

EMCC

European Mentoring &
Coaching Council



*4th European Mentoring and Coaching
Research Conference*

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**Barriers to coaching
outcomes**

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www.emccconference.org

Prof Bob Garvey

'Coaching depends on human relationships. It can go wrong.' (2012)

Prof David Megginson

'Coaching articles...tend to emphasise the positive and effective while ignoring data that could be seen as negative.' (2011)

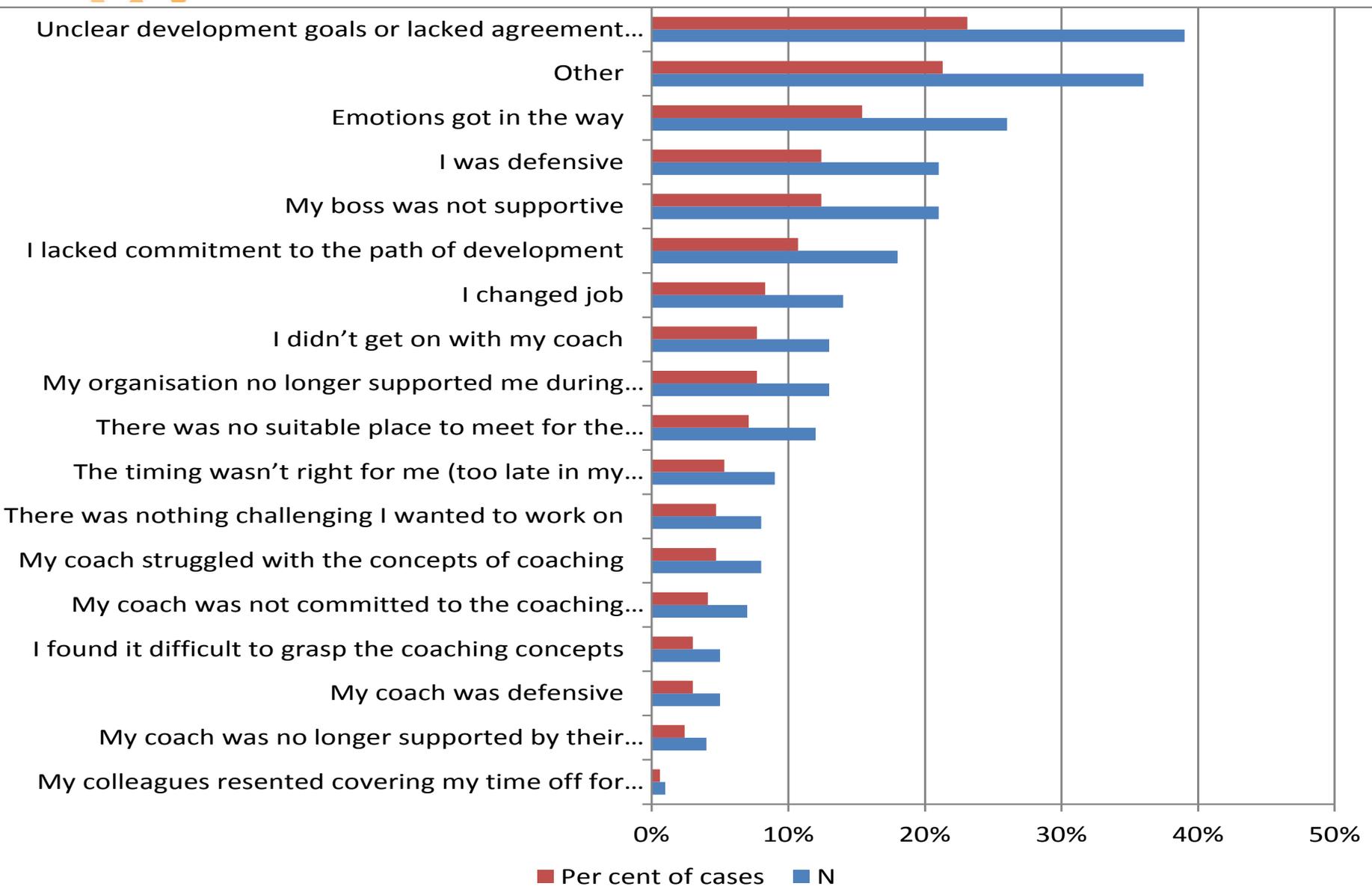
Research questions

- What barriers, if any, do coachees perceive they have faced during their coaching?
- Do barriers vary according to personal characteristics or the coachees' work or coaching contexts?
- Do coachees identifying barriers perceive their coaching to be more or less effective?

