



Ignite contributed to increasing the leadership density across the region by building core coaching skills in our regional leadership team.

Regional Director,
TMR Nerang

igniting excellence in leadership

65 Park Street,
Kelvin Grove 4059
Queensland, Australia
+617 3856 5112
www.thefortongroup.com

Ignite Leadership Coaching

effective tools for business

Dynamic business skills to kick-start effective leadership

Giving managers new coaching skills and the confidence to use them

Ignite Leadership Coaching, with DraperCo, has achieved outstanding results in supporting managers to use a coach approach and develop as leaders, according to a recent research study.

Christopher Penny, a researcher from the University of Queensland, conducted the independent evaluation of the program's implementation in the Department of Transport and Main Roads, Queensland.

The research provides evidence of the effectiveness of the program in

a range of areas, including delivery, learning and behavioural change. Participants reported :

- An improved understanding of workplace coaching, including the importance of asking open questions and active listening.
- Significant changes in behaviour and improved confidence in using coaching skills in the workplace.
- A high level of satisfaction with the program as a whole.

Ignite Leadership Coaching

The Ignite Leadership Coaching program equips managers with coaching skills and supports them to apply these skills in the workplace.

The two-day workshop is founded in experiential learning and incorporates practical and theoretical material. Follow-up teleclasses help to embed the coaching skills at work.

The Ignite program is part of the Forton Group's ICF Accredited Professional Leadership Coaching Program. Tony Draper from DraperCo is the Regional Director for The Forton Group in the Asia Pacific region.

For more information, visit www.draperco.com.au



The Department of Transport and Main Roads, Queensland, (TMR) engaged DraperCo to provide a leadership coaching program for its managers.

The program was driven by two internal coaches, who were trained by DraperCo and the Forton Group to facilitate the Ignite program in TMR.

Participants of the program included 32 managers from the Nerang region who completed a two-day coaching workshop, peer coaching circles and four follow-up group teleclasses.

Managers participated in one of three programs conducted in May, June, and November of 2010.

A total of 27 participants were asked to complete an online survey in November 2011. The response rate was a high 59%.

Background interviews were also conducted with four key stakeholders from TMR (the Regional Director, two internal coaches, and the HR representative for the region).

The full report from the evaluation, including methodology for the survey and results, is available by contacting Tony Draper at tony.draper@thefortongroup.com

Results

Reactions

There was a very high level of satisfaction with the program that was not lost over time.

Participants provided ratings of their reactions to the program immediately after the two-day workshop and as part of the survey

in November 2011, 12 to 18 months after participating in the program.

Participants were also asked to rate how useful the components of the program were for their learning. The live delivery of the program was identified as the most useful. Teleclasses were rated as less useful.

However, the key stakeholders identified teleclasses as having the biggest impact on participants' learning. This was because they reinforced the skills learned during the program and held people accountable for using coaching skills in the workplace.

Figure 1: Reactions from participants

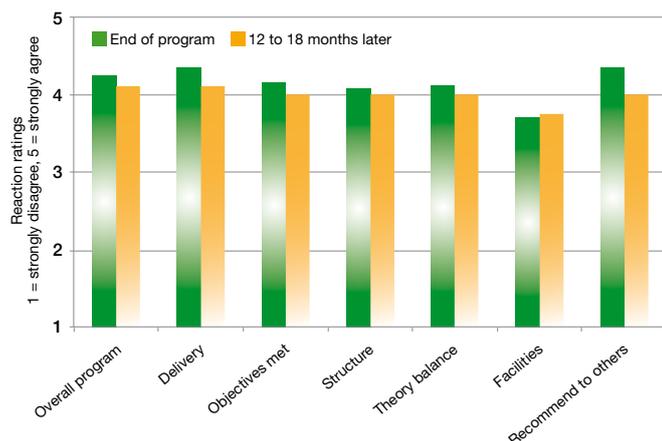
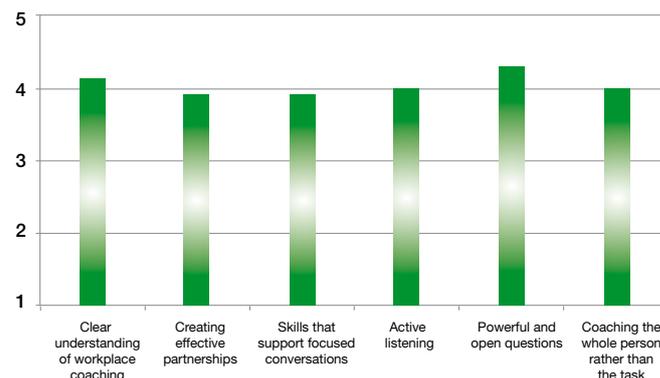


Figure 2: Average participant ratings for learning outcomes





Learning

Participants reported that they learnt a range of skills from the program, particularly in understanding the impact of powerful and open questions. See Figure 2.

