

**Intermediate Coaching Class Research Compilation
September 2006**

“Is There Anything to Coaching?”

<http://answers.google.com/answers/threadview?id=743852>

The link above leads to a consensus about the most recent (validated?) research concerning ROI. Sources appear to be credible, e.g., Fast Company, your own CEC that actually covers what you discussed in session 3. Each case study that is easily summarized also provides a link for further detail.

- Cynthia Allison

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Is there anything to this coaching? Does it really help?

Yes - There is a lot to Executive Coaching. I have reviewed literature in Health Care Journals specific to Executive Coaching and Leadership Development.

Professional Coaching is a leadership development strategy that has the potential to retain leadership talent, support succession planning, and help healthcare leaders meet professional and personal goals. Senior leaders often find it difficult to identify someone internally who can authentically reflect on and provide insight into their effectiveness. Engaging a coach to serve as a "reflector" is an effective way to identify, explore, and correct behaviors that can hamper performance and help leaders improve their effectiveness.

Coaching has been shown to produce statistically significant impacts. In one particularly study done by Manchester Inc. (I can provide specific references if desired) an almost 6:1 return on investment for executive coaching was demonstrated. Improvements in productivity, quality, organizational strength, retention, customer service and bottom-line profitability were noted.

- Jennifer Beals

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High Impact Executive Coaching. Brian Underhill and John Koriath. 2005. Executive Development Associates. (This publication is a report on an extensive study of companies who employ executive coaching, including several Fortune 100 companies -- It came to me from a colleague who is a member of a group sponsored by the copyright owner -- Executive Development Associates).

Where the Work of Executive Coaching Lies. Marshall Goldsmith. Consulting to Management. Burlingame: June 2006. Vol.17, Iss. 2; pg. 15, 3 pgs

Ungagged: Executives on executive coaching. Christine Turner. Ivey Business Journal Online. London: May/June 2006. pg. 1, 5 pgs

Business impact of executive coaching: demonstrating monetary value. Vernita Parker-Wilkins. Industrial and Commercial Training. Guilsborough: 2006.Vol.38, Iss. 3; pg. 122

Executive Coaching: A Review and Agenda for Future Research. Daniel Feldman, Melenie Lankau. Journal of Management. New York: December 1, 2005.Vol.31, Iss. 6; pg. 829

Executive Coaching: A Guide for the HR Professional. Stephan Hrop. Personnel Psychology. Durham: Winter 2005.Vol.58, Iss. 4; pg. 1092, 3 pgs

Critical factors in executive coaching - the coaching relationship. Petr Blukert. Industrial and Commercial Training. Guilsborough: 2005.Vol.37, Iss. 6/7; pg. 336, 5 pgs

Coaching: business savior or just a fad? *Anonymous*. Human Resource Management International digest. Bradford: 2005.Vol.13, Iss. 1; pg. 26, 4 pgs

The WILD WEST of Executive Coaching. Stratford Sherman and Alyssa Freas. Harvard Business Review. Boston: Nove. 2004.Vol.82, Iss. 11; pg. 82

In focus/Executive coaching: Coaching and performance: Substantiating the link. Karen Weller and David Weller. Leadership in Action. San Francisco: May/Jun 2004. Vol. 24, Iss. 2; p. 20

Understanding how to leverage executive coaching. Mike Jay. Organization Development Journal. Chesterland: Summer 2003.Vol.21, Iss. 2; pg. 6

The impact of executive coaching and 360 feedback on leadership effectiveness. Elizabeth Thach. Leadership & Organization Development Journal. Bradford: 2002. Vol.23, Iss. 3/4; pg. 205, 10 pgs

Executive coaching: Is it right for your organization? David Pollitt. Training and Management Development Methods. Bradford: 2001.Vol.15, Iss. 5; pg. 429, 4 pgs

- Paul Carozzoni

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Personal Coaching has the potential to beneficially impact people's lives in several key ways. Clients normally approach a coach with one or more of the following goals in mind: 1) to accomplish a specific goal related to career, finances, relationships, or some other topic; 2) to achieve balance between multiple and sometimes conflicting demands in their lives (e.g. work and family); and 3) to actualize their human potential more fully.

Coaches help their clients accomplish these goals by raising their awareness, providing support and reinforcement for their progress, challenging them to move further and faster than they

might otherwise, and creating structure to enhance the likelihood of consistent progress towards attaining what they want.