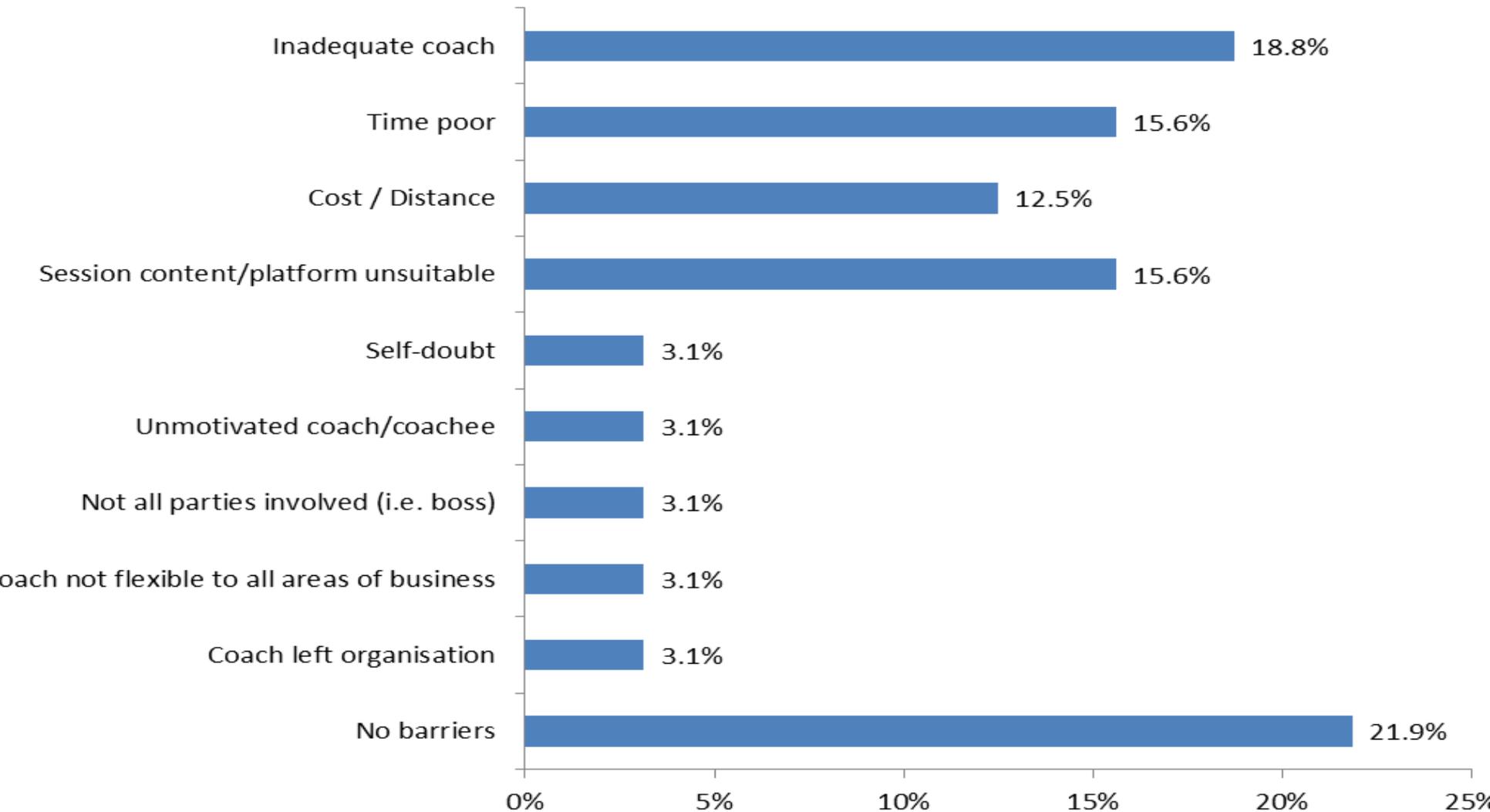
We included a question about barriers into our International Coaching Effectiveness Study, 2013-14

