



TRAINING



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SUCCESS

COACHING



SKILLS

MARCH 2025 EDITION

A special issue from ITD World Vietnam

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Letter from the Editors

Dear valued readers,

Following our focus on talent and competency development in February, this month we turn our attention to a powerful catalyst for individual and organizational growth: **Coaching**. In our March edition, we explore the transformative impact of coaching, particularly in cultivating high-performing leaders and achieving sustainable results.

First, we delve into the crucial role of executive coaching in developing the leadership capabilities necessary to navigate today's complex business environment. We'll examine how targeted coaching interventions can empower leaders to enhance their strategic thinking, communication skills, and overall effectiveness, ultimately driving organizational success.

A key focus this month is demonstrating the tangible value of coaching. Drawing on the expertise of Jack J. Phillips and Patricia P. Phillips, we explore practical methods for measuring the ROI of executive coaching. This provides a framework for demonstrating the impact of coaching initiatives on key business metrics and justifying investments in leadership development.

Furthermore, we'll present compelling statistics on the ROI of coaching in 2024, drawing on research from the ICF (as reported by Meredith Pratt). These data points offer further evidence of the significant return on investment coaching can deliver for organizations of all sizes.

This month's issue provides a comprehensive look at the power of coaching to unlock individual potential and drive organizational performance. By understanding the principles of effective coaching and implementing robust measurement strategies, you can leverage

Letter from the Editors

this powerful tool to achieve sustainable results and build a high-performing leadership pipeline.

We encourage you to share your experiences with coaching and its impact on your organization. Let's explore together how coaching can unlock the full potential of your teams and drive lasting success.

Wishing you a month of impactful growth and development!

Warm regards,

ITD World Vietnam team



BUILDING HIGH-PERFORMING LEADERS FOR SUSTAINABLE RESULTS THROUGH EXECUTIVE COACHING

(Source: <https://itdworld.com/blog/coaching/executive-coaching/>)





Building High-Performing Leaders for Sustainable Results through Executive Coaching

What is Executive Coaching?

Executive coaching is a professional development process that aims to help leaders and managers improve their performance in the workplace – by developing self-awareness and [emotional intelligence](#). Unlike traditional [coaching](#), which typically focuses on personal development, it is designed for coachees to **achieve specific goals within an organization**. As a result, it has become an increasingly popular tool for leaders who want to take their careers to the next level.

Executive coaches work with their clients to identify areas of improvement, set goals, and create action plans. They also provide guidance and support as their clients work to achieve their goals. In addition to [improving workplace performance](#) and job satisfaction, they also help to build better team dynamics and improve communication within the organization.

Why Do Executives Need Coaching?

“Improvement is hard. If it were easy, we’d already be better.”

[Marshall Goldsmith](#) – World #1 Coaching Guru, ITD World strategic partner

Executive coaching is a strategic investment that empowers leaders to achieve extraordinary results. By focusing on strengths, addressing performance gaps, and developing critical leadership competencies, executives can significantly enhance their effectiveness and drive organizational success. Not to mention, the process also transforms them into role models for others, resulting in an even bigger impact on the organization, stakeholders, family, friends, and the community.

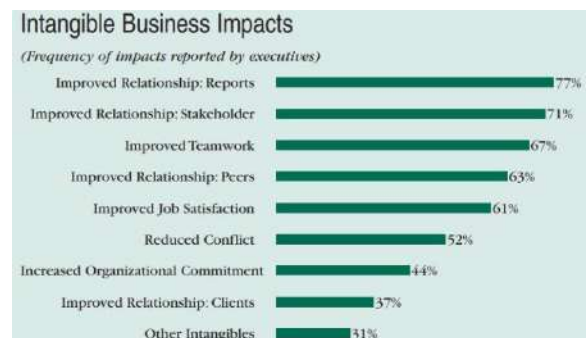
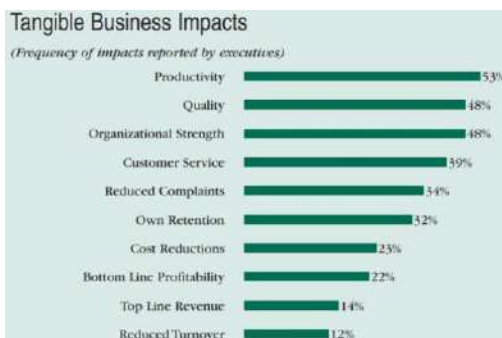
Over the years, various research has proven the impact of

Building High-Performing Leaders for Sustainable Results through Executive Coaching

coaching on [increasing leadership confidence](#), [improving decision-making](#), and [fostering stronger relationships](#). These outcomes translate into tangible benefits such as [better engagement](#), productivity, and bottom-line performance. For example, one study found that coaching led to a [48% increase in organizational performance](#) (including revenue, retention, and customers as advocates), while [another one](#) revealed a potential impact on reducing turnover and [building high-performing teams](#). In a survey conducted by Manchester, Inc., the ROI of executive coaching may be [as high as 6 times](#) the initial investment – including tangible and intangible business results:

Various famous leaders have personally testified to the benefits of coaching. Satya Nadella’s transformation of Microsoft and Eric Schmidt’s leadership at Google exemplify this. Both CEOs credited executive coaching for fostering a growth mindset, building strong teams, and cultivating empathetic cultures. These leadership principles, often overlooked in fast-paced environments, were essential to their companies’ remarkable achievements.

Those who have undergone positive behavior and habit transformation multiply their value exponentially. They powerfully enable their teams to accomplish more to achieve big wins for sustainable success as their influence increases.





Building High-Performing Leaders for Sustainable Results through Executive Coaching

5 Ways Executive Coaching Benefits Leaders

1. Empowerment

Coaching is effective because it is personal, behavior-oriented and targeted to the individual.

Rick Brandt

Through a combination of great questions, [intuition](#), and influence, coaches empower individuals to delve deep into their strengths, weaknesses, and motivations. This heightened self-awareness is foundational to personal and professional growth. As leaders gain a clearer understanding of their values, aspirations, and leadership style, their confidence and sense of purpose will soar as a result.

Beyond [self-reflection](#), the process is also instrumental in [skill development](#). Specifically, coaches may aid in identifying areas where leaders can enhance

their capabilities – whether it's refining communication skills, sharpening decision-making abilities, or mastering problem-solving techniques. By addressing specific developmental needs, leaders become more effective in their roles and better equipped to navigate complex challenges.

Moreover, executive coaching creates a safe and confidential space for those involved to explore their limitations [without fear of judgment](#). Through consistent support and accountability, leaders are empowered to realize their aspirations and achieve extraordinary results.

2. Alignment

Through a collaborative process, coaches assist leaders in acquiring a comprehensive understanding of the company's strategic direction, vision, and goals. This strategic focus empowers the latter to make informed decisions and take actions that [contribute directly to collective success](#) –



Building High-Performing Leaders for Sustainable Results through Executive Coaching

thereby enhancing their credibility at all levels.

With their perspective broadened, leaders become better equipped to assess the impact of their decisions on the entire team – which translates to more informed choices regarding resource allocation and prioritization. Coaches can aid them in analyzing their department's or team's contributions to the overall business strategy, ensuring that resources are deployed optimally to achieve key objectives.

Additionally, executive coaching facilitates the development of clear and measurable performance indicators (KPIs), which serve as benchmarks for tracking progress toward organizational goals. Coaches work with leaders to identify relevant metrics and establish systems for monitoring performance. This data-driven approach enables them to make adjustments as needed, so that the organization may stay on track along the way to its desired outcomes.

3. Clarity

Even the best-of-the-best CEOs have their blind spots and can dramatically improve their performance with an outside perspective weighing in.

Stephen Miles

Through proven frameworks and methodologies, leaders may break down intricate issues into manageable components, identify root causes, explore potential solutions, and assess the risks/ rewards associated with such different options. The result is improved clarity – as they become aware of the strategies, tactics, and actions required to overcome roadblocks and get the job done.

Enhanced clarity and confidence cultivated through executive coaching lead to a significant increase in decision-making speed. When leaders have a clear understanding of the situation, potential outcomes,



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and desired results, they can make decisions more swiftly and decisively.

This agility is crucial in today's fast-paced business environment, where timely actions can be the difference between success and failure.

4. Collaboration

No one wins alone – even an elite Olympic runner requires an entire team for support in winning the gold medal. Similarly, to guarantee long-term success, leaders need to tap into the strengths, talents, and passion of people around them for big wins.

Executive coaching is instrumental in cultivating a collaborative environment that fosters high-performing teams. By delving into team dynamics, coaches help leaders gain a deeper awareness of the complex interplay between team members – including individual strengths & weaknesses, communication styles, etc. Armed with such knowledge, leaders may create an

environment where team members feel valued, supported, and empowered to contribute their unique perspectives.

