



Professional development

Companies use professional coaching to achieve business success

Companies throughout Europe that use professional coaching to achieve strategic business objectives are experiencing a significant return on their investment, according to a new landmark study from the International Coach Federation (ICF).

The ICF, the leading global organisation for professional coaches, with over 17,000 members in more than 90 countries, commissioned PricewaterhouseCoopers (PwC) and Canadian-based Association Resource Centre Inc. in late 2008 to conduct the ICF Global Coaching Client Study, a comprehensive survey of over 2,100 coaching clients from 64 countries.

Findings from the association's latest research effort show the median return for a company that invested in coaching was 700 percent, or seven times the initial investment.

"This global initiative is the first of its kind. We set out to gather information on coaching from the unique and valuable perspective of the coaching client," said ICF President and Professional Certified Coach, Karen Tweedie. "The ROI figures that clients reported show the measurable impact coaching is having for individuals and within companies from Europe to Latin America to North America to Asia and beyond."

For those whom ROI could be calculated, a significant majority – 86 percent – of companies reported that their return was at least 100 percent of their initial investment in coaching, according to the study. Almost one-fifth (19 percent) indicated an ROI of at least 50 (5,000 percent) times the initial investment while a further 28 percent indicated an ROI of 10 to 49 times the investment.

In addition to the ROI statistics, the study

provides the coaching industry and the public, including potential clients, with valuable new information on client perceptions about the coaching industry, their motivations for engaging in coaching, how they go about selecting a coach, their assessment of the effectiveness of coaching and more.

Professional coaching is a distinct service which focuses on an individual's life as it relates to goal setting, outcome creation and personal change management. The ICF defines coaching as 'partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential'.

Tweedie said the findings of this study support what the coaching industry has known for some time; that employees of companies that integrate coaching can experience positive results in many areas like professional and personal development, interpersonal skills, communication skills and work/life balance. Further, companies can expect positive results in work performance, employee productivity, team building, product quality, employee retention and more.

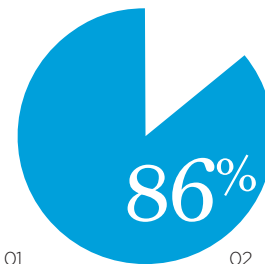
"From our experience with the ICF Prism Award, we have some wonderful examples of how European companies such as LogicaCMG, Network Rail, BBC and Deloitte and Touche are successfully integrating coaching to build a coaching culture, and the data gathered in the client study supports those examples. We are inspired by the impact coaching is having around the world and thrilled to be able to report it," Tweedie said.

Logica, a leading European IT and business services company with more than 40,000 employees, is among notable organisations that have incorporated coaching for several years now, developing new coaching-based initiatives as part of their overarching business development programmes.

Logica first started pursuing a strategic coaching agenda in 2003 when it launched a leadership development programme for high potential executives. Since then, the company has continued to use coaching with business performance improvement projects. The overall coaching strategy in Logica has impacted the organisation at many levels and in many ways which are measured by organisational staff surveys and staff retention measures.

"We aim to inspire our people to achieve more than they ever felt possible. By opening eyes and minds and building skills we can help people improve performance and put our clients at the centre of everything they do. Our innovative approach to coaching plays an

ROI = Seven times the initial investment



01 Seven times the initial investment

02 Companies reporting that their return on coaching was at least 100 percent

03 ICF's Global Coaching Client Study

important part in delivering these ambitions," said Logica CEO Andy Green.

In its Business Development Programme, the latest project to benefit from coaching, the company is piloting the new Logica Coaching Framework and supervision process. Forty Account Directors are participating with 16 coaches and five coach supervisors.

The new Logica Coaching Framework has four primary objectives:

1. To maximise the business benefit of any coaching in Logica.
2. Support the development of transformational leaders who can embrace a coaching style and build the Logica of the future.
3. To maximise the opportunity for individuals being coached to grow and develop themselves.
4. To create a consistent and professional coaching service which is seen as delivering benefit to the business.

An important component of this initiative is to implement a supervisory framework for the internal coaches in Logica that aligns the objectives of the coach, coachee and the organisation; promotes and maintains a comprehensive 'contracting' process throughout the coaching cycle; continues the development of coaching skills in line with the ICF Core Competencies and Code of Ethics; supports the coaches through specific coaching challenges on a 'case by case' basis; and facilitates the development and inclusion of internal coach supervisors over time.

The business impact of this service will be feedback from line managers and HR sponsors that coaching in Logica is being delivered in a clear professional framework and generating measurable business benefits. For the Business Development Programme in which this new framework will be piloted, 'the aim of

the coaching is to support the vision to create world class Account Directors that are able to operate effectively at a senior level.'

The envisioned results are: Logica's Account Managers to proactively interact with the business leaders of their target accounts and create projects around their customer's big strategic needs, before they are fully formed and gone out to tender; to use knowledge management and relationship based activities, to create sufficient demand for Logica solutions that it becomes a single source tender situation; and that the customer sees Logica as a 'trusted advisor' at Boardroom level.

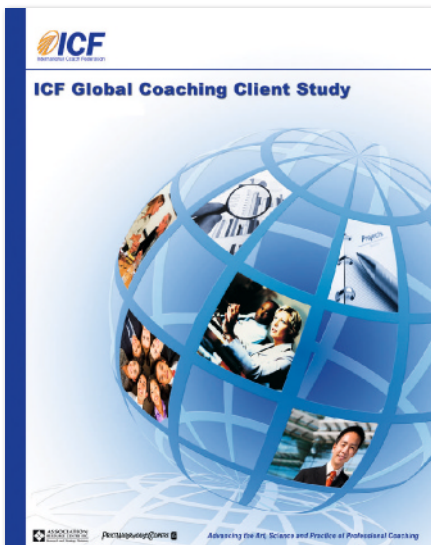
Progress being made by companies like Logica backed by results of the ICF Global Coaching Client Study indicate that professional coaching is having a remarkable impact on businesses and individuals in Europe and across the world.

"Professional coaching within companies, especially in this current economic environment, could prove to be a significantly viable part of the solution for long-term business sustainability and success," Tweedie said.

The ICF Global Coaching Client Study Executive Summary and Final Report are available on the ICF website. Visit [Coachfederation.org/value](http://coachfederation.org/value) to learn more about professional coaching, available coaching research and tips for how to hire a coach. ■

The ICF offers a free online ICF coach referral service, where potential clients can find a qualified ICF credentialed coach, as well as the new ICF career centre for organisations looking for a professional coach. Visit coachfederation.org/value to learn more.

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Professional coaching delivers Impressive Business Results and Documented ROI



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- Andy Green, CEO, Logica



*Advancing the Art, Science and
Practice of Professional Coaching*

Many companies around the globe are achieving strategic business objectives through professional coaching.

Documented return on investment includes: Improved Employee Retention, Increased Product Quality, Higher Employee Retention, Higher Employee Satisfaction, Leadership Development, Team Building and Conflict Reduction.
Learn more at Coachfederation.org/value.

