Pitcher's Name	Susanne Knowles	FoR category		**Date Completed**	9th June 2017
(A) Working Title	A theoretical model of how a coaching culture is developed in Australian organisations.				
(B) Basic Research Question	How do Australian organisations develop a coaching culture?				
(C) Key paper(s)	Clutterbuck, D., & Megginson, D. (2005). *Making coaching work: Creating a coaching culture*. Giorgi, S., Lockwood, C., & Glynn, M. A. (2015). The Many Faces of Culture: Making Sense of 30 Years of Research on Culture in Organization Studies. *The Academy of Management Annals, 9*(1), 1-54.				
(D) Motivation/Puzzle	In a global marketplace where the price of commodities, products and services fluctuate, the need to maintain and increase private sector profits and shareholder value is paramount. Within the public sector, tax payers demand greater efficiencies and accountability from organisational leaders. Hence CEOs and senior executives of both public and private sector organisations are under pressure to ensure maximum value is gained from every aspect of the business including from their people, to deliver on shareholder expectations.				
THREE	**Three** core aspects of any empirical research project i.e. the "**ID**io**Ts**" guide				
(E) Idea?	To gain maximum benefit from their people, organisations provide training opportunities to develop employees' technical and other skills required to perform in their roles. In addition they deliver leadership development programs to train their managers and emerging leaders in effective leadership practices. But few organisations encourage employees to self-reflect on their behaviour and performance to improve organisational outcomes and meet or exceed shareholder expectations.				
(F) Data?	In order to construct a theoretical framework to guide the incorporation of coaching conversations in Australian organisations, semi-structured interviews were conducted with 15 executives in 14 organisations in public and private sector organisations in Brisbane, Sydney and Melbourne. Interviewees were selected from the interviewer's LinkedIn connections based on their position title e.g. Manager, People & Culture; Organisation Capability Manager, and the interviewer's knowledge of which organisations were coaching internally using either internal or external coaches, or desirous to do so. In addition, 23 Executive Coaches were interviewed to provide an overall perspective on what is happening in relation to coaching in the Australian organisations to which they consult or coach.				
(G) Tools?	The research question was investigated using a qualitative, inductive research methodology incorporating semi-structured interviews and standard coding procedures for dealing with qualitative data, namely NVivo. An interview protocol and questions which related to the *what* and the *how* of developing a coaching culture were constructed to be used in the face-to-face interviews. Themes were generated from the qualitative outcomes of the interviews as part of the theoretical model-building process. Since the findings of this research will inform leaders who are developing a coaching culture within their organisation as well as consultants who are advising organisations for a similar purpose, interview questions that formed part of recent field research studies commissioned by the International Coach Federation (2014, 2015a) were incorporated into this research for comparison purposes.				
TWO	**Two** key questions				
(H) What's New?	What is a coaching culture and how do organisations know when it exists? What are the essential mechanisms and processes by which a coaching culture is developed and embedded into an organisation over time?				

(I) So What?	A coaching culture is one in which the organisation has incorporated coaching as one of their core values, all employees receive or are able to receive coaching, and coaching conversations occur on a daily basis. The organisation provides the training, infrastructure and support for leaders to coach. Coaching conversations are opportunities for employees to reflect on and improve communication, collaboration and cooperation within teams and across organisational sectors. Organisations which adopt a coaching culture encourage and promote the use of coaching conversations to develop their employees and optimise their ability to grow, which results in considerable benefits at the individual, team and organisational levels. Individual benefits include increased self-awareness resulting in employees' ability to change their behaviour; increased motivation, happiness and job satisfaction; improved leadership capability; and increased interpersonal and communication skills. Benefits that accrue to teams include improved team communication and cooperation; greater knowledge-sharing and performance; and improved teamwork and collaboration. Organisational benefits include leader development resulting in higher employee engagement, higher revenue growth, and talent management of high-potentials with access to coaching.
ONE	**One** bottom line
(J) Contribution?	This research has identified what a coaching culture means to private and public sector organisations in Australia, how such organisations know when a coaching culture exists, and the benefits of developing a coaching culture at the individual, team and organisational levels. It has generated a theoretical model by which organisations can determine the stage they are at in terms of developing a coaching culture in order to build the internal capacity of their leaders and employees to prepare for an unknown future in a changing world. Organisations which position coaching as a core value build employee self-awareness and support behavioural change. They promote leadership that engages employees and retains talent, and reward individual and team performance that maximises business outcomes and meets or exceeds shareholder expectations.
(K) Other Considerations	The model generated from my research has been derived from data collected from a small sample size in public and private sector organisations. Future research should be conducted with a larger sample size, and across other industry sectors e.g. not for profit, professional services firms, or in other countries. Practitioners should be encouraged to use the theoretical framework to implement a coaching culture in organisations and report on the findings.