

# IMPACT OF INTERNAL COACHING

## *What the coachees say*

This information was collected in 2005 from a large professional services firm who had trained around 30 internal coaches. The company and the individuals wish to remain confidential however this summary can be shared publicly.

The purpose of the initiative was to provide continual personal and professional development to their high performers, as they recognized that this was a key factor in retention.

The coaches included most of the senior leadership team who reported to the CEO.

The coaches each coached several people per year and the coachees chose their coach. There were two 'intakes' of coachees each year. The coaches all coached non-direct reports.

The coachees set three specific goals over a 6 month period. There are two business goals and one optional personal goal. This document explores the three goals that the coachee set and the outcomes from each, as well as an general feedback on the process.

Below are four of the ten findings from the coachees, as well as summary data from all ten coachees at the end of this document.

In summary, our findings are that properly structured internal coaching engagements can have valuable impact on the individual and the organization, on par with what external coaches can deliver.

## **CASE STUDY ONE:**

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COACHEE:

PRINCIPAL CONSULTANT

START DATE OF SERIES:

NOVEMBER 2003

GOAL 1: TO INCREASE PROFITABILITY AND REDUCE RISK

*Outcome:* 95% achieved - Assessed clients, evaluated the risk, and replaced them with new business that would serve my role and the company.

*Percentage Attributable to Coach:* 70%

*Personal Impact:* Instead of chasing the dollars it taught me I could make a change, I could be strategic in what I target, I could stand up for what I believe in, I could recognize my strengths and make a difference.

*Organizational Impact:* Lowered overall turnover; increased profitability; reduced risk exposure and worker's compensation; recognized the strengths in the business and gave a process to continue to build on that.

GOAL 2: CONFIDENCE AND COMMUNICATION - CONFIDENTLY SPEAKING UP

*Outcome:* 85%: Able to have open honest conversations without guilt. Expectations from others changed - less assumptions made Opened up lines of communication which enhanced relationships. I learnt that what I had to say was of value. Knowing that made me more confident to speak up.

*Percentage Attributable to Coach:* 70%

*Personal Impact:* I found a new level of confidence. It was like a revelation that I could use every day. I saw things before but I then learnt how to approach things and speak up, making my whole life easier.

*Organizational Impact:* I can now 'sell' the business in a more beneficial way. It's easier to attract in good candidates and good clients, and I can manage my desk in a better financial way now.

OTHER IMPACTS:

I have different conversations with other staff members - sharing my coaching experience as a way to motivate them. I shared the process of getting really clear and following through. Sharing what I learnt through the process so as to help them keep motivated

#### CONCLUDING COMMENTS:

I am a huge fan. It excited me as soon as I heard about it. It allowed me to be really focussed and achieve what I wanted. I liked the focus, the learning and the monitoring. You need a committed coach and you need to be committed to getting the result.

### **CASE STUDY TWO**

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COACHEE:

PRINCIPAL CONSULTANT

START DATE OF SERIES:

NOVEMBER 2004

GOAL 1: GETTING ENJOYMENT OUT OF THE ROLE AS WELL AS PERSONAL/TEAM SUCCESS.

*Outcome:* 85% Assisted turning the team around. Went from being over budget and under target to being under budget and almost on target.

*Percentage Attributable to Coach:* 60%

*Personal Impact:* Personal satisfaction, happier in myself and confident enough in self to change roles which involved really going outside comfort zone

*Organizational Impact:* Financially - they gained greater profit from me and the team. Both the team and I were more highly motivated as a result of the coaching.

GOAL 2: CAREER PROGRESSION

*Outcome:* 100%: I realized that I could go on a different path by changing roles rather than leaving the organisation. Worked out my motivators and planned two career moves ahead within the organisation.

*Percentage Attributable to Coach:* 100%

*Personal Impact:* A complete change of attitude - less stressed and less frustrated. I now have a real sense of calm as a result of this goal. I have a drive to succeed, a new lease on life.

*Organizational Impact:* Benefited from retaining me in the business. My change in attitude has had an impact on me as well as my team.

GOAL 3: WORK/LIFE BALANCE

*Outcome:* Fantastic outcome - 100% got into sport and pursued a number of creative and cultural things.

*Percentage Attributable to Coach: 100%*

*Personal Impact:* Greater sense of well being, less stressed, got out of the office at 6pm and I am now more productive during the day as a result.

*Organizational Impact:* I am now far more productive in my role.

**OTHER IMPACTS:**

Definitely in the area of my focus and career direction as well as an overall sense of calm - I have also increased my participation socially.

**CONCLUDING COMMENTS:**

I think that being coached would really depend on the person coaching you as to how much impact a coaching series had. I have enormous respect for my coach because she really understood my particular situation through her experience, and could assist in that regard. I can strongly recommended other people to take up a coaching opportunity.

**CASE STUDY THREE**

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COACHEE:

CONSULTANT

START DATE OF SERIES:

NOVEMBER 2004

**GOAL 1: CAREER PLAN**

*Outcome:* 80%: Good understanding of career path within the recruitment industry, knowledge of opportunities within the company, knowledge of gap in my own skills.

