

**Executive Summary
Impact Evaluation on the
Coaching.com Intervention
For
[Client Company]**

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The actual client name is not used in this report to ensure confidentiality.

Study Designed and Completed by:
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Executive Summary

Introduction

The Client Company engaged Coaching.com to provide a series of coaching sessions for sixty-seven of its staff members. The participants in the coaching process included all managers from the executive level to District Sales Managers. This intervention began early in 2001 and concluded for most participants in May 2001. It was the express intention of the coaching intervention to deliver results against key business goals. The purpose of this impact evaluation was to determine if those results were produced, why and by whom, and, if not, why not. The report captures these data.

Background and Methodology

The investigators used a “success case” methodology that is described in detail in the full report.

Key Findings

- **The Coaching.com intervention has produced significant business and economic impact**

Overall, the investigators are confident that Client Company has achieved total impact in the millions. The immediate return on investment will be in the 10 to 1 range. The long-term return will be even higher.

Specifically, the investigators found abundant evidence that this intervention contributed directly to these Key Responsibility Areas (KRAs):

- Top performing staff have been retained. Retaining a top performing Account Executive and a District Manager saved the company in excess of \$100,000.00 and kept current revenues and customer satisfaction at very high levels.
- A positive work environment has been created. Managers working more effectively with their reports have helped them focus on strategic account development thus increasing sales results in excess of \$250,000.00.
- *Revenue increased by moving formerly average ACE performers to where they are now exceeding their plan. This results alone earned the company in excess of \$75,000.00
- Reduced erosion in customer based revenues and customer satisfaction because territories are fully staffed more quickly when vacancies occur saved the company in excess of \$100,000.00

**A revenue increase may seem to be an inaccurate conclusion given the company's year to date revenue levels. This conclusion is not about the company revenues but about the way in which the coaching intervention has helped managers work more effectively with targeted individuals to move them from average performance to now exceeding their plan. The more accurate question would be: “How much further below plan might they be if the coaching initiative had not been in place?”*

The investigators are very confident that Client Company has achieved, at a very conservative level, a 10 to 1 return on investment. By simply adding the impact of the nine success cases interviewed during this process, the 10 to 1 return rate is nearly achieved. In addition, there are thirty-two additional high impact participants not interviewed for economic impact. Their inclusion would push this return rate even higher.

- **Sponsorship of this initiative at the executive level of leadership in the organization made the business impact more likely.**

- **The timing of this intervention contributed to the high level of business impact.**

The coaching intervention used during a time of changing organizational structure, reporting relationships, and sales process, increased the business impact.

- **Participant openness to the coaching process made a decided difference in the personal and business impact that was achieved.**

Those who reported the highest levels of personal and business impact were excited by the coaching opportunity being provided by their company.

- **Significant business and personal alignment between individuals and within teams occurred as a result of the coaching intervention.**

- **This intervention demonstrates how people and performance can be positively changed using a process and not an event.**

This coaching process allowed participants to work on new behaviors over time, create shifts that otherwise might not have occurred in the classroom in two days, and integrate their coaching into their jobs, rather than just learning about coaching.

- **A neutral, third-party coach proved valuable at several levels.**

Participants in this intervention described how they talked with their coach about issues that they had difficulty raising with their manager/reports. Instead of this process separating the manager and report, it served to bring them together, helped them get aligned on key business goals, and brought about a more effective working relationship.

- **The intervention will have long-lasting impact on Client Company's people and business.**

Fully 92% of all survey respondents (Question #4) indicated that they learned coaching techniques that they are using now with their direct reports.

- **There was confusion on the part of participants about whether they were working with a coach or a consultant.**

At the beginning of the process, many participants wanted the Coaching.com coach to tell them what to do in response to a need they had

- **The process did not have a clear exit strategy.**

Many participants were uncertain about the next steps, if any, that followed their ten coaching sessions.

- **Participants wanted more control over the scheduling of their sessions.**

Recommendations

The following recommendations are actions that Client Company can take to further increase the business impact of future Coaching.com interventions or others similar to it. While the coaching intervention is delivering very positive business impact already, these recommendations attempt to extend and enhance that impact.

- **Allow for flexible scheduling of the coaching sessions**

A significant number of participants found that weekly coaching sessions made the process feel too rushed and not driven by need or circumstance. All agreed that the first two to four sessions should be scheduled close together to build a foundation for the process and the coaching relationship. They then suggested that succeeding sessions be scheduled by mutual agreement between coach and participant.

- **Make sure the managers of participants are fully engaged in supporting this process**

Interview data suggest that manager involvement with participants during and after the conclusion of the coaching sessions was relatively low. With greater manager engagement, the level of business impact would have been increased. This applies to any human performance improvement initiative that the company implements.

- **Provide clear communication about what participants should expect from the process**

Both the company and Coaching.com share a responsibility for communicating with participants how the process works, who does what, and what they can expect as outcomes. It took many participants two or more sessions to figure out that coaching was not consulting nor counseling.

- **Provide participants with a clear exit strategy when engaged in a process**

A process with no clear exit strategy seems to end with no closure. Participants were left with the feeling of “What happens next?” The company and Coaching.com might mutually design ideas for closure that could include anything from a celebration of achievements to additional coaching sessions.

To fully understand the above information and to appreciate the impact of this coaching intervention, the reader must turn to the full report on the pages following. In addition, the full report contains a copy of the survey, the survey results data, and an impact map that was used to guide both the coaching and evaluation processes.