5. Results

Goal setting is a cornerstone of effective coaching. With specific, actionable goals in mind, leaders become equipped with a clear roadmap for success and may focus their efforts accordingly.

To ensure that these objectives are met, coaches often play the role of an [accountability partner](#). Regular check-ins, progress tracking, and [continuous feedback](#) are essential for one to stay focused and motivated. Scorecards and [follow-up](#) systems may also be established to further ensure sustainability.

A leader's role is to maintain good relationships, enable performance, and grow their people. Coaching accomplishes all of that.

Peter Chee & Jack Canfield

Building High-Performing Leaders for Sustainable Results through Executive Coaching



How Does Executive Coaching Work? Key Steps in the Process

1. Soliciting feedback

Executive coaching usually begins by [gathering feedback](#) from one's managers, direct reports, peers, stakeholders, and direct reports anonymously. Such information reveals the strengths they can leverage to transform – as well as any potential areas for improvement.

2. Conducting coaching sessions

Leaders are then coached to focus on the specific topics/

areas they want to transform – whether it is a personal development or business goal (as long as it is measurable, time-bound, and aligned with the organization's core objectives). While the meeting frequency may vary based on the executive's needs, a common approach is to start with weekly or bi-weekly sessions – before gradually decreasing it as the executive becomes more independent. In addition, depending on the goals' complexity and the desired level of transformation, the whole journey may range from 3-12 months (or even longer).

During this process,



Building High-Performing Leaders for Sustainable Results through Executive Coaching

powerful questions and motivational techniques are typically employed by the coach to help the leaders:

- Tap into their creativity and hidden potential
- Set breakthrough goals that [bring out the best in themselves](#)
- Identify potential roadblocks, and
- Formulate winning strategies for sustainable competitive advantage

[Coaching question](#) examples by topic:

• **Self-reflection & awareness:**

- “What are your biggest accomplishments, and what do you attribute your success to?”
- “In what areas do you feel you could improve as a leader?”
- “What are your core [values](#), and how do they align with your current role?”

• **Goal setting & action planning:**

- “What specific steps can you take to overcome the

challenges you’ve identified?”

- “How will you measure your progress toward your goals?”
- “What support do you need to achieve your desired outcomes?”

• **Performance & development:**

- “What feedback have you received from your team members, and how are you responding to it?”
- “How do you balance your professional and personal life?”
- “What are your long-term career aspirations?”

Motivational techniques:

• **Appreciation &**

Recognition: Acknowledging the executive’s strengths and accomplishments.

• **Visualization:** Helping the executive create a clear vision of their desired future.

• **Growth mindset:** Encouraging a belief in continuous learning and development.



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Assessments such as [360-degree feedback](#) and personality tests (e.g. Myers-Briggs, DISC, etc.) may be utilized to foster self-awareness and development.

3. Accountability & support

All ideas discussed in the sessions are generated by the leaders themselves; they are then translated into tactics and action steps captured in a coaching log. This log serves as a record and “success diary” throughout the entire journey. The executive coach will also assist leaders in establishing a personal accountability system, strong support structures, and scorecards – so that they may stay the course to obtain the desired results. Whenever a milestone is achieved, positive reinforcement is necessary to maintain the momentum.

Challenges of Executive Coaching

• [Resistance to change & personal development](#)

Executives often rise to their positions due to a proven track record of success based on specific skills. [This breeds a sense of confidence and expertise](#), which can inadvertently lead to behaviors such as being defensive about one’s ego, procrastinating, ignoring the need for change, or rationalizing reasons for their inertia. The fear of failure, loss of control, or uncertainty about the future often creates a significant barrier to personal development.

To effectively address such resistance, coaches must create a safe and supportive environment where executives feel comfortable exploring new possibilities. They need to establish a strong foundation of trust and rapport through [active listening & empathy](#), frame change positively, encourage the clients to step outside their comfort zones, tailor their strategies, and provide ongoing support.



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Example:

“I understand that you’ve achieved remarkable success in your role, and your leadership style has been instrumental to the company’s growth. However, I’ve noticed that you sometimes seem hesitant to explore new approaches. Can we talk about the challenges you’ve faced when considering change?”

• **Balancing leadership & personal life demands**

Executives typically find themselves caught in a relentless cycle of high-pressure demands. Constantly juggling between responsibilities is a major cause of burnout, decreased job performance, and strained relationships. As a coach, your job is to aid them in finding equilibrium between their work and personal lives – by equipping them with skills such as prioritization, time management, mindfulness, boundary setting, etc.

Example:

“I understand that you’re feeling overwhelmed by the demands of your role. It’s common for high-achieving

executives to experience this level of pressure. Let’s talk about some strategies to help you regain control of your time and reduce stress.”

• **Time constraints**

Demanding schedules make it challenging for leaders to carve out dedicated time for coaching – which may not only reduce the process’s effectiveness but also result in shallow discussions and difficulty integrating insights. To maximize the impact of coaching within limited timeframes, coaches may consider offering a variety of scheduling options to accommodate busy clients, including early mornings, late evenings, and virtual sessions. On top of that, they should prepare thoroughly for each session in advance, and map out key takeaways/ clear action steps for executives to implement between sessions.

• **Lack of self-awareness**

While executives often possess a deep understanding of their industries and organizations, [many of them struggle with self-awareness](#)

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(i.e. understanding their strengths, weaknesses, values, and impact on others), which leads to a variety of interpersonal problems (e.g. impaired decision-making, strained relationships, inability to inspire others, inflated self-perception, difficulty receiving [constructive criticisms](#), etc.). Through techniques such as selective questioning, behavioral analysis, or mindfulness exercises, coaches play a vital role in [enabling leaders to gain a deeper understanding of themselves](#).

Example:

"I've noticed that you tend to interrupt others during meetings. How do you think this behavior impacts your relationships with colleagues?"

Introduction to ITD World's Executive Coaching Services

Team of experts

As a global leadership development expert, we at ITD World take pride in our team of

internationally renowned [executive coaches and mentors](#) – who all come with a wealth of experience in helping leaders and executives reach higher levels of success. Among them are:



DR. PETER
CHEE

- President and CEO of ITD World
- [World #1 Coach for Strategic Innovation awarded by Dr. Marshall Goldsmith](#)
- 1st Asian ranked among the top three global coaching gurus
- 1st Asian to co-author books with Jack Canfield, [Brian Tracy](#), [William Rothwell](#), and Marshall Goldsmith
- Trained & developed leaders from over 80 countries
- Creator of Coaching for Breakthrough Success & [The Situational Coaching Model](#)

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DR. **MARSHALL**
GOLDSMITH

- World's #1 Leadership Thinker by Harvard Business Review
- World's most Influential Leadership Thinker by Thinkers50
- #1 Global Coaching Guru by Global Gurus and Fast Company
- America's #1 Executive Coach by Inc. Magazine
- "The most credible thought leader in a new era of business" by The Economists
- Author and editor of 35 books



MARK
C. THOMPSON

- World #1 CEO Coach by Goldsmith Global Awards
- World #1 Leadership Growth Coach
- Top 30 Leadership Speakers in Global Gurus
- Leadership coach to LYFT CEO, World Bank CEO, Richard Branson and Charles Schwab
- Author of three New York Times bestselling books
- More than 25 years of leading teams and building companies from the ground up
- Cofounded 12 firms with 25 billion USD of value
- Won 5 Tony Awards for Broadway plays
- Clients include American Express, Visa, Ford, Chevron, Nike, Stanford University, Microsoft, HP, US Embassy Singapore, Philips Lumileds, Schneider Electric, Intel, CISCO, NASA, TATA, Sony, Pfizer

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JOHN
MATSTONE

- Executive Coach of Steve Jobs, Apple's late founder
- World #1 Coaching Guru by Global Gurus
- World #1 leadership coaching blog by Feedspot.com
- Author of 10 books, including four best sellers on Amazon, Inc. Magazine
- Master Corporate Executive Coach (MCEC) certification from The Association of Corporate Executive Coaches, only one of four certified globally
- Created the Intelligent Leadership (IL) Executive Coaching philosophy and process



DR. MARCIA
REYNOLDS

- International Coach Federation (ICF) Global Director
- ICF 5th Global President
- ICF Master Certified Coach (MCC)
- ICF Circle of Distinction inductee
- World #5 Coaching Guru by Global Gurus
- Doctorate in Organizational Psychology
- Virginia Tech Healthcare Coaching Institute Training Director
- Developed more than 100,000 leaders in more than 40 countries
- Authored several books including "Coach the Person, Not the Problem", "Outsmart Your Brain", "Wander Woman", and "The Discomfort Zone: How Leaders Turn Difficult Conversations into Breakthroughs"

Building High-Performing Leaders for Sustainable Results through Executive Coaching



SERELY
ALCARAZ

- Executive Director at ITD World
- Top Master Trainer of “The Heart of Coaching,” [John Maxwell](#) and Jack Canfield programs
- Developed over 100,000 leaders globally with some of the most famous organizations such as Accenture, AIG, Chevron, IBM, Toyota Motors, and the United Nations
- 2016 President of ARTDO International and 2012 Chairperson of the Philippine Society for Training & Development (PSTD)



DARELYN
DJ MITSCH

- World #1 Coaching Body ICF Founding Member and Global President (2001)
- First of 25 coaches to earn ICF Master Certified Coach (MCC)
- Author of “*Coaching for Extraordinary Results*”, “*Team Advantage*”, “*Zombies to Zealots*”, and “*Mystic Grits*”
- CEO of Pyramid Resource Group
- Creator of Healthcare Coaching Institute
- Developer of Team Advantage coaching program
- Trained thousands of team coaches globally

MEASURING ROI IN EXECUTIVE COACHING

(Credit: Jack J. Phillips and Patricia P. Phillips)





Measuring ROI in Executive Coaching

Why ROI?

