



Ignite contributed to increasing the leadership density across the region by building core coaching skills in our regional leadership team.



Regional Director,  
TMR Nerang

## igniting excellence in leadership

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*Dynamic business skills to kick-start effective leadership*

## Giving managers leadership coaching skills and the confidence to use them

### *Research study findings*

The Forton Group has achieved outstanding results in supporting managers to use a coach approach and develop as leaders, according to a recent research study.

Christopher Penny, a researcher from the University of Queensland, conducted the independent evaluation of the programme's implementation in the Department of Transport and Main Roads, Queensland.

The research provides evidence of the effectiveness of the programme in a range of areas, including delivery, learning and behavioural change.

Participants reported :

- An improved understanding of workplace coaching, including the importance of asking open questions and active listening.
- Significant changes in behaviour and improved confidence in using coaching skills in the workplace.
- A high level of satisfaction with the programme as a whole.

### **Ignite Leadership Coaching**

The Ignite Leadership Coaching programme equips managers with coaching skills and supports them to apply these skills in the workplace.

The two-day workshop is founded in experiential learning and incorporates practical and theoretical material. Follow-up teleclasses help to embed the coaching skills at work.

The Ignite programme is part of the Forton Group's ICF Accredited Professional Leadership Coaching programme.



The Department of Transport and Main Roads, Queensland, (TMR) engaged DraperCo to provide a leadership coaching programme for its managers.

It was driven by two internal coaches, who were trained by DraperCo and the Forton Group to facilitate the Ignite programme in TMR.

Participants included 32 managers from the Nerang region who completed a two-day coaching workshop, peer coaching circles and four follow-up group teleclasses.

Managers participated in one of three programmes conducted in May, June, and November of 2010.

A total of 27 participants were asked to complete an online survey in November 2011. The response rate was a high 59%.

Background interviews were also conducted with four key stakeholders from TMR (the Regional Director, two internal coaches, and the HR representative for the region).

The full report from the evaluation, including methodology for the survey and results, is available by contacting Tony Draper at [tony.draper@thefortongroup.com](mailto:tony.draper@thefortongroup.com)

## Results

### Reactions

There was a very high level of satisfaction with the programme that was not lost over time.

Participants provided ratings of their reactions immediately after the two-day workshop and as part of the survey in November 2011, 12 to 18 months after participating in the programme.

Participants were also asked to rate how useful the components of the programme were for their learning. Live delivery was identified as the most useful element. The key stakeholders identified teleclasses as having the biggest impact on participants learning, although participants rated them as less useful.

Teleclasses reinforced the skills learned during the programme and held people accountable for using coaching skills in the workplace.

### Learning

Participants reported that they learnt a range of skills from the programme, particularly in understanding the impact of powerful and open questions. See Figure 2.

This is a significant shift in mind set from the traditional approach of a manager to provide solutions. Managers who use an enquiring coach-like approach have more engaged and motivated teams.

Figure 1: Reactions from participants

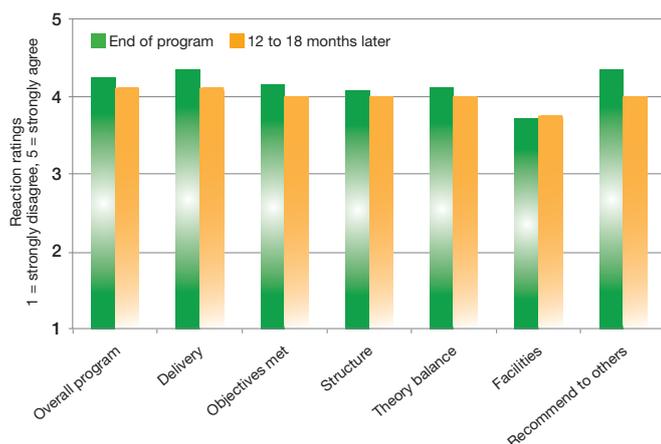
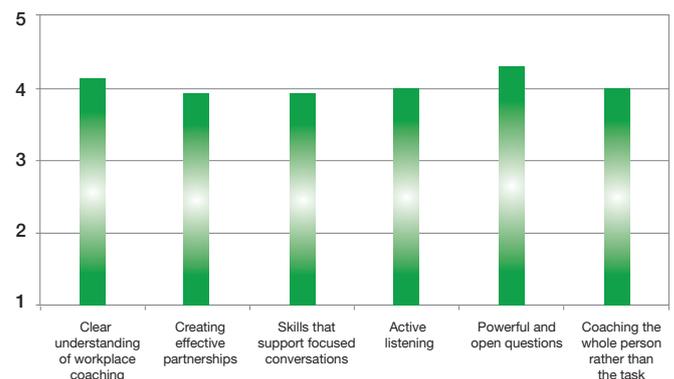


Figure 2: Average participant ratings for learning outcomes





Overall, more than 87% of participants found the Ignite concepts relevant to all of the four areas of management that the organisation targeted.

