



“Executive coaching is an investment in the professional and personal development of our leaders.”

Client Story

Executive Coaching for Leaders at Elevance Health

Elevance Health has fostered a coaching for development environment for many years. About three years ago, we partnered with Blanchard to expand coaching beyond our leadership programs to include individual engagements for key leaders,” says Amber Keen, talent strategy & planning leader. “We consider coaching an investment in development, especially for our leaders as they are transitioning to new roles, expanding their roles, and navigating matrixed working relationships within our company.” They have found that coaching leads to growth opportunities not only for the individuals, it also benefits the entire organization.

The selection process for leaders who will be coached begins with talent and HR business partners. “We work directly with the leader of the person to be coached to understand what strengths and development opportunities they have and what their expectations are for the future,” says Keen. “We want to clarify what is trying to be accomplished through the coaching process. The most important question we ask is what change they expect to see in six to twelve months if the coaching engagement is successful. The answer to that question helps us set clear goals and expectations for the coaching outcomes.”

Once determined, the coachee meets with a Blanchard advisor for an orientation call. The advisor learns more about the coachee personally, to understand preferences that will guide them to one or two coaches who might be a good fit. The coachee then talks to the Blanchard coaches to see if the chemistry is good and selects the best coach for themselves.



Amber Keen

“The method to match the Elevance Health leader with the Blanchard coach is a key part of the process,” says Keen. “Once the leader selects their coach, the coaching engagements typically last about six months. The coach and coachee determine the cadence of meetings, complete a 360-feedback process, and hold stakeholder meetings to identify the development areas they will be working on. At the end of six months, the coaching can be extended if both the leader and the company see the continued value.”

“The value of external coaches lies in the neutral, confidential space they provide for leaders to reflect and grow. The Blanchard coaches have worked with us long enough to understand how we work as well as our language, such as the acronyms we use. So, there is a level of confidence in the coaching skills of the Blanchard coaches, appreciation for how well they know our company, and comfort in knowing that the sessions are completely confidential and designed to help our leaders be successful.”

The Blanchard coach helps the coachee identify and practice new behaviors and strategies, improve alignment between decision making and organizational objectives, and hone leadership skills. The coachee gets to practice skills in a safe learning space and receives unbiased feedback from a professional coach.

Keen sees common themes in the requests for developmental growth. “Many leaders ask for support with self-awareness, building trust, navigating in a matrix environment, collaboration, and team building,” says Keen. “These are common themes, but everyone has a slightly different slant to the things they need guidance with given their individual situation. And again, having a neutral coach who is not going to share information gives the leader the chance to process and work things out without judgment.”

Looking at Results

Feedback on the Blanchard coaching engagements has been overwhelmingly positive. Elevance Health is proud of the 9.9 net promoter score they have documented over the years for the coaching engagements. They also collect testimonials about increased efficiencies, cost reductions, improved teamwork, enhanced leadership skills, and stronger, more effective relationships.



“One of the strongest endorsements is when a leader who has been through coaching comes back to ask for one of their team members to be able to have a coach. When they have seen such a benefit that they want to recommend someone else to go through it, that speaks volumes to me,” says Keen.

“Executive coaching is an investment in the professional and personal development of our leaders. Partnering with Blanchard and focusing on the individuals who are going to benefit most from coaching is a sure way to deliver the best return on investment.”

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