

## The Business Case for Coaching

### The Business Case for Coaching

- Empowers your people, increases employee engagement and improves team morale
- Fosters a culture of personal responsibility, accountability and resourcefulness
- Enhances problem solving and creativity
- Helps create clarity and reduces overwhelm
- Builds rapport and enhances working relationships
- Develops your people and unlocks more of their potential
- Frees up your time to ensure you deliver maximum impact
- Stops the constant need to hand-hold and tell people what to do
- Enables you to lead with curiosity and compassion
- Increases performance and productivity

bQUICK® Coaching

*Lisa Brice*  
Inspiring Excellence

There are some pretty mind-blowing statistics that support the Business Case for Coaching. I've chosen a few to share with you.

Harvard Business Review research concludes that coaching boosts productivity by 44%, while an ICF-commissioned study claims that coaching clients report a median ROI of 788%.

When executed properly, coaching provides greater *intrinsic motivation* - in other words, inspiring the self-directed willingness to try new things and make new discoveries. According to McKinsey, when employees find greater intrinsic motivation, they are 32% more committed to their work and 46% more satisfied with their jobs.

The top desired skill for front-line managers is coaching, according to a 2018 survey in *Chief Learning Officer Magazine*.

In an ROI of Coaching Report by Better Up 2022, customers reported:

- a 60% increase in sales teams meeting their quota
- leadership seeing a 16% increase in strategic planning abilities, making them better equipped to support their team's success

- a 40% increase in the ability to motivate others and a 29% increase in self-efficacy, leading team members to be more resilient and engaged
- a 39% increase in stress management, leading to improved productivity and reduced burnout
- Coaching circles increased social connection in their organisations, which lead to 25% higher life satisfaction, 18% higher job satisfaction and feeling 17% more meaning and purpose in their work.

According to Forbes article titled “Every Leader Can Benefit From Coaching. Here’s Why” (by Benjamin Laker, October 4, 2022) coaching allows leaders to develop skills such as problem-solving, informed decision-making, team facilitation, change management and effective communication.

It lists 5 key organisational benefits of coaching:

#### Company Culture

- Culture is the common beliefs, practices and values of an organisation. It is the spoken and unspoken rules passed on to new employees. Culture is one of the leading indicators of employee satisfaction, and one of the main reasons employees stay with an organisation. It has a major effect on a company’s success or failure, and it is heavily informed by the behaviours of the leaders in the organisation.
- Leadership coaching can significantly shape company culture. Coaching can help business leaders establish and reinforce positive behaviours that support the culture. Through coaching, leaders can also glean how some behaviours may detract from the culture while providing guidance to change these behaviours. If culture is the shared everyday habits of an organization, then leadership coaching can make or break these everyday habits.

#### Team Performance

- The success of a business significantly depends on team performance. Supporting your team leaders with professional coaching can help your teams work more effectively and efficiently. Coaching team leaders can set clear, measurable goals and help them develop project management skills to ensure team projects are delivered on time.
- Coaching can help team leaders improve their communication skills to ensure that all stakeholders and team members are informed and engaged.
- Coaching can drive collaboration within teams and unlock innovation, fostering skills to bring people together and contribute their collective expertise toward a common goal.

#### Employee Retention

- Employee turnover is expensive. The Centre for American Progress determined that the average cost to a company of losing a highly skilled employee is 213 percent of that employee’s annual compensation.
- Many employees leave due to a lack of career development opportunities. Ninety-two percent think having access to professional development is important, second only to compensation. Leadership coaching provides a powerful career

development experience, helping leaders develop valuable new skills that can open up opportunities for promotion and advancement.

- Coaching helps leaders become better managers, which can boost employee engagement and retention throughout the organization. According to Gallup, more than 50 percent of Americans have left a job to get away from their manager at some point in their career. Managers who take advantage of coaching foster better working relationships with their direct reports and more effectively prioritise tasks.
- Coaching can help managers build trust, with tools to communicate honestly and openly, and bring out the best in others.
- Coaching produces leaders that people want to follow.

#### Feedback

- Coaching helps business leaders build emotional intelligence, with greater self-awareness, empathy, and self-control.
- Professional coaches provide observations and feedback about individual performance and assist leaders with developing strategies for personal improvement.
- Coaches model behaviours that managers can use to support and develop their direct reports. Asking probing questions, active listening without judgement and providing actionable feedback are all coaching skills that a manager can use to have more effective performance conversations with their team.
- Leadership coaching creates a foundation for managers to provide better feedback to help their employees thrive and reach their potential.

#### Diversity, Equity and Inclusion

- Leadership coaching can help companies build a more diverse talent pipeline, providing a valuable development opportunity for underrepresented populations to gain valuable leadership skills.
- Coaching can help individual leaders develop empathy, which encourages them to examine biases and consider different perspectives.
- Coaching can prepare leaders for difficult, respectful conversations about differences and reinforce leadership behaviours that ensure employees are treated equitably and with a sense of belonging, inclusion and value.

Forbes concluded that “Leadership coaching is an excellent way to support individual development, with benefits that extend throughout the entire organisation.”

Jack J. Phillips, Ph.D., Chairman ROI Institute, Inc. is a world-renowned expert on measuring ROI in business coaching. He published a case study on a 6-month business impact coaching programme with the National Hotel Corporation (a U.S.-based hotel firm with operations in 15 countries and 300 hotels in cities all over the world) in 2008.

He calculated the total business benefits derived from their coaching programme at \$1,861,158 and the ROI (%) =  $\$1,861,158 - \$579,800 \times 100 = 221\%$ .

The intangible benefits identified through his data sources included increased commitment, improved teamwork, increased job satisfaction, improved customer service and improved communication.