



One Day Conference 2010

Excellence and **Success** in coaching



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The Value of Executive Coaching: A Performance Approach

Ted Campbell, Stephen Daltrey and Ben Thomas



The Story so far!

Stephen Daltrey

Methods Used

- Client feedback questionnaire
- Line manager satisfaction
- Financial ROI
- Comparison on pre-/post coaching 360 feedback ratings
- Achievement of coaching objectives

Kirkpatrick/Phillips Evaluation Model

- Level 1 How did participants respond?
- Level 2 Improved knowledge, skills and changed attitudes?
- Level 3 Extent of behaviour change back in the workplace
- Level 4 What organisational benefits resulted?
- Level 5 ROI: Calculation of monetary gains

What's happening today?

- Evaluation in only **32%** organisations (CIPD 2010)
 - Individual feedback
 - Impact on Key Performance Indicators
 - Return on expectation (coaching objectives)

The Future

- Increasingly important!
- Top issue for coaches (Coaching at Work, Jan 2010)
- Credibility for HR professionals (Jarvis et al. 2006)
- 50% purchasers want measurement (Assoc Coaching)
- Essential for real organisational acceptance

Making it Happen

- Agreement on what to measure
- Easy and interesting to do
- Cost effective
- Put to good use.....!

The Performance Approach

Ted Campbell

What's executive coaching for?

Mostly individual performance in role

More specifically...

Specific aspects of performance

Significant to role

Performance Improvement

- Direct link to organisational output
- High correlation to coaching input
- Commonly understood
- High currency value

Proposition broadly is:

**Increased Performance =
the value of executive coaching**

Measuring Performance Change

- Performance level before
- What is desired level after?
- Actual level after
- Ratings and comment from self and boss
- Start and Finish of programme
- More sophisticated:
 - Other stakeholders; KPIs; more measurement points

An example

Homer's Goal:

“Create greater impact at Board meetings!”

Two dimensions of Performance

- External Actions e.g. Behaviours; Interpersonal skills
- Internal drivers e.g. Beliefs and Thoughts; Confidence
- System to log changes in internal drivers
- Homer lacks confidence with Board members?

Proposition

- Executive coaching primarily for:

**Significant aspects of
individual performance**

- Measure change; external (and internal?)
- Executive coaching = performance change

And here's a way to do it...!

Ben Thomas

To request the slides outlining the concept for a Web2.0 application through Homer's coaching journey, please drop an email to ben@coachmatch.co.uk

Summary:

- Minimal evaluation today; step change required
- Executive coaching for performance; measure that!
- Web 2.0 may be the answer
- Could today be a turning point?

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