



Amplify Your Organization's  
Coaching Culture With  
**GROUP COACHING**



GROUP COACHING HQ™

# The Benefits of a Coaching Culture in Organizations

“A coaching culture is proven to be one of the most effective ways to increase employee engagement, enhance collaboration, achieve change management success, and improve both employee and team performance.”

-International Coaching Federation

“Once used to bolster troubled staffers, coaching now is part of the standard leadership development training for elite executives and talented up-and-comers at IBM, Motorola, J.P. Morgan, Chase, and Hewlett Packard. These companies are discreetly giving their best prospects what star athletes have long had: a trusted adviser to help reach their goals.”

-cnn.com

“Even modest improvements can justify hiring a coach. An investment of \$30,000 or so in an executive who has responsibility for tens of millions of dollars is a rounding error.”

-Jerome Abarbanel, VP of Executive Resources, Citibank

“Our coaching practice helped our leaders find their footing faster and lead more purposefully.”

-Janice Smith, Global Director, Ernst & Young Centre for Transformative Leadership,

## Organizations with a Coaching Culture have Reported:

**28%**

increase in demonstration of emotional intelligence

**33%**

increase in cognitive flexibility

**67%**

increase in innovation management

**13%**

improvement in work-life balance

**30%**

improvement in building a global inclusive mindset

**21%**

increase in powerful questioning in team communications

# Why Create Internal Group Coaching Programs?

External coaching is expensive.

Executive coaches charge between \$200 and \$3,000 an hour, with an average rate of \$350 an hour.\*

As a result, organizations have been building their own internal coaching training programs to support internal demand, expand their coaching culture and cut costs.

However, these programs train internal coaches as 1-1 coaches.

Source: <https://www.shrm.org/topics-tools/news/hr-magazine/executive-coaches-ease-leadership-transitionsf>

## 1-1 Coaching has an Impact, but it's not Enough.



### BANDWIDTH

1:1 coaches lack bandwidth to respond to internal demand.



### REACH

1:1 coaching is usually for top leadership and not individual contributors or emerging leaders.



### CONNECTIONS

1:1 doesn't allow for meaningful connections among employees (who are increasingly working remotely).



**What would happen if you could remove these limitations in your organization?**



# Welcome to Group Coaching!

**1:1****vs.****Group Coaching****BANDWIDTH**

1:1 coaches lack bandwidth to respond to internal demand.

**BANDWIDTH**

Maximize internal, financial and time resources to reach more employees.

**REACH**

1:1 coaching is usually for top leadership and not individual contributors or emerging leaders.

**REACH**

Coaching culture permeates throughout organization: Employees practice coaching skills they can transfer out of the group.

**CONNECTIONS**

Doesn't allow for meaningful connections among employees (who are increasingly working remotely).

**CONNECTIONS**

Bring employees from different divisions of the organization together, increasing empathy, engagement and unlocking the bigger business picture.



# Understanding Group Coaching

It is nothing short of extraordinary what can happen when a group of individuals comes together to address similar challenges, supporting and enabling each other's discovery and growth. It is even more extraordinary when they are strangers at the start, yet end up having a life-changing impact on one another.

Group coaching is a dynamic and collaborative approach to personal and professional development, where a coach works with multiple individuals simultaneously. This format leverages the collective wisdom and experiences of the group, creating a powerful environment for learning, growth, and transformation.

## Key Elements of Group Coaching Programs



### **Collaborative Learning Environment**

Group coaching sessions bring together individuals sharing common goals or interests. This shared context allows participants to learn from each other. The diverse perspectives and experiences within the group lead to rich discussions and deep insights.



### **Facilitated by a Professional Coach**

A skilled coach guides the group, using their expertise to ask powerful questions, facilitate discussions, and ensure the group remains focused on their objectives. The coach creates a safe and supportive environment where participants feel comfortable sharing thoughts and experiences.



### **Focus on Goals and Accountability**

Group coaching helps participants set and achieve personal and professional goals. The coach assists in defining these goals and provides the structure for regular check-ins and accountability. The group setting also encourages mutual support and accountability among participants.



### **Enhanced Perspective and Feedback**

One of the significant advantages of group coaching is the opportunity to receive feedback from multiple sources. Participants benefit from the varied insights and constructive feedback from peers, which can lead to new perspectives and innovative solutions.

## Group Coaching: a Unique and Effective Tool

Group coaching is a powerful tool for personal and professional development, combining the guidance of a skilled coach with the collective wisdom and support of a group.

Whether your clients are looking to achieve specific goals, gain new perspectives, or build a supportive community, group coaching offers a unique and effective approach to growth and transformation.

# What Group Coaching Isn't

Group coaching is often confused with other group modalities. While group coaches might at times use the following modalities, they are mostly guiding a conversation focused on self-inquiry and reflection.

Let's level set!

