

COACHING: A GLOBAL SURVEY OF SUCCESSFUL PRACTICES



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COACHING: A GLOBAL SURVEY OF SUCCESSFUL PRACTICES



Project Overview

- Project team – 10 acknowledged experts
- 1,030 survey respondents
 - 854 North America
 - 176 International
- 10 interviews with companies known for their excellence in coaching for employee development

Agenda

- The Definition of Coaching
- Popularity of Coaching
- The Payoff for Using Coaches
- External vs. Internal Coaches
- Selecting and Measuring Coaches
- Obstacles
- Conclusions

Definition of Coaching

What is Coaching?

- The essence of coaching is about committed partnering to accomplish desired results.
- Successful coaching uncovers barriers to high performance by helping the player/performer see the game differently.

Sports vs. Workplace Coaching

- Athletes expect to be coached
- Short term
- Tangible goals
- Autocratic
- Employees don't expect to be coached
- Long term
- Less tangible goals
- Democratic

Mentoring vs. Coaching

- Mentoring originated in apprenticeship, when a older, more experienced individual passed down his practical knowledge.
- Odysseus asked his friend Mentor to educate his son when he went off to the Trojan War.
- Today's version is a more long-termed acquisition of skills geared towards a person's career.
- Coaching is more directly concerned with the immediate improvement of performance and development of skills particular to the needs of an organization.

Popularity of Coaching

Popularity of Coaching

Coaching is used by about half of today's companies.

In the North American sample, 52% report having such programs in place, and, in the international sample, the proportion is 55%.

Coaching continues to gain in popularity.

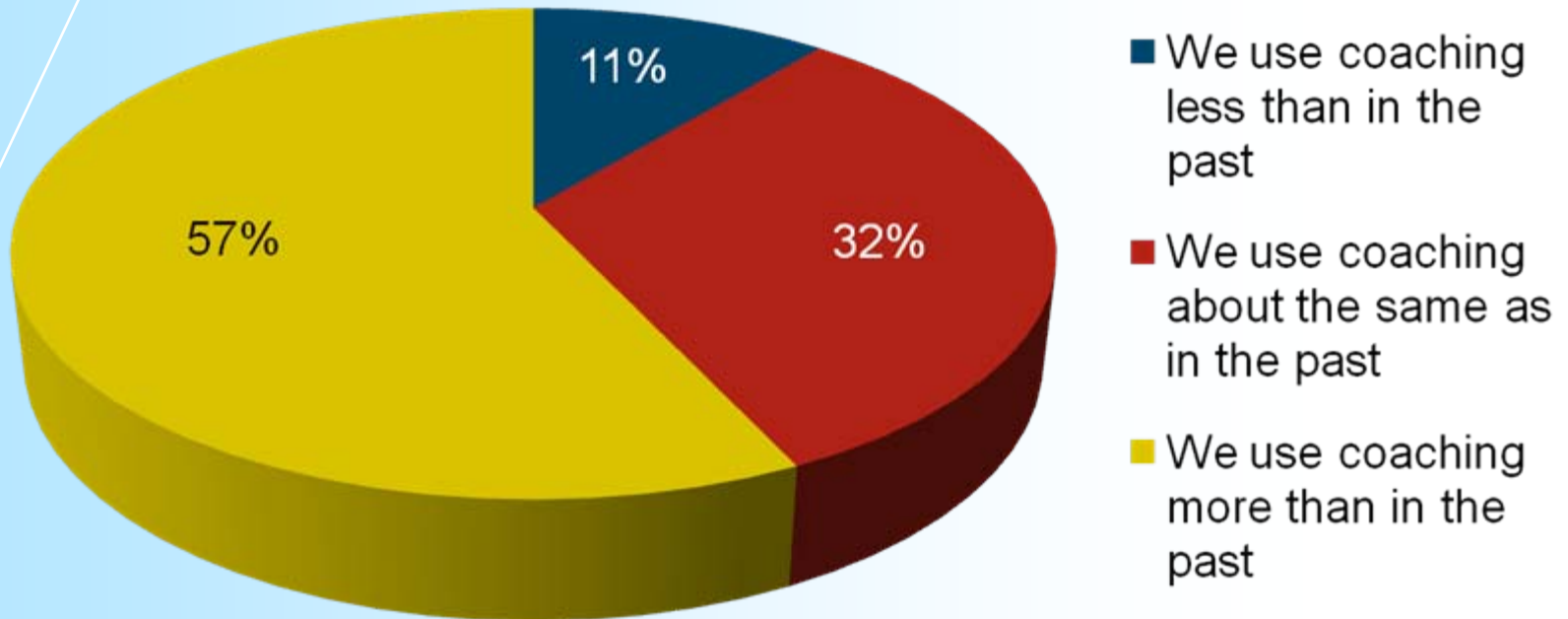
Among respondents who say their organizations don't yet have coaching programs, a sizable proportion (37% in the North American sample and 56% in the international sample) say such programs will be implemented in the future.

Coaching's international future looks bright.

Compared with the North American sample, organizations in the international group have not had coaching programs in place for as long, but more in this group plan to implement coaching programs in the future.

