

Coaching

Enhancing Leadership
and Performance

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The Report

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The Report

For the purposes of this report, the following definitions were used:

- **Coaching** is an interactive process that helps individuals develop more rapidly toward a preferred future state, produce results, set goals, take action, make better decisions, and capitalize on their natural strengths.
- A **formal coaching program** is one that focuses on a structured relationship between internal or external professional coaches and employees, centered on career and performance topics. It does not refer to peer coaching, managers coaching their direct reports, or mentoring.
- **Coach** refers to an individual trained to provide coaching services to employees.
 - **Internal coaches** are employees of the organization for which they are providing coaching services.
 - **External coaches** are contracted to provide coaching services to an organization's employees.
- **Coachee** refers to an employee who receives coaching through the organization's program.

What are High Performers?

Defining High Performers

This report identifies practices associated with being a high performer. For the purposes of this study, high-performing organizations were those that met two criteria:

- They self-reported as performing as well as or better than their competitors in financial performance, customer and client satisfaction, employee engagement, and growth potential for the next five years.
- They strongly agreed that their talent development functions helped them achieve their business goals.

What Do Organizations Do?

418 unique organizations participated

-38 percent of respondents had a formal coaching program

-30 percent of those that did not have a formal coaching program planned to create one

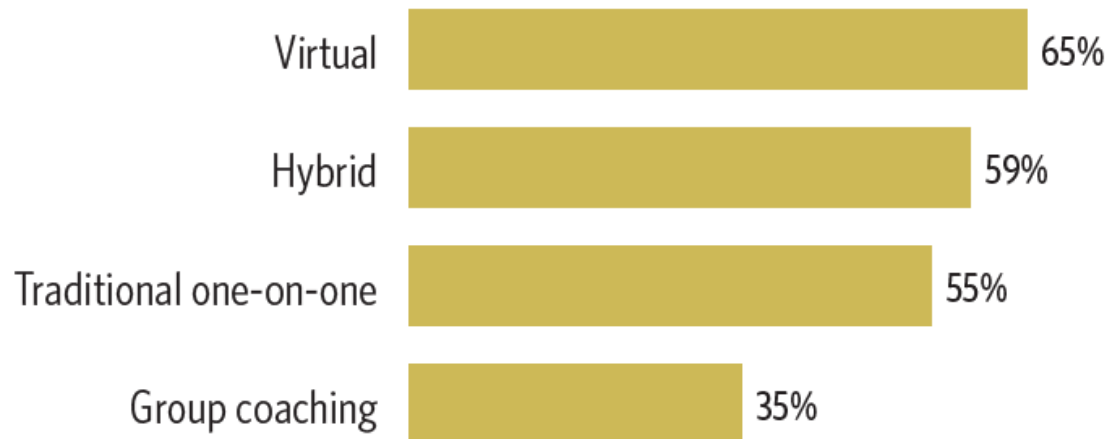
What are the Biggest Barriers?



What are the Biggest Benefits?



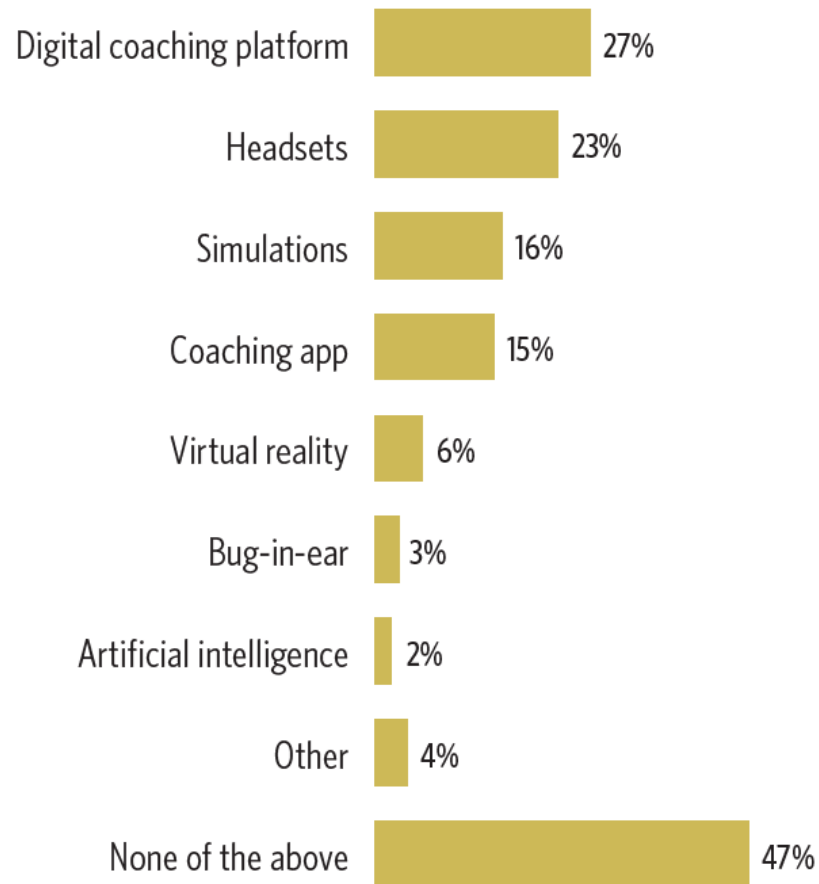
How are programs delivered?



