

Intermediate Coaching Skills Telecourse – Class Research Compilation
May 29, 2012—September 25, 2012
"Is there anything to this coaching?" and "Does it really help?"

The research article I found was *Executive Coaching as a Transfer of Training Tool: Effects on Productivity in a Public Agency* by Olivero, Bane & Kopelman (1997) and can be downloaded with the following link:
<http://www.baechlicoaching.ch/pdf/PublicPersonnelManagement.pdf>

This was a comparative study of training and training complemented by coaching to enhance performance in a public sector agency. The study was based on a sample of 31 participants. The results suggested that coaching increased performance by 88% while training only intervention resulted in an increase of only 22%. Given these results, I would conclude that there really IS something to Executive Coaching and there is proof that it really does help.

The coaching phase in this study consisted of one-on-one interactions emphasizing the following:

1. Goal setting
2. Collaborative problem solving
3. Practice
4. Feedback
5. Supervisory involvement
6. Evaluation of end-results
7. Public presentation

Since the one-on-one coaching provided the participants with hands-on experience performing the tasks they learned about in training, they were able to receive feedback regarding the results of their actions from the job itself, peers, superiors, coaches and customers. This helped participants see the extent to which their newly-acquired knowledge had been converted to practical skills that had positive utility.

The benefits from training would probably have been suboptimal if there was limited follow-up, feedback, and measurement of outcomes. From reading this article, I conclude that executive coaching is an important way of ensuring that knowledge acquired during training actually emerges as skills that are applied to work.

Claire VanDenBerghe

Excerpts taken from SHRM (Society of Human Resource Management) website

Coaching in a Business Environment

3/21/2009

Coaching is a commonly used method of employee development that has generated positive business outcomes. According to the SHRM/Catalyst 2005 Employee Development Survey Report, slightly more than half (55 percent) of organizations have used formal coaching to develop employees. This survey also revealed that formal coaching, as an employee development tool, was second only to apprenticeships/internships in producing the highest return on investment.

Consistent with these findings, 78 percent of the 472 top business and human capital leaders surveyed in a 2008 study by global outplacement and career management firm Drake Beam Morin Inc. and the nonprofit think tank Human Capital Institute said they viewed coaching as a credible, effective way to improve a company's performance. Participants in that study calculated ROIs ranging from 100 to 500 percent return, based on factors such as executive output, quality improvements, cost savings and senior leader turnover. For those who make a commitment, coaching can open a whole new world in terms of greater candor, more respect from staff at all levels and better skills to achieve strategic goals.

Alice Amato-Knapp

Here is some cutting and pasting from the internet. I have also attached some potentially interesting sources.

Benefits of Executive Coaching: What the Research Shows

Bottom-Line Results: Studies on coaching report an **ROI of 5 to 7** times the initial investment.¹ One reason this may be so high is that coaching can be customized to address individual needs, with week-to-week support and opportunities to integrate learning into real life work experiences. This is in contrast to training programs where the learning is forgotten in three months if it is not supported.

Examples from business impact studies of coaching:²

- 28% of coaching clients in one study claimed they had learned enough to boost quantifiable job performance-whether in sales, productivity or profits-by \$500,000 to \$1 million.
- In a study on executive coaching ROI, a large employer in the hospitality industry saved between \$30 million and \$60 million by coaching its top 200 executives.
- One coaching firm reported that they saved their clients \$100,000 by retaining two key executives, improved efficiency for account managers and improved sales in excess of \$250,000, improved customer retention and satisfaction that resulted in savings of more than \$100,000.

In a survey of 4000+ corporations on their involvement with corporate coaching³, the primary benefits of coaching reported are (in order):

1. Improved individual performance
2. Bottom line results (including profit)
3. Client service and competitiveness
4. Development of people for the next level, including confidence raising, skills and self-empowerment, goal achievement, relationship improvements, and retention.