Personal coaching is a new enough phenomenon that little empirical research has been done to show its benefits. However, the number of impassioned testimonials by clients who have benefited from coaching and the extremely well-documented successes of executive coaching both speak to the potential that Personal Coaching has to benefit anyone who has aspirations to improve their lives.

- Ernest Courant

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I found an article which broke down leadership development by gender and described the differences between men and women and how coaching and mentoring and development needs to take into consideration gender. It was written by Sally Helgesen and Marta Williams titled Men and Women-Differing Drivers in the Development of Senior Executive Talent.

The most obvious differences was women in the study tended to under-assess their own skills when compared with the how they were assessed by direct reports, by peers and by bosses. Men on the other hand tended to over-assess their skills.

Gender differences in self-perceptions, willingness to change, have clear operational implications on working with men vs. women. Coaching for women should first look at improving self-perception self-esteem by helping them to understand the exact nature of their contributions. Also focus their efforts on helping women to identify and articulate their strengths. Leadership development for women must start with a realistic understanding of the challenges unique to women. Women may need more support and encouragement than men in the beginning. Once they have this, women tend toward more rapid improvements.

- Chuck Franks

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Coaches help you unlock the potential that you have always known lies within yourself.

Coaches help people understand, and apply their unique talents. They provide executives with the knowledge and tools they need to successfully meet leadership challenges, become effective leaders, and embark on a life-long leadership development experience.

Coaches serve as "thinking partners" for executives.

These are just a few of the definitions that I found in a web search for the meaning of coaching. The others were just blends of what I already have.....

- Nanci Hanover

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Is there anything to this coaching? Does it really help?

Executive coaching's goal is to help individuals reach their peak performance. "It's lonely at the top" is true for many levels of management. A coach is able to be confidential "thinking partner"

who can assist one clarify their goals, identify obstacles or roadblocks to reaching those goals, and establish a deliberate path that will propel them forward. Use of various assessment tools can help an individual see himself as others see him, and provide additional insight as to behaviors and/or actions that might impede his progress. A very wise Psychologist once told me that feedback from others tells you as much about what they need from you or how they want you to behave as it does their view of you and your actions. I have used this phrase often with "coachees" very effectively.

Based on the number of research articles, books, and other media on Executive Coaching, it's clear that Executive Coaching is gaining popularity. Executive coaching is not a new phenomenon, having been in existence for many years. Internet research aside, in the past 5 years I personally have come in contact with more people who indicate that they have hired a coach than I have in the last 20 years. Perhaps people are just more comfortable sharing this type of information?

- Sally Harris

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Does coaching really help?

Executive coaching has been called “an interactive process designed to help individuals develop rapidly” in a professional context. This kind of coaching has been widespread in the U.S. for more than two decades and it has also gained currency in Europe. Although executive coaching was most often used for remedial purposes, it is increasingly implemented to reward those who are performing well and moving up in an organization. While coaching as a practice has a longer history than empirical research focused on its outcomes, several studies indicate that executive coaching is effective. For instance, one 1997 study reported that when managers received training supplemented with coaching “productivity increased by 88%,” whereas training alone resulted in only a 22% increase. Another study of managers who received executive coaching found that 77% reported “improved relationships with direct reports,” 71% “improved relationships with supervisors,” and 61% reported increased job satisfaction. Elizabeth Thach’s study of 281 executives who received individual coaching combined with a multi-rater feedback process over six months reported “up to 60% increase in leadership effectiveness.”

Of course, it is important for potential coaching clients to remember that the results of coaching depend upon a number of factors, including the motivation of the individual, the appropriate qualifications of the coach (including certification and experience), and an adequate time-frame during which the coaching can take effect. Continuing research promises to clarify the conditions under which coaching is most effective.

**SOURCES:**

The following studies or summaries of these studies (in order of appearance above) are posted on the Web.

Miller, L. (2001, February). ?Designate an internal manager to slash unscheduled absences.? HR Magazine, 46\_, 18.

Olivero, Gerald; Bane, Denise & Kopelman, Richard (Winter 1997). Executive coaching as a transfer of training tool: effects on productivity in a public agency. *Public Personnel Management*, Vol. 26, No. 4, pp. 461-469,

Thach, Elizabeth (2002). The impact of executive coaching and 360 feedback on leadership effectiveness. *Leadership and Organization Development Journal*, Vol. 23, No. 3 and 4, pp. 205-214.

- Karen Jambeck

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Coaching presence:

Coach provides knowledge and structure to lay foundation for work together. The coach is empathic, genuine, and shows commitment to relationship by words and actions. Coach is able to be flexible in working with range of clients and backgrounds so he needs to show unconditional positive regard and openness. A coach will challenge and confront you for the purpose of moving you forward towards your goals.

