



Need Coaching?

The benefits coaching can have on your organization.



If your organization is interested in coaching, let the International Coach Federation help inform your decision. This booklet will share research about coaching efficacy, as well as real-life examples of organizations successfully using coaching. Transform your workplace, empower your employees, expand effectiveness, mend morale, strengthen self-confidence and inspire impactful leaders. Unlock your organization's potential. Create a renewed corporate culture with coaching.



coachfederation.org





“Leaders are taking coaching skills not only back to the workplace, but they are bringing those skills to the executive table. They are taking it to their peers, and they are taking it to their home lives. It’s an enriching experience! Good for our bottom line at BC Housing, and really good for our employees who access the program.”

AGNES ROSS, VP Human Resources, BC Housing

What is coaching?

The *Merriam-Webster Dictionary* defines 'life coaching' as an advisor who helps people make decisions, set and reach goals, or deal with problems. But coaching is so much more than that to people who have experienced it. For many it's a life changing experience that dramatically improves their outlook on work and life while improving their leadership skills. It helps people tap into unknown potential unlocking sources of creativity and productiveness. ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential even in the face of growing complexity and uncertainty which is common in many workplaces today that are struggling with the war for talent.

Who is the ICF?

International Coach Federation is the leading global organization dedicated to coaching. Its pioneering presence burst onto the scene in 1995 when the industry was still emerging and has since grown to become the largest coaching organization serving more than 20,000* members worldwide. Those members look to ICF for exceptional education, networking opportunities and the latest research on industry trends.

ICF is recognized worldwide for its high education standards. Thousands of coach training programs are submitted to ICF for rigorous review and approval, and ICF approves and recommends about 300* to its members. Advanced education is exemplified by ICF's Credentials, which are becoming a true standard of professionalism in the coaching industry with more than 9,000* coaches holding one of our three credentials. ICF also invests heavily every year into industry research so that our network of coaches can stand strong with fresh knowledge of industry trends to inform their daily decisions.

*Numbers as of December 2012. Numbers are subject to change month to month.

Coaching is NOT consulting.

Consultants are hired because of their specific expertise. Often they assess a company's practices and offer recommended solutions for improvement. Coaching, on the other hand, is a discovery-based process in which the client is led to create the solution within themselves and are held accountable to implement it. This empowers employees to produce creative solutions on their own rather than carrying out someone else's recommendations. Therefore, coaching offers a long term solution as it equips employees to face challenges in the present and the future.

Coaching is NOT counseling.

Coaching is future focused, while therapy is often concentrated on past pain or current challenges. Therapy deals with healing pain, dysfunction and conflict. Therapy outcomes often include improved emotional/feeling states. While positive feelings/emotions may be a natural outcome of coaching, the primary focus is on creating actionable strategies for achieving specific goals.

Coaching is NOT mentoring.

Mentoring is offering guidance from one's own experience or in a specific area of career development. Although some coaches provide mentoring as part of their coaching, such as in mentor coaching new coaches, coaches are not typically mentors to those they coach.

Coaching is NOT training.

Training programs are based on learning certain objectives set out by a curriculum. Coaching is not set on a curriculum; rather it is customized for individual clients and not based on a linear course. While there are objectives in coaching, they are set by the coachee with guidance from the coach.



“Coaching has been invaluable... As a new manager, it’s helped me with every aspect, especially communicating, organizing, and problem-solving. It’s given me confidence to question how things are done and a clearer understanding of my own values and working processes. The payoff is enormous—both for the BBC and for me. Based on my experience, I can’t recommend coaching highly enough.”

JOEL MOORS, *Senior Broadcast Journalist, BBC Radio*

Why is coaching effective?

Highly renowned companies have realized coaching is an effective tool to advance their business and achieve their goals. Major corporations from a variety of business sectors have turned to coaching to improve their businesses, including IBM, Nike, Verizon and Coca-Cola Enterprises. Coaching is ushering in a new corporate culture, helping deal with complex job shifts and fine tuning leadership performance. Now more than ever, it is vital for an organization to evolve and stay ahead of an ever-changing global market. Coaching helps organizations develop pliable, yet practical, methods to achieve strategic business goals, sustainable workflow and maintain high levels of customer satisfaction.