→ **Group coaching is not a workshop or training.**

The goal for workshops and training is to introduce new skills or knowledge. Participants work through materials that have been chosen according to their needs. A trainer delivers predetermined content with a set agenda. In coaching, the group sets the agenda for the session and for the engagement.

→ **Group coaching is not a mastermind.**

In a mastermind, participants get together to share advice or ideas and problem solve. They are united by the topic (e.g. creating cohesion in your team, working on a specific leadership skill). In most mastermind groups, each participant receives an equal amount of time to share the area they'd like to receive support on, and the rest of the group shares wisdom and resources to help the highlighted participant.

# Top 3 Group Coaching Advantages for Participants... and Your Organization



## 1. Perspective

“When employees find their work and work relationships meaningful, employment is associated with high levels of daily enjoyment and low levels of all negative daily emotions.” \*

- Apply insights from different contexts and translate them to support your own needs
- Be curious about others’ experiences to reflect on our own experiences
- Consider how others deal with similar challenges to learn new ways of being and acting

Source: Gallup’s State of the Global Workforce 2024 Report

## 2. Connection

20% of the world's employees experience daily loneliness.\*

- Build a peer network and no longer feel alone
- Shift from frustration or anger to a growth mindset, together
- Practice the courage to ask tough questions and the desire to welcome them allows for growth and safe challenge



## 3. Professional Growth

"The best organizations hire managers with a talent for engaging their teams, and they train their managers into effective coaches who consistently deliver meaningful individual feedback that inspires better future performance." \*

- Develop coaching skills: Asking powerful questions, deep listening or holding silence
- Observe and reflect on the evolution of the group, deepening your understanding of how your team evolves
- Learn how to build trust with others in and out of the group

Source: Gallup's State of the Global Workforce 2024 Report



# Contexts for Powerful Group Coaching



## First time people managers

Create community and alignment for newly appointed people managers as they navigate the complexity of their new role.



## Director (or other level) leadership

Bring your people leaders to the next level of leadership.



## Under-represented groups

Connection and sharing of experiences creates belonging, leading to increased retention levels.

# Creating Impactful Group Coaching Programs

Ready to scale the impact of coaching in your organization? Here are important steps to take to ensure you build effective group programs that will impact the bottom line.

## ✦ Step 1: The Who & the Why

- Identify the participant group, ensuring they have a shared context (job level, career path, first time managers etc.).
- Create goals for the program directly related to this group's needs.

## ✦ Step 2: Curate the Groups Intentionally

Curate groups meaningfully, bringing together participants who:

- Are connected through a shared context (career level, identity etc.).
- Are engaged employees, ensuring they will commit to showing up. Remember: Group Coaching is not about "fixing" employees, it's about enhancing their experience.

### Avoid:

- Putting together employees working directly on the same team.
- Creating a group where one person stands out as "the only" (e.g. the only person of color, the only man in a group of women, the only parent).



### Step 3: Structure for Success

Choose the best structure for your group coaching program.

Note that if you choose to have content delivered in sessions, it's best to ensure there is specific time made for group coaching, vs. workshop style content delivery.

When thinking about structuring your group, consider the following:

#### Format: What will be the most effective way to meet?

- In person? Hybrid? Online only?

#### Engagement length

- Realistically, how long will it take for group members to achieve their goals?

#### Session length

- How much time can the participants dedicate to coaching?

#### Frequency of meetings

- Is time needed between sessions to implement actions or complete assignments?

As a general rule, we recommend meeting at least twice a month to create commitment and connection.

### Group size and impact

Consider this together with the session length.

- How many participants would you need to have diverse voices and perspectives? To offer breakouts? To create tight connections between members?
- How many would be too many to give each person a meaningful experience in the time you have for sessions?

We usually recommend 60 minutes for up to 6 participants, 90 minutes for up to 9 participants.



### Step 4: Educate Group Members

In order to know how to show up and feel safe in the group, it's important that:

- Participants understand what coaching is and isn't.
- Are told what will be expected of them in sessions.
- Are equipped to show up in this way (teach them some coaching skills!).
- Understand how psychological safety is co-created.



### Step 5: Get to Know Participants

- Ask participants to answer questions through an onboarding form (e.g. What would you like to walk away with after this program? What are you looking forward to about being in a small group setting?).

Time to get into sessions!

# Leading Powerful Group Coaching Sessions



## Psychological Safety First

A group coach begins by establishing a supportive environment where participants feel safe to express themselves. This foundational step is crucial as it fosters trust and openness, allowing for genuine communication, trust and deep connections within the group. The coach typically employs a variety of techniques to facilitate this, such as icebreakers, powerful questions to explore identity, and the establishment of group agreements and values.

## Setting Themes

Once a conducive environment is set, the group coach helps participants identify their individual forward movement and the common themes the group wants to explore together. These can range from improving interpersonal skills and enhancing professional capabilities to achieving personal growth and overcoming specific challenges. The coach uses a combination of questioning, active listening, and reflection exercises to help individuals clarify goals and create actionable plans.

