

World's first research study on leadership capability and coaching effectiveness

excellence in executive coaching

Determinants, Processes and Outcomes



The Research

Coaching is a key way in which organisations build executive capabilities, however we have limited understanding of how to maximise the success of coaching.

Many individuals and firms enter the executive coaching market and hone their skills, however there is currently no formal regulated quality assurance of the industry and there is a range of views about executive coaching effectiveness and effective return on investment across organisations and sectors.

The purpose of this study is to assess how executives progress through the coaching relationship, what coaching interventions are effective and those which are less so, and the coach and coachee characteristics that would be strong predictors of success of the coaching experience. It seeks to answer the questions 'when' and 'why' executive coaching is effective. We will be seeking to identify what aspects of a coaching intervention

make it effective, evaluated through behavioural and attitudinal change.

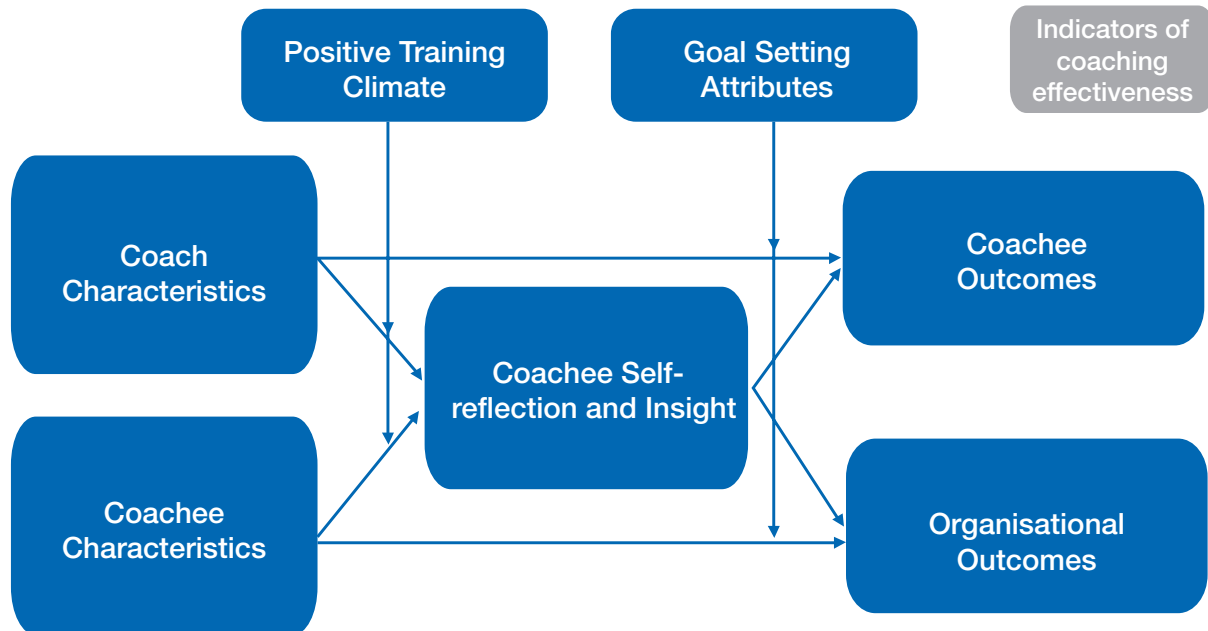
We hope that by analysing this information, we can assist organisations in developing and executing coaching interventions that improve individual performance and well-being, employee trust in leaders and organisational commitment, and reduce employee burnout.

This research study is a collaboration between Monash University, the University of New South Wales and Executive Central. **It is the first of its kind in the world.**

We will be assisting both the participating organisations and end-users of the research in improving the efficacy and cost effectiveness of their coaching efforts. This is important given the financial commitment that the business and government communities and organisations allocate to executive development and coaching in particular.

What the research will be looking at

The research study will be undertaken across a three-year period and will involve executive level individuals (coachees) from a broad range of sectors. It will research the following components of the executive coaching experience:



Specifically the research study is seeking to answer the following questions:

1. Do the following coach and coachee characteristics predict executive coaching effectiveness as reflected in leader and organisational outcomes?
 - Coach's background and experience
 - Perceived credibility of the Coach
 - Positive Psychological Capital of the Coach
 - Coachee pro-activity
 - Coachee learning goal orientation
 - Coachee readiness for change
2. Will the relationships between the above coach and coachee characteristics and executive coaching effectiveness be strengthened by goal setting attributes?
3. Will there be a positive relationship between coach and coachee characteristics and coachee self-awareness and efficacy?
 - Will this relationship be further strengthened by a positive training climate?

