



## BT Case Study

---

“We saw people with a greater ability to manage transitions and change with confidence. Managers learned how to challenge and change organisational dynamics and develop higher levels of personal leadership capability.”

Frank Bowles,  
Business Change Leader  
BT

In 2004 as BT's IT division (7000 employees) geared up for a major people transformation which would see the organisational structure turn on its head, resource management take on the shape of a professional services model and career paths completely restructured, the executive team realised they would need to create change agents within to support and influence the change process and ensure its success. They

### Coaching is the catalyst. Transformation is the result.

commissioned a professional coach training programme that turned 48 people managers, members of the divisional talent pool and the Transformation Director himself, into Professional Coaches.

Using a coaching model specifically designed for corporate coaching, participants went through an intensive 9-month International Coach Federation (ICF) approved coach training programme (ACTP) that consisted of residential workshops, regular tele-classes, supervision sessions and culminated in an exam that would enable participants to graduate and meet the training requirement of the Professional Certified Coach (PCC) accreditation with the ICF.

Training at this level inside a corporate organisation was unprecedented, and allowed BT to offer internal executive and leadership coaching throughout the business unit. Participants were trained in how to coach people at all levels in the organisation to:

- transition through organisational change
- grow their management and leadership capability
- determine a relevant career path
- develop their emotional intelligence
- create an inspiring strategic vision
- understand the cultural landscape, gain buy in and acquire resources to achieve their vision
- understand and motivate people in their team





## Supporting Transformation

---

“I cannot speak highly enough about the quality of the coach training. It was presented in a relaxed and engaging manner, using an intuitive model and framework, which is also flexible enough to allow you to adapt your own coaching style. I've been impressed by the results I have achieved when applying the training, and the model provides a reassurance that, whatever coaching challenges are thrown up, I have the tools to allow me to navigate a way through.”

Managing Director of  
IT Division of Global  
Insurance Company

The programme was tailored for this organisation to include some of the ongoing initiatives in the business, such as the transformation programme and the BT leadership capabilities. This meant the programme was highly relevant to participants and the organisation, equipping them to deliver effective coaching that the organisation needed for the major transformation to succeed. They effectively became critical change agents supporting the people transformation, leading and developing hundreds of “community coaches”, a role which was created and filled by managers to support the transformation effort.

Due to the experiential aspect of the coach training, participants experienced a personal leadership transformation which resulted in many of them moving into key influential people transformation roles within the business, an unexpected bonus.

48 participants graduated with a Certified Leadership Coach accreditation which enabled BT to offer internal executive and leadership coaching throughout the IT directorate. Focus was targeted to three main groups; new talent (graduates, recent MBAs and new intake senior managers), senior people moving into new roles and identified high performers in their current role.

The transformation programme was delivered successfully as a result of people having a greater ability to manage transitions and change with confidence; they were able to reflect and review their environment and their impact with new insight. Managers learnt how to challenge and change organisational dynamics and develop higher levels of leadership capability, resourcefulness, resilience and personal responsibility.

### Contact Us

Email [anne@rapidchangeconsultancy.com](mailto:anne@rapidchangeconsultancy.com) or call **028 9268 8554** .  
Or download other fact sheets on our CoachWise™ Programme at  
[www.rapidchangeconsultancy.com](http://www.rapidchangeconsultancy.com)