



Instilling a coaching culture at the top: The ReCoach Programme

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mazars



Executive summary

Mazars operates in a talent area defined by:

- **A knowledge-intensive industry** where education at all stages of the professional journey is what makes the difference both for clients and people.
- **An “up or out” industry**, meaning that Mazars is the first employer of thousands of fresh graduates, who will either move up the ranks quickly at Mazars or disseminate across industries in management positions.
- **An industry where the generational transition is already a reality beyond the first hierarchical layers**: in the next few years, most of our leaders will be Gen Y managing Gen Z.

Our responsibility is high to prepare great young professionals. It is imperative that we adapt and respond to evolving expectations, as to offer the best workplace experience for younger generations while nurturing and preparing our Millennials to be the coaches sought after by our Gen Z.

Thus, the number one challenge faced by our organisation is to instil a profound learning and peer-coaching culture throughout the entire firm. To do so, we needed to first make the partnership buy into this coaching culture, hence the ReCoach programme.

In May 2020, Mazars launched the ReCoach programme, the cornerstone of its newly revamped Partner Development Review (PDR), as a way to leverage the roles of its senior leaders as early adopters and change agents within its partnership to instigate a cultural (r)evolution and diffuse a coaching culture throughout the organisation. The PDR, which is mandatory, is the occasion for each partner to reflect on their own development and contribution to the wider partnership. It is a valuable exercise allowing partners to explore their preferences, their achievements and the areas they would like to develop further.

The ReCoach, is a new role in which the apparently conflicting roles of “reviewer” and “coach” are fused into one. These carefully selected partners are trained to accompany and advise Mazars’ leaders in their development during a continuous four-year period.

Mazars’ very own corporate university devised and delivered the programme in record time, on a newly designed digital platform to support and document the individual development of partners. It included top-class self-assessment and peer-review tools grounded in coaching and feedback best practices, tailored to Mazars’ context, blended with learning content and tools.

With the resounding satisfaction of both partners and ReCoaches throughout the partnership, the virtuous cycle of coaching has started to trickle down the organisation.

- **85% of partners have embarked on their four-year development plan**
- **¼ of Mazars’ partnership trained as ReCoaches**
- **83% of partners are satisfied with relationship with ReCoach**
- **65% of partners who are not ReCoaches would like to start the learning journey**

Moreover, thanks to the solid experience gained in designing and developing the ReCoach programme, Mazars was selected as the provider of executive coaching services for the French government’s highest-ranked leaders. This contract enhances Mazars’ visibility and credibility in executive coaching and is a strong and symbolic signal to the market in general, reinforcing Mazars’ positioning as a high-end, trusted advisor for decision-makers.