EFFECTIVE COACHING PRACTICES



Paris - 16 October 2013

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RIDLER REPORT 2013

- Fifth Ridler Report (first one 2007, sixth : 2015)
- Strategic analysis of trends in executive coaching
- Challenging assumptions and stimulating debate
- Used by coaching sponsors as a source of benchmarking data
- Data exclusively from users of coaching
- 145 completed questionnaires (highest ever) + 73 telephone interviews
- ICEDR companies included in this study
- Four case studies illustrating leading edge coaching practice
- Collaboration with EMCC UK

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STRUCTURE OF SESSION

- Growth and Effectiveness of Internal Executive Coaching
- Executive Coach Characteristics
- Contracting and Evaluation
- Coaching Industry Structure
- Remote Coaching
- Team Coaching
- Coaching Situations
- Future Trends

GAINING VALUE FROM INTERNAL EXECUTIVE COACHING



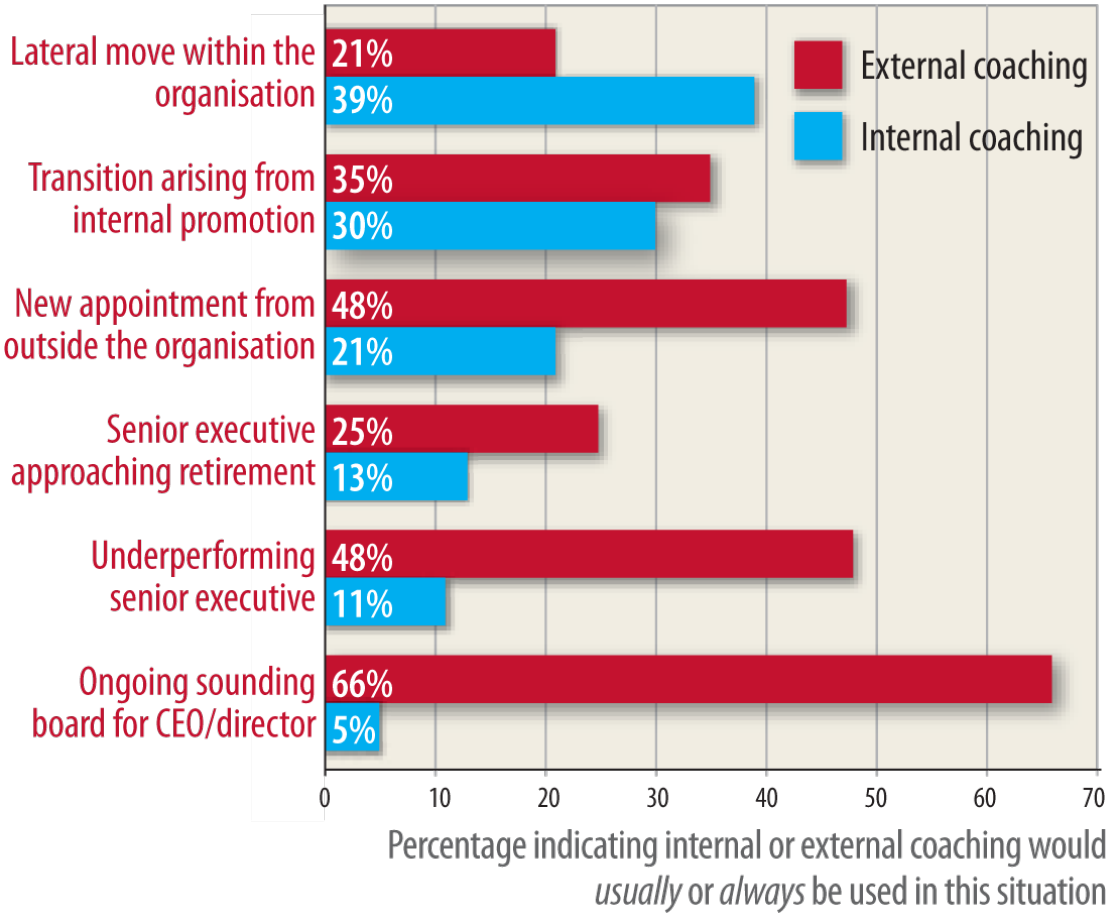
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GROWTH IN INTERNAL EXECUTIVE COACHING

- 79% of organisations expect to see a small (40%) or large (39%) increase in internal coaching
- Development of a coaching culture and leadership role modelling
- Organisational complexity and cross-cultural themes
- What internal coaches bring to the conversation that is different to that of external coaches