Several issues are driving the use of ROI to measure the success of executive coaching. Among these are:

- 1. Visibility.** Executive coaching has taken on increased visibility in recent years. This visibility in corporate offices and attention in the press has brought new levels of scrutiny. A highly visible or perhaps even controversial project sometimes must be held to higher levels of accountability, including demonstrating the value with credible ROI data.
- 2. Accountability Trend.** An accountability trend is developing across all types of organizations, functions, programs, and projects. Many executives are demanding results from different processes and projects – asking for the actual ROI. It’s a logical argument – money is invested so there should be a return on the investment.
- 3. Costs.** Coaching is expensive and the costs of coaching have continued to rise. A top-notch coach charges very high fees, and some organizations offer coaching to all their managers and executives. The total bill is not only increasing, but is significant. Increased costs translate into the need for additional accountability often at the ROI level. Executives ask the basic question: Do the monetary benefits of coaching overcome the costs of coaching?
- 4. Soft Skills Concern.** Because executive coaching falls into the category of “hard-to-measure” or “hard-to-value” processes – typical of soft skill efforts – executives are more concerned about the return on investment. It’s an easy request in a very soft area. Executives do not understand how, or if, the ROI can be developed. Consequently, they ask for it.



Measuring ROI in Executive Coaching

- 5. A Familiar Term.** The concept of ROI is a familiar term for executives who manage businesses or parts of businesses. ROI is used for investments in plants, equipments, and other companies. So why shouldn't it be used for other major investments as well? Also, executives with MBAs and management degrees have studied the concept of ROI, know how it's developed, and appreciate the usefulness of the concept.
- 6. A Long History of Use.** The concept of ROI has been used for over 300 years as a business tool. It is not a new fad passing through the organization. Instead it is an old, familiar friend that is now used in unfamiliar places such as human capital, quality, and technology.

These and other influences are prompting executives to raise the issue of ROI in executive coaching. The good news is that it is being developed with limited resources, providing a credible

value reflecting the payoff of an executive coaching assignment.

The ROI Methodology™

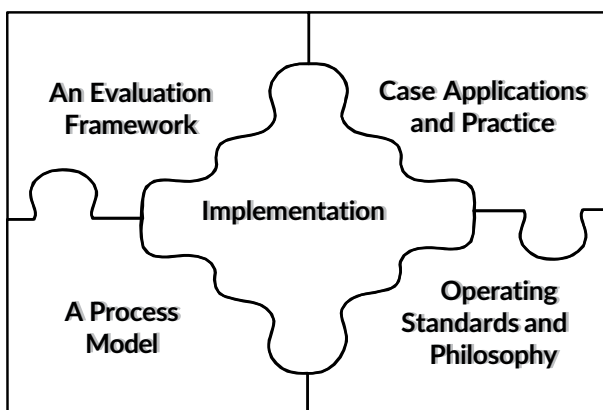
The ROI Methodology™ is ideal for measuring the success of coaching. Developed and refined in the last two decades by Dr. Jack J. Phillips¹, the methodology collects six types of data, including the actual ROI. This process has been used by over 2,000 organizations to show the success of a variety of human resource development programs, including leadership development, executive development, management development, and executive coaching. It has been well documented with over 15 books translated into 25 languages. Over 2,500 individuals have been certified to implement the ROI methodology internally in their organizations. Approximately 5000 ROI studies are conducted each year, globally. The process has been formally implemented in over 40 countries.

Measuring ROI in Executive Coaching

A global professional network with 600 members has been organized to share information. The methodology is comprehensive, consistent, and credible. Its success and use are based on five elements, described next.

Elements of the ROI Methodology

How to increase accountability can be viewed as a puzzle that has been solved over time. The challenge is to develop a comprehensive measurement system with credibility and acceptance to a variety of groups. Figure 1 shows these various elements.



The Evaluation Framework

The evaluation framework details the specific types of data arranged in a chain of impact that must occur if coaching is to add business value and ultimately ROI. These represent hard and soft data items collected at different time frames often from different sources. Figure 2 shows the definitions of these types of data presented as levels of data.³ These levels build on Kirkpatrick's four level framework for evaluating learning and development. We add a fifth level for the actual ROI.

At the first level, the participant and the coach react to the engagement. A variety of data items are collected at this level with particular focus on such measures as

1. Relevance of the coaching to the current work assignment,
2. Importance of the coaching to my job success,
3. Intent to use what is learned in the coaching engagement,



Measuring ROI in Executive Coaching

4. Effectiveness of the coach, and
5. Amount of new insights gained from the coaching process.

Although measures can be developed, these are the more critical ones that show the success of coaching.

At level two, learning is measured usually on the self-assessment scale. New knowledge, skills, and understandings are developed.

Level three translates into behavior change, as the application is being monitored. Here the actions, steps, processes, and behaviors are captured following and during the coaching assignment.

At level four, business impact measures are the consequences of the new behavior. This coaching assignment should influence one or more key measures, such as productivity, quality, costs, time, customer satisfaction, and job satisfaction.

Finally, an ROI value is generated, as the cost of coaching is compared to the monetary benefits of the business impact measures. At this point in the process, only the levels of data are identified as the ones that normally occur in a chain of impact. A process model is needed to provide consistency in options in collecting, processing, and reporting data.

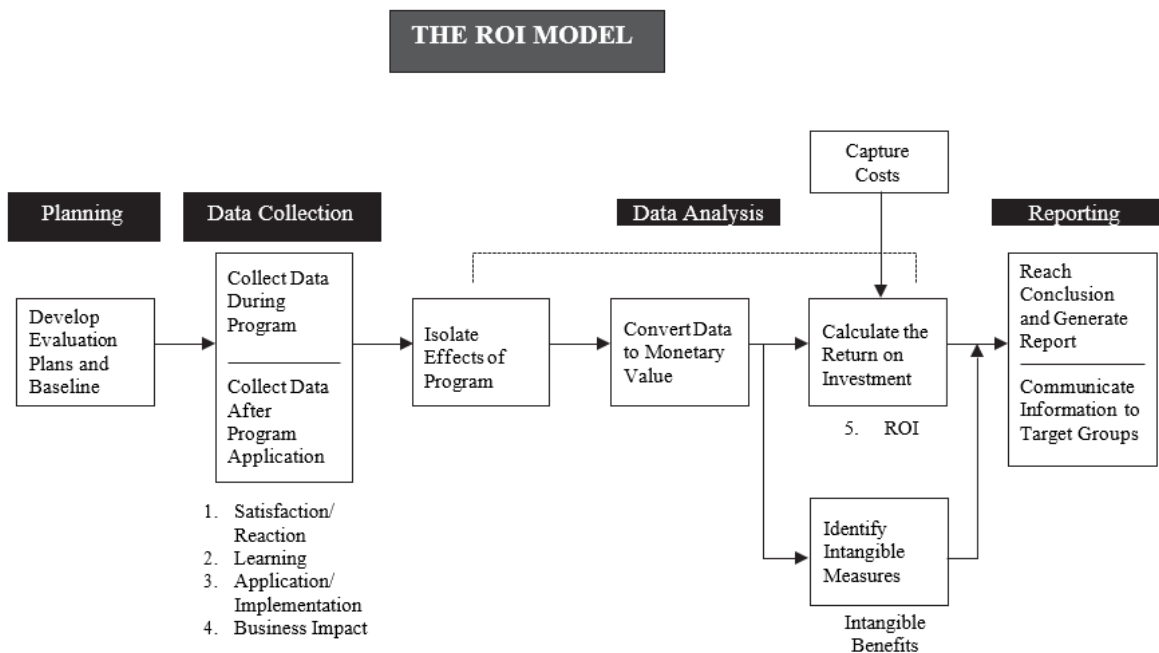
| Evaluation Levels | |
|-----------------------------------|--|
| Evaluation Level | Measurement Focus |
| 1. Reaction and Planned Action | Measures participant satisfaction with the program and captures planned actions. |
| 2. Learning | Measures changes in knowledge, skills, and attitudes. |
| 3. Application and Implementation | Measures changes in on-the-job behavior and progress with application. |
| 4. Business Impact | Captures changes in business impact measures. |
| 5. Return on Investment | Compares program monetary benefits to the program costs. |

Measuring ROI in Executive Coaching

Process Model

Figure 3 shows the different steps in the process model. Every evaluation approach should have a comprehensive model that offers a step-by-step sequential process. For each step in the model, options should be available to accomplish that part of the process.