## **Harnessing Collective Wisdom**

A significant aspect of effective group coaching programs is the synergy that arises from shared experiences and collective wisdom. The coach encourages members to share their insights, provide feedback, and support each other's growth. This collaborative learning process not only accelerates individual progress but also builds a sense of community and accountability.

## **Guiding the Process**

Throughout the group coaching program, the group coach remains an anchor, guiding discussions, ensuring that everyone stays on track, and addressing any conflicts that may arise. They also adapt their approach based on the group's dynamics and evolving needs, employing various methodologies such as role-playing, scenario analysis, or peer coaching to keep sessions engaging and impactful.

**What does a group coach do?**

The better question might be:

**Who is the group coach being?**

A group coach is a facilitator of growth, a catalyst for change, and a steward of collective potential. By harnessing the power of group dynamics, they help individuals achieve more together than they could alone, making group coaching a powerful medium for deep transformation.

# Elements of a Cohesive Group Cohort

## SUPPORT

Members remember each others' strengths, challenges and aspirations. They mirror and cheer each other on.

## CHALLENGE

Members challenge each other to expand perspectives and take risks through feedback and reflections.

## INSPIRATION

Members inspire each other through stories, support, and active questioning.



## TRUST

Members can be vulnerable in a judgment-free zone focused on their success.



## CURIOSITY

Members are open to excavating topics, are truly curious and investigate possibilities for and with each other.

## INSIGHT

Members deepen their awareness and self-connection.



## MOVEMENT

Members report a change on how they "move" towards their goals based on the mindset shifts facilitated by their peers, challenges and aspirations.

# Closing the Group Intentionally



Johann Keaton's research, focused specifically on groups in the workplace, stresses the importance of a termination process that summarizes the value of the group's existence. The paper concludes that "How members terminate their work group activities affects how they will interpret what they have experienced and what expectations they will take to similar situations. [...] Being encouraged to say goodbye [...] provides a time to defuse and assess the emotional impact of the task. It is a time to reflect on what has happened and how, a time to take the positive forward, and a time to learn from the negative."

With this in mind, make your closing session impactful and leave group members with a lasting positive impression of the group experience.

Guide the group through:

- Reflecting on learnings
- Looking forward
- Sharing gratitude and celebrating

# Evaluating the Impact of the Program



Ensure that throughout the program, you are measuring your participants' growth in order to:

- Reinforce learning within the participants
- Gather data to keep refining the experience
- Prove the ROI of the program to decision-makers

Ways to measure the impact:

- Short self-assessment at the start of the coaching program, focused on rating self in each of the program goals
- Self-assessment reflection form requested after each coaching session covering:
  - General satisfaction with the session
  - Coaching skills practice
  - Key learnings and action
- Mid-point survey
- End of program final self-assessment and feedback survey



## GROUP COACHING HQ™

Group coaching is the perfect solution to support more employees, avoid burnout in coaches, and scale your coaching culture to impact the bottom line.

With Group Coaching HQ, coaches are equipped with the tools, skills, community and knowledge to confidently design, structure and lead impactful group coaching programs.

Contact us to learn more about our ICF-accredited programs.

✉ [hello@groupcoachinghq.com](mailto:hello@groupcoachinghq.com)

🌐 [www.groupcoachinghq.com](http://www.groupcoachinghq.com)

## Testimonials



### Megan McCarty, Internal Leadership Coach at VSP

I really wanted to explore new ways that we could bring coaching to the organization at a larger scale. My familiarity with coaching was really in the 1:1 setting, so I was so intrigued at how group coaching can tap into the full knowledge of the group. How might this look internally?

My confidence in coaching has increased tremendously since being a part of this program. I feel so energized with new ways around how I can go about structuring these group coaching programs internally within an organization.

And I am so happy about the network that it created for me. Just that right there was worth participating in the program alone. And so I'm just really pleased with not only that increase in my own confidence and my own ability to coach, but also knowing that I've got a whole group of peers that I can lean on as well as I continue to grow and develop in this space.

## Paul Steele, Internal Coach – Volunteer Service Organization

I joined the Group Coaching HQ program because my work involves working and training successful professionals. I knew I wanted to facilitate a better learning experience from them and something that was built on their own professional success and the opportunity for them to learn from each other.



I now plan the experiences of people with whom I work a little differently now. I have a deeper well of activities to call upon to inspire reflection and a broader perspective on value that members can provide to one another. I have the patience to accompany and faith in the process, and that helps with things like longer silences and knowing that something that comes after it could be a really valuable contribution.

I'd recommend this course for anyone believing that improving interactions amongst participants in their groups can enhance the experience of the group as a whole and that includes cognitive understanding or behavioral practice, creative implementation, different theories and practices.

The course really helped me find the approach to group coaching that was right for my personality. And I think it can help people find their voice in helping others or facilitating other's own success.



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