



The Effectiveness of Coaching

Results from International Research

Research by the International Personnel Management Association (IPMA)

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Research by the Chartered Management Institute and Campaign for Learning

"Coaching at Work". Results issued in a press release dated 16th May 2002:

80% of executives say they think they would benefit from coaching at work and dismiss the suggestion that coaching is just another fad - Virtually all managers (96%) think coaching should be available to every employee, regardless of seniority - 85% of managers say the main value of coaching is in enhancing team morale - 80% of managers value coaching for generating responsibility on the part of the learner

Research by The Lifecoaching Company - "Coaching Today Survey"

Research took place at the HRD Show in London in April 2002, respondents all HR professionals.

- 86% held very positive views on coaching
- 86% of respondents' organizations have offered coaching at one time or another and coaching is CURRENTLY taking place in over one third (36%) of organizations
- Respondents feel that coaching achieves the following desired outcomes:
 - * A positive impact on other aspects of participants' lives, both at work and outside the workplace (96%)
 - * A feeling amongst participants of ownership of the issues and the outcomes (85%)
 - * Evidence of learning being put into practice (71%)
 - * Readily-quantifiable and positive results, often demonstrated on the company's "bottom-line" over the long term (62%)

TOP 4 words associated with COACHING (from a given list) were:

- * Supportive (98%)
- * Empowering (82%)
- * Holistic (80%)
- * Inspirational (77%)

TOP 3 words associated with TRAINING (from the same given list) were:

- * Prescriptive (71%)
- * Rigid (70%)
- * Intimidating (50%)

HR Survey 2002

LEE HECHT HARRISON surveyed 488 Human Resource professionals to learn how coaching is being used in their organizations.

Companies are increasingly turning to coaching for leadership development, style issues and talent retention, so it makes sense that 55% of respondents said that their organization uses coaching as a one-on-one process intended to maximize management and leadership potential and 54% do so to change behaviors. A surprising number of respondents indicated that their organization uses coaching for personal/psychological counseling (36%), advice on appearance or attire (13%) or preparation for a major speech or presentation (11%).

Michigan-based Triad Performance Technologies, Inc.

studied and evaluated the effects of a coaching intervention on a group of regional and district sales managers within a large telecom organization.

The third party research study cites a 10:1 return on investment in less than one year. The study found that the following business outcomes were directly attributable to the coaching intervention: Top performing staff, who were considering leaving the organization, were retained, resulting in reduced turnover, increased revenue, and improved customer satisfaction. A positive work environment was created, focusing on strategic account development and higher sales volume. Customer revenues and customer satisfaction were improved due to fully staffed and fully functioning territories. Revenues were increased, due to managers improving their performance and exceeding their goals.

Emotional Intelligence, Coaching and the Bottom Line

An analysis of more than 300 top-level executives from fifteen global companies showed that six emotional competencies distinguished star players from the average: Influence, Team Leadership, Organizational Awareness, Self-Confidence, Achievement Drive, and Leadership (Spencer, L. M., Jr., 1997).

The higher one goes in organizational hierarchy, the more one's emotional intelligence distinguishes the star performers. Currently, organizations are looking to recent work on emotional intelligence to augment approaches to executive and management development.

One study involved a leadership competence model developed by Lyle Spencer for a \$2 billion industrial controls division of Siemens. When star performers were compared to average managers, four competencies of emotional intelligence emerged as the unique strengths of the stars. Not a single one of them related to technical or purely cognitive strengths.

The following four abilities distinguished those managers who were star leaders, that is, those whose growth in revenues and return on sales put their performance in the top 10 to 15 percent:

- 1) The drive to achieve results
- 2) The ability to take initiative
- 3) Skills in collaboration and teamwork
- 4) The ability to lead teams

Then, with a clear idea of which competencies to target, another pool of managers was trained to cultivate these four strengths. They became familiar with and were evaluated on each competence, and they set goals for improving them.

The result was an additional \$1.5 million profit, double of that of a comparison group who had no training.

What this means is a clear case for development of the thinking and behaviors that strengthen emotional intelligence. Being able to identify and define such competencies is now easily accessible through 360-degree surveys such as Leadership Styles (available through Leadership Advantage).

Coaches can facilitate the effective delivery of feedback given to persons from their peers, subordinates, supervisors and even from family members who are invaluable sources of information. One of the most effective ways of accessing greater emotional competency is through coaching. Coaching helps develop sound leadership, outstanding interpersonal practices and the ability to manage organizational conflicts. Coaching is about creating the capacity for appreciative and supportive interaction that leads to greater achievement of business results.

Source: Working Resources, San Francisco, USA



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