*Percentage Attributable to Coach: 100%*

*Personal Impact:* Gave me direction and identified deficit areas; allowed me to focus on areas to develop; conscious of level of disorganisation; awareness that I am an initiator rather than a completer; implemented a detailed improvement plan; improved time management.

*Organizational Impact:* More efficient, increased the portfolio that I can comfortably manage which increased revenue.

**GOAL 2: IMPROVING MANAGEMENT AND ORGANISING SYSTEMS**

*Outcome:* 90%: Highlighted how disorganised I was, did a gap analysis, identified key problematic areas, worked on solutions, realised I was over committing and under delivering, time management

with diaries, prioritising, planning, allocating times, tracking progress, implementing and establishing new habits, allowed time for delivery, prioritised and focussed with systems and methods, identifying what is important.

*Percentage Attributable to Coach: 75%*

*Personal Impact:* Reduced stress and pressure, not running round over committing, can manage expectations of candidates and clients, allows a written focus.

*Organizational Impact:* Better client relationships with increased revenue, better client care with enhanced market perception for the company, less stressed, more control, better management.

### GOAL 3: DEVELOP A STRESS MANAGEMENT PLAN

*Outcome:* 100%: Understood stress drivers and implemented stress management

*Percentage Attributable to Coach: 80%*

*Personal Impact:* I now manage stress better, quality of life enhanced, better longevity, work/life balance enhanced, more relaxed.

*Organizational Impact:* Increased performance and efficiency, reduced burn out leading to staff retention.

### OTHER IMPACTS:

Coaching systems is a personal focus. It impacts on my performance and efficiency. Didn't change how I view the organisation.

### CONCLUDING COMMENTS:

Great thing to do to audit oneself, personal audit is something we know we should do but don't. It gave me strategies and a process that was measurable and an accountable focus. I was new to the industry so the coaching was also combined with mentoring. It provided a great structure yet allowed for flexibility to explore other tangents. We could really identify root causes.

## **CASE STUDY FOUR**

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COACHEE:

SENIOR CONSULTANT

START DATE OF SERIES:

MARCH 2005

GOAL 1: BEING TOP OF MIND WITH FIVE KEY CLIENTS.

*Outcome:* 75% I set some solid foundations to build exclusive long term relationships.

*Percentage Attributable to Coach:* 60%

*Personal Impact:* Provided a stronger and broader framework for establishing relationships.

Fabulous to be able to engage in "knowledge sharing" with a more experienced consultant.

*Organizational Impact:* Was able to begin the process of establishing good relationships with they key clients which will ultimately result in increased revenue for the organisation.

GOAL 2: CREATING A "GOOD BOOK OF BUSINESS".

*Outcome:* 75% Achieved a big stretch from where I was. Set some solid foundations. The goal was probably over ambitious for a 12 week period.

*Percentage Attributable to Coach:* 60%

*Personal Impact:* Set specific actions to achieve this goal which gave me direction and a specific approach to business. Provided a stronger framework. Fabulous to be able to engage in "knowledge sharing" with a more experienced consultant.

*Organizational Impact:* Set a solid foundation for greater revenue earning. Got specific tools to identify my "desk activity". Provided a greater focus on areas I should concentrate on.

GOAL 3: LOOKING TRIM, TAUT AND TERRIFIC IN A PAIR OF JEANS.

*Outcome:* 75 - 80% Lost approximately 5 kilos

*Percentage Attributable to Coach:* 50%

*Personal Impact:* Had 60-70% greater confidence. Greater feeling of well being and improved my health.

*Organizational Impact:* Indirect impact - felt less self-conscious and more confident at work in suits/existing wardrobe.

OTHER IMPACTS:

Health and fitness (primarily as this was a specific goal for me), general self-esteem, self-perception and overall well-being.

**CONCLUDING COMMENTS:**

Great to supplement in-house training and a way to have access to more experienced consultants. Extremely useful. A shame more people in the organisation don't volunteer to be coached. High impact in terms of focus. Complemented personal experience in terms of career advancement. Probably had a greater impact than perhaps the ratings in goal 1 indicate.

**SUMMARY DATA**

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We also collected data from all ten coachees about various business issues. You can see the various 'before' and 'after' data below.

The biggest shifts were in how valued the coachees felt, an increase of 29%.

The second biggest shift was in the coachees' levels of motivation, an increase of 24%.

All the other areas studied showed significant shifts, the smallest being a reduction in stress of 7%.

ISSUE	RATING
How valued did you feel by the organisation before coaching?	6.2
How valued do you feel by the organisation after coaching?	8.0
How valued did you feel by your immediate boss before coaching?	5.9
How valued do you feel by your immediate boss after coaching?	6.7
How valued did you feel by your team members before coaching?	7.0

ISSUE	RATING
How valued do you feel by your team members after coaching?	7.7
How committed were you to the vision of the organisation before coaching?	6.6
How committed are you to the vision of the organisation after coaching?	7.6
How would you define your overall levels of motivation at work before coaching?	6.6
How would you define your overall levels of motivation at work after coaching?	8.2
How would you define you overall stress levels at work before coaching?	5.7
How would you define your overall stress levels at work after coaching?	5.3
How would you define how engaged you were in your work before coaching?	7.0
How would you define how engaged you are in your work after coaching?	8.3