

The Coaching Approach

November 18, 2014

Maria Ho, ATD Research
Colin Pitcairn, Keller Foundations, LLC

Sponsored by:

PROFORMATIVE

atd

Association for
Talent Development

Thank you to our sponsor!

PROFORMATIVE

Sponsored by:

PROFORMATIVE



Presenters



Maria Ho
Research Analyst
ATD Research



Colin Pitcairn
Manager, Learning and Development
Keller Foundations, LLC

Sponsored by:

PROFORMATIVE



Who We Are



www.td.org/research
research@td.org



www.td.org/forum
astdforum@td.org

Sponsored by:
PROFORMATIVE



The Report: The Coaching Approach

- Surveyed 575 learning leaders at businesses of varying sizes and industries.
- Conducted in-depth interviews.
- Published October 2014.



Sponsored by:
PROFORMATIVE



What is Coaching?



Sponsored by:

PROFORMATIVE



What is Coaching? (Cont.)

- It empowers the employee to take action on the manager's feedback.
- It's targeted at all performance levels.
- It can be used by all “people managers” who are responsible for unit performance and employee development.
- (What is it not? This report does NOT talk about professional/full-time coaches or outside “executive coaches.”)

Sponsored by:

PROFORMATIVE



What did the survey ask?

Establish what the status of managers-as-coaches in organizations is:

- **What makes a good manager?**
- **How can coaching help employees and organizations?**
- **Where does coaching training fit in the learning portfolio?**
- **Do organizations measure managers as coaches?**
- **Do organizations recognize good coaches?**

Sponsored by:

PROFORMATIVE



What makes a good manager?

47%

of organizations have identified the skills of successful managers in their organizations.

41%

of organizations have not identified the skills of successful managers in their organizations.

Sponsored by:

PROFORMATIVE



What makes a good manager? (cont.)

Of those that can ID skills related to managerial success, the top skills were:

- Clear communication.
- Clear direction.
- Effective interaction.

Sponsored by:

PROFORMATIVE



What are the benefits of coaching?

COACHING'S CONTRIBUTION TO IMPROVEMENT AREAS

From your perspective, to what extent does the use of coaching contribute to improvement in the following?



Percent of respondents indicating high or very high extent.

Sponsored by:

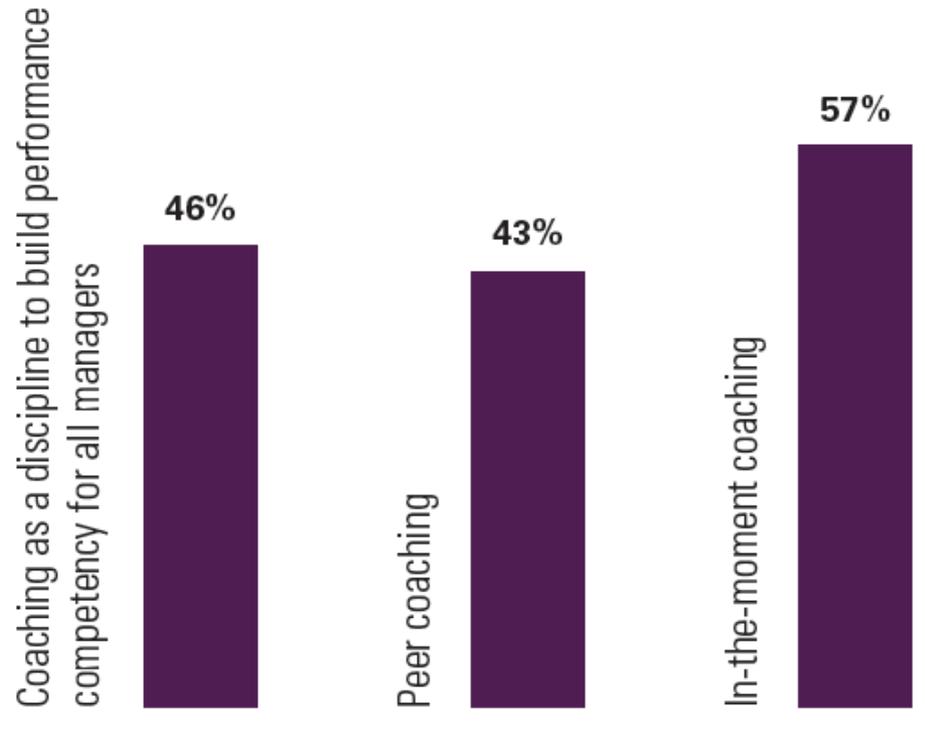
PROFORMATIVE



Coaching in Organizations

TYPES OF COACHING IN ORGANIZATIONS

What types of coaching are used in your organization?