Like most organizations, you are probably facing high demands with fewer resources. Jobs are cut, workloads are heavier, responsibilities are more expansive and the pressure can be paralyzing but coaching helps overcome these complex job shifts. Whether its adjusting to mergers and acquisitions, bringing in new hires, or managing executive career transitions, the effects of coaching are invaluable and widespread.

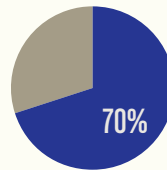
Coaching is ushering in a new corporate culture that increases productivity by changing it from command and control to collaboration and creativity. Coaching helps facilitate executive education and training and helps integrate innovation and technology into corporate learning. It's helping close the gap between younger employees and experienced business people by empowering employees and encouraging creativity and collaboration. This increasing engagement with millennial employees is essential for corporate cultures to move forward with industry trends such as social media. Additionally, as coaches have vast networks of clients, coaches can be helpful in facilitating introductions in company networks.

Coaching dramatically improves leadership performance. It can enhance communication skills and public speaking by empowering employees with renewed confidence. It also helps employees navigate organizational politics by fine tuning listening skills and helping them accept feedback from colleagues.

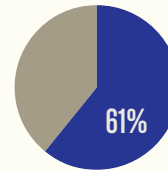
Coaching Benefits

Professional coaching explicitly targets maximizing potential. At the heart of coaching is a creative and thought-provoking process that supports individuals to confidently pursue new ideas and alternative solutions with greater resilience.

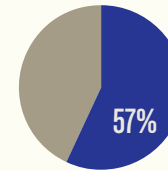
Increased Productivity*



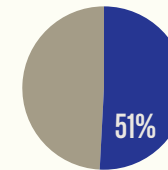
Improved Work Performance



Improved Business Management



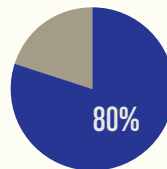
Improved Time Management



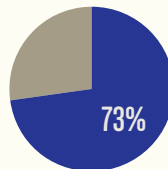
Improved Team Effectiveness

In the face of uncertainty caused by workforce reductions and other factors, expectations of the workforce that remains in a suffering company are very high. Restoring self-confidence to face the challenges is critical to meet organizational demands.

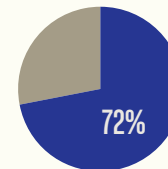
Positive People*



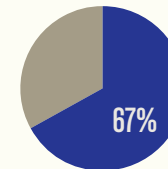
Improved Self-Confidence



Improved Relationships



Improved Communication Skills



Improved Life/Work Balance



“The ROI from this coaching initiative has been exceptional, but I believe these gains will be seen as small compared with the long-term legacy impact.”

IAN DAVY, *Managing Director, Solaglas Windowcare*

Case Study:

How Genentech Overcame Obstacles through Coaching

Genentech is a multi-billion dollar company and it's considered the founder of the biotechnology industry, but that success didn't come without some struggles. Like many other companies, Genentech has faced hundreds of layoffs, survived a massive merger, and dealt with low morale. Though these struggles had deep roots, coaching cultivated a thriving company.

"It's very transformational," said Todd Pierce, Chief Information Officer and visionary of the coaching program at Genentech.

Pierce felt coaching was necessary to build an agile company and address morale issues. Employees in IT were so unsatisfied that

the department was recognized as the worst department at Genentech in terms of employee satisfaction. So Pierce began his coaching program, but the blows kept coming. A merger materialized forcing a 20% workforce reduction. Coaching didn't just help Genentech survive difficult economic times, they began thriving. As coaching took root, Genentech's IT

“... we are better positioned to respond to change and lead technological innovation.”

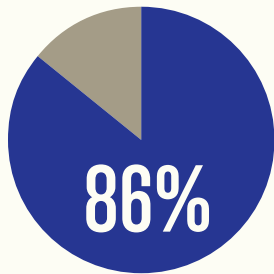
Department was recognized as the “No. 2 Best Place to Work” in *Computerworld Magazine*. After the merger, HR complaints from every department skyrocketed, except from IT, in which there were zero.

