

Aim of study

A study conducted by ICF in partnership with Human Capital Institute (HCI) with the intention of investigating the components of an effective coaching culture. The study explores current trends in organisations with existing coaching programs. These trends are in turn used to highlight the active ingredients of designing and implementing a culture where coaching is viewed as a strategic business driver and critical talent management tool.

Background - Methodology

- Quantitative study – questionnaire emailed and completed by 545 participants
- Questionnaire focused on exploring:
 - Types of coaching provided in the organization
 - Frequency, scope and methods of delivering coaching
 - Coaching training for internal coaches and managers
 - Barriers, outcomes and evaluation of coaching interventions
- Participants were employed mainly in HR/Talent Management functions, in a range of industries primarily based in North America.

Key findings

Current trends – The Business Case for Coaching

- An effective coaching program is valued at the executive level, dedicated to developing and attracting top talent and perceived as a fixture of the organization
- Establishing a culture that identifies coaching as a strategic business driver is shown to increase both employee engagement and revenue

Designing a Coaching Culture

- Study highlights 3 coaching modalities used in organisations - external practitioner, internal practitioner and manager/leader using coaching skills.
- 80% of respondents suggest that having managers/leaders using coaching skills is the most common coaching modality. Interestingly organisations in which managers/leaders use coaching skills are also more likely to use other coaching modalities
- Coaching is shown to be a tool used primarily in leadership development strategy, with secondary areas including employee engagement as well as teamwork and communication skills improvement
- Majority of organisations offer coaching to their multigenerational and multi-level workforce with the primary aim of improving their performance
- Study results communicate the value of employing both internal and external practitioners, as internal coaches' greatest strengths are identified as external coaches' greatest weaknesses and vice versa.
- However at least 81% of organisations is looking to grow the number of managers/leadership using coaching skills in the next 5 years

Finding and Training Coaches

- Referrals, recommendations and not credentials are recognized as the main method of coach selection
- At least 70% of internal coaches and managers/leaders using coaching skills have received less than 30 hours of coach-specific training

- Emotional and social intelligence as well as leadership are seen as key attributes of managers/leaders who are more likely to be successful in using coaching skills

Coaching Evaluation

- Although coaching is recognized as valuable, evaluation of coaching programs is hindered by lack of time and funding. Results indicate that budgetary forecasts show that it is unlikely organisations will invest more in coaching in 2015
- More than 50% of organisations use employee feedback to evaluate coaching effectiveness, whereas more than 20% don't evaluate coaching interventions

Review / Critique

- Although the sample size is substantial majority (80%) of participants surveyed are based in North America. Interesting to see whether similar results would be produced by organisations surveyed in Asia!
- The report doesn't provide any information about how the questionnaire was developed – the criteria for choosing the type of questions and theories/models on which they were based on