The 6th Ridler Report

Strategic trends in the use of executive coaching

by Clive Mann

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RIDLER REPORT

sixth edition

Written by Clive Mann
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Headline sponsor

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Webinar coverage

- Introduction
- Ridler Report background and context
- Group coaching
- Internal and external coaching
- Other research areas covered in the 6th Ridler Report

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What is the Ridler Report?

"The Ridler Report is ***the voice of organisational sponsors of coaching***. It provides an invaluable guide to the evolving pattern of coaching practice in large organisations."

Professor David Megginson

EMCC Joint Founder and Ambassador

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What is the Ridler Report?

- Biennial research publication
- Analyses strategic trends in the use of coaching in large organisations
- Data drawn exclusively from organisational sponsors of coaching (not from external coaches)
- Intellectual property owned by Ridler & Co (London-based executive coaching practice)
- Current Ridler Report is the 6th edition

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105 completed surveys submitted by large organisations such as:

Accenture
Allen & Overy
Baker & McKenzie
Baker Tilly
BBC
Bloomberg
BNP Paribas
Cancer Research
CBRE
Civil Service
Coca Cola Icecek
Deloitte
E.ON
Euroclear
EY
Freshfields
GlaxoSmithKline
Grant Thornton
Hogan Lovells
Home Office
John Lewis Partnership
Johnson Matthey
KPMG
Linklaters
Lloyds Banking Group
Manpower
Marks & Spencer
Microsoft
Nestlé
Network Rail
News UK
NHS
PwC
Qantas
RBS
Rentokil Initial
Santander
Save the Children
ScottishPower
Société Générale
Standard Chartered Bank
TNT

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Who produces the Ridler Report?

- Written by Clive Mann
- Headline sponsor – E.ON UK
- Sponsors of core research themes – GSK, Hogan Lovells, Network Rail and News UK
- Collaboration with EMCC UK, for the second time
- The Ridler Report Executive Board oversees the production of the report - Clive Mann (Chair), Laura Taylor (Operations), Caroline Horner, Chris Jackson (President EMCC UK, 2013-15) and Sonia Townley (Project Manager).
- Professor David Gray, University of Greenwich gave much valued consultancy advice on research methodology.

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What is the purpose of the Ridler Report?

- To spot emerging trends in the use of executive coaching in large organisations (eg the rise in internal coaching – highlighted in the 2009 Ridler Report)
- To track trends over time through "longitudinal data"
  - Increasing use of remote coaching
  - Increasing requirement for external coaches to be individually accredited by a professional coaching body (which has gone up from 54% in 2013 to 68% in 2015)
- To provide data to benchmark organisations' approaches to coaching against the rest of the market
- To highlight examples of innovative / distinctive / best practice in coaching (case studies)
- To stimulate debate and challenge assumptions among sponsors of coaching and across the coaching profession
- To develop a network for organisational sponsors of coaching to share ideas with each other

Group Coaching

The use of group coaching is expected to increase

- 53% of organisations expect to increase their use of group coaching over the next two years
- (although only 32% of organisations currently use group coaching)

Continued…

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Group Coaching

Several strengths of group coaching were highlighted in the data

- Group members benefit from the perspectives of their fellow group members, as well as the coach (92%).
- Group members benefit from knowing that others in their group are experiencing developmental challenges (92%).
- Group members can learn from understanding each others' approaches to addressing business and leadership issues (91%).
- Group members increase their network in different parts of the organisation (89%).
- Group members develop their capability to coach each other (85%).

** Percentages represent the number of survey respondents who 'agreed' or 'strongly agreed' with the statement.*

Continued…

Group Coaching

Several strengths of one-to-one coaching, relative to group coaching, were also identified, including:

- There is more time in one-to-one coaching to explore individual coaching issues (96%).
- One-to-one coaching has more flexibility to individual coaching needs, for example in the duration and frequency of coaching (95%).
- Coachees are most likely to disclose important personal and professional issues one-to-one than in a group (88%).
- One-to-one coaching offers coachees more depth to explore issues (86%).

