



# Measuring the Effectiveness of Coaching Programs

3.28.19

Doug Gray, PhD, CEO

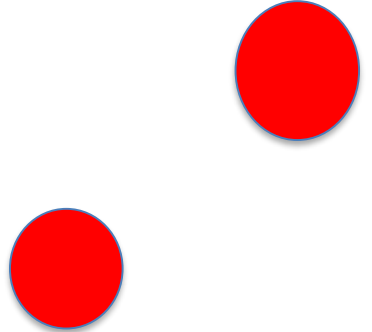
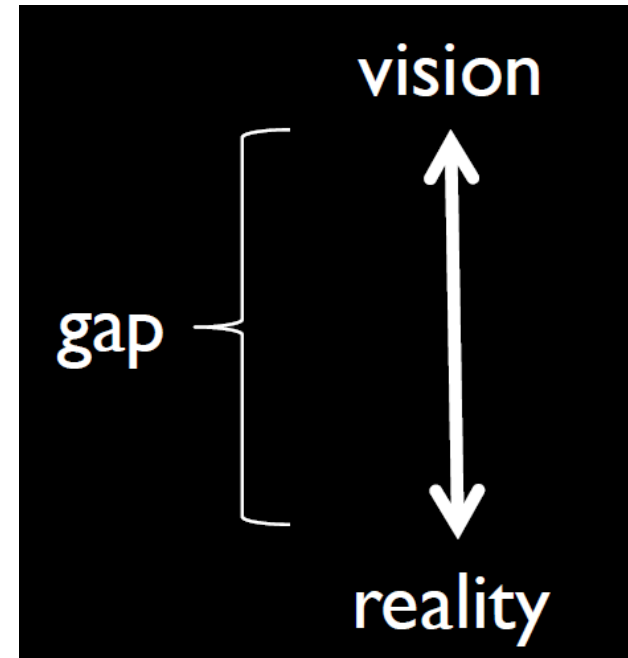
# Paired Share activity



1. Pair up with someone less familiar
2. Ask either:
  - a. If you could have dinner tonight with anyone in time, who would it be and why?**
  - b. How do you measure coaching effectiveness?**
3. Switch at 2 minutes, stop talking at 4 minutes

# The Problem...

1. Confusion, fear
2. Wasted resources
3. Lack validated process
4. Lack outcome-based protocols



# Confusion: definitions, rewards

## Manager?

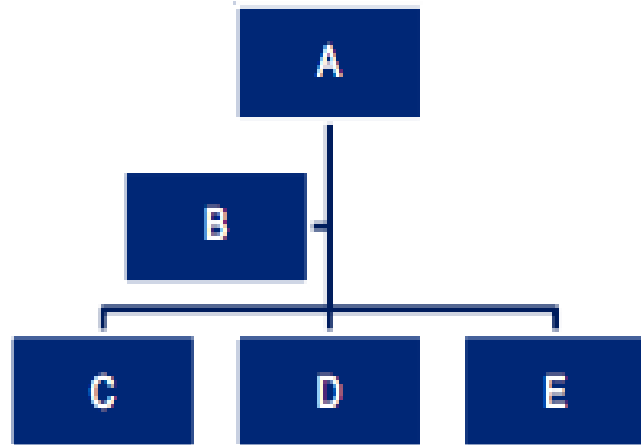
- Maximize the productivity of others
- **Primary skill = private coaching**



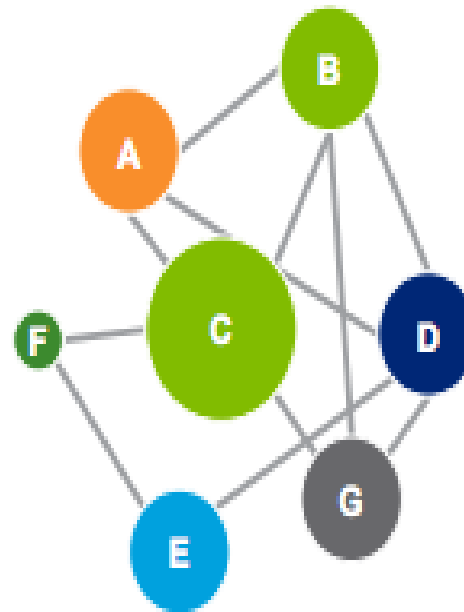
## Leader?

