

# THE COACHING IMPACT STUDY™

## AN INVITATION TO PARTICIPATE

Executive coaching has been especially popular in recent years, growing to a multi-billion-dollar industry. However, despite many claims for the benefits of executive coaching, relatively little hard evidence has been published that supports them. Nonetheless, coaching continues to proliferate throughout organizations, due in part to these strong anecdotal accounts of its effectiveness.

In December 2004, Cambria – in a partnership of coaches, academics, and coaching consumers – launched an ongoing study of the impact of executive coaching in large organizations. We continue to gather data from a growing number of participating organizations, using members of the coaching engagement “triad” (coach, coachee, and manager/ sponsor) to evaluate the perceived, measurable impact of executive coaching on both individuals and their organizations.

### Objectives

Our primary objective is to measure perceptions of the qualitative and quantitative value and impact of executive coaching engagements and to analyze the factors important to their effectiveness. A number of organizations have signed up to participate in the study, and we continue to look for more organizations interested in joining the effort. Our desire is to contribute to an empirical foundation for the field of executive coaching, and to provide insights that will be useful to organizations that utilize coaching.

### Participation

Organizations participating in the study identify coaching engagement stakeholders to respond to online surveys. Data collection is minimally intrusive and easy to complete. To help cover the costs of data collection, quantitative analysis, summary reporting, and presentation of findings to scientific and industry communities, each participating organization makes a modest annual financial contribution.

### Benefits

Organizations that participate in this study will receive summary reports analyzing the responses from their own program. Cambria will also include a benchmark report aggregating all the results across participating organizations.

**CAMBRIA CONSULTING**  
Coaching Impact: Follow-up Survey

**Introduction:**  
Thank you for providing feedback regarding the ABC Corporation coaching engagement identified below. Your feedback is being sought in an ongoing effort to measure the effectiveness and value of the organization's coaching initiative, and to identify opportunities for improvement. This survey will take approximately 20 minutes of your time.

If you have any questions, please contact Dorrie Star, dstar@abc.com or Betty Henderson, bhenderson@abc.com.

**Please respond to this survey in reference to the following coaching engagement:**  
Person Being Coached: Jack Connolly, ABC Corporation  
Your Relationship to Coach: Executive Sponsor

Is the above information correct?  Yes  No  
If not, please explain: \_\_\_\_\_

1. From the list below, select the **capabilities/behaviors** that you think Jack Connolly has improved as a result of the coaching engagement:

|  |   |  |
|--|---|--|
| <input type="checkbox"/> Big-picture/Detail Balance          | <input type="checkbox"/> Diversity Considerations/Sensitivity | <input type="checkbox"/> Hearing Facilitation            |
| <input type="checkbox"/> Building Enthusiasm                 | <input type="checkbox"/> Executive Presence                   | <input type="checkbox"/> Negotiation Skills              |
| <input type="checkbox"/> Building Relationships              | <input type="checkbox"/> General Visibility/Edge              | <input type="checkbox"/> Hearing across Boundaries/Silo  |
| <input type="checkbox"/> Building Team Morale                | <input type="checkbox"/> Field Presence/Field Experience      | <input type="checkbox"/> Personal Energy/Outlook         |
| <input type="checkbox"/> Business Acumen/Knowledge           | <input type="checkbox"/> Following Others                     | <input type="checkbox"/> Productivity/Time Management    |
| <input type="checkbox"/> Business Results/Execution          | <input type="checkbox"/> Fostering Innovation                 | <input type="checkbox"/> Project Management              |
| <input type="checkbox"/> Career Advancement                  | <input type="checkbox"/> Global/International Perspective     | <input type="checkbox"/> Quality of Work Product         |
| <input type="checkbox"/> Communication Skills                | <input type="checkbox"/> Goal Setting                         | <input type="checkbox"/> Self-Awareness/Self-Reflection  |
| <input type="checkbox"/> Collaboration/Teamwork              | <input type="checkbox"/> Influence                            | <input type="checkbox"/> Self-Confidence                 |
| <input type="checkbox"/> Conflict Management/Resolution      | <input type="checkbox"/> Internal Visibility/Edge             | <input type="checkbox"/> Sense of Urgency/Responsiveness |
| <input type="checkbox"/> Client Focus/Service                | <input type="checkbox"/> Interpersonal Skills                 | <input type="checkbox"/> Setting Direction and Vision    |
| <input type="checkbox"/> Decision Making and Judgment        | <input type="checkbox"/> Job Satisfaction and Engagement      | <input type="checkbox"/> Strategic Thinking              |
| <input type="checkbox"/> Delegation/Empowering Others        | <input type="checkbox"/> Leading/Driving Change               | <input type="checkbox"/> Stress Management               |
| <input type="checkbox"/> Developing/Coaching Employees       | <input type="checkbox"/> Learning Skills                      | <input type="checkbox"/> Technical Skills Mastery        |
| <input type="checkbox"/> Developing Self                     | <input type="checkbox"/> Managing Performance Issues          | <input type="checkbox"/> Work/Life Balance               |
| <input type="checkbox"/> None (no change in any area)        |   |  |
| <input type="checkbox"/> Other (if other, enter here): _____ |   |  |

Based on your selection(s) above, select and describe up to 3 of the most important **capabilities/behaviors** that you think Jack Connolly has improved as a result of the coaching engagement:

| Capabilities/Behaviors | Describe what progress in this area has looked like | Importance to the results of the business | Estimated dollar value* of coaching success in this area |
|------------------------|---|---|--|
| Please select ->       |   | Please select ->                          | Please select ->   |
| Please select ->       |   | Please select ->                          | Please select ->   |
| Please select ->       |   | Please select ->                          | Please select ->   |