4. Does coachee self-reflection and insight mediated the relationship between coach and coachee characteristics and coaching effectiveness as reflected in leader and organisational outcomes?

The research study is an experimental design involving two groups of executives – a group undertaking a 6-month coaching program (an experimental group) and those that are not engaged in coaching (a control group). This design allows us to ensure that any changes that we note between the two groups can be attributed to the coaching intervention and not other factors (e.g. organisational restructuring).

This study is also longitudinal; we obtain data at three time points; pre-, mid- and post-coaching (12-months after the coaching program is completed). This means that we can track coaching progress and outcomes over time.



What's required by participants?

Executive undergoing coaching (Coachee)

Executives undergoing executive coaching as part of this research study will be required to:

- Identify all of their Direct Reports and their Supervisor to be invited to participate
- Undergo coaching sessions (usually fortnightly sessions for 6 month duration)
- Complete three surveys: pre-, mid- and post-coaching

Executive not undergoing coaching

A random sample of executives not undergoing coaching will participate in the research study. They will be required to:

- Identify all their direct reports and their supervisor to participate
- Complete three surveys: pre-, mid- and post-coaching

Participant's Direct Reports

All direct reports of executives (both those undergoing coaching and the control group) will be required to:

- Complete three surveys: pre-, mid- and post-coaching

Participant's Supervisors

All supervisors of executives (both those undergoing coaching and the control group) will be required to:

- Complete three surveys: pre-, mid- and post-coaching

A Feedback Report will be provided by the research team to the coachee and their executive coach to assist in their professional development. The Supervisor will be asked to give permission for their pre-coaching survey results to be included in this report.

How can you participate?

You can participate in the following ways:

1. If you are an Executive Coach who would like to participate

– simply contact our program coordinator. You will then be sent a Coach Information Pack which will provide you with all of the details you will require to have any of your coaching assignments included in the research.

2. If you represent an organisation that is already utilising the services of Executive Coaches – please contact our program coordinator. We shall arrange a time with you to conduct a briefing session about the

research and obtain details of the coaching assignments you'd like to involve in the research.

3. If you represent an organisation that has a need for coaching and are looking for Executive Coaches

– Executive Central would be delighted to meet with you and discuss your needs. Preferred rates for Executive Coaching services are being offered to any organisation interested in participating in this research project.

Our Program Coordinator is:

Rob Balmer

Managing Director, Executive Central

Ph: 0425 247 156

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What you will receive

All participating organisations will receive

- A summary of the research findings including state and industry comparisons
- A summary of the research findings for their specific cohort of participating coaches (non-identifying data)
- Recognition as a supporter of research in published documentation

Research partners

Professor James Sarros

James is the Director of the Leadership Research Unit in the Department of Management, Faculty of Business and Economics, Monash University. James is directing this leading-edge research study into executive coaching. His previous research has focussed on leadership, character, organisational stress and burnout, organisational culture, and values. James is a director of the Australian Institute of Management, the chair of its academic board, and the chair of the annual Australian and New Zealand Academy of Management conference 2009. He has had published 10 books, over 70 refereed articles, and has been awarded national (ARC) and industry-competitive research grants. Recent publications include a text on executive coaching (Tilde University Press) and articles on leadership and succession planning.

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Dr Alannah Rafferty B.A. Hons (Macq.) MOrg Psych (UQ) PhD (QUT)

Alannah is a Senior Lecturer in the Australian School of Business at The University of New South Wales, Australia. Her research interests include change management, attitudes to change, transformational and strategic leadership, leadership development, organisational behaviour, and stress and coping in the workplace. Alannah has extensive experience in the development, administration, and use of surveys to inform strategic change and leadership development within private and public sector organisations.

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The Executive Central Team

Executive Central has been in operation for over five years, however our combined, diverse business experience totals over 400 years.

All our executive coaches come from an executive level in business or government organisations. This means that we have direct experience in fitting leadership, business, sales, customer management and business strategy into real life situations and know how they integrate into the environment within which executives operate.

We are executives for executives.

Executive Central offers our clients a Performance Guarantee that allows for a full or partial refund (client decides) of any professional fees, should they feel that we have not used our reasonable endeavours to add value to them or their business or deliver the assignment as agreed.

We also offer a Service Warranty that allows up to 12 months of telephone support from the conclusion of an assignment on any matter related to it - at no additional cost.

For more information about the Executive Central Team please visit our website.

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