

# How You Should Measure the ROI of Coaching

PRESENTED BY



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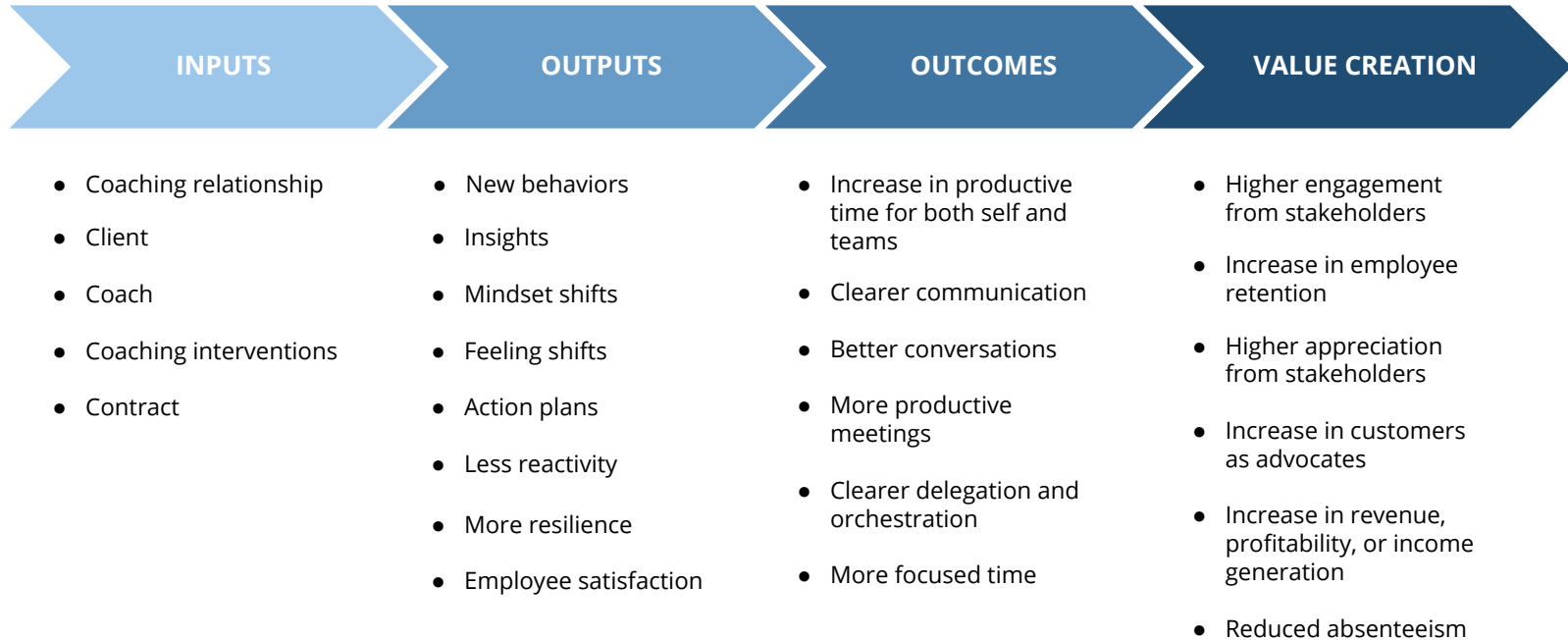
**What are you hoping  
to get out of today's  
discussion?**



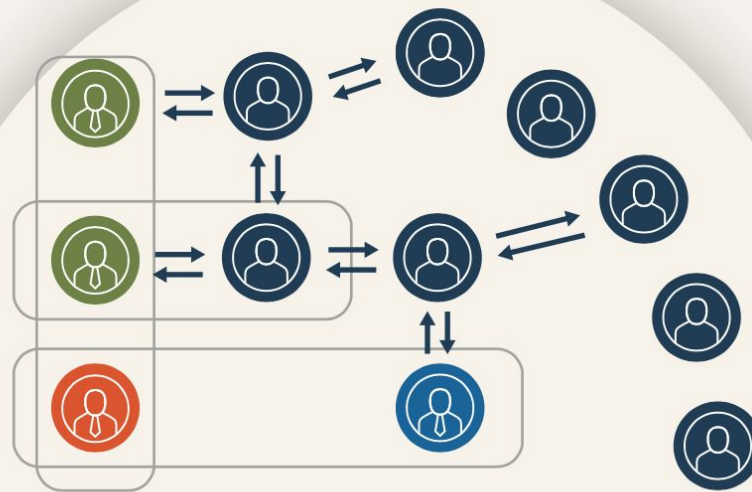
## Why is measuring the ROI of coaching so difficult?

1. Difficulties with **defining and operationalizing / calculating ROI**
2. Coaching has **many outcomes** which are frequently intangible
3. Coaching is an **emergent process which shifts during the engagement "**
4. **No one person works alone** in a vacuum.
5. It is virtually **impossible to run a "blind" scientific test** of coaching

# What are the possibilities for measuring ROI?



*From "Systemic Coaching" (Hawkins & Turner) 2020.*



► **CORPORATE**

Goals  
Objectives  
Strategy  
Mission  
Vision

► **L&D**

Training  
Workshops  
Mentoring  
Management  
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► **INDIVIDUAL**

Goals  
KPIs  
Relations  
Life

# Executive Coaching: IT WORKS!

## EXECUTIVE COACHING: IT WORKS!

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Outcomes of this empirical study demonstrated that executive coaching is an effective method of leadership development. One hundred fourteen executives and 42 coaches were surveyed using instruments designed to gather both quantitative and qualitative data. Results indicated that executive change occurred in 5 areas: people management, relationships with managers, goal setting and prioritization, engagement and productivity, and dialogue and communication. This study also highlights the importance of coach selection, executive commitment to behavioral change, and the role of good program and environmental support. The success of this coaching program also suggests that investment in well-designed and implemented programs can contribute to leadership development and the retention of talent.

**Keywords:** executive coaching, leadership development, executive change, coaching program

The phenomenon of executive coaching has mushroomed in recent years. The need for competent managers and the reported success of coaching have prompted corporations to adopt this strategy to improve executive performance. Coaching may be popular because it provides needed expertise, an objective viewpoint, and is integrated into the executive's routine (Lary, 1997).

A review of coaching literature indicates that there is a paucity of empirical data to support the anecdotal evidence that coaching produces positive outcomes (Kilburg, 2004). This study reports on a coaching project undertaken by a global pharmaceutical company to develop executives for an expanding scope of responsibilities. The findings add to the empirical evidence on methodology, process, outcomes, and strategies of coaching. In

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