### Behavioural change

Participants reported using the coaching skills in their daily interactions.

Five coaching behaviours were reported as being used significantly more since the programme, with over 75% of participants reporting that they use these coaching skills more. These are highlighted in Figure 3.

All participants reported increased confidence in using the skills learned in the Ignite programme to lead their employees. In particular, participants reported the greatest confidence in actively listening and understanding staff, managing the team and providing performance feedback.

### Changes in the workplace

The research verifies effective transfer of learning with the Ignite Leadership Coaching programme.

Participants provided positive ratings for learning outcomes, changes in behaviour, and more confidence in using coaching behaviours in the workplace.

This is a very important outcome for any training programme and the research validates the Ignite programme was effective in developing long lasting leadership coaching behaviours.



I found the teleclasses a really useful way of sharing learning whilst starting out with our coaching practice. Collectively, I found (the Teleclass Leaders) interesting and interested, positive and very supportive.

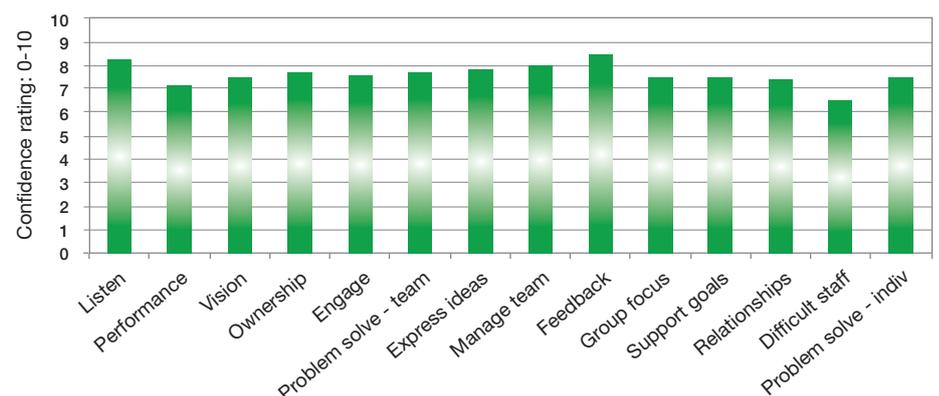


Learning & Development Officer, VSO, UK

**Figure 3: Reported increase in behaviour since participating in the Ignite Programme**

Behaviour	Increase
Create trusting relationships among people you work with	31.3%
Employ a style that is open and flexible when communicating with staff	81.3%
Actively listen to staff concerns, goals, values and beliefs	62.5%
Ask open-ended questions to elicit further information	87.5%
Provide clear and direct feedback to staff	62.5%
Support staff to discover for themselves new thoughts, beliefs, perceptions etc.	87.5%
Facilitate creative thinking to help solve problems	68.8%
Work with staff to create opportunities for on-going learning	75.0%
Support staff to identify and access different resources for learning	56.3%
Encourage staff to explore alternative ideas and solutions	75.0%
Acknowledge what staff have achieved	62.5%

**Figure 4: Average confidence ratings for managerial tasks**





The findings from this evaluation suggest there has been significant learning and use of coaching skills by the participants. This provides evidence that managers are using a coach approach in their leadership style. Research suggests that employing leadership styles that incorporate these leadership skills leads to positive bottom line results.

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University of Queensland

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## Summary and key findings

The results of this evaluation provide outstanding evidence for the effectiveness of the Ignite programme.

Twelve to eighteen months later, participants gave positive feedback about the programme as a whole. There were also significant changes in behaviour and improved confidence in using coaching skills in the workplace.

- Overall, 85% of participants would recommend the programme.
- Participants rated all components highly.
- Participants learnt most about :
  - The practical use of workplace coaching
  - Open-ended questions
  - Active listening.
- The programme was relevant to the four key management Key Performance Areas (KPAs) targeted by TMR.
- The biggest changes in behaviour since the programme were in :
  - Asking open-ended questions to probe for further information
  - Supporting staff to discover for themselves new thoughts, beliefs and perceptions
  - Employing an open and flexible style when communicating with staff.
- There is a high level of confidence in using workplace coaching for managerial tasks, which relates directly to management outcomes.

### How relevant was Ignite to TMR's four management KPAs?

	Average Rating
Managing people	4.31
Leading a team	4.25
Engaging staff	4.13
Communicating with staff	4.13

(1=strongly disagree to 5=strongly agree)



I really liked the experiential nature of the 2 days. The days flew by which is a great indication of a good programme.

Regional Team Leader,  
TMR Nerang



### Contact us to find out more...

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