- Influence others behavior toward a better vision
- **Primary skill = public optimism**

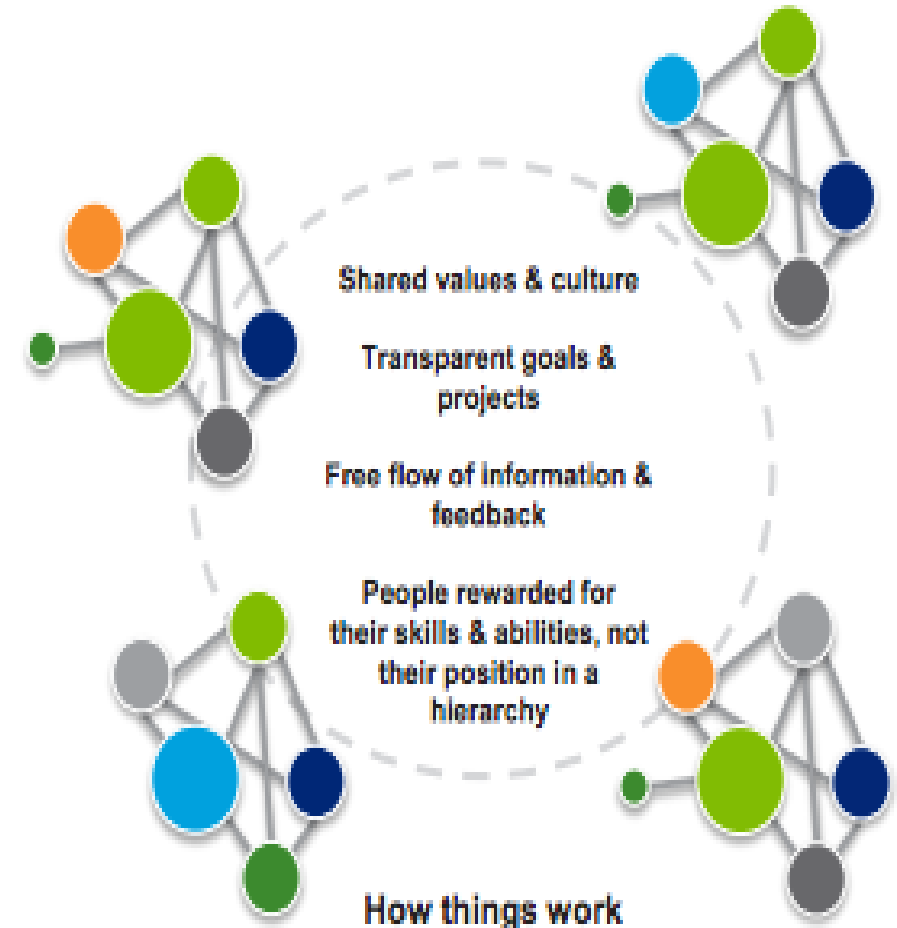
# Confusion: roles



How things were



How things are

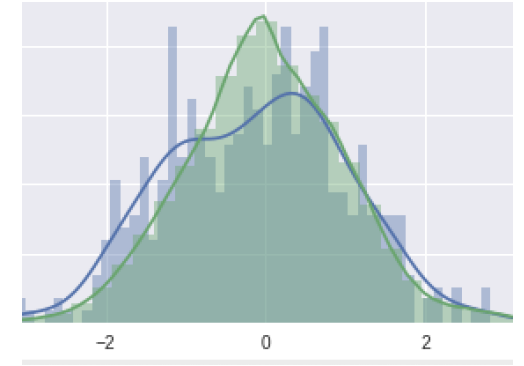


How things work

# Confusion: metrics

## Positive organizations find:

- **Lower turnover** of desired employees
- **Increased productivity**; managers can increase customer satisfaction scores 42%
- **Higher profits**; optimistic people outsell others by 56%
- **Better leadership**; CEOs can become 15% more productive; other-oriented CEOs are 5x more productive than self-centered CEOs