- Lisa Kappesser

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From the articles I read, it is clear that coaching is an effective modality which is supported by the fact that this is a growing market. However, the basic practice of confidentiality makes it difficult to really document the success for individual clients and also from company to company. From my own experience, my company has been coaching clients within Sandia National Labs for the past 14 years but the results and what actually worked though documented by us, cannot be released to the public. In the same way we provided communication skills combined with coaching for Avis Southern Africa. The results were measured and documented but have not been made public. Suffice it to say that they achieved their results within one and a half years of the inception of the program. What interests me in all of this is what is most effective in specific cultures and what works best for different individuals. What is clear is that executive coaching is only successful for the company when clear, defined measurable action steps have been attained.

The articles that I found to be interesting were:

PersonelTraining.com- Measure the effectiveness of coaching programmes  
August 2004 Centre for Diversity and work Psychology

- Penny Kreitzer

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I must say this exercise was frustrating because of the scarcity of actual statistical analyses of the coaching profession. I noticed there are limitations particularly within the personal coaching field. In addition, there is limited consensus on the outcomes measures, the techniques utilized and the theoretical foundations of coaching.

I reviewed many articles, most of which includes theoretical foundations for coaching. In one article *Can Coaching Reduce Workplace Stress? A Quasi Experimental Study* (1995) Gyllensten, K. & Palmer, S. in the *International Journal of Evidence Based Coaching and Mentoring* the outcomes were ambiguous. Three variables, depression, anxiety and stress were

measured across a coaching group and a control group. The data did not support a decrease in stress within the coaching group. Qualitative data regarding subject reports however indicate lower levels of stress. Furthermore, in the long-term, depression reports but not stress showed lower levels.

This study raises many questions, including the need for longitudinal studies on the benefits of coaching for both personal and executive coaching. Since most reports indicate that training alone is not as effective as training with coach follow-up, what is the long term benefit of this?

Another article: *The coaching scorecard: a holistic approach to evaluating the benefits of business coaching* (Leedham, M., 2005, International Journal of Evidence Based Coaching and Mentoring) details the several categories of benefits. I chose this article to present since it highlighted many areas including the criteria in choosing coaches, factors in evaluating coaching success, and benefits with business results.

In terms of the criteria for hiring coaches, the three most important variables in purchasing coaching services are: (1) Evidence of having done similar coaching work previously; (2) Personal capability and relevant organizational experience; and (3) Flexibility of the coach and their organization. The top three factors in evaluating coaching success are: (1) Contribution of the business results; (2) personal capability; and (3) Adherence to the process. Most interesting from this success are the reported benefits associated with business coaching. The top four with corresponding percentages are as follows: (1) Confidence--23%; (2) Techniques and Skills--15%; (3) Improved relationships--10%; and (4) Clarify of purpose--9%. This data supports existing data on the outcomes of coaching, but interestingly this most important benefit is not related to ROI or bottom line results.

- Robyn Lavitch

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"Is there anything to coaching?"

Coaching is done in a variety of arenas and by people with varying degrees of skill and training. Multiple studies have been conducted on personal coaching, including sports and educational settings, and there is a great deal of evidence to support the effectiveness of coaching at the individual level.

Fewer studies have been done on the effectiveness of organizational coaching and much more research is needed. However, several research efforts have been done that also indicate a positive impact. For example, reliable studies report that many aspects of coaching result in improved individual and team performance as well as fewer workplace errors, increased performance as view by managers and a decrease in time required by managers to monitor employee performance. Some managers have changed their management style and demonstrated improved confidence, coaching skills and speed of decision. Other studies have demonstrated a definite impact on the bottom line but more research is definitely needed and is in process.

In terms of executive coaching, there does seem to be agreement among organizations using executive coaching that "outside" coaches are more effective than "inside" coaches, particularly those with advanced training.

- Judith Nelson

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A few research studies on coaching:

1.

Face to Face vs. Phone and Email Coaching Rhonda Berry's Ph.D. research through Georgia State University centers on comparing "face-to-face and distance (telephone, e-mail, etc.) coaching." She's looking for coaches who also are mental health professionals--psychologists, counselors, etc. Berry says, "To my knowledge, this is the first empirical study to target coaching as practiced by mental health professionals and also the first to specifically compare face-to-face and distance methods." Coach participants may optionally invite their clients to take a related client survey. [Find out more](#). You'll need to enter the username *coach* and the password *4growth*. Time required: "Brief," says Berry.

