



essential Impact

SYSTEMS FOR COACHING CULTURES

HOW WE MEASURE SUCCESS

ROI FOR JOEY RESTAURANT GROUP | 2014

Marjorie Busse CEC, MCC, Lead Coach with the Essential Impact Team

Led by Marjorie Busse, Essential Impact's coaching initiative with JOEY Restaurant Group began in 2008 when they identified the need to develop leaders. The turnover rate was more than 200%, while a rapidly expanding market was projected to grow 30% over the next three years. Marj proposed a coaching initiative that included ICF-approved skills training for the leaders, then a cascading program that took coaching skills to the front line.

By 2014 five leaders have achieved ACC status. The COO received recognition by ICF as a strong advocate for credentialed coaching in business. Over 750 individuals have completed training, five of its senior leaders are ICF accredited coaches, and 36 leaders are at the level of ACC-readiness. The organization is now offering the ICF accredited training by credentialed internal coaches.

Since putting the coaching program in place, JOEY Restaurant Group has been recognized for five consecutive years as one of Canada's greatest places to work.

JOEY'S ROI ON THIS COACHING PROJECT

- 30% revenue growth when others in the industry were cutting back
- Reduced turnover from >200% to 66%
- Reduced senior leadership turnover to 0%
- Leadership readiness for new positions changed from 100% external hires for new leadership positions to 9:1 internal candidates for each new position
- The COO was recognized in 2013 by ICF for his coaching impact statement about the value of an ICF credential. His statement now appears on the ICF website
- Organization made the Top 100 Employers List (>1000 employees category) for the first time in 2010, ranked at 26th and improved in 2011 to 12th. This included a 12th place ranking for company culture, 12th best place for women to work, and 5th place for camaraderie and fairness
- Total revenue increased by \$32,000,000. Coaching was the only new HR initiative during a 30-month growth period. Together with the strengthening of other business systems, the executive team links approximately 25% of the revenue increase to coaching.