Individual Benefits: In a study of 100 executives from Fortune 1000 companies who received coaching for 6 months to one year⁴, the benefits to executives who received coaching were improved:

- Working relationships with direct reports (reported by 77% of executives)
- Working relationships with immediate supervisors (71%)
- Teamwork (67%)
- Working relationships with peers (63%)
- Job satisfaction (61%)
- Working relationships with clients (37%)

Organizational Benefits: In the same study of 100 executives, benefits to their companies included improvements in:

- Productivity (reported by 53% of executives)
- Organizational strength (48%)
- Retaining executives who received coaching (32%)
- Cost reductions (23%)
- Bottom-line profitability (22%)

The Top 10 Benefits of executive Coaching.

The Institute of Executive (IEC) has been researching executive coaching in Australia since 2006 to understand better why and how coaching works⁵. In 2005, Dr. Gavin Dagley instigated research into the experiences and perceptions of HR professionals who had used executive coaching. Through the IEC research it was found that the most significant benefits from coaching are:

1. Ability to give personal and professional feedback
2. Ability to discuss heated issues constructively
3. Ability to look in new ways at the issues and problems I am facing
4. Speak openly to superiors and colleagues

5. Ability to communicate ideas persuasively to others
6. Look openly at personal strengths as well as challenges
7. New insights and understandings of colleagues' behavior
8. Improved ability to deal with workplace conflict
9. New ways to enhance relationships with colleagues
10. Capacity to empathize with colleagues and their concerns and issues.

A review of Dr. Dagley's research shows that having a coach gives executives a clearer understanding of their own style, and makes them aware of their automatic responses and the issues arising from these. It also improves communication and engagement skills, and our ability to deal with stress (Dagley, 2005).

Studies on Effectiveness of Executive Coaching

"The results tell us that corporations commonly identify their best and brightest and use coaching to turn them into more effective leaders. Coaches improve executive behaviors by pinpointing blind spots, altering management styles, and keeping careers on track."

-- Excerpt from Dynamics of Internal Corporate Coaching Survey Report, International Coach Federation 2004 Conference.

Maximizing the Impact of Executive Coaching: Behavioral Change, Organizational Outcomes, and Return on Investment

Executive Briefing: Case Study on the Return on Investment of Executive Coaching

Executive Coaching Project: Evaluation of Findings

Case Study: Coaching.com Client

Could add more ...

What Business is Saying About Coaching

"In a 2004 survey by Right Management consultants, 86 percent of companies said they used coaching to sharpen skills of individuals who have been identified as future organizational leaders."

-- Excerpt from "What An Executive Coach Can Do For You" Harvard Business School.

"Business coaching is attracting America's top CEOs because, put simply, business coaching works. In fact, when asked for a conservative estimate of monetary payoff from the coaching they got... managers described an average return of more than \$100,000, or about six times what the coaching had cost their companies."

-- FORTUNE Magazine

"Across corporate America, coaching sessions at many companies have become as routine for executives as budget forecasts and quota meetings."

-- INVESTORS BUSINESS DAILY

"Coaches are not for the meek. They're for people who value unambiguous feedback. All coaches have one thing in common. It's that they are ruthlessly results-oriented."

-- FAST COMPANY Magazine

"I absolutely believe that people, unless coached, never reach their full potential."

-- Bob Nardelli, CEO, Home Depot

"I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable."

-- John Russell, Managing Director, Harley-Davidson Europe Ltd.

".[A coach] is part advisor, part sounding board, part cheerleader, part manager and part strategist."

-- THE BUSINESS JOURNAL

"Many of the world's most admired corporations, from GE to Goldman Sachs, invest in coaching. Annual spending on coaching in the U.S. is estimated at roughly \$1 billion".

-- HARVARD BUSINESS REVIEW, Nov. 2004

"[Executives should seek coaching] when they feel that a change in behavior-either for themselves or their team members-can make a significant difference in the long-term success of the organization."

