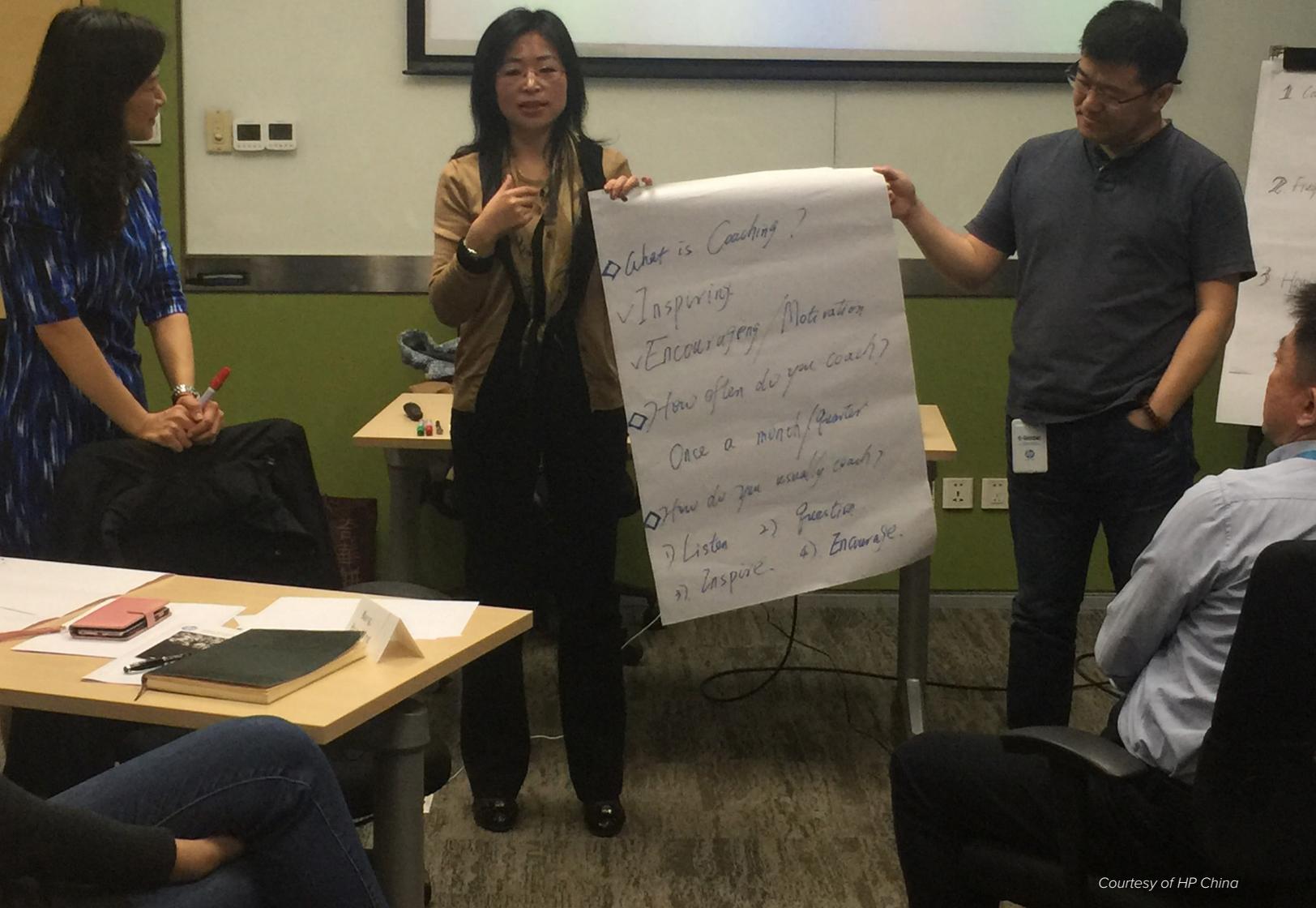
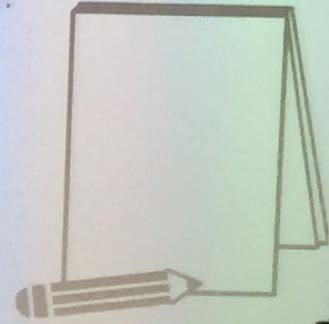


- What is Coaching?
- How often do you coach?
- How do you usually coach?



