

14 ANSWERS TO KEY QUESTIONS WHEN CONSIDERING COACHING



HOW TO MAKE AN EFFECTIVE COACHING DECISION



Selection
PARTNERS

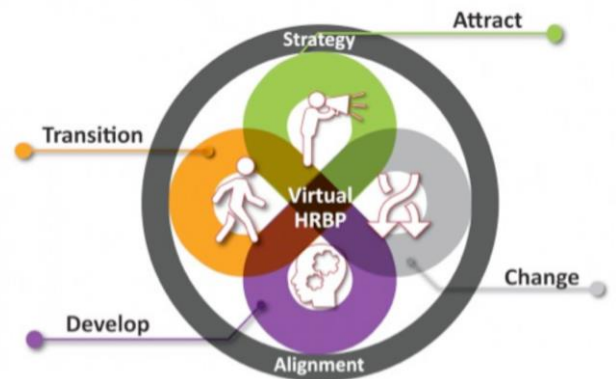
Who is Selection Partners?

We are a talent consulting firm which provides innovative and practical HR Consulting solutions which deliver a positive return on your people investments across the whole employee life cycle.

Our consulting focuses on the ***“difference that makes the difference”***.

We help you through our four service areas:

- **Attract** – securing the best talent
- **Change** – maximising effectiveness
- **Develop** – building competence
- **Transition** – outplacement & managing careers



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Hi, my name is June Parker. I have worked in Human Resource Consulting and Coaching for over 15 years in a variety of roles. I've also been a Manager, a General Manager, an Executive and Career Coach and now a business owner of Selection Partners.



In 2012, my business partner and I created Selection Partners, a full service talent-consulting firm. We comprise of; career coaching, executive coaching, HR consulting, training, recruitment, and outplacement. Our vision is to positively help those with whom we interact whether they come to us from an organisation or direct as an individual.

Having listened to the questions we get asked and the needs of our clients we have created a variety of free resources which we hope add value to you.

This eBook is designed for those in senior positions thinking about hiring a coach.

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Introduction

Our Leaders are facing greater demands of managing often global, more diverse teams in increasingly challenging technological, uncertain environments than ever before. They are also expected to deliver results faster than ever to stay competitive. On top of this, employees have higher expectations of their leaders in terms of their ability and their approach.

As a result, many Australian Leaders are working at a rapid pace and have limited opportunity to devote time and energy to their own development.

We are subsequently seeing a change occurring in the way leaders are trained and developed. Many are turning to coaching, as a fast and effective method of professional development allowing them to stay sharp and on track. Executive coaching is now seen by many as a valuable & strategic resource, which supports individual and organisational success.

This e-book has been designed to provide information to those in organisations who are thinking about using coaches for the first time or considering increasing the use of coaching as a strategic capability development intervention.

QUESTION 1 How has coaching changed?

The reasons companies engage a coach have changed over the last decade. Ten years ago, most companies engaged a coach to help fix toxic or unhelpful behaviour. Today, coaching is generally about developing capabilities.

Executives and managers now speak openly about their coach as a means to develop their Leadership competence and to help them achieve greater heights. Coaching today is more likely to be seen as a badge of honour.



QUESTION 2 Who uses coaches?

The use of coaching has now grown from the exclusive domain of CEOs and senior leaders to working with; high potentials, leaders in transition, action learning projects, training programs, managers as coaches, early entry programs, supporting women leaders, and even engaging 'at risk' valued employees.

In 2014 HCI in conjunction with the ICF (International Coach Federation) conducted an extensive survey of the benefits to organisations of coaching. The survey was conducted with 545 Human Resources and Learning & Development Managers across a variety of industries and organisations ranging in size from small to large. Some of the organisations which participated included IBM, Canon and Adidas. The study found coaching is being offered in fairly similar proportions to mid and senior level managers as well as high potential employees.

To whom is coaching offered and for what reasons?

