



Human Resources and  
Social Development Canada

Ressources humaines et  
Développement social Canada



# **The Branch Leadership Survey Results**

**For A Culture of Personal and Professional  
Leadership**

Presented by  
IMIT & Corporate Initiatives  
Human Resources and Corporate Management  
July 07

Canada 



# Background

- **During the fall of 2006, HRCM and PAMS branches of HRSDC launched the Coaching and Leadership Training Program with coaching and appreciative inquiry as the main enablers in acquiring greater personal and professional leadership for all employees and managers.**
- **From August 2006 till May 2007, 126 branch employees and managers took part in 346 days of program workshops including coaching circles. They also participated in 229 individual coaching sessions.**
- **In order to record the leadership progress made by both branches, two surveys were conducted:**
  - **one in December 2006 to record a baseline of where the culture stood with regard to indicators of leadership, and**
  - **one conducted in May 2007 to record changes and progress in the culture following the completion of the program activities.**



## Summary of Survey Results

- The survey results point to two major benefits obtained from the program:
  1. increased leadership skills from the part of the individuals when participating on more practice sessions and
  2. how these skills have translated in resilience that has served the organisation and may contribute to a greater capacity to adapt to change.



## Program Outputs: Action Plans on Solutions to Issues, Challenges and Goals

- During the program, participants worked on over **650** issues, challenges and goals and came away with definite action plans. The recurring work-related themes we were able to informally identify (not in any order), included:
  - Reorganizations and lack of clarity of roles and responsibilities
  - Poor communications between managers/ managers & employees/ employees
  - Performance issues
  - Career Development and changes
  - Work/Life Balance, Managing Time
  - High turnover of managers and employees



# Positive Individual Leadership Outcomes or Observed Changes in Behaviour

## **Coaching Skills participants claimed to be comfortable with:**

- Generous listening
- Understanding the other's situation
- Helping others see possibilities
- Asking appreciative questions

## **Significant leadership behaviors observed:**

- Better communication with others
- Dealing with judgment of self and others
- Meeting personal and professional challenges and goals
- Seeing new possibilities
- Raising of self-confidence



## Building Leadership Skills and Resilience

- Our survey findings clearly show that the more employees and managers participate on workshops or in practice sessions such as the individual coaching sessions or the coaching circles, the more dramatically their capacity for personal and professional leadership increases.
- From the December 06 survey to the May 07 survey respondents indicated increased proficiency in more than 80% of the observed individual leadership indicators covered in the questionnaire.

**“Recently being nominated for a DM Wards for Excellence in Management by my team was an awesome personal honour that I can directly attribute to applying my coaching skills on a day to day basis. Another outcome has been the willingness of team members to register in an upcoming workshop.”**

**“ Great program! Helps manage better work culture. Pressure off managers”**



# Return on Investment of Re-organisations

*“Do not feel the branch culture has changed for the better; if anything, is less stable. Rather, my ability to cope & remain optimistic has improved, & my ability to assist others to cope has improved, despite ongoing conditions.”*

*“Je crois que l’impact au niveau de la Direction générale n’est pas encore uniforme, surtout a cause de nombreuses restructurations, il y a un risque d’employés quittent. Il est important donc de poursuivre cette initiative afin d’assurer la continuité d’une nouvelle culture. ”*

- Findings are showing that the program has contributed to the resilience of participants in coping with organisational changes. Most respondents observed a deterioration in the work environment with regards to the leadership indicators identified yet have recorded their ability to keep their leadership skills active regardless of the negative impacts of organisational change.
- At HRSDC, change has become the norm. The capacity to have an appreciative coaching conversation could be considered an important factor of success or resilience factor for any organisational change. The more there is practice of these skills, the greater is the return on investment.



# Pilot Program Cost

<ul style="list-style-type: none"> <li>▪ Cost of Program activities:          (excluding individual coaching sessions)          (\$480,075 – 45,990)          (42%)         <ul style="list-style-type: none"> <li>– 2 FTEs:</li> </ul> </li> <li>= Cost per day of training (346)</li> <li>= Cost per individual participant (/126)</li> </ul>	<table border="0"> <tr> <td>TOTAL</td> <td></td> </tr> <tr> <td><b>\$434,085</b></td> <td></td> </tr> <tr> <td><u>\$ 1,254</u></td> <td></td> </tr> <tr> <td><u>\$ 3,445</u></td> <td></td> </tr> </table>	TOTAL		<b>\$434,085</b>		<u>\$ 1,254</u>		<u>\$ 3,445</u>		<table border="0"> <tr> <td>HRCM</td> </tr> <tr> <td><b>\$182,591</b></td> </tr> </table>	HRCM	<b>\$182,591</b>
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<ul style="list-style-type: none"> <li>▪ Cost of coaching sessions</li> </ul>	<table border="0"> <tr> <td>\$45,990</td> </tr> </table>	\$45,990
\$45,990		
<p>Total number of sessions from          external (146) + internal (83)= /229</p>		
<p>Cost per session from external coach</p>	<table border="0"> <tr> <td>(/146) \$315</td> </tr> </table>	(/146) \$315
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# Fall Program

<b>Activities</b>	<b>Internal resources</b>	<b>External Resources Total (\$88,000 for both branches)</b>
Workshops	4 Self-Coaching workshops Workshop with modules in OAC & AI	2 Art of Coaching (E\F) cost: \$35,000 2 Appreciative Leadership (E\F) cost: \$25,000 3 Self-Coaching (2E\F) cost: \$ 6,000 Total: \$66,000
Coaching Circles	60 – Coaching Circle sessions for 6 groups	
Individual Coaching Sessions	Avg 20 per month to meet coaching requests	Bank of Coaching Hours Total: \$20,000
360 Exercise		Extend MOU with PPC till September 07 (\$1,000) Complete individual coaching sessions. (\$12,000)
Networking Activities	1 bag lunch per month alternatively at Vanier or Phase IV	Other activities with invited guests



# Future Considerations

Putting to practice what was learned is the key success factor of this program.

To create more opportunities to practice we recommend the following: :

- to pursue coaching circle activities and coaching sessions on a regular basis,
- to encourage that this program be included in the Learning Plans,
- to encourage the use of the appreciative coaching conversation for example in feedback \ learning plan discussions.

Other concerns may however be considered:

- How can this program ensure the sustainability into a change culture and maintain the momentum of building resilience?
- Are there other means to counteract the impact of high turnover and re-organisation?
- Participants to the program showed increased sense of resilience as they participated on more activities. What would be the cost if nothing had been done?
- If we had a stable environment what could we have build for the future?
- Should this program be connected to the strategic priorities\plan for departmental renewal?