Courtesy of HP China

# Managing Change Through Innovation at China HP Inc. Dalian Site



Change is what you make of it, particularly in the organizational context. In 2015, information technology company Hewlett-Packard (HP) split into two entities: HP Inc. and Hewlett Packard Enterprise. Leaders at the China HP Inc. Dalian Site (HP Dalian), a global contact center of HP Inc., seized this change as an opportunity for innovation by implementing a coaching culture. By the end of the year, managers were receiving coaching and noticeable change was taking place. The coaching culture quickly spread throughout the entire HP Dalian site.

In recognition of HP Dalian's empowering coaching initiative, the International Coach Federation (ICF) named the organization one of five finalists in the 2017 ICF International Prism Award program. The Prism Award program recognizes organizations with outstanding coaching programs that yield discernible and measurable positive impacts, fulfill rigorous professional standards, address key strategic goals and shape organizational culture. (Learn more at [Coachfederation.org/prism](http://Coachfederation.org/prism).)

### **Embracing a Growth Mindset**

"Change is the only constant in life. We encouraged our people to embrace it with a growth mindset and recognize that one can learn and be better at any point in their careers. This in turn propelled us to focus on building a sustainable business and to do so innovatively," says site leader Yan Lu.

Initially, 75 managers were trained to apply coaching to their day-to-day leadership, and there are plans to train 50 more this year. Leaders take an "ask-and-inspire," instead of command and control, approach.

According to Lu, coaching has enhanced problem-solving, enabled innovation, optimized business processes and increased employee engagement. "This has led to culture change and an improved work environment," he says.

### **Striving for Excellence**

Managers receive up to 30 hours of training based on the ICF Core Competencies. They then apply these coaching skills with their teams. Approximately 75 percent of internal coaches, mostly represented by the learning and development department, have completed 60-plus hours of coach-specific training that meets ICF standards. Two internal coaches are working toward their PCC Credential.

Four external coaches, two of whom hold the PCC Credential, work exclusively with the senior leadership team. “Coaching for senior leaders is especially important,” says nominating coach Rachel Kot, PCC. “It not only helps them grow, but it also helps them see how coaching is done and how they can develop their own coach approach.”

All trained individuals are encouraged to continue development and have the opportunity for coaching supervision. For those who would like to become professional coaches, Kot explains the path to an ICF Credential. They may also seek guidance and advice from external and internal coaches who have already been through the credentialing process.

### Seeing Valuable Impact

Teams are more motivated, confident and innovative than they were before coaching was implemented, and it’s bearing fruit. Within the past year, more than one-third of managers have been promoted or had their role responsibilities expanded, including Lu, who receives external coaching. Attrition has declined, with zero attrition at the manager level and higher.

“Our talent, our confidence, is much visible than before. We always had capability, now we can fully unlock the potential,” says Janet Wang, Human Resource Manager.

### Empowering Employees

Since the implementation of coaching, more innovative ways have been developed for employees to get involved and be heard. For example, an employee engagement committee was created to collect and share feedback with the leadership team.



Courtesy of HP China

On a regular basis, teams are now meeting virtually in an open forum to discuss business improvements. The open forum concept has nurtured team culture through sharing, collaboration and innovation. It also allows for employees to take more accountability and ownership in the organization.

High-performing employees are receiving more focused attention through HP Dalian’s mentor program. They are assigned to managers who have received training in coaching skills. The managers regularly conduct one-on-one sessions for coaching, mentoring and training, depending upon what each mentee and situation requires. Because of this program, mentees are on an accelerated track to becoming team leaders.

“There is a lot of innovation because of the trust, because of the culture,” says Kot. “The people have the freedom and ownership and autonomy to create their own space, and they’re happy to work here.”

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 26,000-plus members located in more than 130 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 August 2017. Numbers are subject to change month to month.



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