Coaching is offered across all seniority levels and generations for the primary purposes of performance management, communication skills and team effectiveness.

	% that offer	Performance Management	Self esteem/ self confidence	Work/life balance	Career opportunities	Communication skills	Relationship building	Team effectiveness	Other
Entry level	63%	84%	35%	25%	45%	63%	49%	68%	13%
Mid level	80%	83%	30%	31%	49%	65%	60%	74%	13%
Senior Level	80%	68%	25%	32%	38%	66%	64%	74%	20%
High potentials	87%	69%	37%	30%	70%	63%	63%	60%	18%
Baby boomers	70%	75%	29%	34%	42%	62%	56%	68%	31%
Generation X	84%	76%	29%	28%	51%	67%	56%	69%	19%
Millenials	78%	72%	37%	29%	56%	71%	58%	67%	20%
Remote/Virtual	54%	80%	27%	33%	50%	66%	58%	70%	20%

QUESTION 3 Why use a coach?

There are many benefits to hiring a coach; for the person receiving the coaching, for the team of the person receiving the coaching and for the organisation that embraces a coaching culture.

The Harvard Business Review (2009), conducted research into why coaches were engaged. The major reason found was to develop high potentials and facilitate transition from one role to the next.

Top 3 reasons coaches are engaged

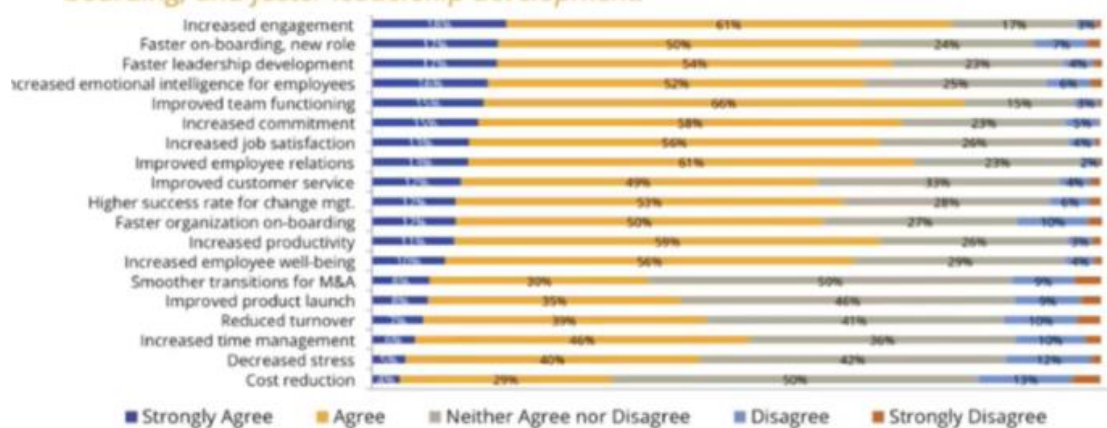
Coaches are no longer most often hired to usher toxic leaders out the door

- 1 Develop high potentials or facilitate transition **48%**
- 2 Act as a sounding board **26%**
- 3 Address derailing behaviour **12%**

The 2014 HCI/ICF study found that coaching provided many benefits including increased engagement, improved team functioning, faster on-boarding into a new role, faster leadership development, increased productivity and increased employee well-being.

Outcomes of coaching

Respondents report that coaching has led to increased engagement, faster on-boarding, and faster leadership development.



PricewaterhouseCoopers, found that of those who received coaching;

- 80% had increased self-confidence
- 73% had improved relationships
- 62% had improved communication and
- 67% reported a better work-life balance

From a Board perspective, a 2013 Executive Coaching Survey conducted by the Centre for Leadership Development and Research at the Stanford Graduate School of Business, found there were two main areas that boards felt CEOs needed to improve on via coaching;

- Mentoring skills/developing internal talent and
- Sharing leadership/delegation skills

Professor Larcker involved in the study suggests, “The high ranking of these areas among board respondents shows a real recognition of the importance of the talent bench”. Boards are placing a keener focus on succession planning and development, and are challenging their CEOs to keep this front and centre.



