

## CATEGORY 3 Application

Date:	
Full Name:	
Title:	
Email:	
Phone:	
Company:	
Website:	
Address: Street City State Zipcode	

# TRANSFORMATION STORY: 20%

Tell us your story of organizational transformation

Weight 20%

Question 1: Describe how your organization has been able to leverage what is known in leadership, coaching, and employee engagement to create your corporate culture that currently meets your organizational challenges as well as prepares your leaders for the future? When answering this question, please be specific as to whether you implemented leadership programs, coaching programs or employee engagement programs. This will help our committee better appreciate your efforts.

Question 2: Focusing on what you described in Q1, what were your strategic advantages? When answering this question, please describe all impact as it relates to employees, management, external stakeholders, and your social community. By social community we mean the larger environmental and social context

Question 3: What challenges has your organization had to overcome in initiating and maintaining coaching to promote employee sciences or organizational culture development?

Question 4: How does your organization demonstrate support for coaching by taking positive (and negative) personnel actions consistent with coaching and employee sciences being an important expectation of your leadership (e.g. promotions, tied to financial outcomes, other rewards)?

## Cont...

Question 5: What strategic advantages have you realized as a result of your coaching practices?

Extra supportive information for this section

## PROGRAM DESIGN 20%

How does your organization manage the coaching process?

Weight 20%

Question 6: What are the policies and standards regarding the process of coaching engagements (e.g., length of engagements, confidentiality, transparency of coaching goals, the role of HR/TM/ Managers, use of development plans, etc.)?

Question 7: How does the organization determine whether to engage an internal or external coach?

Question 8: What are the practices and procedures for identifying internal coaches, if applicable, and what is the process of developing them to be coaches?

Question 9a: What are the practices and procedures for identifying and engaging external coaches?

9b: By what criteria does your organization identify coaches who are selected to coach in your organization; e.g., certifications – please name them; experience; referral...)?

## Cont...

Question 10a: How does your organization ensure the relevance of goals selected for a coaching engagement?

10b: Does your supervising leader and HR partner, conduct coaching around key goals linked to business priorities?

Question 11: Once your organization has goals identified at the beginning of the coaching process, how does your organization evaluate coaching readiness  
Question 11: Once your organization has goals identified at the beginning of the coaching process, how does your organization evaluate coaching readiness?

Question 12: What practices and procedures are in place to ensure managers are effective in coaching others?

Question 13: Does your organization use any or all of: ROI, self and other reported progress against a specific goal, self reported progress, pre and post testing using a validated 360-degree survey to measure progress toward key goals, and other measures of business impact?

## Cont...

Question 13a: Focusing on what you described in Section 1, describe the actual programs you implemented. When answering this question, be sure to mention any policies, organizational structural changes, use of tools, facilitation, communication, and so for that launched and supported your efforts.

Question 13b: What has been the impact of working with your internal stakeholders in implementing and supporting the programs you described in Section 1. When asnwering this question, we would love to hear about your lessons learned and insights in terms of how you might have done things differently looking back on your experiences.

## RESEARCH & MEASUREMENTS 20%

How do you monitor progress on an ongoing basis and learn from your experience?

Weight 15%

Question 14: In what ways does your organization ensure adherence to your coaching standards, practices, and procedures?

Question 15: What quantitative (e.g., cost, revenue) and qualitative (e.g., recruitment, retention, leadership pipeline, etc.) evidence do you have that demonstrates the impact of your organization's coaching engagements?

Question 16: Demonstrate that you capture, monitor, and report to key leaders, metrics and progress in achieving identified expectations of stakeholders.

Question 17: Can your organization identify how much (\$ or %) of your budgets are set aside for leadership coaching? If so, how much of your budget is set aside for all coaching?

Question 18: How does your organization design research projects and share your learning with others? (e.g. conferences, journals, webinars, etc.)

## SUSTAINABILITY 20%

How do you benchmark yourself against others and continuously improve?

Weight 20%

Question 19: How do you create benchmark data, that compares your organization to other leaders in your sector/industry regarding coaching?

Question 20: How are your benchmarks communicated to employees and those requesting benchmark information?

Question 21: How does your organization use its benchmarks to improve leadership through coaching within the organization?

Question 22: How will you continue to evolve your coaching strategy to meet your organization's challenges?

## Cont...

Question 23: In what ways does your organization plan to improve and enhance your coaching practices and procedures going forward?

Question 24: Provide examples of innovative or creative approaches to furthering the development of coaching talent and providing coaching to the workforce.

extra supportive information for this section

## INCLUSION 20%

How does the organization determine who is selected to receive coaching?  
Weight 15%

Question 25: Which levels of employees are eligible and receive coaching?

Question 26: a: Number of employees?

b: In the past two years, what percentage and which levels of employees have participated in a formal coaching engagement with an external coach?

b: With an internal coach?

Question 27: In the past two years, how many and what percentage of your organization's C-level employees have participated in a formal coaching engagement?

Question 28: How do you demonstrate consistent, unbiased Inclusion criteria for employees who are offered coaching?

Question 29: What are your organization-wide and site-specific statistics for numbers and percentages of those who are offered and those who have accepted coaching from various groups, (e.g. people with disabilities, veterans, and other diverse groups).

## EXECUTIVE SUMMARY

Question 30: Highlight the key points in your overall applications?

## MARKET RESEARCH

Inquiry

What would you say to other organizations (applying for next year's designation) was the main reason(s) why you applied for a designation this year?