



# CONSULT

Coach executives and boost  
organizational development

Mathias Hofmann, Geschäftsführer SHS CONSULT  
Astrid Laudage, Laudage Konzept GmbH Telgte

Coaching Congress Olten 2018



# COACH EXECUTIVES & BOOST ORGANIZATIONAL DEVELOPMENT

M. Hofmann & A. Laudage

Landkreis Hainlehn-Pyrmont  
Head of department for personnel and organization  
**Andreas Pechmann**

**Starting Point**

STARTING POINT – major concern for the district of Hainlehn-Pyrmont

- The district of Hainlehn-Pyrmont is perceived as an unattractive employer in the region
- Managing speed of change by executives with the right leadership
- The executives have an uncertain understanding of leadership
- The new executives are well prepared for the job

Method:

- Personal development for new executives (since 2013 approx. 1% of all executives) (3 Coaches of SHS CONSULT)
- Internal day on leadership, managing and leadership cooperation (Facilitation by SHS CONSULT)
- Employee survey (since 2018)

**Astrid Laudage**  
Master Studies Business Coaching and Chance Management  
Euro-Fil Hamburg

Coaching-Chance Management - Leadership

Managing Partner  
**Matthias Hofmann**

## Coaching Approach & Concept

### Action Plan for human resource development (12 months)

→ Coaching as a part of human resource development

Coaching - Supporting achievement - not the opposite - but to trigger achievement

- Coaching with suitable level of support of leaders, head of personnel department and HR
- Preparing the first impression for the first day in the new role, including orientation, training, onboarding, working together, creating a positive working atmosphere
- Working individually based on the change in roles, conflicts, motivation, resources, time management
- Working on special topics like organizational development, succession in HR
- Continued use of methods, methods and topics in other contexts
- Final survey to evaluate the coaching by the new executives

#### Evaluation approach and method

**Key Question**

How are the coachings rated from the perspective of the new executives?

- Which aspects seem to be supportive?
- What can be learned?
- What conclusions do the participants draw?

**Random sample:**

- 10 participants (10 participants since 2018)
- Heterogeneous group of participants (Company, different leadership experience)

**Lessons learned:**

- Engagement of previous leading experience
- Coaching provides a very high level of support & personal support to raise an even more important for new leaders!
- Coaching has an impact on achieving personal development goals (role-finding, handling leadership tasks and conflicts)

#### First Results (criteria based on Hall & Roth, 2001)

**Structural Quality**

Coach selection

- 100% satisfaction with selection and assignment of the coaches by the HR Department
- Independent external coach, administrative arrangements
- Workplace is a suitable coaching place

**Process Quality**

- Coaching process is described as effective and appropriate and ensure target alignment between manager, HR department and coaching
- Content comparison is more than 70% on the first day
- Individual coaching on request is more important than the day to the tasks of coaching in the most important component - 100%

**Quality of results**

- Good evaluation and individual coaching - most effective means - 71 and high subjective satisfaction with the results
- Coaching process well for the leadership role (70%)
- Leader and manager in the leadership role and managing the organization are the most important components of the leadership development programme

#### First Results of the survey (2)

- Current process ensures target alignment between manager, HR department and coaches
- Importance of goal comparison
- Preparing for the first day in the new role and first day speech

#### Overall conclusion of the participants - most important component of the personal development programme (Original statement - "Contentual" preparation for the new leadership role)

Matthias Hofmann SHS CONSULT GmbH, Managing Partner  
and Member of FASC Executive Board, www.shs-consult.de  
mh@shs-consult.de

Astrid Laudage, Laudage Konzept GmbH TeilgG  
www.laudage-konzept.de | info@laudage-konzept.de

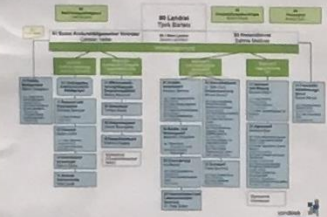
# COACH EXECUTIVES & BOOST ORGANIZATIONAL DEVELOPMENT

M. Hofmann & A. Laudage



Head of department for  
personnel and  
organization  
Andreas Pachnides

- 60 Executives -



## Starting Point

STARTING POINT – major concern for the district of Hameln Pyrmont

- The district of Hameln Pyrmont is perceived as an interesting employer in the region
- Managing speed of change by executives with the right leadership
- The executives have a common understanding of leadership
- The new executives are well prepared for the job

Method:

- Personal development for new executives (since 2015 app 1/4 of the executives) (3 Coaches of SHS CONSULT)
- Annual day on leadership, managing and leadership cooperation (Facilitation by SHS CONSULT)
- Employer survey (starts 2018)

laudagekonzept



Astrid Laudage

SHS CONSULT

Coaching-Chance Management-Leadership



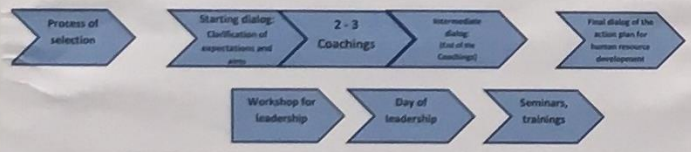
Master Studies  
Business Coaching and Chance Management  
Euro-FH Hamburg