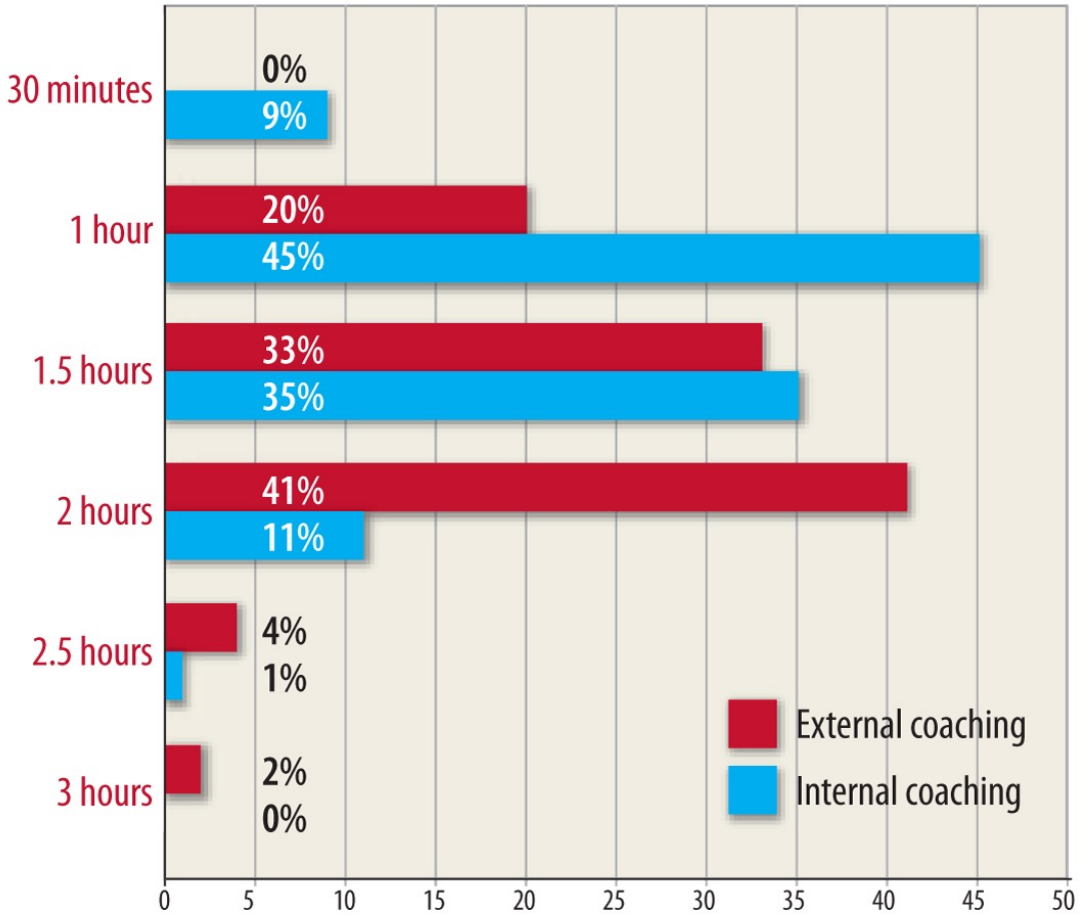
DIFFERENTIATED USE OF INTERNAL EXECUTIVE COACHES



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COACHING INTENSITY VARIES TOO



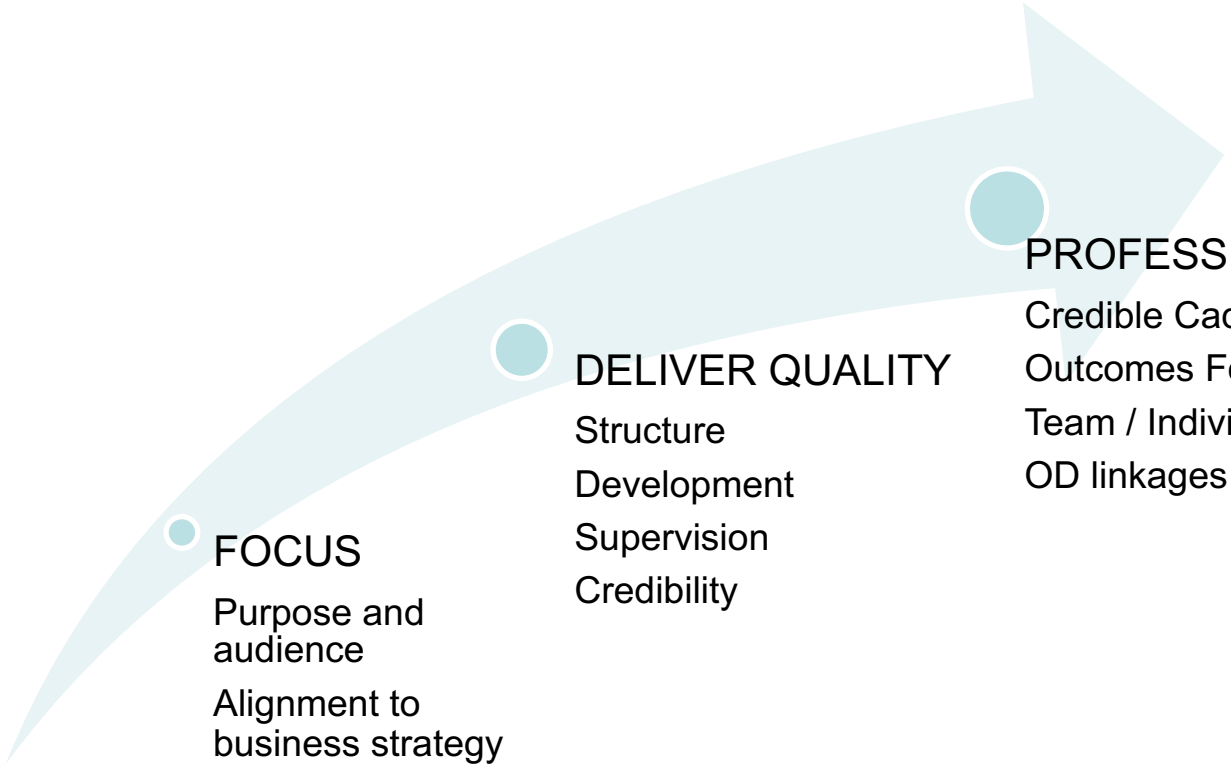
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VERY SENIOR LEADERS PREFER AN EXTERNAL EXECUTIVE COACH