QUESTION 4**What type of coaches are used by organisations?**

There are generally 4 main types of coach used by organisations;

- Business Coaches
- Executive Coaches
- Life Coaches
- Career Coaches

Business Coach

A Business coach works with CEO's, MD's and business owners to help them develop the business in some capacity. This may be helping with a merger or acquisition, help turnaround an ailing business, or helping the organisation grow either into new markets, globally or via new products or services.

When selecting a business coach, it is important the person you choose has solid experience in the area of focus for your organisation.

Executive Coach

The second type of coach is an Executive Coach. In addition to working with the 'C' suite, Executive Coaches also work with others in management roles. The Executive Coach may focus on supporting business growth, with a strong emphasis on developing their coachee's leadership skills to lead, inspire, engage and deliver outcomes. Executive Coaches work on leadership, relationships and politics. Typically Executive Coaches have worked in the corporate world or in the public sector at a senior level.

Life Coach

This type of coach looks holistically at the person and may work with them on work, or other life goals such as family, health, time management etc. Life coaches come from many backgrounds, most, though not all work for themselves and base themselves out of a home office. Often the coaching is conducted via the telephone or skype.

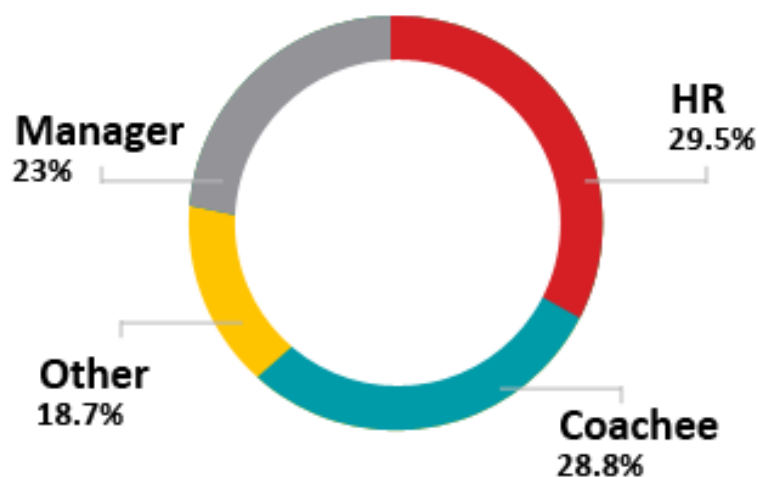
Career Coach

The last type of coach is a career coach. A career coach works with managers and executives to plan, develop and manage their career. An Executive Coach, may also act as a Career Coach, however it is less likely that a career coach is also an Executive Coach, as the skill sets and expertise is quite different.

QUESTION 5**Who instigates the request for a coach?**

In terms of initiating coaching, statistics suggest the requests tends to come fairly equally from a person's manager, HR and the person themselves.

Regardless of who suggests coaching, there must be good chemistry between the coach and the coachee for the relationship to work. Ultimately the person being coached needs to make the final coach selection. For this reason, many organisations have a bank of coaches from which to select for the coachee to meet.

Who typically initiates the coaching relationship?

QUESTION 6 How do you decide on a coach?

Whilst coaching continues to gain legitimacy, there is no one body that oversees the quality of the profession. There are many avenues to obtain coaching qualifications and numerous coaching associations. The two main bodies, which both require a significant investment in training accreditation, coaching hours and ongoing professional development, are the ICF (International Coach Federation) and the IAC (International Association of Coaches). Membership of these associations requires the coach to have a minimum level of study, achievement and hours of coaching. If you select a coach who is a member of one of these bodies, you can be confident of a specific level of training and skill.