POLL:



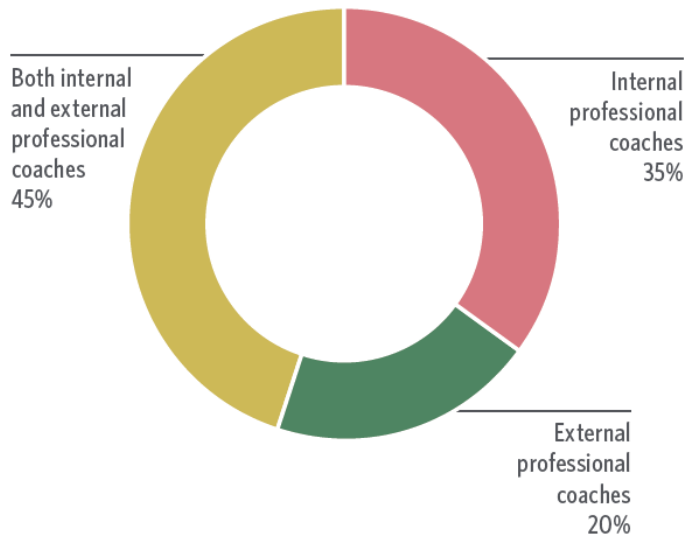
Technology in Coaching Programs



Types of Coaches Used

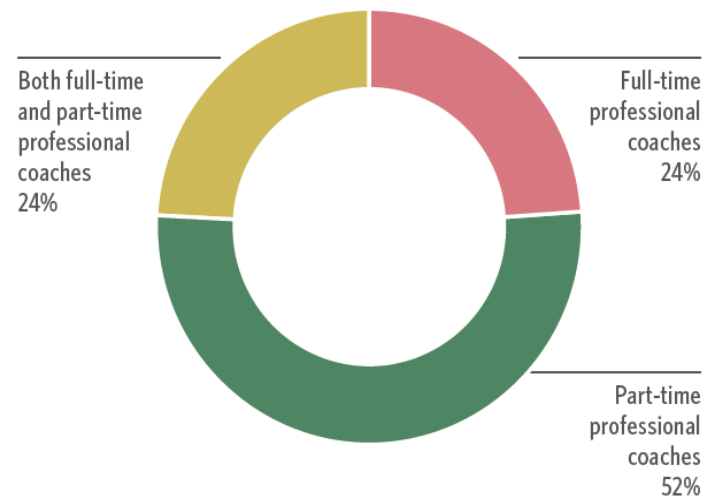
Types of Coaches Utilized

What types of coaches provide coaching services to your employees?



Types of Internal Coaches Utilized

Which of the following types of internal coaches do you use?



