

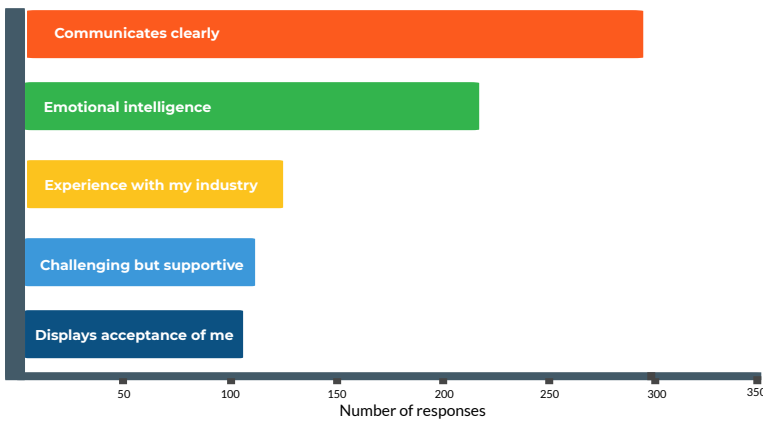
Coaching effectiveness

Results from joint international study



This six year study included a survey of 644 industry professionals from 34 countries, who either had received or were currently receiving coaching, a review of literature held and discussion groups involving 146 coaches and HR professionals from 10 countries. This infographic brings together key findings from all four papers in our coaching effectiveness series.

Characteristics of an effective coach according to coachees



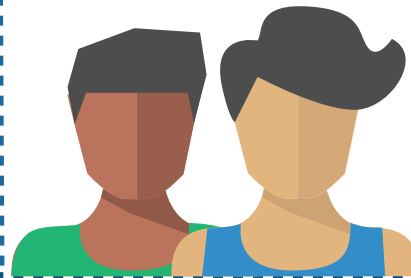
What coachees say



90% say coaching 'works'
10% say coaching had a 'limited effect'

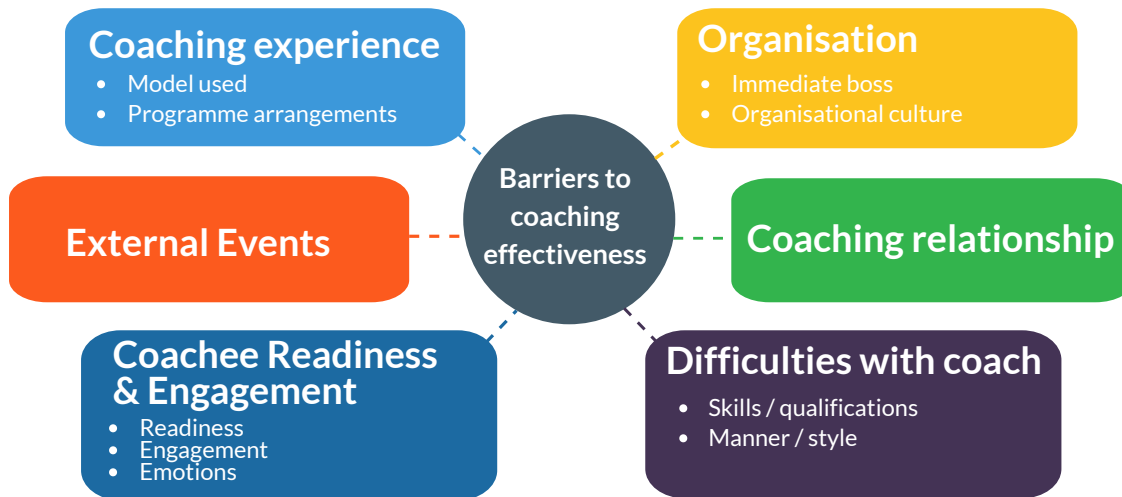


Coaching is 'tough'. Not everyone expects that

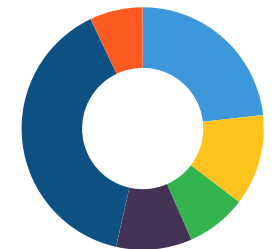


For some coachees a coach won't have credibility without industry experience

Most individuals face barriers which threaten successful outcomes:



Barrier categories



12 things we have learned about coaching at work

For coaches

- Don't worry about having less experience than your coachee(s)
- Reflect on what you can do to get the best outcomes for your coachees. Ask yourself: what is it that you (as a coach) did to make a difference?
- Seek your coachees' perspective about what it is you did (as a coach) which made the coaching successful or unsuccessful for them. Make feedback your friend!
- Individual personalities are NOT important
- Be careful not to stereotype a coachee based on characteristics or reputation

For employers

- Inform employees about the purpose of the coaching and whose interests it serves; don't just train your coaches: train employees to develop coachee skills
- People need to know up front that being coached is tough and substantial effort will be needed: let them make an informed choice
- Coachees should be able to exercise some choice over their coach
- Working context matters especially receptiveness to feedback and a supportive boss
- Be prepared to vary the coaching delivery channel to better suit an individual
- Coachees need the option to change coach without it being a drama

How YOU can get involved

Sign up today to join the new Phase 2 collaborative research project on coaching for teams. Join our kick off project workshop: together we will scope the most useful outputs for organisations. Email: alison.carter@employment-studies.co.uk