The return on investment was widespread. Evaluators believe the program is producing \$1.50 to \$2 for every dollar spent to deliver the coaching program. They also saw a

50% improvement in employee communication, collaboration, and conflict management. Additionally, there was a 10–20% increase in employee satisfaction and 12% increase in customer satisfaction. “There is

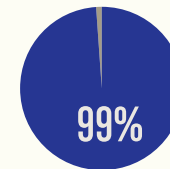
greater collaboration across functions, customer relationships have improved, employee engagement is noticeably higher, and we are better positioned to respond to change and lead technological innovation,” said Pierce. For Genentech, professional coaching is a leadership strategy that had a big payoff.

How can I be sure coaching works?

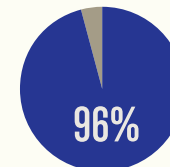


Numbers don't lie and that's why ICF has invested in extensive research* to demonstrate the highly effective nature of coaching. Our studies reveal high levels of satisfaction among coaching clients and validates a significant return on investment (ROI) for companies. According to the *ICF Global Coaching Client Study*, the vast majority of companies (86%) **say they at least made their investment back**. In fact, almost one in five people (19%) saw an ROI of 50 times their investment, while a further 28% saw an ROI of 10 to 49 times the investment.

Virtually all companies or individuals who hire a coach are satisfied. According to the *ICF Global Coaching Client Study*, a stunning 99% of people who were polled said they were somewhat or very satisfied with the overall experience. Advocacy for coaching also remains quite strong. In fact, 96% indicated they would repeat the process given the same circumstances that prompted them seeking a coach in the first place.



"Somewhat" or "Very Satisfied" with overall experience



Would repeat the process

*The 2009 *ICF Global Coaching Client Study*, the 2010 *ICF Global Consumer Awareness Study*, and the 2012 *ICF Global Coaching Study* were commissioned by ICF but conducted independently by the International Survey Unit of PricewaterhouseCoopers.



“Coaching has changed me. I have then taken my own personal change and helped others see what is possible for them. With every problem is an opportunity—that is what coaching is about.”

AMY MAGYAR, *Operation Sales Manager, Burton Snowboards & Pioneering Woman Award Winner*

Scan the code or visit icf.to/BurtonSnowboards to watch a video about the Burton Snowboards Coaching Program.



Where can I find the best coaches for my organization?

ICF provides helpful tools for the hiring process available to anyone with internet access. All ICF Credentialed coaches are searchable through an online directory, and the ICF Coach Referral Service (CRS) is a tool to help narrow your search. CRS is a free public resource that allows clients to tailor their search for a qualified coach based on specific criteria, be it the coach's professional experience and direction, or a certain coaching method or language preference. You can access these tools from our website, [Coachfederation.org](https://www.coachfederation.org).

In general, focusing your search on ICF Credentialed coaches or coaches who have completed an ICF approved training program will ensure they are highly trained, committed to professionalism, experienced, and adhere to a strict ethical standard. They have fulfilled coach-specific training, achieved a designated number of experience hours, and have been coached by a Mentor Coach. ICF's rapid expansion indicates worldwide recognition of the value of ICF Credentialed Coaches. According to the *ICF Global Consumer Awareness Study*, clients were more likely to be satisfied with their coaching experience, as well as recommending coaching to others, when they worked with an ICF Credentialed coach.



Scan the code to find a coach today!
icf.to/findacoach

9 Questions to Ask a Prospective Coach

Perhaps you have used the CRS to narrow your pool of potential coaches, but what comes next? Asking the right questions is key in connecting with the coach that's right for your organization. Here are some recommended questions when considering a coach:

1. Are you a member of the ICF?
2. Do you hold an ICF Credential?
3. What is your coaching experience?
(Number of individuals coached, years of experience, types of coaching situations, etc.)
4. What is your coach-specific training?
(ICF approved training program, other coach-specific training program)
5. What types of businesses do you work with most often?
6. What levels have you coached?
(Presidents, vice presidents, middle managers, etc.)
7. What is your philosophy about coaching?
8. What types of assessments are you certified to deliver?
9. What are some coaching success stories?
(Examples of individuals who have succeeded as a result of coaching/how the coach added value)

Connect with us!



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