Because the situations can vary significantly, a variety of options are needed to cover all the possible types of coaching programs and scenarios. However, for the coaching environment, some of the options are minimized and these are discussed later under key steps.





Measuring ROI in Executive Coaching

Standards

Every process needs standards. In the ROI Methodology™ standards presented in Table 1 provide the rules for collecting, processing, analyzing, and communicating data.⁴ The standards, labeled Guiding Principles, are not only the rules but represent a very conservative approach as well.

Table 1. Guiding Principles

1. When a higher level evaluation is conducted, data must be collected at lower levels.
2. When an evaluation is planned for a higher level, the previous level of evaluation does not have to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, choose the most conservative alternative for calculations.
5. At least one method must be used to isolate the effects of the solution.
6. If no improvement data are available for a population or from a particular source, it is assumed that little or no improvement has occurred.
7. Estimates of improvement should be adjusted for the potential error of the estimate.
8. Extreme data items and unsupported claims should not be used in ROI calculations.
9. Only the first year of benefits (annual) should be used in the ROI analysis of short term solutions.
10. Costs of the solution should be fully loaded for ROI analysis.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. The results from the ROI Methodology™ must be communicated to all key stakeholders.

In almost every case the standards are aimed at being very conservative in the analysis,



Measuring ROI in Executive Coaching

essentially understating the results of the coaching project. This conservative approach translates into executive buy-in for the data and for the coaching project. Without buy-in, the study would be virtually worthless. The standards represent the most important part of this overall comprehensive evaluation system.

Application

Individuals who are involved in coaching and who desire more accountability are encouraged to use this process to show the impact of coaching. A quick success story is very important. The good news is that there are case studies already published and tools and templates are available, including software and many reference books (including the ones at the end of this article). Not knowing how to do it should not be a legitimate barrier today. Individuals who have a need to pursue ROI can achieve it, often with minimal resources.

Implementation

Implementation addresses a variety of issues about the routine use of the ROI Methodology™ in a coaching environment. This issue addresses how data will be communicated, how often studies are needed, who actually conducts the studies, and other issues that often hinder the routine use of the methodology. Implementation issues are addressed in several of the books.

Key Steps

The following issues pertain directly to the use of the model in the executive coaching environment and show the most likely scenarios to achieve success with ROI.



Measuring ROI in Executive Coaching

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Implementation

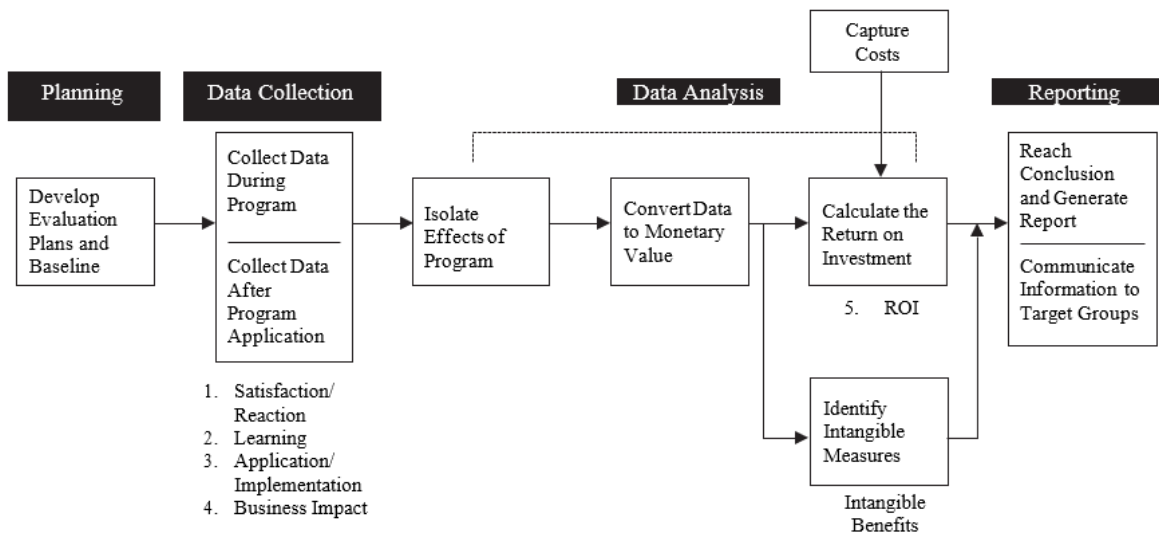
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Measuring ROI in Executive Coaching

THE ROI MODEL

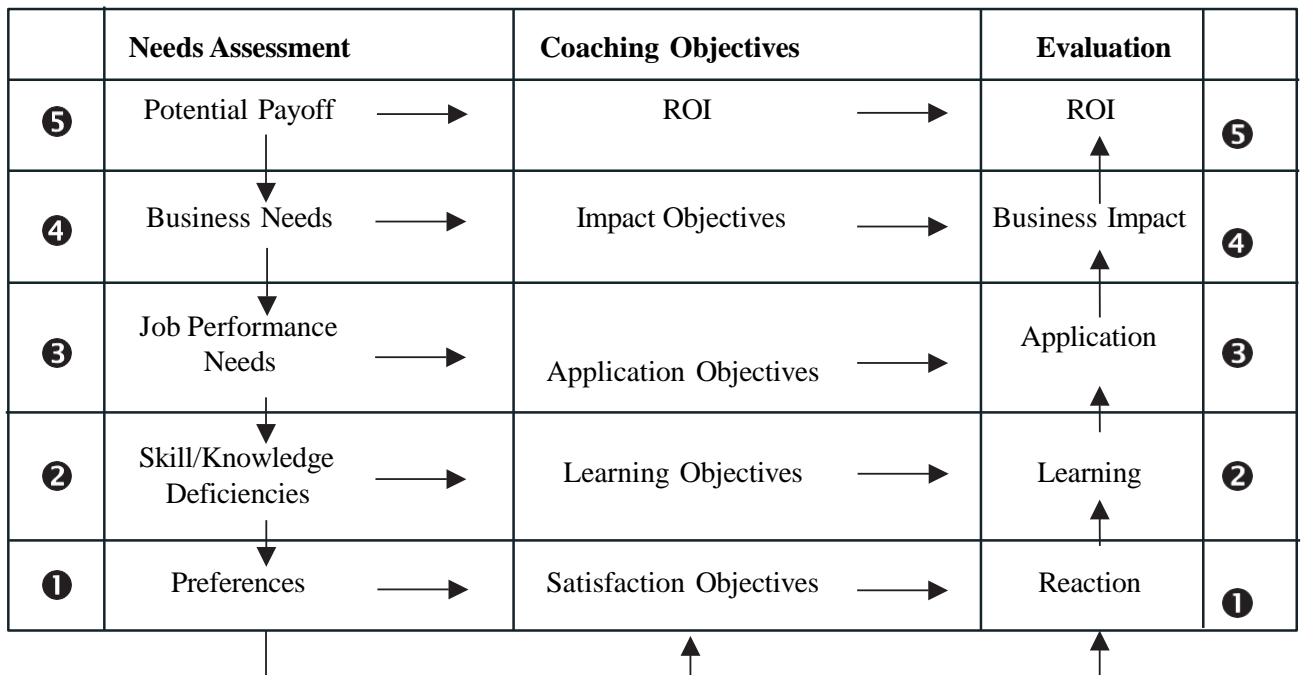


Objectives: Shifting the Engagement To the Right Level

The beginning point for ROI development is to establish objectives based on the commitment between the coach, the client organization, and the individual being coached. Many engagements are based on behavior, as individuals outline specific behaviors they are interested in changing through the coaching process. However, for coaching to add significant business value, it should be based on a business need. Thus,

if the ROI in coaching is desired, the initial engagement should be elevated to the business need level. Let's explain. Figure 4 shows the alignment of the up-front needs assessment with evaluation data.⁷ If the initial coaching engagement is based on job performance needs (behavior), the most appropriate level of evaluation is application.