Other than training the main factors which are said to influence the selection of external coaches are:

1. Evidence of having done similar coaching work previously;
2. Personal capability and relevant organisational experience;
3. The flexibility of the coach (in terms of techniques and willingness to work with others);
4. A focus on delivering or improving business results;
5. Cost effectiveness;
6. Fit & rapport with the client

As with any investment, buyers need to feel confident they will see results when hiring a coach so evidence of having done similar work is very important. Referrals and recommendations are also very important as people place their trust in colleagues and contacts.

QUESTION 7 What information will I get from the coach?

Confidentiality is vital if the coaching relationship is to work. If an organisation is paying for a coach, how much information and what is said to whom, needs to be agreed up front.

Some coaches provide no information other than that they met with their client, others provide a high level overview of the topics discussed, but not the detail, others share what they discussed with the client, but not what the client said. Both the ICF and IAC have a code of ethics which includes confidentiality.

When selecting an external coach or using an internal coach, it is important all parties are comfortable with what will and will not be reported back and to whom.



QUESTION 8 What methodologies and tools are used?

When considering a coach you need to take into account their methodology. Different coaches value different methodologies. Some coaches begin with 360-degree feedback, for example, while others rely more on psychological feedback and in-depth interviews.

At Selection Partners, for example, our methodology begins with a “discovery” session followed by an agreement of the approach. The discovery session is the time where the potential client and coach have a conversation to determine and discuss several items which may include:

- What the client is looking for in the coaching relationship
- What the coaching relationship is and isn't, expectations of both parties
- The style of the coach and how that resonates with the client, the degree to which they will challenge and support the client
- Discussion around assessment, 360 degree feedback, interviews, psych assessment etc
- Rules of engagement and protocol including confidentiality
- The coach's credentials relative to the client's needs
- Timing and logistics of the coaching
- How success for coaching will be measured
- Agreement to move forward

Within each session coaches will use a variety of approaches, methodologies and tools.

Coaches need to understand the coachee's motivation and capabilities. Coaches typically help the coachee to gain new skills and knowledge through a wide variety of techniques including cleverly crafted questions; helping the coachee to find appropriate resources and opportunities to learn; exploring alternative ways to handle situations and practicing new skills and behaviours in realistic situations. In between sessions the coach will typically encourage the coachee to seek feedback, reflect on their learning and progress, self-monitor behaviour, adapt and plan new actions. This is important to enhance learning and to intensify the effects of coaching.

Tools include using the GAPS model which focuses on Goals and Values, Abilities, Perceptions and Success. This tool ensures the coachee is aware what is expected of them in the role. Other models may include; GROW, Coaching funnel, Reframing, role plays, Perceptual shifts, Wheel of life, creative thinking, R.A.P.I.D. coaching, NLP, challenging questions etc.

In our view, the most effective coaching approach is to be flexible to the needs of the coachee whilst clearly focusing on the required outcome or goal.



QUESTION 9 Should coaching take place face to face, on the phone or via skype?

As a coach I have coached and been coached in person and via Skype. Based on my experience face-to-face delivers a better result as so much of what a person says and doesn't say can be picked up via body language. However I believe that a mix of sessions both in person and over the phone or Skype can be highly effective.

The HCI 2014 study suggests overwhelmingly, the majority of executive coaching takes place face to face.

Despite many managers and leaders being open about their use of a coach, it is important to consider if the individual involved wants to keep this confidential within a select group or if they are comfortable to share this with the broader organisation. When a coach regularly arrives at an Executives workplace, it doesn't take long for the receptionist to figure out what's going on.

In practice, many executives prefer more confidentiality tending to meet at the coaches offices (assuming they work out of an office), or at a local coffee shop.

Through what methods is coaching offered?

Face-to-face coaching of groups or individuals is the most-used method across seniority level and generations

Individual Methods				
	Telephone	Face-to-face	Voice over internet/video	Email/instant messaging
Entry level	33%	99%	20%	32%
Mid level	49%	95%	25%	27%
Senior Level	56%	93%	26%	23%
High potentials	50%	96%	25%	27%
Baby boomers	45%	94%	23%	22%
Generation X	43%	95%	26%	26%
Millenials	40%	97%	29%	31%
Remote/Virtual	76%	53%	47%	41%

Gen Y (millenials) are more comfortable with instant messaging and email, however despite this familiarity with technology they still prefer face to face coaching.

