

# Organisational Coaching Outcomes: A comparison of a practitioner survey and key findings from the literature (Sheila Boysen, Michael Cherry, Wende Amerie and Mike Takagawa)

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<https://radar.brookes.ac.uk/radar/items/26dfd471-5f0c-4aee-b445-4f739f530a3d/1/>

## Aim of study

There is an ever-growing need for coaches to justify executive and leadership coaching investment. When organisations are looking for bottom line results, outcome studies offer evidence and insight into the value of coaching as an effective intervention. A comprehensive overview of organisational outcomes of executive and leadership coaching can be an essential resource for any coach looking to demonstrate the impact of coaching.

## Key observations

### Coaching success metrics:

Across 20 studies undertaken between 1996 to 2016 to measure the organizational coaching outcomes, researchers have identified several key coaching outcomes and benefits that highlight the value of executive and leadership coaching. These are summarized below:

Personal, Professional & Organisational Outcomes:		
Ability to lead more effectively	Better organisational communication	Increased sales
Faster decision making	Enhanced employee satisfaction	Positive return of investment
Enhanced self-awareness	Reduced turnover, better retention	Improved productivity
Improved executive presence (confidence, poise under pressure, presentation, engagement)	Foster a culture of learning and engagement	Improved performance
Increased decisiveness for addressing poor performers	Better alignment, influence with stakeholders & "shared vision"	Sustained behavior change
Improving the ability to inspire and impact	More time for strategic thinking & discussion	Saving costs
Effective delegation	Improved teamwork	Better cross-functional collaboration & cooperation
Assessment of personal effectiveness	Strategic succession plan	Better meet roles & obligations
Increased wisdom	Developing high performers	Increased commitment
Effective conflict resolution	Development of a strategic/systemic perspective	Improved customer service

### Interesting statistics:

Figures listed below offer further validation of individual and organisational impact attributed to executive and leadership coaching

- In a study of 87 executives from Fortune 500 and mid-size organisations 63% sustained behavioural changes, 48% increased self-awareness and 45% displayed effective leadership (Wasylyshyn, 2003)
- A study conducted by Metrix Global, LLC on a Fortune 500 telecommunications firm reported a ROI of 529%
- A study aimed at investigating the monetary value of a structured executive coaching program, evaluated among 25 randomly selected participants showed return of investment of 321% (Philips, 1996)
- A study of 100 executive from 56 organisations showed return of investment between \$100,000 - \$1 million with 75% of participants recognizing the value of coaching as greater than the money and time spent (McGovern, 2001)
- A multi-rater study of 51 executives showed an estimated value of \$50,000 during an 18-period coaching process (Cambria Consulting, 2004)
- Respondents of a coaching intervention offered to up to 100 executives, on a yearly basis for a period of 8 years, have estimated economic benefits of rough \$200,000 to \$500,000 (Boysen et al., 2018)

## Conclusion

There is a simple take away here; executive and leadership coaching works and there is plenty of evidence to support the impact it has on organisational and individual success. Furthering the coaching profession lies with a responsibility to develop and review coaching interventions that are aligned to the goals and values of the organization.