Measuring ROI in Executive Coaching



If the initial engagement is pushed to the business needs level, it becomes easier (and sometimes even routine) to evaluate at the impact level. Subsequently, the ROI is developed from the impact data. It is not very difficult to convert a job performance need (behavior) into a business need. The coach should guide the participant to the business need by asking “so what?” and “what if?” questions. The coach is attempting to pinpoint what will happen if a specific behavior changes. In some cases, it means that a

specific business measure, such as productivity, cycle time, quality, project delivery, or retention will improve. When a business impact objective is established, the coaching assignment has the best opportunity for developing the actual ROI.

In the needs assessment, preferences refer to the structure and process of the coaching engagement (e.g., timing, duration, location, format), taking into consideration



Measuring ROI in Executive Coaching

preferences of the coach, the person being coached, and the client organization. Satisfaction objectives refer to reaction of all parties on topics such as relevance, importance, usefulness, effectiveness, and perceived value.

Planning for ROI Is Essential

A coaching impact study begins with planning for data collection and analysis. Two planning documents are recommended: a data collection plan and a data analysis plan. In the data collection plan, specific types of data are identified corresponding to the levels of evaluation and objectives. For each objective, the data collection method, timing, and source are selected. The analysis plan focuses strictly on the business measures and addresses issues such as isolating the effects of the coaching on the business measure, converting the business measures to monetary value, identifying costs, and reporting data.

Collect Six Types of Data

Although several data collection methods are available, the most likely scenarios are to collect data directly from the individual being coached through a follow-up questionnaire, interview, action plan, or performance contract. The most efficient and cost-effective method, the questionnaire, captures data about the progress (or lack of progress) from the individual being coached – and perhaps the coach, as well. Specific changes in behavior are captured along with accomplishments. The most important part of the questionnaire – normally referred to as chain of impact questions – is where the individuals detail a specific impact chain to show the value of the contribution. All six types of data can be captured in the same questionnaire. The interview can be more flexible than the questionnaire, yet more time-consuming and expensive. The same set of questions can be used in the interview, but with an opportunity to probe.



Measuring ROI in Executive Coaching

The action plan is very appropriate for coaching. With this approach, the individual being coached develops action items that will be implemented during and, perhaps, after the coaching session. The action plan not only indicates behavior changes (i.e., particular steps in the action plan), but shows the business impact that will be driven with the behavior change. The business measures are defined and converted to monetary terms, possibly with assistance from the coach.

The performance contract is the action planning process with a pre-engagement commitment. The individual being coached and the coach reach an agreement on the measures that need to change as a result of coaching. In some cases, the immediate manager of the person being coached is in the loop.

Only Take Credit for the Coaching Impact

One of the most critical challenges is to isolate the effects of the coaching

assignment on the impact measures. While some coaches may assume that any behavior change and subsequent impact is directly attributed to coaching, it may be possible (and probable) that other influences are driving the same measure. Thus, as a change in business measure is documented, it is important to take the extra step to isolate the effect of the coaching on that measure. Although ten strategies can be used, including control groups and trend lines, the most logical strategy for isolating the effects of coaching is to use participants' estimates.

In this situation, the individual being coached indicates the percent of improvement linked to the coaching after other factors have been itemized (i.e., all the factors that have contributed to the improvement in the measure). Recognizing that this is an estimate, another step must be taken: adjust for the error of the estimate. Here, participants are asked to indicate the confidence of the estimate that's been provided on a scale



Measuring ROI in Executive Coaching

of 0-100% where 0% is no confidence and 100% is certainty. The estimate is then multiplied by the confidence factor to determine the final estimate figure.

Converting to Money

Converting data to monetary value appears to be another difficult issue, but may actually be one of the easiest. When a specific measure has been identified that is connected to the coaching assignment, it is often a very simple and routine matter to convert it to monetary value. While at least ten approaches are available, three are typical in coaching situations.

Find a standard value. For some measures, a monetary value has already been attached to it. For example, one turnover of a staff member can be quite expensive.

Preventing a turnover can save a significant amount of money, thus a standard, accepted value for one turnover statistic may already exist in the organization, developed for other purposes.

Use expert input. Ask someone who works with the measure on a routine basis to provide an estimate based on their expert reference point. This expert may be the individual who collects the data or generates the report about the data.

Use participant estimates. Ask the individual being coached (participant) to estimate the value. Because it is a familiar measure, there may be a credible basis for the value. This estimate can be adjusted for the potential error of the estimate by capturing a confidence percentage (0% = no confidence and 100% = complete confidence).

Tabulate All the Costs

The costs of coaching are needed for the ROI calculation. The cost of the coaching assignment should be fully loaded – including both direct and indirect costs. Typical costs include fees, materials (if any),



Measuring ROI in Executive Coaching

time, travel, administrative, and evaluation. The time for coaching engagements should include the coach (unless the coach is paid a fee) and the individual being coached. In some cases for internal coaches, there may be a cost for developing the coaching process and this cost would have to be prorated to the number of individuals being studied. Coaching assignments are usually not that expensive, so a fully-loaded profile adds to the credibility of the ROI value.

Calculate the Return on Investment

The return on investment is usually calculated in two ways. The benefits/cost ratio (BCR) is the monetary benefits of coaching divided by coaching cost. In formula form it is:

$$\text{BCR} = \frac{\text{Benefits}}{\text{Cost}}$$

The return on investment uses net benefits divided by costs. The net benefits are the monetary benefits minus the costs. In formula form, the ROI

becomes:

$$\text{ROI (\%)} = \frac{\text{Net Benefits}}{\text{Costs}} \times 100$$

This is the same basic formula used in evaluating other investments where the ROI is traditionally reported as earnings (net benefits) divided by investment (coaching costs).

Let's consider an example of the benefit/cost ratio and the ROI. A project involving a coach with ten people who are being coached generates monetary benefits of \$288,000. The coaching costs \$74,000, including the direct expenditures, the cost of the time involved, and other miscellaneous expenses. The benefit/cost ratio is 3.89. The ROI is the benefits minus the costs divided by the costs:

$$\frac{\$288,000 - \$74,000}{\$74,000} \times 100 = 289\%$$

Thus, the two values are directly related. For a shortcut method,



Measuring ROI in Executive Coaching

it's possible to take the benefit/cost ratio, subtract one (1), and multiply that result by 100 to obtain the ROI as a percentage.

Identifying the Intangibles

Intangible benefits associated with the coaching assignment should be captured. Intangibles are those measures that are not converted to monetary values, and usually items such as job satisfaction, stress reduction, conflict reduction, increased teamwork, few complaints, and other hard to value measures. Intangibles are very important and represent the sixth type of data in the ROI Methodology.

Report Data to a Variety of Audiences

The final step in the process is to report data to a variety of stakeholder groups. Each potential audience should be analyzed in terms of audience needs and the most effective method of communication for the audience. In the very first study, a face-to-face meeting with key sponsors is desired and provides

an opportunity not only to communicate the results of the study but also to gain support for the method used to conduct the study. A variety of options are available ranging from a detailed impact study to an executive summary to a one-page description.

The important point is to tailor the communications to the target audiences. Keep it as brief as possible. More communication time may be necessary early in the process to gain commitment to the methodology, assumptions, and industry standards as well as an understanding of the data.

Tips for Evaluating Coaching


In summary, the use of ROI in coaching is growing rapidly. ROI can be a very complex process, but doesn't have to be. When used to evaluate coaching several important tips are important to keep in mind.



Measuring ROI in Executive Coaching

Ensure that the engagement focuses on a business need.

As discussed in the article, the engagement expectations must be pushed to the business level. Otherwise the ROI may be negative.



Both the coach and the person being coached should be committed to providing data.

This upfront early commitment is critical to secure the quality and quantity of data needed. These are the two primary data sources and, although records can be checked, there is nothing more credible than information obtained directly from those whose performance has changed.



Keep the process as simple as possible.

The ROI Methodology can morph into a complex process if not managed properly. Keep it simple and make it very conservative and credible.



Follow the methodology.

The process outlined in this article and contained in several of the books on ROI is very disciplined. It is a sequential, step-by-step methodology that must be strictly followed. Leaving out a part of the process compromises the integrity of the study and will perhaps lower the credibility of the outcome.



Measuring ROI in Executive Coaching

Communicate results.

The presentation of results is very critical. The appropriate target audiences should be selected and communication used to obtain buy-in for the methodology as well as buy-in for the data.



Use the data.

Evaluation data usually indicate changes are needed. Needed adjustments should be implemented. Improvements should be instituted to make the project more successful in the future.