# Wasted investments \$15B+



Acquire  
60%



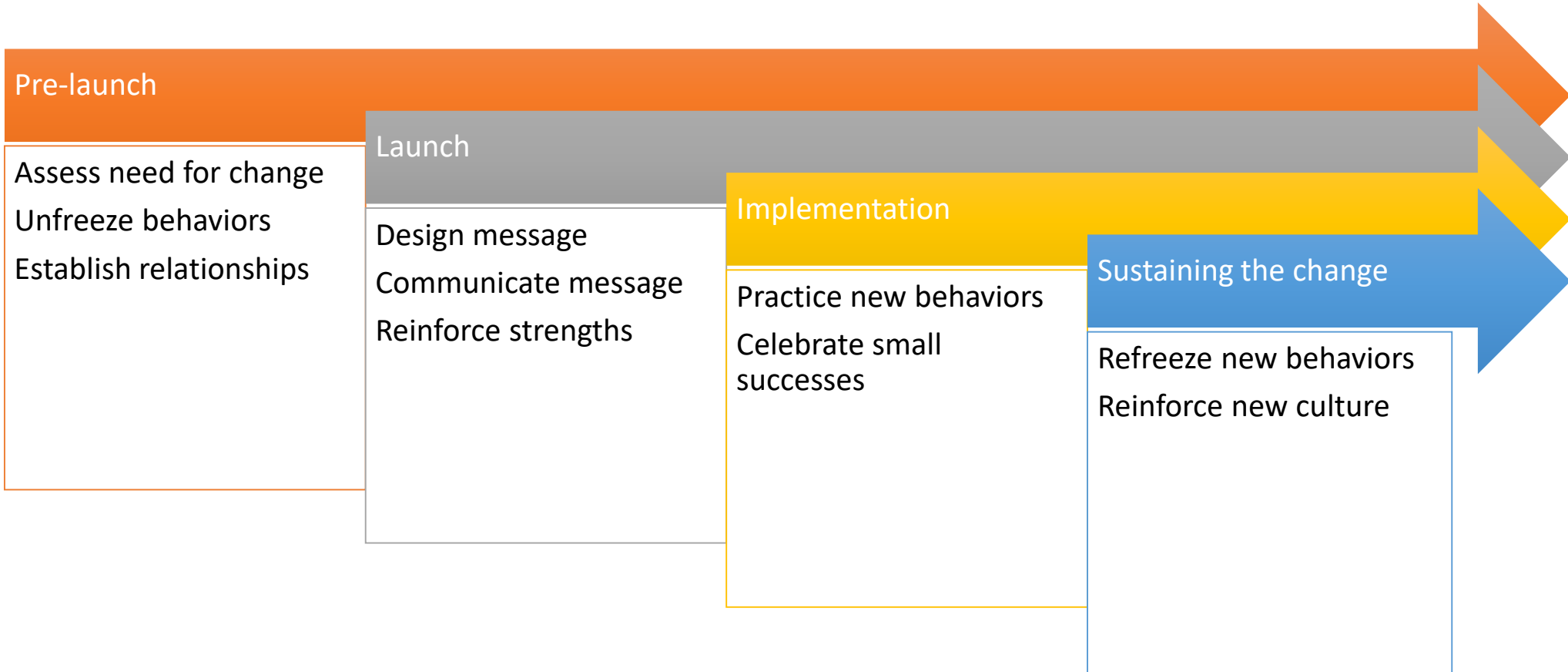
Develop  
People



Retain  
Desired

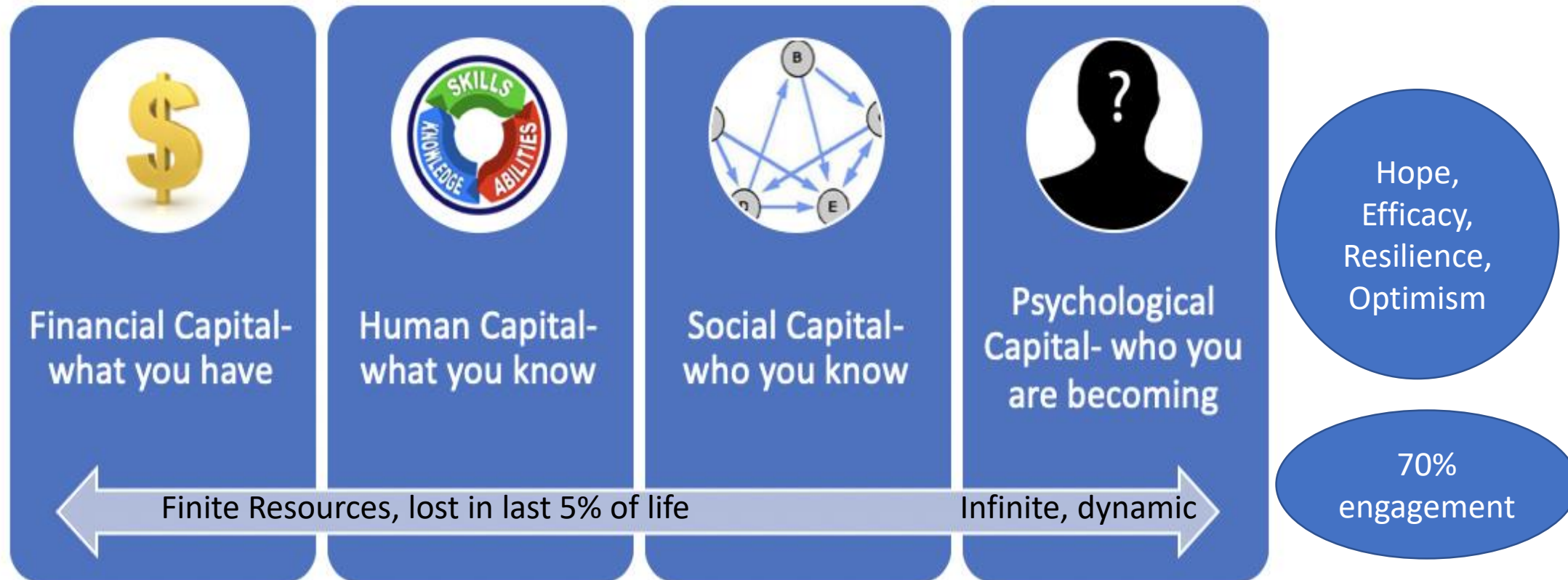


# Wasted Organizational Change Process: 70%+ not implemented





# Wasted capital \$7B+



# The AD-FIT™ Coaching Protocols



**Assess** coachee's signature strengths and mindset

**Define** a meaningful goal or outcome for the coachee

**Focus** on coachee's agenda

**Intervention** or possible action for coachee

**Takeaways** or next steps for coachee

# The AD-FIT™ Coaching Protocols

**A**ssess leader's signature strengths and mindset

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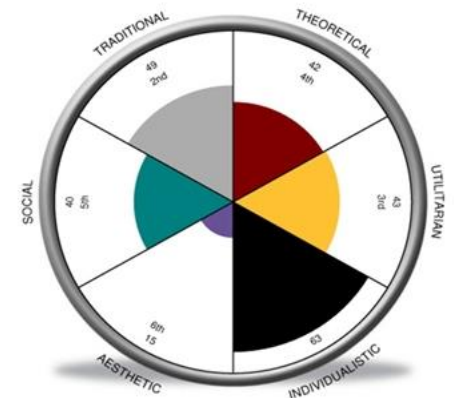
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To what extent is leader willing to change?  
(0-20%, 20-40%, 60-80%, 80-100%)



Success Insights® Motivators  
Attitudes- Values (PIAV)



# The AD-FIT™ Coaching Protocols

## Recommend using the VIA assessment

- 24 signature strengths
- 8M+ users
- Validated cross culturally
- Free access at [www.viacharacter.org](http://www.viacharacter.org)
- Simplifies data entry for MTM platform
- Adopts positive psychology research and market trends



# The AD-FIT™ Coaching Protocols

**D**efine a meaningful goal or outcome for the leader



## **Top executive coaching outcomes:**

- Business Acumen
- Career Development
