



TTM Coaching

**We're your partners
in possibility.**



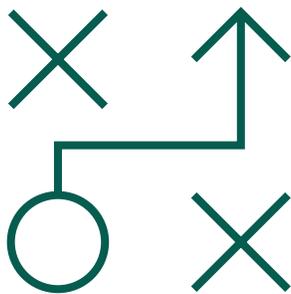
Client Case Study

BUPA 2024

 @ttm.coaching  @ttmcoaching

Client Overview:

The market-leading health insurance company Bupa, approached us in Spring 2023 following a rapid period of growth for their B2B business. Issues with the NHS and post-pandemic life resulted in Bupa's corporate teams dealing with a vast increase in client accounts. The corporate teams had to build relationships with their new clients while navigating an internal restructure. As a result, they sought coaching for their newly appointed portfolio managers. The portfolio managers were new to their roles, faced complex relationship dynamics, in tandem with deep-dive strategic work that was changing their day-to-day responsibilities. There was an opportunity to improve the required skills among employees to navigate this period of ongoing change. Following the successful implementation of the Management Coaching Programme in Spring/Summer 2023 with Bupa's portfolio managers, expanding the impact of coaching and fostering a coaching culture amongst the entire sales/account function was a key focus.



Coaching Objectives:

- To strengthen relationships among the newly appointed management team.
- For employees to feel supported and positive about their coaching experience, and for improvements to be reflected in their bi-annual people survey, the Net Promoter Score (NPS).
- To develop soft skills among Bupa employees including greater self-awareness, confidence, communication, and leadership skills, while also improving time management and prioritisation.
- To encourage and facilitate the adoption of a coaching mindset within Bupa's teams and expand the impact of coaching beyond the portfolio managers.

TTM Coaching Approach:

Bupa's sales/account function has worked with TTM Coaching over a 12 month time period, with our partnership set to continue throughout 2024. Bupa has participated in the following coaching solutions which have focused on 1:1 coaching sessions and group sessions for their portfolio managers to introduce the practical application of coaching skills.

Timeline: April – July 2023

Management Coaching Programme

For Bupa's portfolio managers

Team
Members

6

Solution overview

The Management Coaching Programme provides an in-depth transformational coaching experience over 12 weeks. Individuals explore personalised topics during their 1:1 sessions such as confidence, communication, time management, prioritisation, stakeholder management, and balance. This programme is ideal for those who feel overwhelmed, stressed, confused, or are seeking clarity, support or personal growth. Suitable for those who are new to their roles, leading, or navigating change, resulting in greater clarity, confidence, and a balanced approach and outlook to work and life.

Timeline: October 2023 – April 2024

Group Coaching PODs

For Bupa's portfolio managers to continue their ongoing growth and development with an introduction to practical coaching skills.

Team
Members

6

Solution overview

Our BOOST Package of group coaching sessions enhance leadership skills through focused group learning covering key coaching approaches and strategies. Participants benefit from sharing with their peers, learning from each others experiences, and solving problems together, while building valuable relationships in an atmosphere of trust. Individuals continue their journey of self-growth and development while honing their leadership skills, resulting in a positive, impactful working environment for their teams.

October 2023 – May 2024

LAUNCH Coaching Package

For individual contributors reporting to the portfolio managers.

Team
Members

47

Solution overview

Our LAUNCH Coaching Package provides a condensed coaching experience over 4-6 weeks and allows for widespread implementation. This empowers employees to access greater self-awareness, and build clarity and confidence, making coaching an intergral part of your organisational culture.

Client Progress & Achievements reflections

“I now have more structure to certain difficult conversations due to the planning and processes I now do before these calls. I also reflect more on calls/situations which helps with future calls/situations.”

“I have been asking for feedback at work and home even if it is negative feedback. To be honest I have preferred the negative feedback. I am able to use the feedback as I know I can applying my learnings from my sessions to improve. I am also keeping the techniques that I have learned written down in front of me. I can make sure that I apply them throughout the day, which appears to be working.”

“I am more focused on what I want to achieve and on making firm plans on how to achieve those things.”

“I gained more insight into how I approach my work-life balance. I was able to verbalise my thoughts and feelings which made me “normalise” them. Becoming aware of my patterns of thinking also allowed me to stop and think before I act. Rather than reacting to a situation, I was able to think it through along with the possible outcomes and consequences, then make a choice.”

“What I have learned works perfectly for work and also my personal life. I have changed in work by becoming a lot more positive, I feel like I know my stuff so I’m kind of assured of myself in a good way.”

“Increased capability to hold coaching conversations, better strategic focus, mindset shift, stronger relationships with my team.”

“Where do I start - in every aspect of my life and work I am more confident and much more comfortable in my own skin, the team has noticed a difference”

“More balanced approach to both personal and work life. Not getting as consumed with the stress and workload and understanding what is achievable and what is not.

Understanding what is in my power to influence and realising that I can not control everything. It has really helped with a beneficial mind shift.”

