

## A STUDY ON THE EFFECTS OF COACHING & TRAINING

The authors studied the impact of executive coaching on 31 managers in a US city health agency.

In phase one of this project all managers participated in a three-day, classroom style training workshop that included a variety of interactive activities and focused on their work roles. The participants rated the training workshop very highly on all quantitative and qualitative measures.

In phase two, the managers participated in an eight-week one-on-one coaching that detailed coaching processes tailored to the agency context. The post-training coaching included goal setting, collaborative problem solving, practice, feedback, supervisory involvement, evaluation of end-results, and a public presentation. The managers met with their coaches for one-hour each week over a two-month period.

*The authors found that while their training intervention with managers increased manager productivity by 22 percent, adding a one-to-one (8-week) coaching intervention after the training pushed productivity to 88 percent.*

Olivero, G., Bane, K.D., and Kopelman, R.E. (Winter, 1997).

Executive coaching as a transfer of training tool: Effects on productivity in a public agency.

Public Personnel Management, 26, 4, 461-469.

## SUMMARY OF EXECUTIVE COACHING RESEARCH

**Research conducted by PRICEWATERHOUSECOOPERS and ASSOCIATION RESOURCE CENTER INC.,** the first global study in 2008 surveyed 2,165 coaching clients from 64 countries.

**"80% of coaching clients report a positive change in work performance, communication skills, interpersonal skills, and relationships."**

- 82.7% of coaching clients report "very satisfied"
- 96.2% say they would repeat it under same circumstances
- Individual clients have seen a median return of 3.44 times the investment."

### **Research on Executive Coaching by the Chartered Management Institute and Campaign for Learning - "Coaching at Work".**

Results issued in a press release dated May 16, 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

*In one study, executive coaching at Booz Allen Hamilton returned \$7.90 for every \$1 the firm spent on coaching.* – MetrixGlobal LLC

### **Research on Executive Coaching by the Manchester Group Inc. in January 2001, found that:**

- "Executive Coaching yields return on investment of almost **six times the initial investment in a typical coaching assignment.**"
- "Companies who have provided coaching to their executives and their teams have realized improvements of over 48% in productivity, quality and organizational strength."
- "Executives who have received coaching have reported **improvements of over 60% in working relationships with direct reports and peers, teamwork**, job satisfaction and conflict resolution."

### **Research on Executive Coaching by Institute and Campaign for Learning, supported by Lloyds TSB.**

While 33% of respondents had received coaching themselves, 80% believe that they would benefit from coaching/more coaching in their place of work while 93% believe that coaching should be available to all employees. Coaching was perceived as a great benefit in a range of areas.

Not surprisingly development of task-specific skills was seen important but, as if to confirm the great value of "soft skills" within the working environment, Managers also felt they wanted more support to develop personal effectiveness, emotional intelligence and assertiveness or communication skills. All of these are areas where coaching can have a real impact in a short period of time.