



Coaching and Mentoring at Work conference

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Coaching at Work – July 2nd 2013

Empowering the business to understand its talent and to drive real life development

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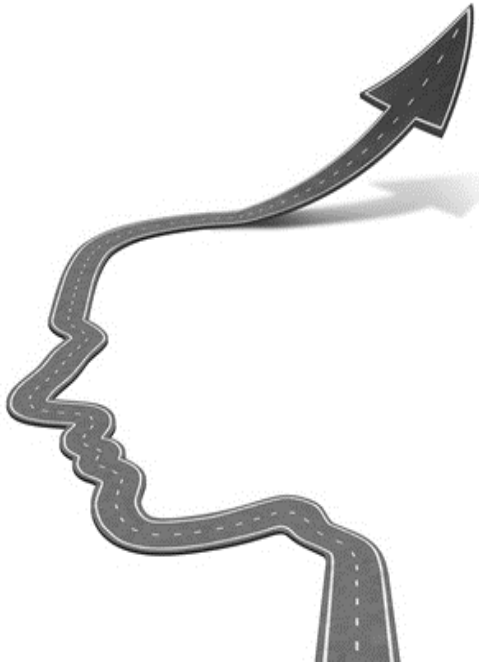


Our approach to developing talent (including coaching) has been transformed by a drive to

understand our talent as individuals

Coaching has always played a key role within Santander and we have combined internal and external coaching to good effect

- Career path coaching
- Specialist intervention
- Presentation skills
- Transitional



- Career management
- Ongoing performance
- Stretch assignments
- Behavioural development



Our aim is now to improve coaching impact and progress through providing additional insightful information around individuals

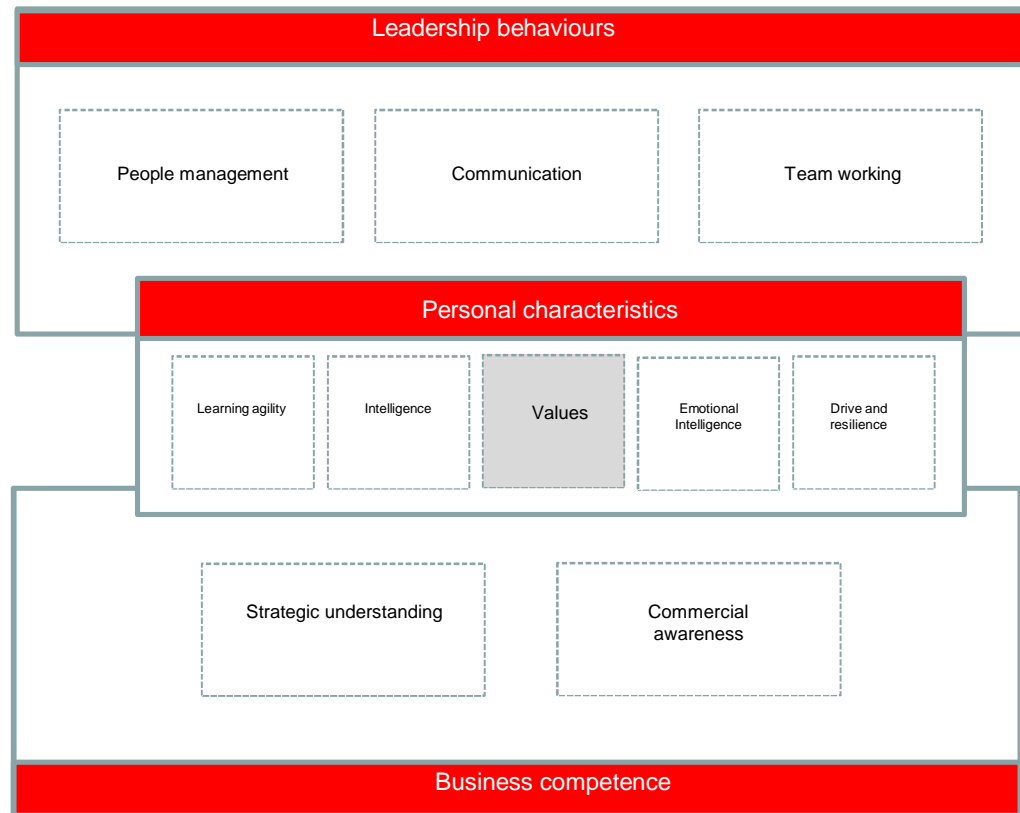
- Positive impact on performance 87%
- Coaching bringing business benefit 93%
- Average performance improvement 34.7%
- Coaching has the highest impact where we have **clear understanding of the individual** ; their abilities, needs and style



Our starting point was to develop a framework of what “good” looked like at senior level..in order to provide a benchmark for individual information

The view of “good”