This is a significant shift in mind-set from the traditional role of the manager in providing solutions. Managers who use this approach have more engaged and motivated teams.

Overall, more than 87% of participants found the Ignite concepts relevant to all of the four areas of management that the organisation targeted. See Table 1.

Behavioural change

Participants reported using the coaching skills in their daily interactions.

Five coaching behaviours were reported as being used significantly more since the program, with over 75% of participants reporting that they use these coaching skills more. These are highlighted in Figure 3.

All participants reported increased confidence in using the skills learned in the Ignite program to lead their employees. In particular, participants reported the greatest confidence in actively listening and understanding staff, managing the team and providing performance feedback.

Table 1: How relevant was Ignite to TMR's four management KPAs?

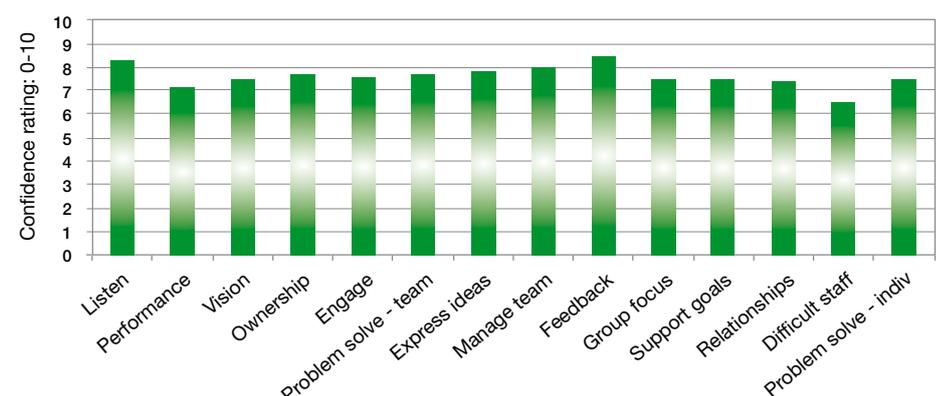
	Average Rating
Managing people	4.31
Leading a team	4.25
Engaging staff	4.13
Communicating with staff	4.13

(1=strongly disagree to 5=strongly agree)

Figure 3: Reported increase in behaviour since participating in the Ignite program.

Behaviour	Increase
Create trusting relationships among people you work with	31.3%
Employ a style that is open and flexible when communicating with staff	81.3%
Actively listen to staff concerns, goals, values and beliefs	62.5%
Ask open-ended questions to elicit further information	87.5%
Provide clear and direct feedback to staff	62.5%
Support staff to discover for themselves new thoughts, beliefs, perceptions etc.	87.5%
Facilitate creative thinking to help solve problems	68.8%
Work with staff to create opportunities for on-going learning	75.0%
Support staff to identify and access different resources for learning	56.3%
Encourage staff to explore alternative ideas and solutions	75.0%
Acknowledge what staff have achieved	62.5%

Figure 4: Average confidence ratings for managerial tasks





Accredited Coach Training Program
International Coach Federation



The findings from this evaluation suggest there has been significant learning and use of coaching skills by the participants. This provides evidence that managers are using a coach approach in their leadership style. Research suggests that employing leadership styles that incorporate these leadership skills leads to positive bottom line results.



Christopher Penny,
University of Queensland

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65 Park Street,
Kelvin Grove 4059
Queensland, Australia
T: +617 3856 5112
F: +617 3856 4031
www.thefortongroup.com

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Summary and key findings

The results of this evaluation provide outstanding evidence for the effectiveness of the Ignite program.

Twelve to eighteen months later, participants gave positive feedback about the program as a whole. There were also significant changes in behaviour and improved confidence in using coaching skills in the workplace.

- Overall, 85% of participants would recommend the program.
- Participants rated all components of the program highly.
- Participants learnt most about :
 - The practical use of workplace coaching
 - Open-ended questions
 - Active listening.
- The program was relevant to the four key management KPAs targeted by TMR.

- The biggest changes in behaviour since the program were in :
 - Asking open-ended questions to probe for further information
 - Supporting staff to discover for themselves new thoughts, beliefs and perceptions
 - Employing an open and flexible style when communicating with staff.
- There is a high level of confidence in using workplace coaching for managerial tasks, which relates directly to management outcomes.



I really liked the experiential nature of the 2 days. The days flew by which is a great indication of a good program.



Regional Team Leader,
TMR Nerang

Contact us to find out more...

The Forton Group Limited
Tony Draper
tony.draper@thefortongroup.com

T: +61 (7) 3856 5112
F: +61 (7) 3856 4031

www.thefortongroup.com