- Change Management
- Coaching & Developing Others
- Communication Skills
- Creativity / Innovation
- Critical Thinking
- Customer Focus
- Diversity and Inclusion
- Emotional Intelligence
- Empowering Others / Delegation
- Executive Presence

## **Top business coaching outcomes:**

- Banking and financing
- Board of directors/advisors
- Branding
- Change management
- Communication skills
- Compensation and benefits
- Computer security
- Conflict resolution
- Customer service
- Ethics
- Insurance / risk management
- Leadership assessments

# The AD-FIT™ Coaching Protocols

**Define** a meaningful goal or outcome for the leader



## Performance outcomes:

1. Increased productivity
2. Increased focus
- 3.

## Behavior outcomes:

1. Improved relationships
2. Improved effectiveness
- 3.

# The AD-FIT™ Coaching Protocols

**D**efine a meaningful goal or outcome for the leader



**Recommend using a validated lists of outcomes**

- Customized for any sector or organization
- Validated by my practice, my research and [CoachSource.com](https://www.coachsource.com)
- Simplifies data entry on one MTM platform
- Can be tracked for behavior and performance change
  - OKRs, Action Plan Template, Coach Satisfaction Survey, Stakeholder Mini Survey, ROI

# The AD-FIT™ Coaching Protocols

**F**ocus on coachee's agenda.

“What do you want to focus on in this session?”