Retrieved 10/10/06 from http://www.coachinginsider.com/ci/index.php/issue/story/phd_research/

2.

CIPD releases research on coaching supervision

According to new research from the Chartered Institute of Personnel and Development (CIPD), less than half (44%) of coaches say they are receiving regular supervision, and less than a quarter (23%) of organisations who use coaching are providing coaching supervision.

The CIPD says that despite this limited use of coaching supervision, the picture has improved significantly in recent years - with 58% of those coaches receiving supervision having begun the process in the last two years.

The findings come from an interim report released to coincide with the CIPD's Annual Coaching Conference held earlier this month in London. The full report is expected in November 2006.

Eileen Arney, CIPD Coaching Adviser, said: "Supervision is really only beginning to be established in the coaching profession. We know that it can yield enormous benefits for coaches, for their clients and for the organisations which employ them.

"There is a growing minority of coaches and organisers of coaching who are committed to developing models of supervision which meet the needs of the coaching profession.

"This research has shown what organisations need to do to get maximum benefit from their coaching services."

The CIPD report identifies the elements of good practice in coaching supervision which include ensuring it:

* takes place regularly - gaps of more than six weeks between sessions are not recommended, and a ratio of approximately one hour supervision to 35 hours coaching (or 20 hours coaching for a trainee) is recommended.

* provides support and professional development for the coach – using reflective learning to constantly improve practice and performance

* quality assures the coaching provision - developing common understanding of what good practice looks like and making sure that individual practice is opened up to peer scrutiny.

* generates organisational learning - so that the outcomes of the supervision benefit the organisation as well as the coach and the supervisor.

External link

[Chartered Institute of Personnel and Development](#)

Training Reference is not responsible for the content of external Internet sites.

Related Information

For related news, case studies, articles and research, visit our [Coaching and mentoring home page](#)

Retrieved 10/10/06 from <http://www.trainingreference.co.uk/news/co060926.htm>

3. A series of studies:

WELCOME

We welcome you back to another issue of EI Update. The Newsletter invites subscribers to submit contributions to the EI Consortium's E-Journal - *Issues and Recent Developments in Emotional Intelligence*. The format of this newsletter includes the following sections:

Research Digest of some of the most interesting and useful EI research from recent months.

Announcements of EI Consortium website additions, as well as EI-related meetings, seminars, and conferences

Development Ideas from the EI Consortium's "Guidelines for Best Practices"

News of promising, published EI research, or comments and questions about the Newsletter may be e-mailed to extein@eden.rutgers.edu.

RESEARCH DIGEST

EI & Stress in the Workplace

Gerits, L., Derksen, J.J.L., Verbruggen, A.B., & Katzko, M. (2005). Emotional intelligence profiles of nurses caring for people with severe behaviour problems. *Personality & Individual Differences*, 38(1), 33-43.

This paper reports on a two-year longitudinal study on the EI profiles of nurses caring for clients with highly frequent and extremely severe behaviour problems. The aim was to identify EI cluster types for those nurses reporting the fewest symptoms of burnout, the least absenteeism due to illness, and the least job turnover. The Dutch version of the Bar-On EQ-i was used to measure nurses' levels of EI. The fewest symptoms of burnout were reported by female nurses with relatively high EI profiles and relatively low social skills. Males with higher problem-solving and stress-tolerance skills also showed less burnout. No specific cluster types with a significant relation to absenteeism due to illness or job turnover could be identified.

The authors suggest two major practical implications of this study. First, it supports the use and relevance of the EQ-i as an instrument for the training of a variety of professionals. Second, the focus of the coaching for professionals and certainly nurses working under stressful conditions may be different for males versus females. For purposes of burnout prevention, female nurses may need more extensive training on how to become not too involved while male nurses may need more extensive training on problem solving and stress tolerance.

Nikolaou, I. & Tsaousis, I. (2002). Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment. *International Journal of Organizational Analysis*, 10(4), 327-342.

This study explored the relationship between EI, as measured by the EI Questionnaire (EIQ), and sources of occupational stress and outcomes in a sample of professionals in mental health institutions. The results showed a negative correlation between EI and stress at work, indicating that high scorers in overall EI suffered less stress related to occupational environment. A positive correlation was found between EI and organizational commitment, suggesting a new role for EI as a determinant of employee loyalty to organizations. The authors propose that EI and organizational commitment may work together to reduce occupational stress. They also suggest that employees might benefit from EI training as part of an organized stress management program.