Which of the following statements...

... best describes your organization's use of coaching?



The Payoff

Coaching is...

... associated with higher performance

Firms that use coaching more than in the past are also more likely to report two kinds of advantages:

- They're more likely to report that their organizations have higher levels of success in the area of coaching.
- They're more likely to say that their organizations are performing well in the marketplace (revenue growth, market share, profitability, and customer satisfaction).

Using coaching for expatriates is not widely done but seems to pay dividends

Coaching expatriates is correlated both with coaching success and with market performance.

Other Benefits of Coaching

- Higher productivity
- Facilitates self-reflection for informed decision-making
- Challenges old paradigms and dysfunctional beliefs
- Time-effective
- Aligns behaviors with organizational goals and strategies
- Develops intra- and inter-personal communication skills
- Fosters a collaborative team environment
- Maximizes performance potential for coachees and their reports
- Achieves superior external and internal customer service
- Increases employee satisfaction and morale
- Higher retention rates

External vs Internal Coaches

Hiring external coaches...

... for executives tends to be more successful

External coaches are more frequently used for executives (42%) and are highly correlated with coaching success.

Internal coaches are more frequently used for managers (46%), supervisors (47%) and all employees (43%). However, using external coaches for these levels tends to have a higher correlation with coaching success.

External vs. Internal Coaches

	External	Internal
Possible Benefits	<ul style="list-style-type: none">• Objective• Confidential• Transformational	<ul style="list-style-type: none">• Cost Effective• Collegial
Possible Obstacles	<ul style="list-style-type: none">• Expensive• Misalignment with company's culture	<ul style="list-style-type: none">• Subjective• Misalignment with individual• Lack of measurement and rewards

External training...

... of internal coaches seems to work best.

Externally based methods of providing training to develop internal coaches are most strongly correlated with overall coaching success, though they are less often used (19%).

Sample Curriculum...

... from AMA's Internal Coaching Training

- 1) Coaching and Counseling for Outstanding Job Performance
 - Fundamental Styles of Coaching : Which Styles to Use When?
 - The Development-Based Coaching Model
 - The Partnership Process
 - Creating a Learning Environment
 - Essential Coaching Skills
 - Coaching for Performance Improvement
 - When to Coach and When to Counsel: Will vs. Skill

Sample Curriculum...

... from AMA's Coaching: A Strategic Tool for Effective Leadership

- What is coaching?
- Ideal attributes of the coach
- The benefits of effective coaching
- Who needs coaching?
- The three basic approaches to coaching
- A guide to choosing the right approach to coaching
- Coaching vs. mentoring

Peer coaching...

... needs to become more effective.

Although a little over half of responding organizations use peer coaching, only about a third of respondents who use it considered it to be very effective or extremely effective.

Selecting and Measuring Coaches

Clarity...

...of purpose counts.

The more a company has a clear reason for using a coach, the more likely that its coaching process will be viewed as successful.

Coaching is primarily aimed at boosting individual performance.

The desire to improve individual “performance / productivity” is the most widely cited purpose of coaching.

To what extent...

... does your organization use coaching for the following purposes?*



*Percent using coaching frequently or a great deal for this purpose.

It pays to interview

Having an interview with the prospective coach has the strongest relationship with reporting a successful coaching program.

It also pays to match the right coach with the right client.

Matching people according to expertise and personality seem to be the best strategies.

Evaluating coaching's performance may help boost success rates.

The more frequently respondents reported using a measurement method, the more likely they were to report success in their coaching programs.

The Metrics Dilemma

A paint by-the-numbers mentality: “If it can't be measured, it hasn't happened.”

How do you measure internal change in the short run?

How cost effective is formalized measurement?

Obstacles

Obstacles to Coaching Success

- Coaching has a bad reputation
- Viewed as a punishment or need for correction
- Lack of a coaching ethos
- Lack of a coaching culture
- Lack of clarity or purpose
- Lack of buy-in from coachee
- Lack of understanding of time frame
- Lack of commitment from coachee
- Lack of clarity of measurement
- Lack of integration into an overall strategy

Coaching Cultures

Open Coaching Culture:

Employees are bonded in an atmosphere of learning and a network of flexible caring and sharing relationships in which information and ideas flow easily to the points of greatest utility.

Closed Defensive Culture:

Knowledge is hoarded, people are competitive within the organization, there is compartmentalization of activities, silos are the norm, there is top down bureaucratic control, people are motivated only by self-interest, there are power struggles, suspicion and animosity.

Conclusion

The 7 Major Skills of Effective Coaches

- Creating a climate of trust and confidence
- Listening and observing
- Agreeing on goals
- Guiding a dialogue
- Delivering feedback
- Following up
- Measuring and assessing

Conditions for Optimally Successful Coaching

Coaching has unlimited potential if there is a coaching ethos for all employees and a desire to tap untapped potential.

It is successful if it is:

- viewed as a reward and/or opportunity
- voluntary
- a solid match between coach and coachee
- used to support an evolving, adaptive and strategic organizational culture.

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