-- Marshall Goldsmith, Fast Company columnist and one of Forbes' five most respected executive coaches

¹Source: Manchester, "Executive Coaching Yields Return on Investment of Almost Six Times Its Costs" , January 4, 2001. MetrixGlobal, "Executive Briefing: Case Study on The Return Investment of Executive Coaching," November 2, 2001.

²Source: Chemistry Business magazine, "The Case for Executive Coaching," November 2002 International Coach Federation and Linkage, Inc., "Analysis of the 1999 Survey on Coaching in Corporate America", November 22, 1999

³International Coach Federation and Linkage, Inc., "Analysis of the 1999 Survey on Coaching in Corporate America", November 22, 1999

⁴MetrixGlobal, "Executive Briefing: Case Study on The Return Investment of Executive Coaching," November 2, 2001.

⁵Institute of Executive Coaching, "Executive Coaching Effectiveness: a Pathway to Self-efficacy," 2007.

Kenton Keller

Q: Is there anything to this coaching?

A: Yes, there is. But it's important to consider three things: how the coaching is used; who is being coached; and what the organization does to ensure a return on its investment. Annette Fillery-Travis & David Lane (Does Coaching Work or Are We Asking the Wrong Question, *International Coaching Psychology Review* Vol. 1 No. 1 April 2006), suggest that coaching is used in a number of ways and one cannot measure them equally using the same standards. For example, if the organization hires external coaches to handle only their performance "problems," coaching will be viewed as remedial. The coachees in such cases often suffer from one or more personality disorders (e.g. borderline personality disorder, narcissism, etc.) and the likelihood of success is diminished. On the other hand, when organizations are committed to creating a coaching culture, using both internal and external coaches and providing coaching as a means of developing bench strength and assisting employees with acquiring skills required for success as they navigate their career paths, the efficacy of coaching increases. The integration of coaching at all levels of an organization is critical.

In terms of measurement, Fillery-Travis and Lane point to a landmark study conducted by Right Management Consultants. The ROI for difficult to measure tangible results, such as increased productivity, was 5.7%. The impact is significantly higher for *perceived* impacts such as improving relationships (77 %) and team work (73%) than for the tangible impacts such as productivity (53%) and quality (48%). In conclusion, is there anything to this coaching? Yes. To ensure maximum benefit from it the organization must integrate it at all levels, use coaching to complement individual development needs, and clearly identify desired outcomes.

Pam Erhardt

Personal Coaching:

Angelo Dundee trained one of the greatest all time boxers Muhammad Ali. Although he personally never boxed, Dundee coached Ali from just after his gold medal win at the 1960 Olympics, up until his retirement.

Paul Brown, considered by many to be the “father of the modern offence” was both a coach in American football and a major figure in the development of the National Football League. As a college player, Brown forfeited a year of eligibility by transferring to Miami of Ohio because weighing only 145-pounds, he could not stand up to the rigors of major college football.

Bela Karolyi , although strong in track and field and boxing, was never a good gymnast -- he struggled to make the gymnastics team in college, and after he finally did, he broke his arm, effectively ending his own gymnastics career. As a coach however, he trained Olympic champions including the Magnificent 7 of the 1996 team and Nadia Comăneci, the first gymnast ever to receive a perfect 10 score.

Coaches are not experts are not necessarily experts in the fields of the people they coach. Coaches are experts, (if professionally trained and certified), in the process of facilitating a client towards the achievement of goals set by the client. Coaches recognize that the client is their own personal expert and use a collegial approach to access that expertise. The job of the coach is to maximize the talent, motivation, and discipline of the coachee, with tools including but not limited to, instilling hope, support and clarification. Unlike a therapist, a coach looks at the past only to illuminate patterns or periods of success to build upon. Also unlike therapy, coaching is focused towards the achievement of specific and measurable goals, rather than on healing. Mentors may demonstrate how something is achieved, having already achieved the same or similar previously. Coaches pave the way to uncharted territory through provocative discovery.

