

In Kellogg Company the over-riding global strategic goal to be the food stock of choice was translated in Europe as “to outperform the best in the food industry by the end of the decade.” Innovative new products and the ability to leverage excellent brand ideas between markets are crucial to Kellogg Europe delivering its long-term goals. Senior European leaders prepared strategies to achieve the ten year plan, including a vision of the culture, leadership style and organisational capability that would be needed to get there. A new set of organisational values that Kellogg’s sought to live by was communicated at the same time. The need for leaders who coach was articulated in both the espoused *Kellogg Values* and the planned *Strategy for Growth*.

The Hunter Roberts ‘Manager as Coach’ programme was innovative and experiential. At the end of the programme managers had developed sound coaching skills and understood how to expand their management styles to include coaching. Working in small groups with a coach/facilitator who modelled the techniques and provided in depth feedback to participants, the group members were able to copy and practice in a developmental climate regardless of status.

Moreover, some of the more senior managers were invited to be trained as observer coaches and work alongside Hunter Roberts’ facilitator in European development centres, continuing coaching relationships with participants for several months after the events, clearly demonstrating the value of coaching as participants’ capability and motivation often increased dramatically.

The introduction of a coaching style of leadership involves more than simply training managers in coaching skills. Adoption of a coaching style was demonstrated by managers when a compelling business case for coaching was shared and when managers experienced the power of coaching for themselves. As coaching role models emerged, the pull for coaching skills started to come from the business.

The Hunter Roberts checklist for developing a coaching culture in organisations is:

- Ensure the managers experience quality coaching for themselves
- Articulate a compelling vision for coaching including both the potential positive impact on business results and the positive outcome for people
- Ensure the acquisition of coaching skills is coached not taught
- Ensure HR processes and tools are designed to underpin the coaching culture
- Over time develop measures for evaluating the return on investment of coaching
- Collect and publish success stories