Final Thoughts

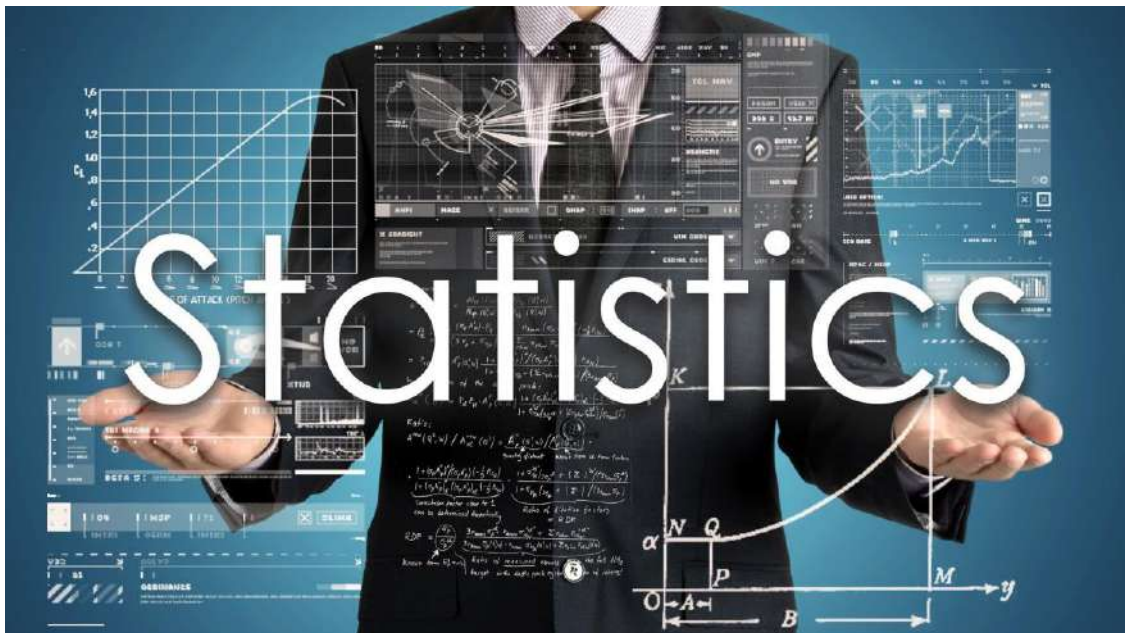
Developing the ROI in coaching is very straightforward, following the methodology defined in this article. A very credible impact study can be developed using a systematic, step by step approach to define levels and types of data, collect, and analyze data, and report the data

to key audiences. The methodology uses very conservative standards (guiding principles) for analysis and has been utilized to develop thousands of studies, including dozens in the coaching environment.

STATISTICS: THE ROI OF COACHING IN 2024

(Credit: Meredith Pratt)

Source: <https://coachingfederation.org/blog/coaching-roi-2024/>





Statistics: The ROI of Coaching in 2024

Why coaching? For ICF coaches, managers, and employees who have experienced coaching, the answer is simple: it pays off. However, for others who are not in the know, the return on investment (ROI) of coaching may be less obvious. The costs may seem high, the results too broad, and the focus away from other work too great. For some, the benefits of coaching are not always clear.

How Coaching Enhances Organizational Performance: Key ROI Statistics

For organizations that have hired coaches, the numbers and benefits are readily apparent. A report from management consulting and investment banking firm [FMI](#) found that 87% of survey respondents agreed that executive coaching has a high return on investment (ROI). More positive findings:

- There is a strong correlation

between coaching and increased employee engagement, with 72% of respondents in the 2023 ICF HCl *Defining New Coaching Cultures* [report](#) acknowledging this relationship.

- From the [ICF report](#), it's also evident that employees at every level appreciate coaching, with high approval from both senior executives (78%) and employees (73%).
- A global [survey](#) by PriceWaterhouseCoopers and the Association Resource Center report an average ROI of seven times the cost of employing a coach.

Creating a Coaching Culture

Coaching has benefits for everyone involved – individuals and organizations alike. Organizations that adopt coaching and provide staff training can experience higher employee engagement and retention, better growth opportunities, and improved financial performance.



Statistics: The ROI of Coaching in 2024

According to the *ICF Human Capital Institute Defining New Coaching Cultures* study, there is a strong correlation between coaching and increased employee engagement.

A 2022 ICF International Prism Award winner – [Intel's coaching program](#) drastically transformed outcomes across all business units, from finance to manufacturing. According to company reports, the coaching program at Intel now contributes about \$1 billion USD per year in operating margin. Coaching also has changed behaviors among teams for the better, behaviors that enabled the new revenue gains. These behaviors include fostering a feeling of personal investment in the company, which helps keep employees around longer, and helping team members develop their leadership skills to better “teach” their direct reports. Today, Intel's program has evolved into a fully adopted coaching culture.

Empowering for Success

However, the ROI of coaching isn't determined exclusively by financial measures. Performance metrics can be even more important and telling. While fully implementing a coaching culture in an organization may take considerable time, the ROI of coaching for individuals can be almost immediate. The *2023 Defining New Coaching Cultures* [report](#) shows strong agreement that coaching leads to enhanced leadership development and increased employee engagement and commitment.

This can be especially powerful when there are age gaps among employees, with each generation having its own distinct perspectives on work. Gen-Z, born between 1997 and 2012, is quickly becoming a significant portion of the workforce. They serve as a useful example.



Statistics: The ROI of Coaching in 2024

A [study](#) by The Workforce Institute at Kronos Inc. said that Gen-Zers are not confident in their abilities to do the job, including resolving work conflicts, being managed by another person, and networking. Gen-Z employees need to build trust and confidence while on the job. Though Baby Boomers prefer a traditional, hierarchical workplace and value authority on the job, Gen-Zers don't want a boss; they want a manager—someone to look up to and learn from. Coaching the leader to increase those strengths results in greater employee retention at all levels, a powerful force multiplier of the ROI.

[Recent coach training at AstraZeneca](#) reinforced this notion of trust. Coaching transformed how company leaders speak to team members, shaping the specific language used, encouraging employee engagement, and

accelerating leadership development. As such, 45% of participants had a more positive mindset regarding a sense of trust and safety within their teams. Employees with greater trust are more likely to share opinions and engage in healthy discussions without fear of negative consequences. Coaching helps create this productive work environment where team members feel supported, respected, and free to express their emotions and concerns.

Measuring the Impact

The ROI of coach training should be measured both qualitatively and quantitatively. Did the clients meet their expectations and goals — of the individual, team, and organization? What hard numbers indicate success and improvement?

Review data on retention and revenue after coaching to conduct this analysis,



Statistics: The ROI of Coaching in 2024

and then use employee and leader surveys to gauge engagement and behavioral changes that might have occurred. In helping your clients measure and calculate their own ROI, the case for coaching can be even better received. Organizations can plan for the future, knowing what they are working towards, what leaders and team members can expect, and how a coaching culture can be applied.

The coaching world is growing exponentially, and ROI is keeping up. Know what to look for and how to measure, and you won't be disappointed.