Client Testimonials

- D "I feel truly grateful to have had the experience, and that the experience has had such a positive impact on me. It has given me confidence in my ability, allowed me to see the end goals more clearly, and to be more in control of myself and situations. If I can impart only a small percentage of what I have learned to my team it will help them."
- D "I feel so fortunate to have had access to these sessions. They have made such a positive impact on my life and I have gained such powerful insights that will alter the way I approach work in the future."
- D "I've used the word transformational a few times - it's exactly that. The coaching came along at the right time for me, as I emerged from an initial hectic period having recently stepped into a leadership role for the first time, initially juggling two jobs. The support, guidance, and mindset focus through the sessions have helped me to cultivate my own leadership style. I've started to see this emerge in the last 2 months and have grown in confidence. I feel that my sessions have helped shape and fast-track my development. I've also seen these changes positively impact my personal life. I would highly recommend working with a coach to anyone, and feel that TTM have done a fantastic job of delivering this."
- D "I found these sessions invaluable. Despite some early scepticism as to the benefit of them, I will likely miss not having them moving forward."
- D "I would recommend TTM and Natalie in particular to absolutely everyone, there is nobody who wouldn't benefit from this type of session. In fact I would say it's a great shame that all of my team can't go through something similar with her."
- D "I found the sessions really powerful and it allowed me to discuss and make sense of particular issues. I really enjoyed my time with Janice and I do feel other areas of the business would benefit from this."
- D "I feel lucky to have been given the opportunity to work with such a dedicated, committed, and insightful coach as Ania. It's been a great journey, and I know I will carry my coaching experience with me for the rest of my career."
- D "This is very much like therapy for the work element of your life. It gives you the chance to reflect, see unhealthy work patterns, behaviours, responses, and triggers, and understand where they're rooted. It's more individualistic and designed to improve the individual emotionally, as opposed to a business-orientated stance of how we should be. Incredibly impressed."
- D "After each session, I tried to put into place what had been discussed that week. It felt natural, each week, I discovered something new about myself, and was keen to move forward. It didn't feel like a task list, or a tick-box exercise. I was enthused to put into practice what I learned each week, and this was the key to this coaching style being so effective."
- D "The coaching exceeded my expectations. I'd never participated in anything like this programme before and I found it incredibly powerful. It was thought-provoking and will benefit me as I move forward in life."
- D "The whole experience from beginning to end was enlightening, insightful, thought-provoking, and empowering. I felt that there weren't enough sessions available, as I had just beginning to flourish when they came to an end. Even having follow-up/check-in-type sessions would be useful to revisit and refresh. Janice herself was an excellent coach and I would recommend her to anyone."
- D "I've certainly found value in our conversations these last 6 weeks. At times it could be challenging and has made me face up to some reflections which were tricky but has also made me realise that I need to value my own self-worth much more than I do and not deflect positive feedback."

Coaching Journey:



TTM's coaching solutions are designed to be manageable and accessible for busy professionals with all sessions carried out virtually via Zoom (or alternative teleconferencing software). Coaching sessions are carried out weekly and Coaching PODs take place monthly.



We partner with our clients through a dedicated account manager who help to understand business goals, challenges, and success metrics. All TTM coaches were briefed on Bupa's business objectives, team dynamics, and priorities in advance of starting their coaching journey.



Individual topic areas were brought by the employees every week. Key focus areas included time management, prioritisation, confidence, mindset, work/life balance, communication, and management.



During our coaching sessions, our accredited coaches used a variety of coaching methods and principles with each individual. These included active listening, powerful questioning, goal setting, and creating action plans. They also used techniques such as reframing and challenging limiting beliefs.



During our monthly coaching PODs, our ICF-coach trainers provide an introduction to key coaching skills such as active listening, powerful questioning, summarising, mirroring, and paraphrasing.



All our coaches and trainers abide by the ICF Code of Ethics and use the ICF Core Competencies, which include setting the coaching agreement, establishing trust and intimacy with the client, creating awareness, designing actions, planning, and goal setting.

Client Progress and Achievements:

Following completion of the coaching initiatives we asked all participants to highlight the impact coaching has had on them.

- Did the LAUNCH Coaching Package meet your expectations?
- How would you rate the rapport and relationship with your coach?
- Did you feel comfortable and supported during your coaching sessions?
- Were the coaching session notes provided after each session helpful in supporting your learning and growth?

100%
Said YES!

