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Themenlab "Evaluation", 14. Juni 2016

Effectiveness of Leadership Coaching – An Integrated Evaluation Framework**Bezug zum Themenstrang "Evaluation"**

The evaluation of the exact impact of executive coaching on both individuals and organisations is lagging behind, which has been demonstrated by the few empirical studies which link coaching to improved outcomes. This particular research project focuses on the coaching of leaders in organisations and draws on resources from the fields of Leadership, Management, Psychology and Training & Development. The question this research project answers is "What does the application of an integrated evaluation framework tell us about the effectiveness of leadership coaching?"

Projekt-Angaben

The significance of this study is that it is a mixed-methods pre-/post longitudinal study about leadership coaching with a quantitative emphasis. It has been approached from the field of Business with a focus on the impact of executive/leadership coaching. Only professionally certified external coaches have been involved and the data is based on multi-source feedback from various evaluators. The study reports on multi-level effects and has considered formative evaluations. The relevance of this research project to the field of Management is that it provides a framework for managers to evaluate the effectiveness of executive/leadership coaching through the application of an integrated coaching evaluation model. In terms of the academic fields of Management, Leadership and Psychology, this research aims to provide empirical evidence regarding the impact of executive/leadership coaching engagements on clients. This project has been completed with a total sample of 30 participants working with six coaches following a longitudinal design in which pre- and post-coaching data has been gathered between July 2011 and November 2014 during a mean time of 8.67 months per coaching engagement. Data was collected using a 360° feedback instrument that includes a measure of leadership effectiveness, as reported by all evaluators (the boss's boss, boss, direct reports, peers and others) and as a self-assessment, self-assessed Mindfulness, Business Performance data (as reported by the boss and as a self-assessment), achievement of Client's Coaching Objectives (as decided by the client and his/her boss), an evaluation of the coach by the client and an evaluation by the coach of the client. This study focuses on the question about the effectiveness of leadership coaching and proposes a framework to test this. The small sample size and issues in 360° feedback rater consistency have had an important impact on the results of this research project. The outcome appears to suggest that leadership coaching has a significantly positive impact on mindfulness. Though positive, the change in leadership effectiveness, as measured by all evaluators, appears not statistically significant. The results also suggest that the client-coach relationship does not have a significant impact on the outcome of the coaching as measured objectively by all evaluators. Whereas coach satisfaction with the client looks like to have a significant impact on the relationship between client and coach, only client satisfaction appears to have a positive impact on the outcomes of leadership coaching. The achievement of the client's coaching objectives correlates significantly with leadership competencies. Coaching outcomes have not changed significantly enough as a result of the



achievement of coaching objectives. Whereas there has been a slight improvement in business results after leadership coaching, the link between the two has proven insignificant.

Ausführung zum Inhalt des Beitrages

This presentation can be seen as a final chapter based on a completed and approved doctoral dissertation (December 2015) that has been presented as work-in-progress to participants of this conference in 2012 (Themenlab) and 2014 (Poster). The objectives will be to create understanding how effectiveness of coaching can be measured, what the results and conclusions have been, what challenges have had to be addressed, what implications for organisations, coaches and researchers are, and what future areas for research have been identified. An evaluation framework and nine criteria will be presented for empirical coaching effectiveness research. The difficulties is obtaining data will be discussed. It will be shown that leadership coaching has a positive impact on coaching outcomes. It will also be shown that whereas client satisfaction with the coaching impacts outcomes, the client-coach relationship has no significant impact on said outcomes. The satisfaction of the coach will be presented as having a much more significant impact on the relationship with the client. Finally, it will be argued that the achievement of coaching objectives is a close predictor of positive coaching outcomes.

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Angaben zur Person

Dr. Willem Jan Hofmans has been an Executive Coach & Leadership Consultant since 2007 and holds a PCC (Professional Certified Coach) from the ICF. To this he brought 25 years all-round experience as a senior executive in the healthcare and IT sector. He has lived in the Netherlands, USA, South Africa, Germany and Switzerland, and has travelled to many more countries. Willem Jan has a DBA (Doctorate of Business Administration) from Grenoble Ecole de Management (2015) and focused his research on the effectiveness of leadership coaching. Before this he obtained his Master in International Business from the University of South Carolina (USA) in 1982 and Bachelor's degree in Business from Nijenrode (Netherlands) in 1980. www.hfsc.ch, willem.jan.hofmans@hfsc.ch