While every coach/client relationship has its unique needs, there are parameters and boundaries to the coaching contract. Each meeting follows a process defined at the beginning of the relationship, rather than occurring by happenstance. While the coachee defines the pace of the progress and the conditions of satisfaction for success, the coach is responsible for maintaining the focus on the agenda.

Mary Weber-Young

I've learned that Dr. Neal Mayerson who is married to a friend of mine, and Dr. Martin Seligman established the VIA Institute of Character, an organization devoted to advancing both the science and practice of character. A lot of the work accomplished since its inception has to do with identifying strengths and incorporating those strengths into our lives and work. The following includes just a few of the findings from the VIA Institute's work that I found to be particularly interesting and hopefully helpful as I work with the Appreciative Inquiry techniques:

The most prevalent character strengths in human beings in descending order are kindness, fairness, honesty, gratitude, judgment (Park, Peterson, & Seligman, 2006)

The least prevalent character strengths in human beings are prudence, modesty, and self-regulation (Park, Peterson, & Seligman, 2006).

The 5 character strengths most highly related to life satisfaction are hope ($r = .53$), zest ($r = .52$), gratitude ($r = .43$), curiosity ($r = .39$), and love ($r = .35$). These strengths consistently and repeatedly show a robust, consistent relationship with life satisfaction (Park, Peterson, & Seligman, 2004).

In a four factor study, the results showed these relationships: Positivity (teamwork, love, hope, humor, zest, and leadership); Intellect (creativity, appreciation of beauty/excellence, curiosity, love of learning, social intelligence, perspective, and bravery); Conscientiousness (self-regulation, perseverance, judgment, honesty, and prudence); and Niceness (modesty/humility, fairness, kindness, forgiveness, religiousness, and gratitude;) (Macdonald, Bore, & Munro, 2008).

Another factor analysis found 5 factors: Interpersonal (humor, kindness, leadership, love, social intelligence, and teamwork); Fortitude (bravery, honesty, judgment, perseverance, perspective, and self-regulation); Cognitive (appreciation of beauty/excellence, creativity, curiosity, and love of learning); Transcendence (gratitude, hope, religiousness, and zest); and Temperance (fairness, forgiveness, modesty/humility, and prudence;)(Peterson et al., 2008)

Twin studies show that love, humor, modesty, and teamwork are most influenced by environmental factors (Steger et al., 2007).

When I can find the time, I intend to read more of the research associated with these findings to have a better in-depth understanding of the factor analysis process specifically.

Judi Heile

Wasylyshyn, Karol "Executive Coaching: An Outcome Study," Consulting Psychology Journal: Practice and Research, Vol. 55, No. 2, 94-106, 2003

In this article Wasylyshyn seeks to answer 5 questions. The first is "What are the key credential/experience factors in selecting a coach?" Note the article is before ICF has certification standards. The authors list the top 3 credential and experience factors as graduate training is psychology (preferably a doctorate), experience in/understanding of business and an established reputations as a coach. By discussing deeply entrenched and dysfunctional behavior patterns it appears she does not make a distinction between coaching and counseling. Second, "What are the personal characteristics of effective coaches?" The characteristics of an effective coach are "the ability to form a strong

'connection' with the executives, professionalism, and use of clear and sound coaching methodology." Third, "Of the myriad tools a coach may use what do executive really value?" She states that the psychometric tools normally used are the Myer-Briggs Type Indicator, the Watson-Glaser Critical Thinking Appraisal, the NEO PI-R, the life Styles Inventory and BarOn Emotional Quotient Inventory. Fourth, "What are the indications of a successful coaching engagement?" The emphasis is on behavioral changes which include "personal behavioral change, enhanced leader effectiveness and fostering stronger relationships. And finally, "What are the factors that influence the sustainability of learning and/or behavior change? Sustainability is effect by which of three categories the coachee is in. The first is primary (success executives and other high potential employees), second, Secondary (potential de-railers) and third, tertiary (already de-railed).

