

## The Case For Coaching

As the economy and job market move into expansion, having finally regained all of the jobs lost as a result of the Great Recession, many employers have a host of new challenges to face. Chief among them are finding and recruiting top talent; holding on to the talent they have; and, most importantly, getting the highest level of performance out of that talent.

In order to face these challenges head on, a growing number of companies are turning to management and executive coaching. While coaching might seem to be geared exclusively toward achieving peak performance among workers, employers are discovering the benefits of coaching in helping with recruiting and retention efforts in that it helps create an organization where people want to work.

Once considered primarily as a way to “fix” problem employees, such as a bullying manager, coaching is used increasingly to heighten engagement, nurture leadership skills, define and reinforce corporate culture, and help guide high potentials up the corporate ladder.

Indeed, as the chart on the next page shows, there has been a dramatic shift over the last decade in the reason why companies utilize coaching. In its 2014 Executive Coaching Survey, Sherpa Coaching of Cincinnati found that nearly 60 percent of organizations used coaching for leadership development. That was up from about 40 percent in 2006. Meanwhile, the percentage using coaching to “address

a problem” fell from over 30 percent in 2006 to just about 10 percent in 2014.

While coaching can be used to tap into the highest potential of all employees, it is becoming a tool more often reserved for senior management and higher-level executives. Today’s flatter organizational structures no longer provide lower-level, “proving ground positions.” High-potential employees are thrust into highly accountable positions and are expected to “get the hang of it” with little or no structured preparation.

The 2014 Executive Coaching Survey reveals that the percentage of organizations offering coaching to all levels of employees has dropped from 43 percent in 2008 to 29 percent in 2014. During the same period, coaching for senior managers increased from 27 percent to 34 percent. Currently, 30 percent of organizations provide coaching solely to top executives, up from 19 percent in 2008.

Interestingly, another study suggests that coaching appears to stop once an executive moves into the CEO suite. According to a 2013 survey by the Center for Leadership Development and Research at Stanford Graduate School of Business, Stanford University’s Rock Center for Corporate Governance, and The Miles Group, nearly 66% of CEOs do not receive coaching or leadership advice from outside consultants or coaches, despite the fact that 100 percent of CEOs polled said they are receptive to making changes based on feedback.



### The Case For Coaching

Who uses coaching and when does it make sense for your company?

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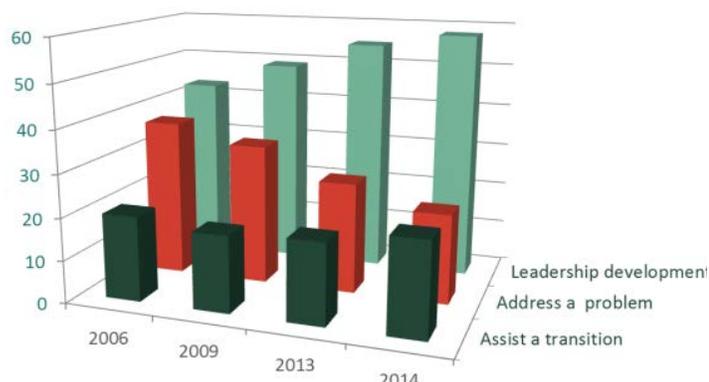
### Challenger Job Search Statistics

Curious about how long it is taking people to find jobs? Find out the median job search length and more from the first quarter of 2014.

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## Why do companies use coaching?

Source: Sherpa Coaching, 2014 Executive Coaching Survey



As noted by one of the researchers:

*Becoming CEO doesn't mean that you suddenly have all the answers, and these top executives realize that there is room for growth for everyone. We are moving away from coaching being perceived as 'remedial' to where it should be: something that improves performance, similar to how elite athletes use a coach.*

By focusing coaching efforts on the top management and executive levels, companies have found that good coaching works its way down through the organization. By creating a Coaching Climate, it is possible to develop leaders throughout the organization who get the most out of their teams by spending a high proportion of their time and energy coaching others. Effective managerial coaches are able to delegate more, to create a stronger sense of purpose within the team, and to motivate the performance of others. Even more important, they free up time so that they can focus on the more significant tasks.

