

## Diving deep for organizational effectiveness

Rogers' coaching initiative, breathlessly presented to SCN by a trio of Rogers executives, was most interesting for revealing how a dive into a single competency can be so deep it becomes an enabler of organizational culture and driver of organizational effectiveness.

Kudos to Rogers for having the courage to experiment with coaching as a means of redirecting organizational culture to facilitate its three-year strategy to lead the market. At first glance, the focus on a single managerial accountability versus "going a mile wide and an inch deep" is risky.

But not as risky as it could be. If you take "coaching" beyond its narrowest definition — a performance conversation between a manager and a direct report — you have managers and direct reports having conversations, period.

One presenter confessed his customer care function previously had a "compliance culture." This may



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mean few conversations of any nature were being had by managers and their people.

Could the Rogers' coaching initiative be mostly a "Sit down and talk to each other, already" initiative?

By its nature, coaching puts a manager in conversation with her direct report. Conversation provides the opportunity to consciously or unconsciously manifest other managerial accountabilities such

as context setting, task assignment and adjustment, monitoring, effectiveness appraisal and continuous improvement. That covers most of, say, the Gallup Q12.

And, as we know, feedback is a big "tick box" for millennials who make up, on average, 40 per cent of call centre staff. I would be very interested to find out how much ICF-trained Socratic dialogue is being deployed and how much is actually "Hey, we work together."

The presenters indicated Rogers considers coaching an accountability: 30 minutes per week per direct is "non-negotiable." Recall that the only foundation for sustainable behaviour change is to hold employees to account for using the new behaviour.

Until such time as effective coaching is connected to a paycheque at Rogers, coaching will never "stick." Rather, its use will depend on each manager's sense of responsibility: Something subjective and varying

wildly from manager to manager and from day to day.

It has to be asked whether an organization can drive sustainable effectiveness by a deep dive into a single competency. My concern is other vital managerial accountabilities are being ignored or at least downplayed. Are other drivers of effectiveness — such as role clarity, proper organizational levelling and effective strategy articulation and cascade — also being neglected?

Nonetheless, a tip of the organizational effectiveness hat to Rogers. Diving deep into coaching will, at the very least, create a culture of dialogue (whether Socratic or not) and trust. That will go a long way toward organizational effectiveness.

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