



COACHING THROUGH
GROWTH
AT PROCORE



In 2014, Procore Technologies faced an enormous opportunity. This market leading provider of construction management software was experiencing rapid growth. Procore needed a revised management approach that could accommodate such expansion both in terms of business volume and professional staff.

Tooey Courtemanche, Procore's CEO and founder, and other leaders throughout the company recognized the opportunity to enhance staff collaboration, curiosity and capacity for personal growth.

Procore leveraged this opportunity by launching a pilot coaching program for a small group of leaders. This pilot ignited an unexpected appetite across the organization for more internal coaching opportunities. Soon thereafter, Procore brought in ICF-credentialed coaches to build a coaching program that could align and integrate with the

robust company culture to provide coaching accessibility and scalability.

Since the pilot, Procore's coaching program has reached over half of its employees and is a powerful tool for acquiring and retaining talent, developing leaders and nurturing a world-class culture that values the whole employee.

As a result of Procore's sustained commitment and innovative approach to coaching, the company earned the International Coaching Federation's (ICF's) top honor for organizations with strong coaching cultures: the 2019 ICF International Prism Award. ICF's Prism Award program honors organizations that have achieved the highest standard of excellence in coaching programs that yield discernible and measurable positive impacts, meet rigorous professional standards, achieve key strategic goals, and shape organizational culture. (Learn more at coachfederation.org/prism-award.)

To accommodate the company's growth and increased demand for coaching, Procore created an inclusive

strategy for individual and organizational reach and impact. With two focused goals, accessibility and scaling, Procure has created a robust coaching program that empowers every employee's development and growth as the company continues to scale.

A senior leader within the organization describes Procure's coaching program as one that "reaches down to the front lines of our organization." The program has "leveled up our entire organization and provides the backbone for our company's continued growth, powered by a strong culture and a desire to always be better than we were yesterday."

Accessibility to reach each employee

To make coaching readily accessible, Procure intentionally set out to de-mystify coaching by offering a 90-minute, in-person workshop that introduced coaching. The workshop, "Framing Up Coaching," introduces listening skills, powerful questions, leaning into curiosity and an understanding of presence and perspective. Being able to leverage these skills builds empathy, connection and work effectiveness.

In addition, as part of every employee's five-day orientation, Procure integrates coaching into the onboarding process. One of Procure's internal Executive Coaches speaks at each orientation, explaining the program and its offerings to employees and discussing how it directly impacts the company culture. They also get a tiny taste of curiosity through a playful question game. This occurs on the first day of orientation to plant the seed that Procure invites a growth mindset from day one.

Combined with its team of internal Executive Coaches, Procure gives employees the opportunity to receive on-demand coaching from external, ICF-credentialed coach practitioners. Employees who utilize this service commit to weekly one-hour coaching sessions via webcam. They also can access this service anytime during business hours for spontaneous check-ins.

To accommodate various working schedules and communication styles, Procure also has created an online community for employees to explore on their own time. The Coaching Corner is a collaborative space that features articles written by internal

Executive Coaches, as well as forums where people can share questions related to coaching.

Scaling to build a coaching culture

In addition to ensuring readily accessible coaching, Procure designed a program that could be scaled as needed to accommodate the ongoing growth of the company. To achieve this, Procure reinforces a coaching culture in the workplace through leaders who embody a coaching approach. These leaders understand how to ask their team questions instead of giving them answers, apply active listening and help their team members navigate collectively toward a solution.

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*Jeanne Smith, PCC
Procure's coaching culture architect
and Nominating Coach*

Creating coaching opportunities for the executive team is essential to building a coaching culture. "If [the C-suite is] not actively in coaching engagements, you can forget about having a successful coaching culture," says ICF Professional Certified Coach Jeanne Smith, Procure's coaching culture architect and the organization's Prism Award nominating coach.

As much as 90% of Procure's executive team participates in one-on-one coaching with ICF-credentialed external coach practitioners. These executives then, in turn, bring their coaching leadership styles to their teams to further develop and scale the coaching culture in the global Procure workplace.

These leaders lend their voices and expertise to ensure that the coaching culture thrives at all levels of the company. "In order to be a leader here, you need to be engaged in coaching," says Gregory Gills, senior director of organizational development for Procure.

“Being a leader isn’t just being in a position of power,” says Procore’s senior director of real estate and facilities. “Being a leader is inspiring others and having them want to be on this journey with you.”

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is to develop the whole person. And as human beings we crave that one-on-one attention. When a company says, ‘I support that,’ the people of the organization feel seen and heard. This invites them to bring their best selves to their work, their teams and their clients.”

With an executive team that understands the impact of curiosity and strengths-based leadership, Procore is ready to tackle future coaching goals and continue to foster a healthy workplace culture organization-wide. Through its coaching program, Procore has built a workplace where every employee is valued and encouraged to grow. 🙌

The growth of Procore’s coaching program is demonstrated by the fact that the company engaged 900-plus employees in 2019. As the company continues to grow, scaling this program is important, as it helps ensure that coaching is part of how Procore’s corporate culture evolves.

A personalized approach to growth and development

A high-quality work culture across the entire organization is a top priority at Procore. Coaching is a direct investment in maintaining and improving that culture. Employees are learning to lean into asking instead of telling in workplace conversations, creating a trusted environment that welcomes diverse points of view.

“This personal approach makes Procore unique,” Smith says. “The beauty of the work that we do as coaches

In 2020, the International Coaching Federation (ICF) celebrates 25 years as the global organization for coaches and coaching. ICF is dedicated to advancing the coaching profession by setting high ethical standards, providing independent certification and building a worldwide network of credentialed coaches across a variety of coaching disciplines. Its 35,000-plus members located in 143 countries work toward the common goal of enhancing awareness of coaching, upholding the integrity of the profession, and continually educating themselves with the newest research and practices.



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