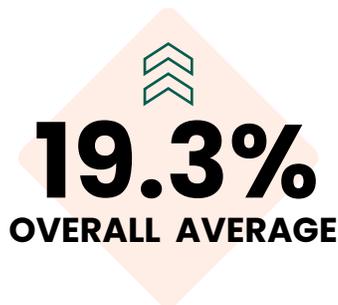
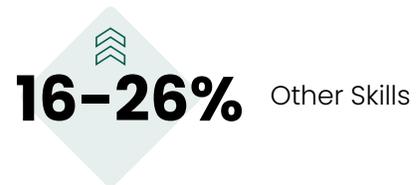
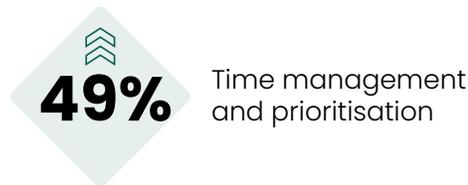
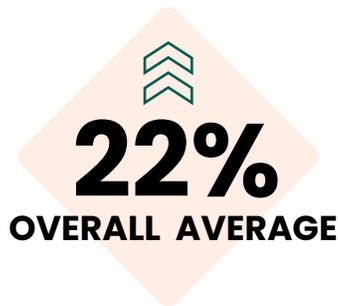
- How would you rate your overall satisfaction with the LAUNCH Coaching Package? **97.5%**
- How likely would you be to recommend this coaching experience to other colleagues? **97.8%**
- Did the LAUNCH Coaching Package help you gain new insights and awareness? **97% said YES!**
- Have you applied any of the coaching techniques or strategies learned during your sessions? **97% said YES!**
- How likely are you to apply the knowledge and skills acquired from your coaching sessions in your work or personal life? **96%**

Coaching Results:

All participants undertook a self-evaluation before and after their coaching experience. They rated themselves across 10 key focus skill areas, with several questions being asked to determine each skill score. Employees rated themselves from 1-10, which then provided an aggregate score and this data set was used to evaluate impact

Following completion of the Management Coaching Programme

- An overall average skill **increase of 22%** was seen among participants.
- Improvements were made across all skill areas. Most significantly in **time management and prioritisation which saw a 49% increase**, and the majority of other skills saw a range increases of 16% - 26%.



Following completion of the LAUNCH Coaching Package

An overall average skill **increase of 19.3%** was seen among participants across all teams within the department.



Bupa internal Net Promoter Score (NPS)

Net Promoter Score* increased by a total of 8% to 83% over 10 key categories following our coaching initiatives together which they deemed as "Exceptional" and "Market Leading"



*Net Promoter Score: Bupa internal Employee Satisfaction Measurement.

Challenges and Solutions:

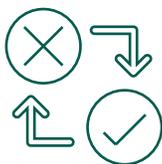
The primary challenge we encountered was effectively communicating the concept of coaching and its inherent value to Bupa's employees from the very beginning. As we embarked on implementing the coaching initiatives we realised that a lack of clarity and understanding hindered the seamless integration into employees' busy schedules.



Our resolution:



Tailored Communications, Advocacy and Promotion: We recognised that different business stakeholders may have varied perspectives and levels of understanding about coaching. To address this, we tailored our communications to resonate with each stakeholder's specific needs and priorities. We created a welcome pack for each individual highlighting what coaching was, and how it would directly contribute to individuals' professional growth and desired business outcomes. We also leveraged manager and peer advocacy to capture attention and interest. By providing an in-depth overview of the coaching process and timeline to portfolio managers, and co-hosting kick-off calls together, we were able to utilise manager advocacy to effectively communicate expectations, logistics and coaching impact to their teams.



Flexibility and Accessibility: Recognising employees demanding schedules, we ensured that coaching sessions were designed to be flexible and easily accessible with minimal barriers to entry. Following an initial chemistry session with their coach, participants completed a 5-10 minute self-evaluation questionnaire, before getting started with their sessions. All sessions were conducted virtually, and scheduled at times convenient to the employees. Our coaches provided flexibility based on workloads and schedules.



Feedback and Continuous Improvement: Throughout the implementation process, we actively sought feedback from the coaching sponsors, managers, and participants. This feedback loop allowed us to address any concerns or roadblocks promptly and make necessary adjustments to improve the effectiveness of our coaching solutions. It also allowed us to introduce the "Group coaching PODs" which were created based on client feedback.

Conclusion:

The success of our partnership with Bupa can be attributed to several factors:

Delivering a personalised experience with a “people first” approach

Bupa and TTM Coaching are aligned in their values of trust, authenticity, partnership, positivity, and empathy. Individuals received personalised 1:1 coaching sessions and intimate POD groups were tailored to meet unique needs.

Deep understanding of the Bupa business

- Our dedicated account manager collaborated closely with key Bupa stakeholders to ensure a deep understanding of their goals, challenges, and measures of success.
- The ongoing feedback loop, coupled with regular communication with Bupa’s coaching sponsors created transparency and alignment.
- We worked together in partnership rather than as a transactional client/vendor relationship.

Manager and peer advocacy

- Advocacy played a crucial role in engaging and adopting coaching practices across the Bupa teams.
- Tailored and timely communications issued from TTM and Bupa managers provided clarity on what to expect, contributing to a seamless experience.

As a result of the effective partnership between Bupa & TTM Coaching, collaboration is expected to continue throughout 2024 into 2025. We’re currently in discussion to reach new employees with the LAUNCH Coaching Package, deliver the Coaching Skills Training Programme to Portfolio Managers, and provide previous participants with access to on-demand coaching for ongoing well-being, growth, and development.

Contact us

Together we want to build partnerships that create real and lasting change for your teams and your organisation. For more information, testimonials, or questions please visit our website or get in touch with us directly at info@ttmcoaching.com. We look forward to hearing from you.