- 85% of organisations agreed that their most senior executives prefer an external coach to an internal coach
- 76% agreed that external coaching is a “safer space” than internal coaching
- What factors are at play?

TOWARDS HIGHLY DEVELOPED INTERNAL COACHING MODELS



FOCUS

Purpose and audience

Alignment to business strategy

Sponsorship

DELIVER QUALITY

Structure

Development

Supervision

Credibility

PROFESSIONALISE

Credible Cadre

Outcomes Focus

Team / Individual

OD linkages

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QUALITIES WHICH SPONSORS LOOK FOR IN THEIR EXECUTIVE COACHES…

- Personal chemistry with sponsor is necessary to get the opportunity to meet potential coaching clients
- Sponsors assess new coaches on their business credibility ("If I put this coach in front of my CEO would they embarrass me?"), their understanding of the business context and good listening
- Outcomes of coaching assignments turn on professional coaching expertise rather than business credibility
  - Working insightfully with the coachee's ingrained patterns
  - Challenging the coachee
  - Working within professional boundaries

…QUALITIES WHICH SPONSORS LOOK FOR IN THEIR EXECUTIVE COACHES

- How can sponsors judge the level of work coaches have done on their own ingrained patterns?

- Board level coaches need:
  - Extensive coaching experience
  - Board level career, credibility and gravitas
  - Challenge / insight into coachees' ingrained patterns

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CONTRACTING AND EVALUATION

- Sponsors see direct relationship between the quality of contracting and success of coaching assignments
- 74% have three-way contracting around coaching objectives
- Enables evaluation of coaching based on ‘return on expectations’
- Only 42% include protocol for coaches meeting organisation without coachee being present
- Ethical code only included in 56% of organisations’ contracting processes (should this be higher?)

STRUCTURE OF THE COACHING INDUSTRY

- Independent coaches have 47% market share
- Specialist coaching providers have 39% market share
- Fairly stable situation since 2007
- Coach brokers and coaching arms of large HR consultancies have <10% market share
- Small specialist coaching providers expected to grow their market share faster than other types of provider over the next three years (choice of coaches, single point of contact, organisational themes)

COACHING BY VIDEO AND TELEPHONE

- Remote coaching does not work particularly well as a stand-alone medium
- Remote coaching seen as more productive once face-to-face relationship established
- …after which remote coaching works well between face-to-face sessions e.g. for reviewing action plans or JIT problem solving
- Challenges if language or cultural differences or for deep-seated personal issues

TEAM COACHING

- Interest confirmed among sponsors (most are doing it or plan to do it)
- No commonly agreed definition of team coaching
- Sponsors adopt team coaching after they have established one-to-one coaching
- Most organisations expect a small increase in the use of team coaching over the next three years
- Focus of team coaching is on high performing teams going through change, rather than dysfunctional teams

SITUATIONS WHERE COACHING IS USED

- Data points to increasing use of executive coaching across the board
- Transition arising from internal promotion is (still) the most likely situation in which an individual will be offered coaching
- Coaching for external appointments has increased over the last two years
- As has coaching as ongoing sounding board for board director
- Coaching for underperforming senior executives is also increasing

THE FUTURE FOR COACHING

- Increased sophistication of users of executive coaching
- Evaluation of impact of coaching over time
- Increase in internal coaching
- Continued professionalisation of coaching (both internal and external)

QUESTIONS

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Ridler Report 2013

TRENDS IN THE USE OF EXECUTIVE COACHING

IN COLLABORATION WITH EMCC UK

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