Slaski, M. & Cartwright, S. (2003). Emotional intelligence training and its implications for stress, health and performance. *Stress & Health: Journal of the International Society for the Investigation of Stress*, 19(4), 233-239

The aim of this study was to investigate whether EI can be developed in managers, and if so, whether increased EI has a beneficial impact on health, well-being and performance. A sample of UK managers attended a developmental EI training program once a week for four weeks. Pre and post measures were taken relating to EI (measured by the Bar-On EQ-i and the EIQ), stress, and health and management performance. Findings showed that training resulted in increased EI and improved health and well-being. The authors suggest that EI training may be useful in reducing stress and improving health, well-being, and performance.

Retrieved 10/10/06 from http://www.eiconsortium.org/newsletters/newsletter_may2005.htm

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- Steve Schechtman

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Benefits of Personal Coaching

The first website I reviewed, [goalsguy.com](http://goalsguy.com), spoke of coaching for results, and this description alone describes one of the benefits of personal coaching. Unlike therapy, where the outcome may be much more fuzzy, personal coaching is oriented toward measurable results. The two benefits that stood out the most from reading this site are that coaching can help one with personal strategy and with accountability. Personal coaching can assist people to really think about and map out what they want in life, and to be consistent and disciplined in achieving their goals through accountability. The benefits listed on the second website, [tnmcoaching.com](http://tnmcoaching.com), seemed to focus more on expanding one's abilities and strengths in order to perform better. This site also emphasized the importance of time in three separate benefits, explaining how personal coaching can reduce learning time and allow more free time.

While the third website, [coachingworksinc.com](http://coachingworksinc.com), spoke of life planning and finding ways to better achieve goals, it also mentioned helping clients find better life balance. The other websites seemed a little more geared toward doing everything bigger and better, so this was an interesting addition to the benefits that can be expected from personal coaching. The site also mentioned better communication with co-workers and other individuals, and this seemed to be a common theme in the other sites as well. The fourth site, [envisioncreate.com](http://envisioncreate.com), cited a 1998 survey that looked into the benefits people received from personal coaching. In the survey, almost two-thirds of clients gained "a higher level of self-awareness," "smarter goal setting," and a "more balanced life."

After reviewing these sites, and especially reading the survey, it appears that the benefits from coaching can be numerous, but much of the benefits depend upon the skill of the coach, and almost more importantly, communicating these benefits well enough in the first place in order to gain the clients so that they can get the results they want!

Sources:

- 1) [http://www.goalsguy.com/Knowledge/t\\_18\\_coaching.html](http://www.goalsguy.com/Knowledge/t_18_coaching.html)
- 2) [http://www.tnmcoaching.com/html/benefits\\_of\\_pc.htm](http://www.tnmcoaching.com/html/benefits_of_pc.htm)
- 3) <http://www.coachingworksinc.com/1/personal-life-coaching.html>
- 4) <http://www.envisioncreate.com/personal.htm>

- Josh Silva

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Effectiveness of Coaching

A number of studies support the hypothesis that executive coaching is effective. Data from the Compass Point Executive Coaching Project (Lew, Wolfred, Gislason, & Coan, 2003) suggest that coaching leads to improved leadership and management skills, increased vision for

the organization, greater alignment with staff and Board members, increased personal confidence, and greater work and life balance. Additionally, coaching seemed to help reduce perceptions of stress and burnout (Lew et al., 2001).

The benefits of coaching can be seen from both direct and indirect vantage points. Most coaching clients, direct supervisors, and human resource staff members can identify positive results of executive coaching (McGovern et al., 2001). Clients often report setting more specific goals (Smither, London, Flautt, Vargas, & Kucine, 2003), increased ability to achieve their goals (McGovern et al., 2001), and better direct report and supervisor ratings (Smither et al., 2003), while supervisors and HR personnel may observe increased productivity, improved interpersonal relationships, better teamwork, increased job satisfaction, and reduced conflict (McGovern et al., 2001). Some research suggests there is a return on investment for coaching that is nearly 5.7 times the original investment (McGovern et al., 2001).

Clearly, executive coaching is a useful approach for improving performance in corporate settings. The research presented in this brief overview is only a small sampling of the literature supporting the effectiveness of executive coaching as a strategy for improving professional functioning.

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Smither, J., London, M., Flautt, R., Vargas, Y., & Kucine, I. (2003). Can working with an executive coach improve multisource feedback ratings over time? A quasi-experimental field study. *Personnel Psychology*, 56, 23-24.

- Lori Welch