**I**ntervention or possible action for coachee.

“Have you considered...”

**T**akeaways or next steps for coachee

“What are you taking away from this session that you will do next?”

Integrates action steps with performance review

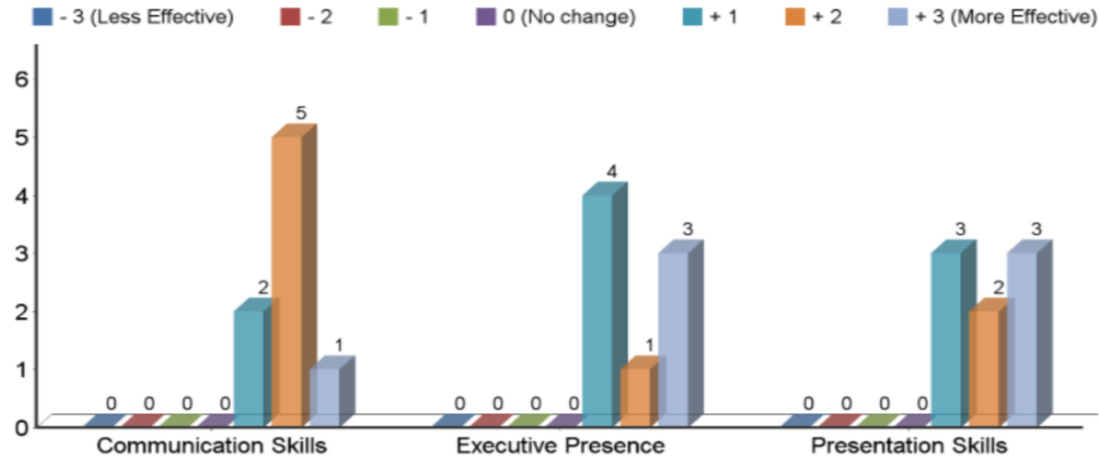
**%** of adherence to this model? (0-20%, 20-40%, 60-80%, 80-100%)

Coaching Form for XYZ Organization				Date:
Manager's Name: <b>Jill Williams</b>		Title:		
Direct Report's Name: <b>Michael J.</b>		Title:		
Primary Outcome: <b>Increase business development 3% y/year by Q2</b>				
Action 1:	Resources required:	Measures by date 1:	Measures by date 2:	How completion demonstrated:
Call all level 1 prospects by month 2	Call list, sales script, target client notes	60 calls/day, 100% client notes updated	...plus 5 prospect meetings/week by month 2	Weekly activity summaries sent to Jill, monthly new business summaries posted to team



## Leadership Goals

Using the scale below, please rate the extent to which Amy has increased or decreased in her effectiveness in the following areas:



### 1. Communication Skills

- 3 (Less Effective)	- 2	- 1	0 (No Change)	1	2	+ 3 (More Effective)	Total
0%	0%	0%	0%	25%	62.5%	12.5%	<b>8</b>
0	0	0	0	2	5	1	

Manager Response: +2

### 2. Executive Presence

- 3 (Less Effective)	- 2	- 1	0 (No Change)	1	2	+ 3 (More Effective)	Total
0%	0%	0%	0%	50%	12.5%	37.5%	<b>8</b>
0	0	0	0	4	1	3	

Manager Response: +1

### 3. Presentation Skills

- 3 (Less Effective)	- 2	- 1	0 (No Change)	1	2	+ 3 (More Effective)	Total
0%	0%	0%	0%	37.5%	25%	37.5%	<b>8</b>
0	0	0	0	3	2	3	

Manager Response: +2

# Our Next Steps



[your logo here]

1. Profitable mutually beneficial partnership
2. Value to managers and leaders
  - Current and future MTM clients
3. Collect and analyze your impact data ASAP
4. Measure informal learning and coaching effectiveness
5. Accelerate the profession of coaching for ANY manager or leader
6. Doug Gray, [doug@action-learning.com](mailto:doug@action-learning.com), 615.236.9845