

The objective

To improve an inconsistent coaching methodology whilst streamlining coaching provision under the management of one supplier.

The approach

Reduce 54 coaching providers to one and implement a simple, transparent, consistent and robust process giving more control and involvement to coachees and line managers. Include OI and evaluation.

The business impact

Improved efficiencies, increased productivity, improved customer service and improved relationships. A process that is exceeding expectations in terms of cost, quality, rigour and simplicity and delivering an ROI of 1,286%.



Coaching outcomes transformed by contracting with single supplier

E.ON is one of the country's leading power and gas companies and employs 12,000 people in the UK. Coaching had been offered for many years, but by the end of 2011 E.ON had identified 54 different coaching providers and conceded it couldn't get clear sight of what value coaching was adding to the business.

E.ON took the decision to contract with a single supplier for all its UK coaching. "Our aim was clear," says Stephen King, Head of Global Learning, Central & Southern Europe. "We wanted to make our coaching offer much simpler, easier to access and with a degree of rigour around the whole end to end process. We also wanted the costs to be more transparent and manageable." E.ON chose TLC to be its coaching provider as it had a proven track record as one of those 54 suppliers. "I was confident TLC would meet all our expectations, particularly the stronger guarantee about the quality, diversity and rigour of the coaches" says Stephen. "TLC coaches have the right qualities, the right experiences, strong qualifications and regular supervision."

TLC worked with E.ON to develop a robust, bespoke process, from the initial request for coaching right through to the end of coaching evaluation. "My preference was to give more involvement, more control, and more decision making to the coachees and line managers in a more informed way with HR supervising the process" states Stephen.

The impact of awarding TLC the contract has been significant. "TLC is delivering exactly what I wanted. As well as getting a good, transparent process and arrangements we're also getting some flexibility where we need it and it isn't compromising the service on either side. I have absolute trust in what we're doing with TLC.

"There's been a dramatic improvement from where we were two years ago on a number of levels like cost, transparency, rigour, process and employee engagement – all those things are tracking well. Coaching is definitely valued, you can absolutely see it," remarks Stephen. Feedback from coachees has been positive as roles and responsibilities are clearer and everyone knows what is expected of them. Also, there has been a complete shift in belief that coaching not only develops the soft skills but generates tangible benefits too.

Thanks to the comprehensive evaluation and OI (Organisational Intelligence) reports produced as part of the contract, the value of coaching to the business is clear. Coachees report very high levels of achievement of their coaching objectives, with an average rating of 9 out of 10 and say it has made a positive difference to their work performance (average rating of 8). Coaching has improved efficiencies, increased productivity, improved customer service and led to improved relationships with key stakeholders, peers and direct reports.

"The coaching helped me to build better relationships and deliver improved team communications in difficult circumstances, building trust with my team and other key people" says one coachee. "I have saved E.ON in excess of £250K through scrutinising supply contracts, 30% of which I can confidently attribute to the coaching." Another coachee saved E.ON £20,000 in recruitment costs by being promoted as a result his coaching.

To date, the contract has generated an ROI (Return on Investment) of 1,286%. "What this means is that for every £1,000 spent on coaching E.ON has got £12,860 back. This sort of data is really important for us to know, and is only possible as a result of this contract" concludes Stephen.

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About TLC:

Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC specialises in organisational talent development and helps to align individuals, teams, organisations and cultures behind the business strategy. The shifting economic landscape has forced our clients into organisational restructuring for cultural and commercial reasons and we're helping by up-skilling line managers. TLC is where shift happens...helping to shift organisations from where they are now to where they want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables them to diagnose and get to the root cause of the specific issues affecting both professional and business success, as well as equipping them to deal with any behaviour that comes up during the course of their delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; communication skills; sales development; individual and group coaching, while our online subsidiary offers organisational feedback tools such as 360 and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients ranging from well known brands to public sector organisations. Examples include Telefonica O2, E.ON, Southern Railway, Diageo, Catalyst Housing Ltd and Kent County Council.