Managing  
Partner  
Mathias Hofmann

## Coaching Approach & Concept

### Action Plan for human resource development (12 months)



→ Coaching as a part of human resource development

Contracting – Supporting individual issues – all day topics first – not to forget organizational concerns – evaluation by contracting persons

1. Contracting with coachee, direct superior of coachee, Head of personal department and Coach (45 min)
2. Preparing the first impression: first day first speech, first individual conversations, Training with video: Working on the individual leadership style in the organization.
3. Working on individual issues like changing roles, conflicts, motivation, team-spirit, time-management etc.
4. Working on special topics like organizational development, cooperation in the etc.
5. Continuous use of concepts, methods and tools by all three coaches.
6. Final meeting to evaluate the coaching by the same persons as in step 1.

„Lessons learned“  
✓ Regardless  
Coaching support is

→ Coaching as a part of human resource development

Evaluation approach and method

Key Question

How are the coachings rated from the perspective of the new executives?

1. Which aspects seem to be supportive?
2. What are the success factors?
3. What conclusions do the participants draw?

Evaluation approach:

- Contract Research
- Retrospective view

Research design:

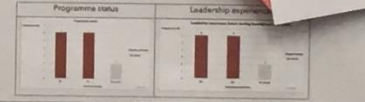
- Self-created online questionnaire
- 39 questions, plus sub-questions (combination of open and closed questions, multiple choice)
- processing time approx. 20-25 min

Theoretical Framework:

1. Quality measurement under the aspect: "Fitness for use", Joseph M. Juran
2. Application of selected measurement criteria from the quality dimensions (structure, process and result quality) according to Hess & Roth (2001)

Random sample:

- 18 participants (All participants since 2015; Retrospective)
- Heterogeneous group of participants (Completed different leadership experiences)



„Lessons learned“

- ✓ Regardless of previous leading experiences: Coaching provides a very high level of support & personal support is rated as enormously important for new teamleaders!
- Coaching has an impact on achieving personnel development goals (role-finding, handling leadership tasks and conflicts).

First Results (criteria based on Heß & Roth, 2001)

Structural Quality

- Coach selection
- ✓ 100% satisfaction with selection and assignment of the coaches by the HR Department
  - ✓ Important: external coach, administrative experiences
  - ✓ Workplace is a suitable coaching place

Process Quality

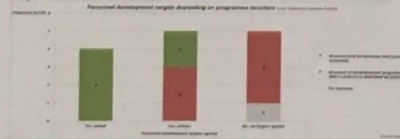
- ✓ Current process is described as effective and appropriate and ensures target alignment between manager, HR department and coaches (chart 1)
- ✓ Central components as target matching (78% (n=9) chart 2), first day preparation in a new role (71% (n=7) chart 3) are rated important
- ✓ Individual Coaching on issues of current interest from the day to day tasks of leadership is the most important component - 100%

Quality of results

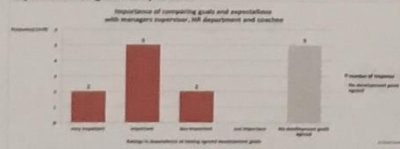
- ✓ Great satisfaction with individual coaching ("most effective means") and high subjective satisfaction with the results.
- ✓ Coaching prepares well for the leadership role (73%); Support and impulses for the leadership tasks and managing individual concerns in daily management routine has a high priority in coaching regardless of leadership experience
- ✓ Most important component of the development programme

First Results of the survey (2)

1. Current process ensures target alignment between manager, HR department and coaches



2. Importance of goal comparison



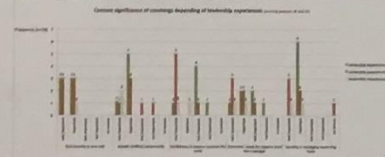
3. Preparing for the first day in the new role and first day speech



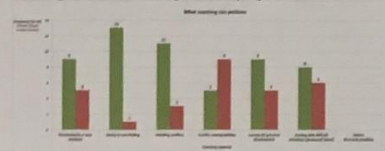
4. Working on current topics from the daily management routine



5. Coachings support handling leadership tasks



6. Coaching ensures the central goal of this programme



➢ Overall conclusion of the participants: ... most important component of the personnel development programme (Original statement: ... "indispensable" preparation for the future leadership tasks\*).

Mathias Hofmann SHS CONSULT GmbH, Managing Partner  
and Member of EASC Executiv Board, www.shs-consult.de  
mh@shs-consult.de

Astrid Laudage, Laudage Konzept GmbH Telgte  
www.laudage-konzept.de, info@laudage-konzept.de