

About the Initiative

AIG Retirement Services (AIG RS), an organization of 6,000 employees, is a part of AIG (American International Group), a Fortune 20 company. In 2004, AIG RS decided to invest in developing their 200 high potential leaders by training some senior leaders as internal coaches. Results Coaching Systems (RCS) was selected as the vendor. In 2007 a return-on- investment study was completed, this document summarizes that study.

THE STUDY HAD 3 SIGNIFICANT FINDINGS:

1. A return on investment of 17:1
2. Retention and engagement were significantly impacted at multiple levels
3. Senior leaders were effective internal coaches with minimal training

About the Intervention

PHASE 1: CONSULTING

The initiative began by defining the objectives and measures for success. The project was branded 'High Performance Coaching', and communication strategies & tools were developed, covering coaches, clients and wider audience. A website launched with resources for all stakeholders, and the training intervention was tailored.

PHASE 2: DELIVERY

The pilot program began in June 2006. The first coaches were twenty senior leaders, either C-suite or one level down, plus some senior HR executives.

38 contact hours of training were delivered over 4 months, made up of a coaching session with an external coach, 3 days of live training, 8 weeks of teleconference training, a formal assessment process and 3 months of group mentoring.

The coaches used a consistent twelve x one hour coaching structure delivered over six months, with one hour coaching sessions every two weeks. Two business goals and one personal were set with each coachee.

PHASE 3: MEASUREMENT

RCS provided tools to measure the impact of coaching after the first round of coaching was completed. AIG staff collected and analyzed all the data.

1. A RETURN ON INVESTMENT OF 17:1

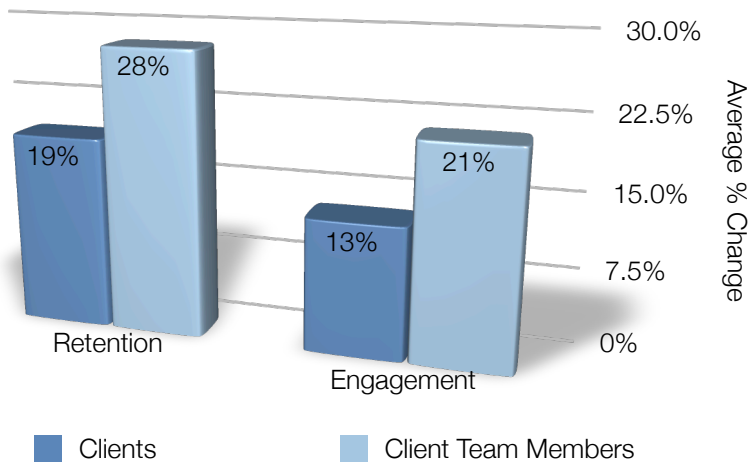
A return on investment of 17:1 was established, based on only the first round of coaching delivered. This was obtained through standardized interviews of all 24 coaching clients. Data was gathered in the areas of:

- Time Savings/Efficiency Gains/Process Improvements (Individual and/or Team)
- Cost Control
- Customer Retention
- Increase in Sales
- Individual Retention and Team Retention
- Individual Engagement and Team Engagement

Any savings were quantified in dollar values, and multiplied by confidence factors and by the percentage that coaching impacted the change. Thus conservative numbers were established.

2. RETENTION AND ENGAGEMENT IMPACTED AT MULTIPLE LEVELS

The program positively impacted the organization at four levels: the coach; the coach's direct reports; the client; and the client's direct reports. Specific data was obtained about changes to retention and engagement as a result of the coaching at two specific levels:



3. SENIOR LEADERS WERE ABLE TO BE EFFECTIVE INTERNAL COACHES

All 20 coaches had their coaching skills formally assessed, through individual, live one hour assessments based on International Coach Federation competencies. All coaches passed their assessment first time.

PARTICIPANT FEEDBACK

"This puts everything in its place, and I am less clouded when I'm on the job. I don't let the urgent rule the day."

"I am lucky that no one quit because some people took hefty pay cuts. Coaching gave me some of the tools I needed to have those tough conversations."

"Coaching allowed me to be more proactive with clients, which increased my client retention by about 30%."

"I'm much more loyal to the company now."

"Coaching accounted for 100% of keeping me engaged during lots of transition."

"I was shocked my coach was a President, it made me feel more positive that there is time and money being spent on human capital. I haven't really felt that investment since the acquisition, especially at my level "I've always been really engaged but made a big shift to strategic thinking."

"I feel like the work I do is valued and taken seriously."

"I learned there is a human element to management – people work differently and are motivated differently."