



Courtesy of Coca-Cola HBC Russia

# A Refreshing Approach to Change Management

ORGANIZATIONAL SNAPSHOT: **Coca-Cola HBC Russia**

Headquarters: **Moscow, Russia**

Number of Employees: **10,000**

Coaching Implementation Date:  
**December 10, 2010**

Number of External Coach  
Practitioners: **7**

Number of Internal Coach  
Practitioners: **40**

Number of Managers and Leaders  
Using Coaching Skills: **1,000**

Number of Employees Receiving  
Coaching from a Coach Practitioner:  
**3,000**

Prism Nominating Coach:  
**Yana Blackwelder, PCC**



It's easy for an organization to focus on investing its people when times are good. However, when tough times strike, resources for talent and leadership development are often the first to be cut—often at the exact time when these offerings are needed most.

Coca-Cola HBC Russia is changing this narrative. The organization, which united all Coca-Cola operations in Russia in 2001 as a part of Coca-Cola HBC, franchised bottler of The Coca-Cola Company, is one of the largest companies in Russia's nonalcoholic beverage industry. It employs more than 10,000 people and supports the jobs of up to 60,000 in its value chain. In December 2010, Coca-Cola HBC Russia implemented coaching to move the organization away from command-and-control management and add value to its employees. What began as an initiative using solely external coach practitioners has expanded to include a growing cadre of highly trained internal coach practitioners (called "Internal Certified Coaches," or ICCs) and training for managers and leaders to use coaching skills.

In response to the challenges posed by Russia's faltering economy, Coca-Cola HBC Russia must change

the way it does business and make some difficult cuts, including a restructuring of its human resources function. Rather than abandon coaching altogether, the organization has made it integral to the broader change management strategy.

In recognition of Coca-Cola HBC Russia's exceptional and sustained use of coaching, the International Coach Federation (ICF) awarded it with an honorable mention in the 2016 ICF International Prism Award program. The Prism award program honors organizations that have achieved the highest standard of excellence in coaching programs that yield discernible and measurable positive impacts, fulfill rigorous professional standards, address key strategic goals, and shape organizational culture. (Learn more about [Coachfederation.org/prism](http://Coachfederation.org/prism).)

### **Standards First**

In 2010, Coca-Cola HBC Russia invested in coaching as a response to lower-than-expected employee engagement survey results and the prevalence of a directive management style. To lay the foundation for a strong coaching culture, the organization brought in external coach practitioners and coach trainers who met ICF's standards for credentialing and accreditation. In order to ensure the long-term sustainability of a coaching culture at Coca-Cola HBC Russia, the

organization prioritized the development of a highly trained internal coaching cadre.

The organization's ICCs complete 72 hours of ICF Approved Coach Specific Training (ACSTH) through a program that provides in-depth coverage of the ICF Code of Ethics and all 11 Core Competencies and incorporates Mentor Coaching. Trainees are also required to complete 20-plus hours of documented coaching practice en route to becoming ICCs. Since 2010, more than 40 managers within the organization have graduated from the program.

After graduation, ICCs have numerous opportunities for ongoing professional development, including additional Mentor Coaching, coaching supervision and support for the pursuit of an ICF Credential.

The organization's senior managers also have access to training that meets ICF standards through Coca-Cola HBC Russia's "Coaching for Managers" program. The program, which is led by an ICF Credential-holder, designed around ICF Core Competencies and based on the GROW model, teaches managers and leaders how to apply coaching skills in the workplace. Participants undergo four days of training, feedback sessions and practice sessions in their workplace. It also includes a Mentor Coaching component. Since the program's inception, it has been delivered to more than 400 managers.

## **Weathering the Storm**

All Coca-Cola HBC Russia employees have access to ICCs and the ability to schedule individual coaching sessions with them around subjects such as development and career development. The organization uses external coach practitioners to deliver Executive Coaching to top managers who have recently been promoted. Coaching is also a core component of talent development programs for high-potential employees. All program participants have the opportunity to complete at least three coaching sessions with ICCs. Collectively, last year's program participants completed more than 900 hours of coaching; within a year of graduating, more than 200 participants had already been promoted within the organization.

Most recently, coaching has been integral to helping employees weather Russia's economic downturn and its impact on the organization. Facing the necessity of staff cuts, senior leaders have chosen to adopt an open, honest approach. Two ICCs have been assigned to support impacted individuals with change management and potential outplacement. As a result of these dedicated coaching resources, the organization has maintained its focus while individuals have reported lower-than-expected stress and higher-than-expected success in identifying and obtaining new roles both inside and outside of the organization.

## **Rewarding Results**

The benefits of adopting a coaching culture at Coca-Cola HBC Russia have been felt throughout the organization. More than 90 percent of individuals who partner with ICCs report being very satisfied with the process and outcomes of coaching, while managers who use coaching skills with their teams report higher levels of trust and enhanced interpersonal relationships within their teams, increased innovation, and heightened employee engagement. The organization's value index, which shows whether employees know and practice organizational values, has been increasing year over year and is currently at 85–88 percent. Since 2013, employee engagement across the enterprise has increased by 26 percent.

One of the organization's greatest coaching champions is Roman Voronov, general manager for the Ural Region. All of Voronov's direct reports have completed coaching skills training, and many team members have availed themselves of ICCs. As a result, turnover in Voronov's region has decreased from 78 percent in 2013 to 26 percent in 2016, and engagement has increased from 64 percent in 2013 to 92.5 percent in 2015.

## **Ready for What's Ahead**

Despite Russia's continued economic downturn, Coca-Cola HBC Russia is increasing its investment in coaching. The reason for this continued investment is simple: As a modality, coaching has accomplished what no other leadership development modality could.

Prior to 2010, coaching was not on the radar of most top leaders within the organization. Today, every “Coaching for Managers” program includes a presentation from a senior coaching champion on the value of coaching and its strategic importance for the organization. Powerful questioning is now considered a core competency for managers and leaders, and an overwhelming majority of managers have traded a directive management style for a coach approach. Perhaps most importantly, coaching is now so embedded in the fabric of the organization that it’s the go-to modality for facing tough times head-on—a refreshing approach to change management, indeed.

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The International Coach Federation (ICF) is dedicated to advancing the coaching profession by setting high ethical standards, providing independent certification and building a worldwide network of credentialed coaches across a variety of coaching disciplines. ICF is active in representing all facets of the coaching industry, including Executive, Life Vision and Enhancement, Leadership, Relationship, and Career Coaching. Its 27,000-plus members located in more than 135 countries\* work toward the common goal of enhancing awareness of coaching, upholding the integrity of the profession, and continually educating themselves with the newest research and practices.

*\*Numbers as of October 2016. Numbers are subject to change month to month.*

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