- Defined by the business
- Drives talent interventions
- Basis for all assessment
- Covers:
 - *Business competences*
 - *Personal characteristics*
 - *Leadership behaviours*



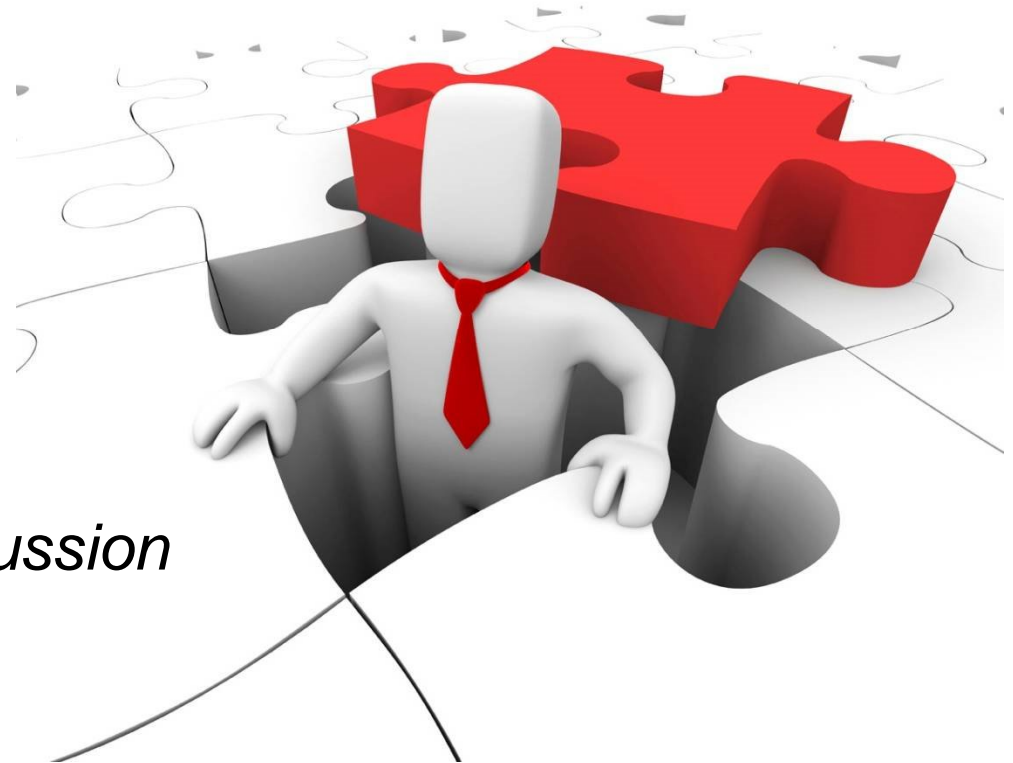
Talent gridding provides us with a mechanism to start to understand how we optimise an individual's current skills and future potential

Understanding of:

- *Current impact*
- *Future potential*

Drives and enables:

- *Effective individual discussion*
- *Development support*



Talent gridding takes input from managers around two dimensions – current impact and future potential

- “I”
 - **Achievement** eg track record, proven impact, sustained improvement
 - **Performance** as captured thro Performance Management
 - **Comparison** eg against peer group