644 responses, 296 fully completed used in our analysis

84% reported they had faced barriers during their coaching



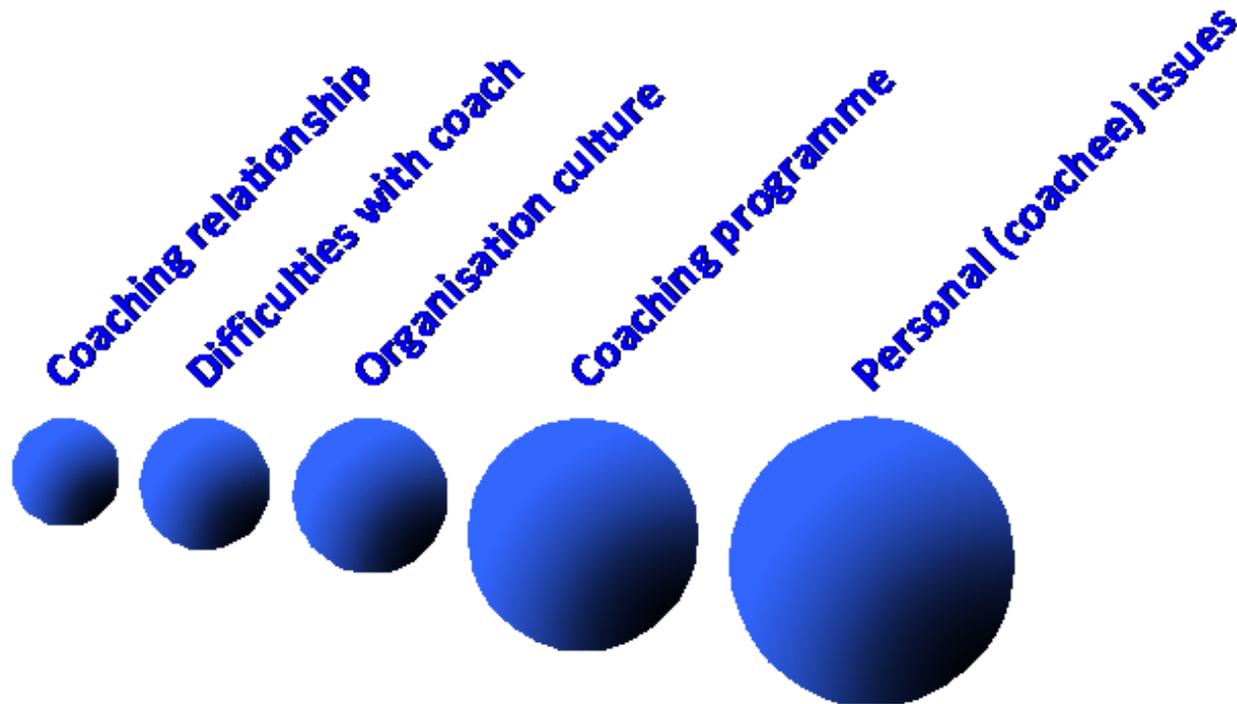
Other barriers to coaching effectiveness



Suggested categorisation framework for barriers

- Skills and qualifications, Manner or style (Difficulties with coach)
- Readiness for coaching, Engagement or emotions during the process, external events (Personal issues)
- Practicalities, Coaching Model used, Resources (Coaching Programme /Process)
- Coaching Relationship
- Immediate boss, wider organisation (Organisational Culture)





Variables used in analysis of barriers

Personal context	Work context	Coaching Context
Gender	Employment status – employed/self-employed	Participation - voluntary/ mandatory
Age	Manager/non-manager	Coach – internal/external
Country of Residence	Organisation size	