

# Making the case for coaching

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# Who are CiPD?

The Chartered Institute of Personnel and Development is a professional association for human resource management professionals.

It's headquarters are in Wimbledon, London, England.

# The good news...

## **A high level of usage and belief in the power of coaching (Dec 2016)**

- Nine out of ten organisations use coaching by line managers
- Two out of three organisations use external coaches
- 84 per cent regard coaching by line managers as ‘effective’ or ‘very effective’
- A high level of usage and belief in the power of coaching
- 92 per cent judge coaching by external practitioners to be effective.

# Coaching delivers benefits

- Coaching is an effective way to promote learning in organisations 96%
- Coaching and mentoring are key mechanisms for transferring learning from training courses back to the workplace 93%
- When coaching is managed effectively it can have a positive benefit on the bottom line (pupil progress) 92%

Coaching can deliver benefits to both individuals and organisations.

# But, some large issues remain ...

- Few organisations have a strategy,
- Only 5% claim to have all their managers (leaders) trained to coach
- Very little evaluation is taking place.

# Challenges with internal coaches

- Credibility
- Trust and confidentiality
- Conflicts of interest,
- Fuzzy boundaries
- Demand over capacity
- Need for supervision and training
- Careful recruitment
- Regular review of activities

# External coaching



- Free agenda coaching
- Support development of internal coaching capacity/coaching culture
- Research reports: improve self awareness and better communication skills
- Improve mental/emotional growth
- Improved 360 feedback results
- Increase leadership effectiveness

# Conditions for effective coaching

- Coach-coachee relationship
- The coachee needs to be receptive to behavioural change
- Coachees are informed and educated about coaching
- The duration and structure of coaching relationships – who will benefit?
- An appropriate definition, goals and model of practice for the organisation.



# Does coaching work?



- Research indicates that it can work, but a number of contextual features needs to be in place.
- Positive results are being seen, from manager, internal and external coaching
- Each organization needs to design their coaching activity to fit their organization.