QUESTION 10

What are the advantages and disadvantages of an external coach over an internal coach?

Top advantages of each modality

External coach practitioners are considered to have more training and experience. Internal coach practitioners are managers / leaders using coaching skills are valued due to their knowledge of company culture.

#	For use of external coach practitioners	For use of internal coach practitioners	For use of managers / leaders using coaching skills
1	Level of coach training/experience	Knowledge of company culture	Knowledge of company culture
2	Ability to coach executives	Accessible resource to the organisation	Development of coaching culture
3	Maintaining confidentiality	Development of coaching culture	Knowledge of company personnel and operations
4	Role clarity	Knowledge of company personnel and operations	Pre-existing trust with employees
5	Ability to coach teams	Alignment with company agenda	Accessible resource to the organisation

The top reason organisations use external coaches is that they value the experience and expertise the external coach possesses. It is generally felt they are better able to coach more senior executives, and work on strategy and leadership development whilst maintaining confidentiality.

Organisations such as HP, use external coaches until they feel they have achieved a sufficient ROI. They then often either hire these coaches as an internal resource or encourage their emotionally intelligent talented employees with an affinity to coach to attend coach training and then become an internal coach. They, like many organisations with a strong coaching culture, focus on training their managers and leaders to use coaching skills.

The advantage of using an internal coach is that they understand the organisational culture, they know the people involved and they can access available resources.

Top disadvantages of each modality

Limited coach training and experience, lack of role clarity and confidentiality are top disadvantages of internal coach practitioners and managers / leaders using coaching skills. The cost for external coach practitioners, as well as their limited knowledge of company culture, are perceived as disadvantages.

#	For use of external coach practitioners	For use of internal coach practitioners	For use of managers / leaders using coaching skills
1	Cost	Level of coach training/experience	Level of coach training/experience
2	Knowledge of company culture	Role clarity	Maintaining confidentiality
3	Knowledge of company politics	Maintaining confidentiality	Role clarity
4	Knowledge of personnel and oper.	Ability to coach executives	Ability to coach executives
5	Pre-existing trust with employees	Frequency of coaching	Frequency of coaching

On the flip side, the disadvantages most commonly found when using external coaches is the cost, lack of knowledge of the company and the politics at play.

Disadvantages for using internal coaches range from their lack of training and experience, to the ability to maintain confidentiality and their lack of ability or credibility to coach senior executives.

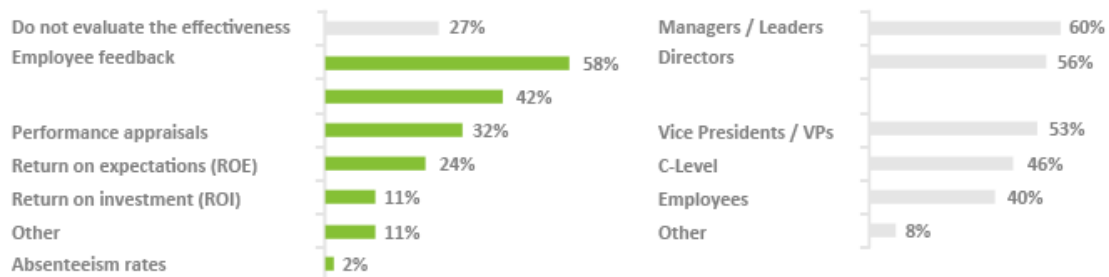
QUESTION 11

How do I measure if coaching is a success?

Most of the evidence around effectiveness remains anecdotal, based on feedback.