### So when does coaching make sense?

Obviously, there are many variables that go into a decision about coaching, starting with whether the perceived need is proactive or reactive. Following are just some of the scenarios in which coaching might be an option:

- An employee is considered valuable but is perhaps in the wrong role within the organization.
- An employee is one who the company is deciding whether to keep, and if so in what capacity, or to release the individual and provide outplacement.
- A high-potential employee is promotable, but the company is unsure whether a specialized or leadership role is right for the individual.

- A long-tenured employee has not adapted to change and new ways of doing business – to determine whether the individual can adapt with coaching or it is better to part ways.
- An employee has received differing evaluations.
- A high-potential employee is lagging in expected development and performance.
- Merger or restructuring has resulted in duplication of positions and a decision to reassign or proceed to outplacement must be made.

### What should you look for in a coaching provider?

1. Multiple coaches available rather than a single coach (one size fits all).
2. Provider that uses only coaches who have executive business experience as well as coaching certification and experience.
3. Measurable results
4. Coaching engagements that have a beginning and an end.
5. A coaching provider where every coach has a coach.
6. A provider where coaches work with individuals on real-time business problems, not just case studies and simulations.

For companies that make the commitment to fostering a coaching climate, the return on investment is clear and measurable. They are not only developing stronger leaders, they are seeing improvements in retention. When effective coaching occurs in organizations, people look inside first for their next job as opposed to non-coached high-potential employees, who are more likely to take their skills and corporate knowledge to another employer. Furthermore, the cost of coaching is far less than the cost of continually recruiting, training and retraining managers. And, it is certainly more likely to produce positive results.

#### FOR MORE INFORMATION ON CHALLENGER'S COACHING SERVICES:

Please contact us to find out more information:

CHALLENGER, BUSINESS & EXECUTIVE COACHING

312-332-5790

[judithdevries@challengercoach.com](mailto:judithdevries@challengercoach.com)

[info@challengercoach.com](mailto:info@challengercoach.com)

JOB SEARCH STATISTICS



**Challenger Results**

Challenger, Gray & Christmas, Inc. is the only outplacement company to routinely publish performance statistics. We have tracked and reported our coaching performance for over 30 years. We know of no other way to measure the effectiveness of our support to our Customers and Clients.

JOB SEARCH QUICK STATS

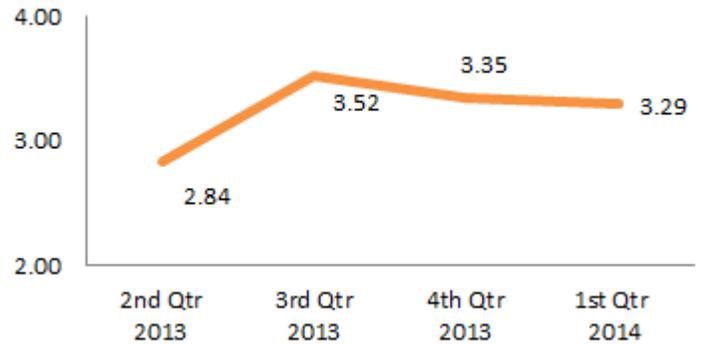
3.29 Months

Median Job Search Length for our clients in the first quarter of 2014

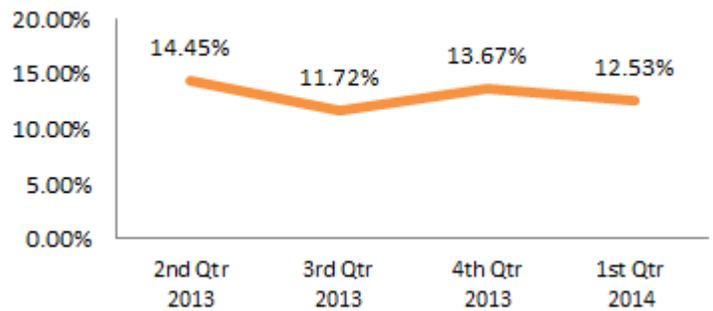
90.4%

Percentage of clients finding equivalent or better jobs in the first quarter of 2014

job search length in months



percent of those relocating



Most of our clients were able to find new positions in their backyards, with 12.53% relocating in the first quarter of 2014.

FOR MORE INFORMATION

Please contact us to find out more information:

CHALLENGER, GRAY & CHRISTMAS, INC.  
 312-332-5790  
[info@challengergray.com](mailto:info@challengergray.com)  
[www.challengergray.com](http://www.challengergray.com)