** Percentages represent the number of survey respondents who 'agreed' or 'strongly agreed' with the statement.*

Continued…

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Group Coaching

Rentokil Initial has used group coaching to change its high potential executives' leadership style

- Aim of group coaching is to promote a culture based a coaching style of leadership.
- Four action learning sets, of half a day each, over six months, as a central part of its internally run Living Leadership programme
- The groups work on real, practical business challenges, often in the realm of leadership and relationships at work.
- Internal and external group coaches work together in pairs.
- The combination of a male and female group coach often produces the best feedback.

Internal and external coaching

In a context where 72% of organisations surveyed expect to increase their spending on coaching in the next two years, there is nearly as much internal coaching as external coaching happening in the organisations surveyed

- 39% of coaching hours delivered are 1:1 internal coaching versus 42% 1:1 external coaching.
- 70% of organisations surveyed have an internal coaching capability
- 20% of organisations surveyed are planning to introduce internal coaching
- Only 10% of organisations surveyed are not planning to introduce internal coaching
- 75% of organisations surveyed expect an increase in internal coaching versus 57% expecting an increase in external coaching over the next two years

Continued…

Internal and external coaching

The top five drivers of (actual or planned) investment in internal coaching are:

- To contribute to the broader development of a 'coaching culture' (88%)
- To make coaching more easily accessible when it is needed (81%)
- To act as an accessible centre of excellence which the organisation can draw on (76%)
- To widen the availability of coaching to less senior executives who have not traditionally had access to coaching (73%)
- To be able to coach more individuals for a given budget (64%)

*The above data broadly echoes the findings of the 'Big Four' case study * which explored the reasons why the Big Four accountancy firms have invested so heavily in internal coaching capability*

* *available free of charge from Ridler & Co – email:* laura.taylor@ridlerandco.com

Continued…

Internal and external coaching

CBRE UK chose *external* coaching for its senior leadership group, for the following reasons:

- The value of external coaches' diversity of experience of working with clients from a range of organisations
- External coaches' greater objectivity and impartiality about their coaching clients, as they have no prior knowledge of them
- The greater readiness of senior leaders to share confidential business and personal information with an external coach
- The belief that it is easier for CBRE's senior leaders to be completely honest about their strengths, development areas and career goals with an external coach

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6th Ridler Report

Case studies in the 6th Ridler Report are:

- *CBRE UK* : choice of external coaching for its senior leaders
- *Civil Service* : best practice in the use of coaching supervision
- *E.ON UK* : an innovative approach to evaluation of coaching
- *Rentokil Initial* : use of group coaching to introduce a coaching style of leadership
- *Standard Chartered* : why they are investing in remote coaching
- Big 4 UK accountancy firms : advice to organisations considering expanding their use of internal coaching
- *Team coaching* : interview with a board member in an industrial conglomerate, who commissioned team coaching

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The areas covered in the 6th Ridler Report are:

Setting up coaching for success
Evaluation of coaching
Internal coaching
Team coaching
Remote coaching
Group coaching
Supervision of coaches
Definition of coaching
Chemistry meetings
External coaching fees
Perceptions of executive coaching
Accreditation of coaches
The commissioning organisation's role in
- individual coaching assignments
Coaching objectives in individual coaching
- assignments
Development of a coaching culture

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A leading international commentator offers a view about the Ridler Report…

"The Ridler Report is the world's leading source of insight into current and future trends in executive coaching. I find that the report is a perfect mix of research and practice. The report's survey data highlights strategic trends in the use of executive coaching and practical case examples bring this data to life. I recommend the Ridler Report as a must read for senior learning and development and talent professionals around the world."

Doug Ready

President, International Consortium for Executive Development Research

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If you would like to buy a copy of the 6th Ridler Report…

- To get more information about how to buy the 6th Ridler Report please go to www.ridlerandco.com/ridler-report/
- Members of EMCC, AC and ICF are entitled to a 15% discount (RR05)
- For further information please contact Laura Taylor at laura.taylor@ridlerandco.com or telephone on +44 20 7112 6750

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Thank you

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