Coachees in Internal Programs



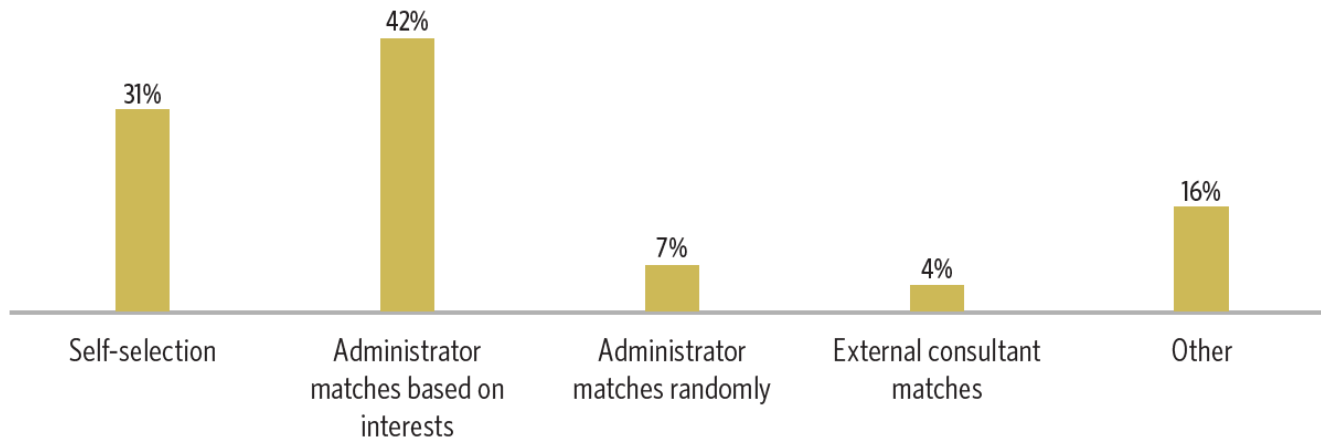
Coachees in External Programs



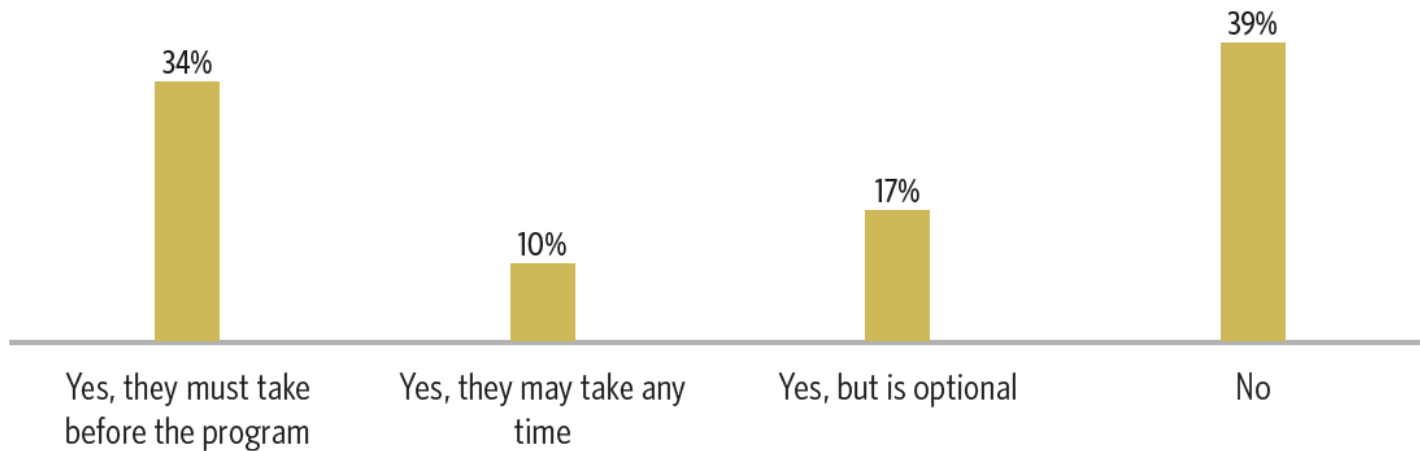
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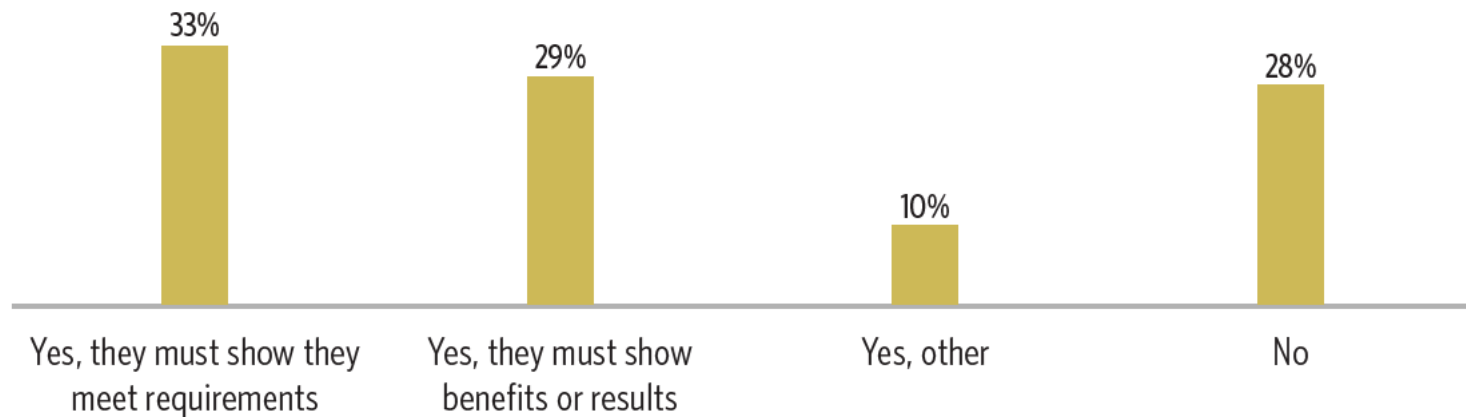
Matching Coaches and Coachees



Training for Coachees



Accountability for Coachees



Evaluating Coaching Program Success



Best Practices

- ✓ Track Changes
- ✓ Stay Accountable
- ✓ Consider Group Coaching

Audience Questions



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