Frank Dawkins

Study of Global Trends in the Use of Coaching in the Workplace (2010)

Written by Matthew Rule and Dr. David Rock

In 2010, the NeuroLeadership Group, formerly Results Coaching Systems, ran an international study of how organizations around the world are using coaching in the workplace. 363 organizations completed the survey. 79% had coaching programs in place. The majority of respondents (30%) had more than 10,000 employees.

Key Findings from the Study:

Respondents who had coaching strategies:

North America	59%
Europe	54%
Oceania	54%
Latin America	52%
Asia	45%
Africa	36%
South Asia	27%
Middle East	25%

Coaching Skills Program

72% had some form of coaching skills program. 59% of those organizations had trained less than 100 managers each.

Internal Coaching

67% of organizations had internal coaching as part of a coaching strategy. 92% reported that the overall purpose of the internal coaching was to improve individual performance.

External Coaching

66% of organizations offer external coaching. 70% plan to increase or maintain their level of spending on external coaching.

Conclusions by Matthew Rule and Dr. David Rock:

Coaching is still largely reserved for the top management. Investment in coaching is surprisingly low, perhaps linked to coaching not being managed strategically or measured well. Finding cost-effective solution to provide coaching more broadly across organizations is more important than ever.

To view the entire paper visit - www.neuroleadership.com.

Inga S. Mitchell

I reviewed some research from India that identified "a number of emerging practices likely to increase the effectiveness of coaching." Conducted by Harish Devarajan, the research can be found by googling "Harish Devarajan Measuring Coaching Effectiveness." (Sorry, I had difficulty copy/pasting the link.)

In decreasing order of prevalence, they are:

1. Seeking coachee feedback. The coachee discusses what he's gained and how he's changed.
2. Stakeholders such as bosses and direct reports describe changes in the coachee from their perspective (i.e., leadership style, behavior).
3. 360-degree feedback instruments given at the beginning and end of coaching to measure changes.
4. Surveys given at the start and finish of coaching.

A less-frequent means of assessing coaching's effectiveness is the seeking of feedback from the coachee himself.

To evaluate coaching's effectiveness, there is often a "mid-term" review to assess:

1. Are sessions taking place as scheduled?
2. Have goals been identified?
3. What is the quality of the "fit" between coach and coachee?
4. What if any logistical problems have arisen?

People primarily involved in the measurement of coaching effectiveness were:

1. Line managers
2. Human-resources employees

Some "emerging insights" of this research:

1. The "sponsor" of the coaching must be involved at the beginning and throughout to

- a) make sure the coachee has support in making changes.
 - b) ensure expectations are appropriate when goals are set.
2. The "fit" between coach and coachee is all-important. Coaching can only succeed in a context of mutual trust and respect.
 3. Other stakeholders in addition to the sponsor (i.e., other senior colleagues, direct reports, HR reps) must cooperate in the process to help ensure that the coachee can improve and sustain his changes.

In the course of the coaching-evaluation process, it is commonly In general, assessments of coaching's effectiveness tend to take a include a "mid-term review"

Major findings:

1. Higher-level executives and managers received the coaching.
2. In descending order of prevalence, coaching was used mainly to develop leadership capabilities; preparing coachees for their next roles, and address a particular aspect of the coachees' behavior.

Eve Preston

Coaching is used by many companies for many reasons, one of which is to cultivate more effective leaders. A coach can point out leadership strengths and areas for development. Through coaching, executive behaviors improve; hidden skills and talents are tapped, management styles are changed and blind spots are pinpointed.

According to studies on coaching, an ROI of 5 to 7 times the initial investment is not uncommon. The advantage of coaching is that it addresses the needs of the individual and provides an opportunity to incorporate the learning experience into the everyday work of an individual. An article in Investor's Business Daily indicates that "Across corporate America, coaching sessions at many companies have become as routine for executives as budget forecasts and quota meetings." Having a coach can improve communication and engagement

skills. I believe Bob Nardelli, CEO, Home Depot sums it up quite nicely when he said, "I absolutely believe that people, unless coached, never reach their full potential."

Latanya Franklin
