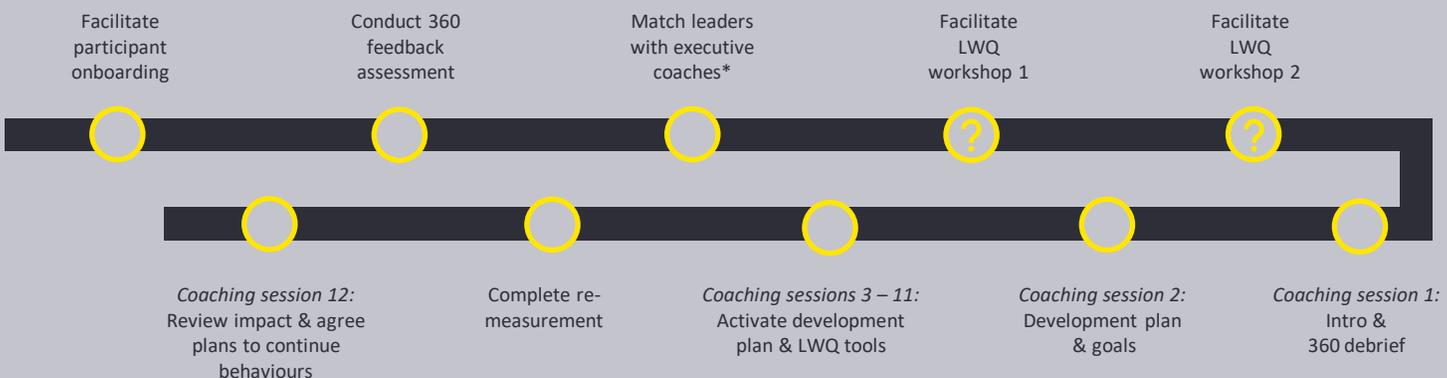
Learn coaching skills and approaches



Apply those skills and approaches to bring out the best in others

Leader as Coach program sample

We will work with you to design a program and participant selection strategy that is aligned to your unique objectives and delivers results. The following sample Leader as Coach program is designed to take place over a six month period with individual coaching sessions taking place bi-monthly.



Coaching is provided by EY-approved and accredited (by the International Coaching Federation) professional coaches for an exceptional participant experience. Our diverse network of coaches is curated based on coaching skill, relevant industry leadership experience, executive presence and business acumen.

Leading with Questions (LWQ)

There is something powerful about a question. At EY, we believe so strongly in the power of questions that we say: "The better the question. The better the answer. The better the world works." Our LWQ approach is centered on asking better questions - those that generate new thinking, spark creativity and fuel meaningful conversations.

Better questions generally follow these guidelines:

- Open-ended – can be answered in multiple ways
- Come from a sense of purpose
- Constructively challenge assumptions
- Use "what," "how" and "what if" question stems
- Are short and simple
- Use a tentative, curious tone

Case Study: Coaching EY Managers for success

Historically, executive coaching at EY was reserved for senior leaders. However, EY wanted to build the leadership capabilities of Managers to foster a culture of coaching to strengthen employee experience.

As such, coaching was offered to 300 managers (out of 900 applicants) in a 6-month *Leader as Coach* program targeted at building their leadership capability and coaching skillset. Managers participated in LWQ workshops to learn the basics of coaching and then worked with their own leadership coach for 8-12 sessions, to practice and refine their skill set.

The *Leader as Coach* participant group and their key stakeholders were surveyed at the beginning and end of their coaching program. Results show that participants were most notably able to increase their leadership capabilities in the following critical areas:

28%

Increase in
curiosity



21%

Increase in agility
and ability to
navigate ambiguity



23%

Increase in
inspiring
the team



20%

Increase in
confidence and
ability to lead



Source: EY

Selecting coaching participants

While coaching can be offered to an entire group of your young leaders, we recommend extending coaching to a subset (10-25%) of *culture carriers* to maximize the return on your coaching investment. We will work with you to co-develop a selection strategy and supporting selection criteria for optimal impact.

What identifies a *culture carrier*?

- **Leaders** who take pride in helping others
- **Innovators** who are excited to try something new
- **Thinkers** who are ready to challenge their mental models
- **Influencers** who have fun sharing their stories
- **Strategists** with the foresight to invest in themselves