Please give your best guess - we're just looking for your general perceptions.\*

2. From the list below, select the **outcomes/metrics** that you think Jack Connolly has improved as a result of the coaching engagement:

|  |  |  |
|--|--|--|
| <input type="checkbox"/> Alignment with Business Priorities  | <input type="checkbox"/> Employee/Team Retention               | <input type="checkbox"/> Product/Service Launch            |
| <input type="checkbox"/> Avoidance of Termination/Departure  | <input type="checkbox"/> External Client Sat./Relationships    | <input type="checkbox"/> Profitability                     |
| <input type="checkbox"/> Ease of Committed Follow-up         | <input type="checkbox"/> Increased Sales/Revenue               | <input type="checkbox"/> Retention                         |
| <input type="checkbox"/> Client Retention/Smooth             | <input type="checkbox"/> Internal Client Sat./Relationships    | <input type="checkbox"/> Responsibility/Career Progression |
| <input type="checkbox"/> Efficiency/Cost Reduction           | <input type="checkbox"/> Intention to Remain with Organization | <input type="checkbox"/> Quality Management                |
| <input type="checkbox"/> Employee Alignment                  | <input type="checkbox"/> Merge/Integration                     | <input type="checkbox"/> Reduce Unnecessary Expenses       |
| <input type="checkbox"/> Employee Engagement                 | <input type="checkbox"/> Process Improvement                   | <input type="checkbox"/> Risk/ Liability Reduction         |
| <input type="checkbox"/> Employee Satisfaction               | <input type="checkbox"/> Product/Service Development           | <input type="checkbox"/> Turnaround Business Recovery      |
| <input type="checkbox"/> None (no change in any area)        |  |  |
| <input type="checkbox"/> Other (if other, enter here): _____ |  |  |

Based on your selection(s) above, select and describe up to 3 of the most important **outcomes/metrics** that indicate the success level of the coaching engagement:

| Outcomes/Metrics | Describe what progress in this area has looked like | Importance to the results of the business | Estimated dollar value* of coaching success in this area |
|------------------|---|---|--|
| Please select -> |   | Please select ->                          | Please select ->   |
| Please select -> |   | Please select ->                          | Please select ->   |
| Please select -> |   | Please select ->                          | Please select ->   |

Please give your best guess - we're just looking for your general perceptions.\*

3. In concrete terms, what has the coaching experience produced for Jack Connolly and ABC Corporation in the last six (6) months?  
\_\_\_\_\_

**For questions 4-13 please select "1" if you have no basis for making an assessment.**

| Please select a response to each question.  | Very Little              | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        | 8                        | 9                        | 10                       | Very Much                |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. To what extent has coaching positively impacted Jack Connolly's overall effectiveness in his/her role?                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. To what extent has the coaching with Jack Connolly's investment of time?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. To what extent was the coaching worth ABC Corporation's stake investment?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. How important was coaching success, in this instance, to the success of ABC Corporation for which Jack Connolly worked?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. To what extent was Jack Connolly personally committed to the coaching - if so, how?                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. To what extent did Jack Connolly's manager(s) personally committed to the coaching process with regard to Jack Connolly? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. To what extent did ABC Corporation set clear expectations about coaching objectives?                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. To what degree was coaching useful in facilitating the performance of ABC Corporation's business?                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Copyright © 2004 - 2008 by Barry Schlosser & Cambria Consulting, Inc. All Rights Reserved.



## Study Participants

The following organizations have signed on to participate in the Coaching Impact Study:



## Principal Investigators

The study's authors and current principal investigators are:

- Ellen Kumata, Partner & Managing Director, Cambria Consulting, Inc.
- Derek Steinbrenner, Principal, Cambria Consulting, Inc.
- Dr. Barry Schlosser, Co-President, Strategic Executive Advisors, LLC
- Dr. James Hunt, Associate Professor & Chair of the Management Division, Babson College

## Publication of Findings

To contribute to the understanding and ongoing professionalization of the coaching profession, analysis and publications of findings is a primary objective of this effort. Since launching the study, its authors and participants have presented and published on the study and its findings several times, including:

- Kumata, E., Schlosser, B., Hunt, J., Gentry, C., & Steinbrenner, D. (2005). Coaching impact: Identifying individual and organizational outcomes of coaching. Presented to the Society for Industrial and Organizational Psychology's 20th Annual Conference, Los Angeles.
- Schlosser, B., Steinbrenner, D., Kumata, E., & Hunt, J. (2006). The Coaching Impact Study: Measuring the value of executive coaching. *International Journal of Coaching in Organizations*, v4(3), pp. 8-26.
- Steinbrenner, D., Kumata, E., & Schlosser, B. (2007). Commentary on The Coaching Impact Study: Measuring the Value of Executive Coaching. *International Journal of Coaching in Organizations*, v5(1), 158-161.
- Steinbrenner, D., Schlosser, B., & Snyder, S. (2008). Measuring the impact and value of executive coaching. Presented to the Society for Industrial and Organizational Psychology's 23rd Annual Conference, San Francisco.

## For Further Information

Contact Derek Steinbrenner ([dsteinbrenner@cambriaconsulting.com](mailto:dsteinbrenner@cambriaconsulting.com)) to find out more about the Coaching Impact Study™ and learn how you can participate.

## About Cambria Coaching

Cambria Coaching is a division of Cambria Consulting, Inc., a human resource and management consulting firm specializing in developing people solutions that drive business performance. Our organizational development and leadership foundation enables us to approach coaching from both the individual and organizational levels. We focus on bench strength development; key leader development linked to succession planning; high-potential development; and strategically-targeted efforts where behavior-change is critical. We partner with clients to put in place the strategy, process, supporting tools, and coaches – both internal and external – to accomplish this work. For more information about Cambria's range of solutions, visit our website or call (617) 523-7500.