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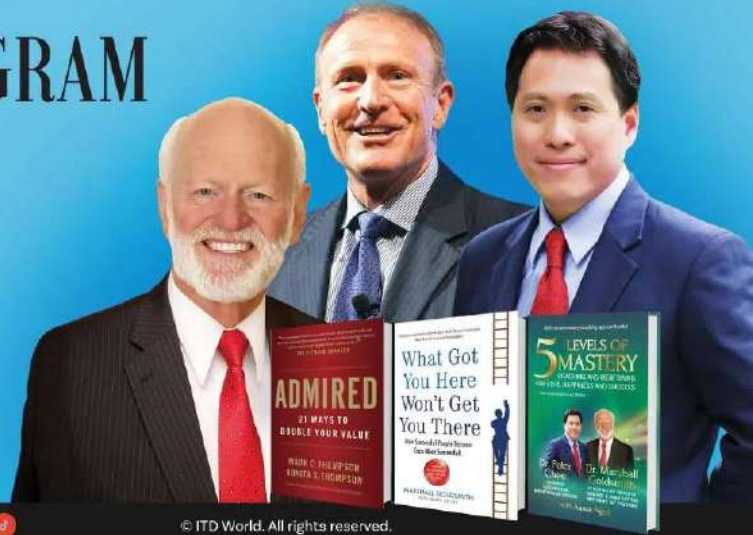
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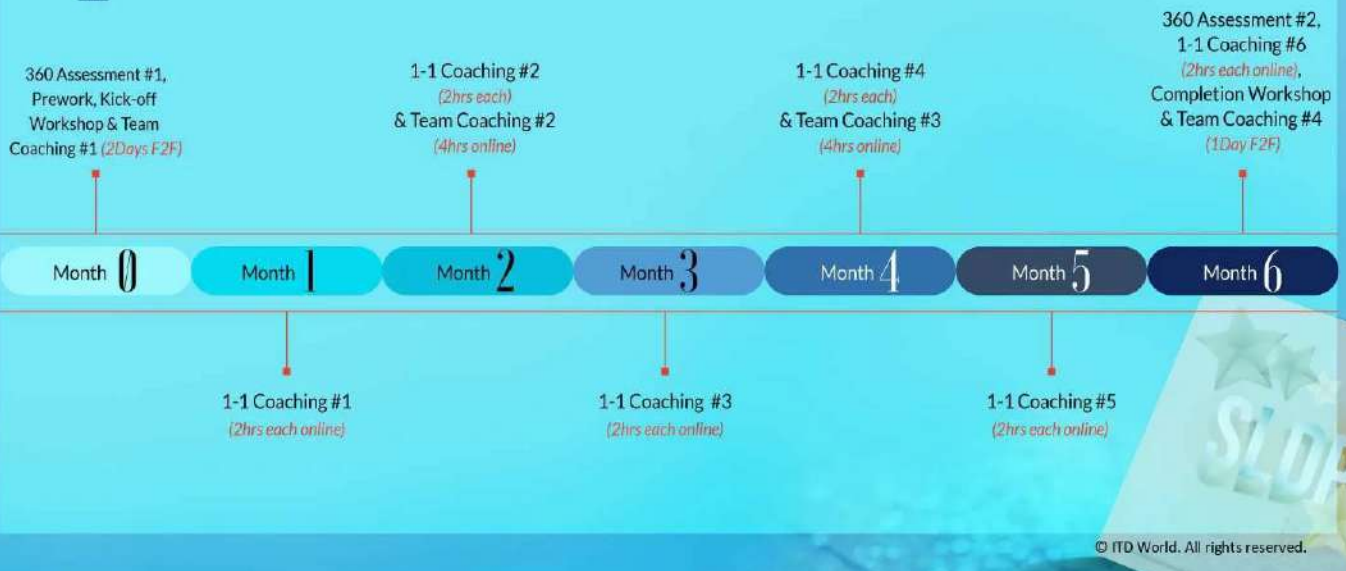
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The SLDP is masterfully created to vitalize CEOs, C-Suite Executives, Business & Department Heads for exponentially multiplying their contributions, influence, and profound impact in work and life for a better world.

What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.

PHASE 1 SLDP



360 Feedback Diagnosis & Discovery

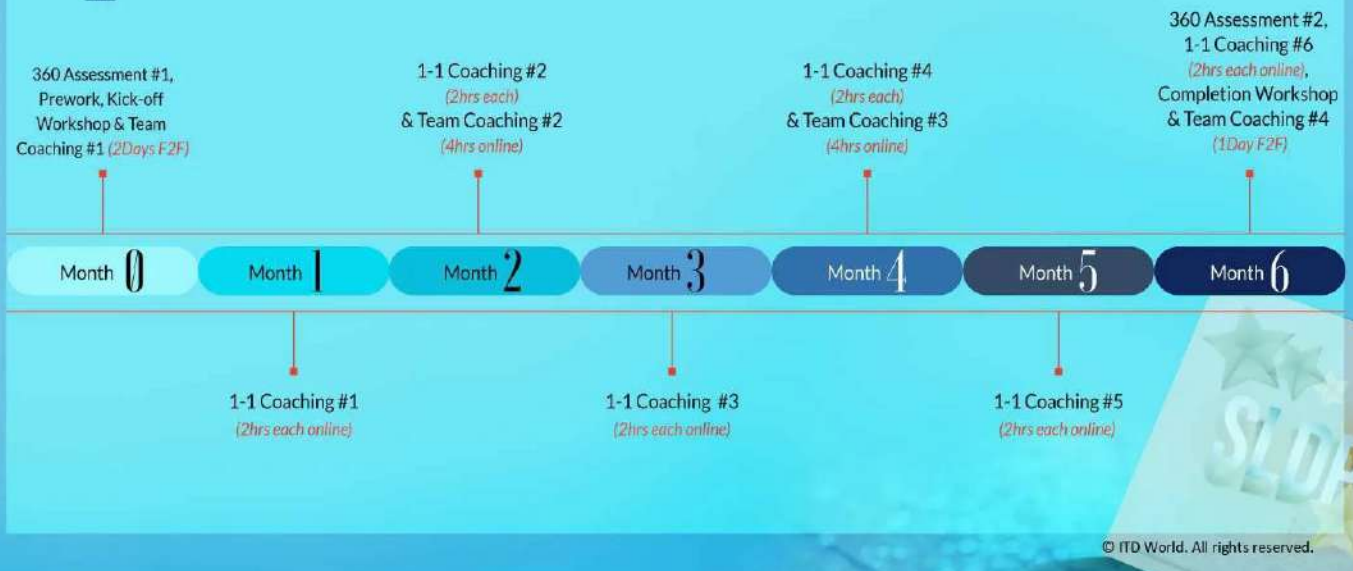
- Tested and proven diagnostic tool to evaluate global leadership excellence capabilities
- Gain insights on strengths to multiply and crucial areas for development
- Discover solutions for effective collaboration and influence with key stakeholders
- Identify areas to focus on during 1-1 and team coaching
- Demonstrate leadership growth, and transformation through the pre-and-post assessment.

Transformative 1-1 Executive Coaching

- Unlock Leadership Excellence ~ Transform leaders through personalized coaching with the world's top coaching gurus.
- Achieve Breakthrough Results ~ Drive positive transformation by instilling behaviors and habits that benefit both leaders and their organizations.
- Amplify Organizational Impact ~ Equip leaders to inspire and empower their teams, achieving ambitious goals and remarkable outcomes.
- Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
- Sustain a Legacy of Success ~ Foster sustainable leadership excellence that drives organizational transformation and long-term sustainable growth.

Roadmap

PHASE 1 SLDP



Elite Team Coaching with Top Gurus

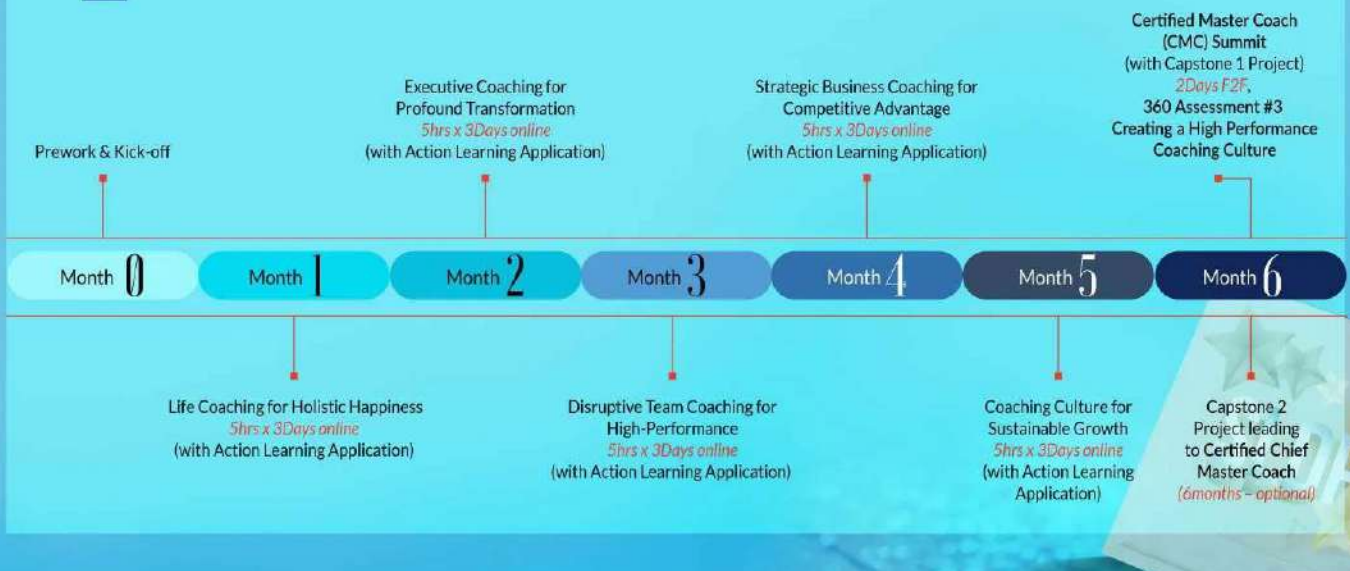
- Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.
- Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.
- Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.
- Inspire Peak Performance ~ Equip leaders with actionable tools to drive accountability, innovation, and exceptional team results.
- Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance

- Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.
- Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.
- Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.
- Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.
- Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