Measuring and communicating the value of coaching

Most organisations do not use sophisticated methods to evaluate the effectiveness of coaching. One in four organisations (27%) still do not evaluate the effectiveness of coaching. Three in five (60%) report that managers/leaders are able to communicate the value of coaching.



According to the 2014 HCI Study, very few organisations reported having a formal quantitative process in place to measure the impact of coaching. However, most organisations collected some feedback on coaching engagements but this tended to be informal, with the information received not always being centrally collated. Respondents also reported changes in behaviour as a result of coaching but as these changes were qualitative, they were difficult to measure.

Coaching typically has a larger positive impact on micro-level outcomes (eg, improving leadership behaviours and individual employees' performance) than on macro-level outcomes (eg, strategy execution and change management).

Many organisations will seek to prove coaching delivers a ROI so the most effective way is to align objectives with organisational strategies and business needs. In other words, the coaching objectives should be strategic and mission critical. The more the coaching objectives are aligned with the organisational strategies and business needs, the greater the impact (or ROI) companies are likely to achieve from executive coaching. A global survey on coaching conducted by PricewaterhouseCoopers in 2011 suggested the ROI for companies who invest in coaching is 7x the initial investment.

QUESTION 12

How important is it for the executive or coachee to be coachable?

The simple truth is that not everyone is motivated to be coached. As a coach has no formal authority over a coachee, for the coaching relationship to be successful the coachee has to want to change and develop. As a result, some coaches do not want to work with executives who are not motivated; whilst others view changing a coachee's motivation as an integral component of the coaching process. If a coach does not think his or her coachee is coachable, it is best to be transparent about it and discuss it, to ascertain whether the likely outcomes of coaching are worth the investment of time, energy, and money.

Terry Bacon, founder and chairman of Lore International Institute, a Korn/Ferry company created the following table outlining the levels of coachability.

Coachability Level	Description
Not coachable at present	Identified psychological or medical problem that is beyond the scope of a coaching intervention in the workplace.
Extreme low coachability	Narcissistic personality. Arrogant. Sees no need to change.
Very low coachability	Resists or deflects feedback. Rationalizes negative perceptions. Is openly negative toward the coaching, saying that it is not helpful.
Fair coachability	Is complacent and unmotivated to change. Pays lip service to change, but is not really committed to it.
Good coachability	Demonstrates some resistance to the coaching process, but has a growing awareness of the need for change.
Very good coachability	Accepts feedback and shows an earnest desire to improve.
Excellent coachability	Has an intrinsic need to grow. Is a lifelong learner. Has a realistic sense of self.

QUESTION 13**Why might the coaching relationship not work?**

Besides coachability, there are other factors which impact on the success of the coaching intervention. These include:

- The unwillingness of the employee to engage in the coaching process
- A lack of time for the employee's participation
- The fact that coaching is not seen as urgent
- Lack of rapport between coach and coachee and
- Insufficient funding



QUESTION 14**How will the role of coaching change in the future?**

There's no question that future leaders will need constant coaching. As the business environment becomes more complex, they will increasingly turn to coaches for help in understanding how to act. Coaches will do more than influence behaviours; they will be an essential part of the leader's learning process, providing knowledge, opinions, and judgment in critical areas. Coaching will become more widely accepted as a prerequisite to Leadership development.

Leaders of today and tomorrow, need people who challenge their thinking and assumptions. In many organisations the CEO and Senior Executives are less likely to hear 'the truth' from those within their organisation. Many aspiring Executives are not prepared to commit political suicide by providing feedback on their boss's leadership style, decision making, problem resolution and communication. This means Coaches have a key role to play in helping CEO's and Executives reflect, consider and make wise choices, all whilst running at 100k's an hour, being nimble and innovative.

Conclusion

Coaching can be a valuable strategic intervention with many benefits to the organisation, those being coached and for those the coachee leads and manages.

If we can be of any assistance to you, from a coaching, consulting or recruitment perspective, don't hesitate to contact us on 03 9832 8100 or drop by our website to check us out www.selectionpartners.com.au