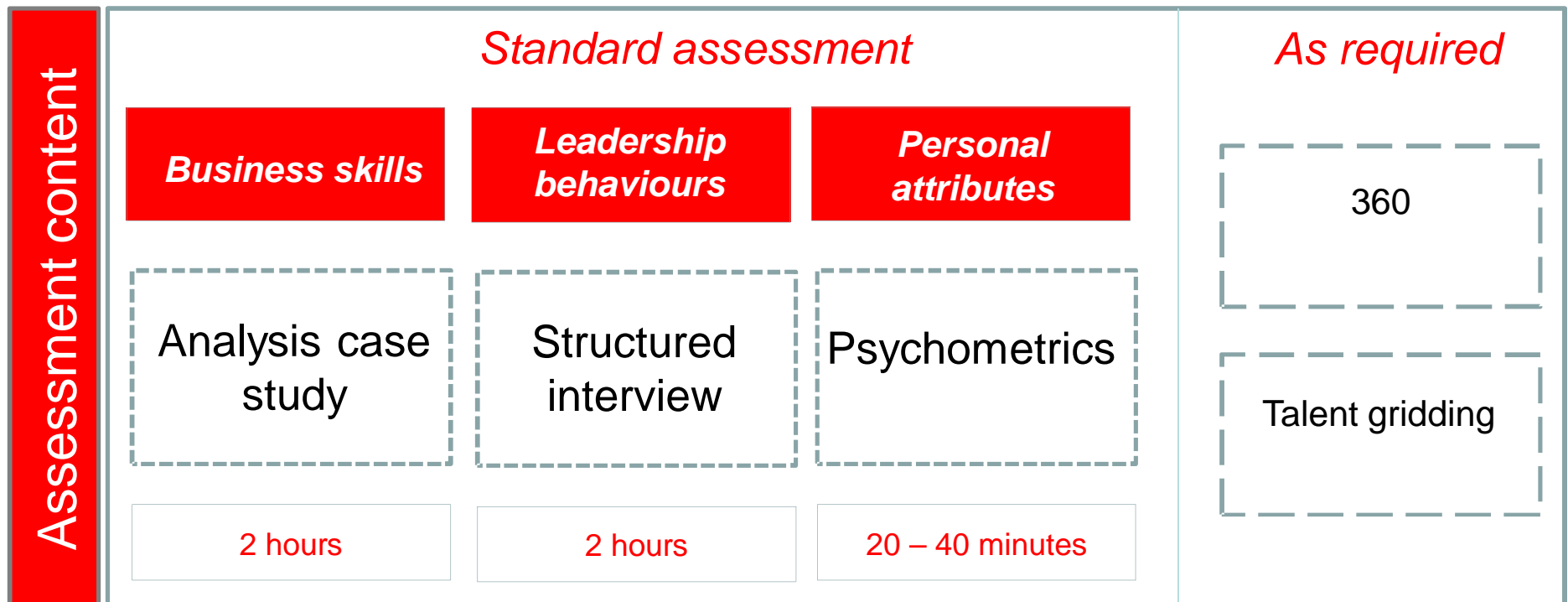
- “P”
 - **Credibility** eg profile and credibility within and across business functions
 - **Capability** against our technical and behavioural competences
 - **Characteristics** eg critical thinking, learning agility, drive
 - **Commitment** eg individual aspirations and mobility

Talent gridding provides a view of where we see an individual's "best fit" and can start to drive development interventions and support

Impact (achievement, performance, comparison)	Role model	Team star	Exceptional functional talent	Exceptional organisational talent
	Strong	Team professional	Strong functional talent	Strong organisational talent
	Developing	Under achiever	Potential functional talent	Potential organisational talent
		Key team talent	Functional potential	Cross functional potential

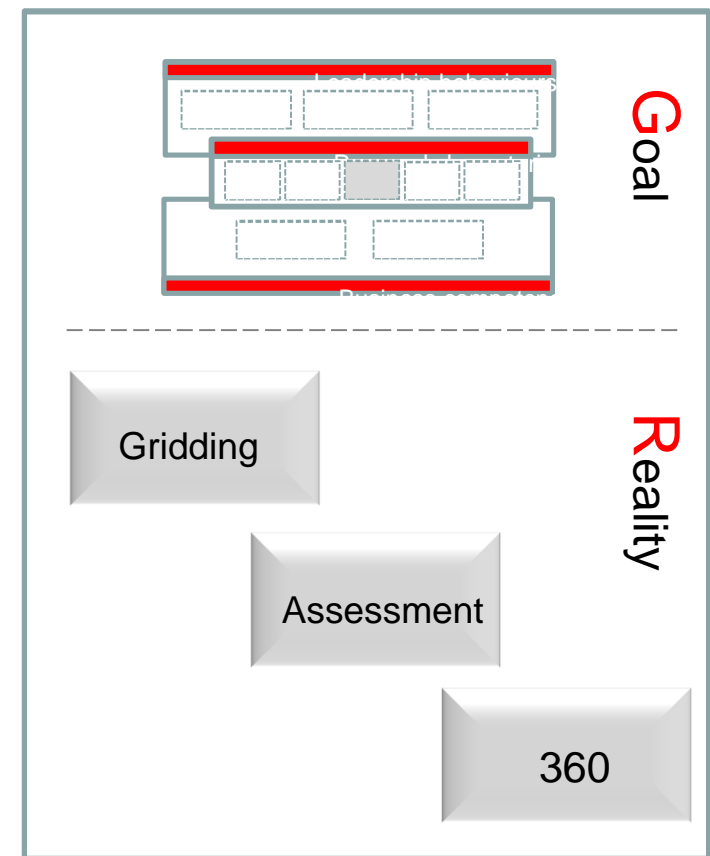
Potential

Our internal assessment for development/benchmarking process also now focuses on the Executive Assessment Framework



A common model of “good.” a view of best fit potential and mechanisms to provide feedback on how individuals are viewed - enhance coaching

- Focus of coaching
- Choice of coach
- Framework for discussion
- View of the organisational “Goal”
- Organisational perspectives of “Reality”



Starting coaching with a clear view of where we are now and where we might get to enables us to hit the ground running and to fast track progress

Coaching is about understanding:

- where are you now?
- where do you want to be?
- what has to happen to get there?



The more that you understand at the start of the journey, the faster you progress and see impact