Sponsored by:

PROFORMATIVE



Coaching in the Talent Development Portfolio

27%

of organizations heavily incorporate coaching in their talent development portfolio.

46%

of organizations do not incorporate coaching or only incorporate it to a small extent.

Sponsored by:

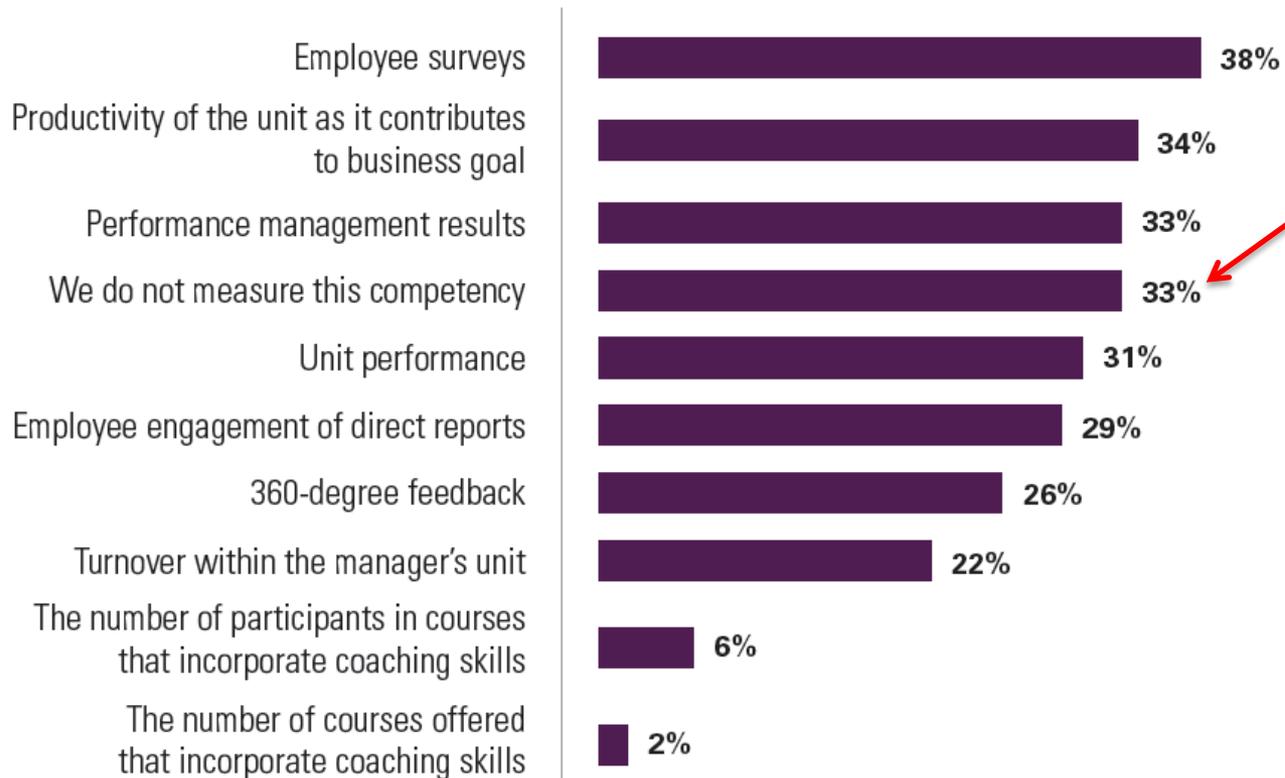
PROFORMATIVE



Measuring Coaching

MEASURING MANAGERS AS COACHES

Which of the following does your organization use to measure the success of managers as coaches?



A third do not measure at all.

Sponsored by:

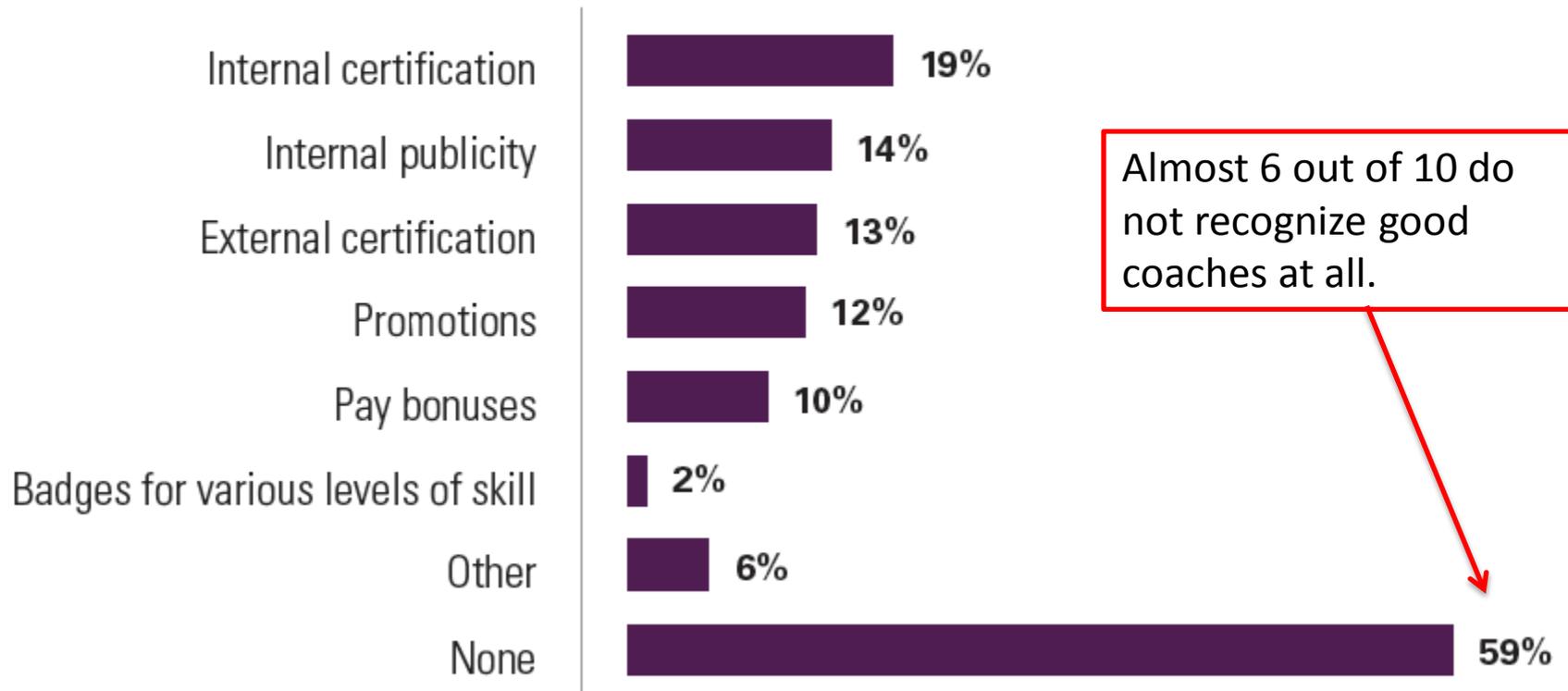
PROFORMATIVE



Rewarding Coaching

HOW ORGANIZATIONS RECOGNIZE COACHES

What methods does your organization use to recognize coaching as a valued skill?



Sponsored by:

PROFORMATIVE



Why Does This Matter?

Now that we know the state of coaching in organizations:

- We can identify “Best Practices” for more effective coaching.
- In other words, we can ask, “**Based on statistics, are there practices in use in organizations that are more likely to report that coaching is effective?**”

Sponsored by:

PROFORMATIVE



Best Practices

- Highly incorporating coaching in the talent development portfolio.
- Measuring managers as coaches.
- Recognizing coaching as a valued skill.

Organizations that do each of these things are more likely to report coaching is effective than organizations that do not.

Sponsored by:

PROFORMATIVE



Why don't more organizations use Best Practices?

- Lack of support from senior executives.
- Stigma around coaching.
- What are some things learning leaders can do to change this?
 - Experiences from Keller Foundations-- launching a program to train all managers as coaches.

Sponsored by:

PROFORMATIVE



Questions?



Sponsored by:
PROFORMATIVE



The Full Report

Available at www.td.org/coachingreport

Pricing		
Format	Member	List
<input checked="" type="radio"/> Paperback	\$199.00	\$499.00
<input type="radio"/> PDF	\$199.00	\$499.00
<input type="radio"/> Whitepaper	\$0.00	\$19.99



Remember: ATD Professional Plus Members receive one free full-length research report each year. Log in to www.td.org to find out more.



Sponsored by:

PROFORMATIVE



Thanks again to our sponsor!

PROFORMATIVE

Sponsored by:

PROFORMATIVE



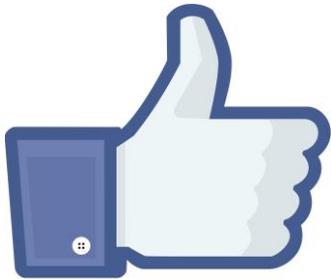
Keep in touch!

Homepage: www.td.org/research

Facebook: <https://www.facebook.com/ATD>

Twitter: @ATDResearch

Email: research@td.org



Sponsored by:

PROFORMATIVE

The logo for ATD, with the letters 'atd' in a stylized, lowercase font. The 'a' is orange, and the 'td' is red.