1. Life Coaching

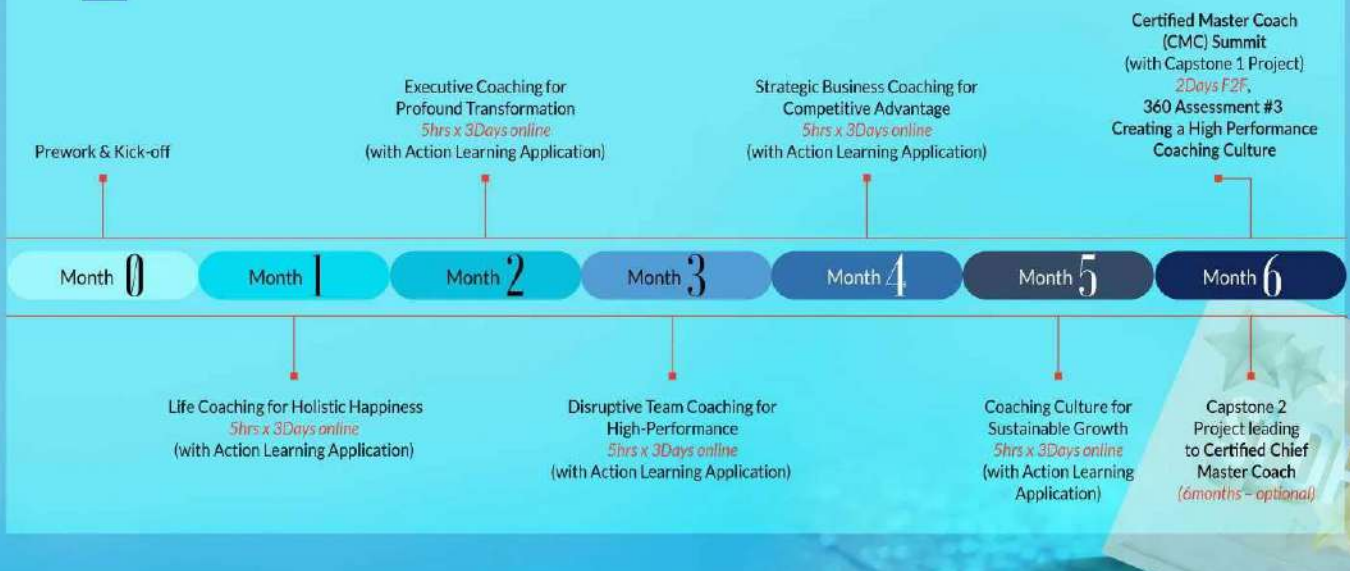
- Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
- Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
- Apply the 9 best practices of master coaches to deliver outstanding results
- Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
- Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
- Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
- Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
- Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching

- Understand the executive coaching process and the secrets of enabling lasting behavior and habit change
- Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
- Align executive coaching with life purpose, passion, values and vision for sustainable growth

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



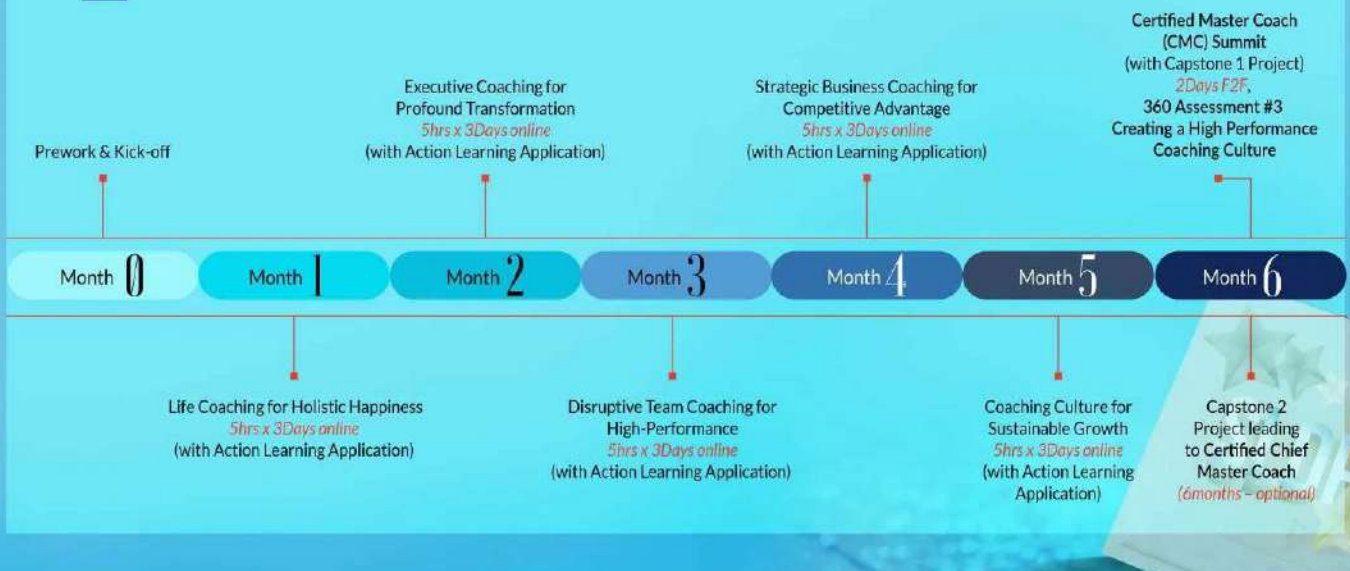
- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching

- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Enable high-performance leadership team retreats for senior leaders and key talents
- Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams

4. Strategic Business Coaching

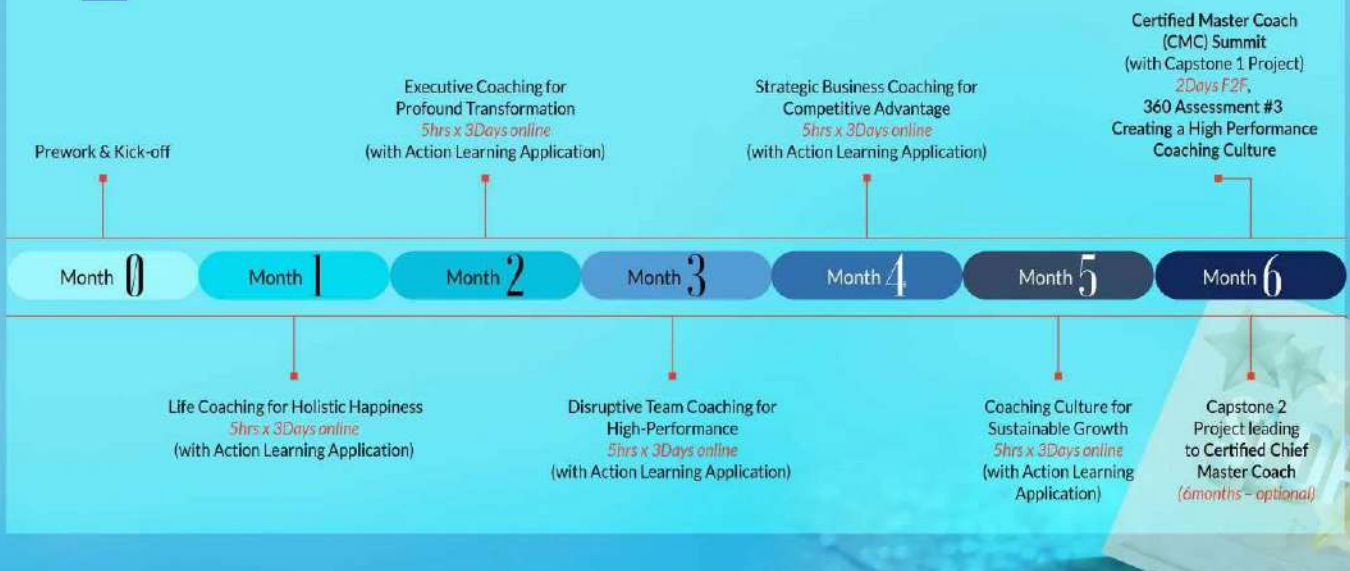
- Understand best practices of team coaching for strategic competitive advantage
- Apply team coaching using the strategy process to unleash the potential of strategic leaders
- Use team coaching authoritatively in the context of corporate and functional strategy
- Employ Scenario planning and Scenario based team coaching to win in a VUCA world
- Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change
- Engage in Coaching for innovative business model, ventures, and disruptive business startups
- Master strategic group coaching techniques and processes

5. Coaching Culture

- Gain insights on organizational change, and effective culture transformational methods and processes

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
- Create communities of practice, coaching systems, champions, and tools for sustainability



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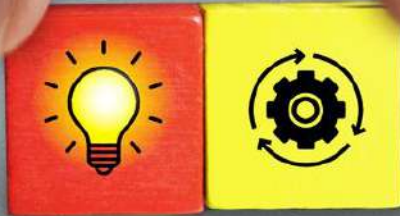


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