

OUR SERVICES

Executive and Team Coaching

Coaching Training

Systemic Thinking

Systemic Audit

ROI COACHING SOLUTIONS

ROI coaching works with banks and financial institutions to provide value to their customers, shareholders and the wider society.

ROI coaching works with financial institutions for sustainable growth and conscious business.

We do this through made to measure coaching and training.

We work for multilevel results and measurable effects.

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MEASURING AND EVALUATING COACHING

Measurement implies difference. When you measure, you take the difference between the starting point and the finishing point. Then you can see the change.

Change by itself is not necessarily of value. It has to be put into context to see what it means. It needs to be measured against some pre existing goals and values to provide the context, and then it can be evaluated.

Evaluation adds meaning to measurement.

A coaching initiative in a company always has an impact, and this needs to be measured and evaluated. There is too much anecdotal evidence about coaching and not enough evidence. When there are clear goals and values decided in advance and key variables are measured before and after the coaching intervention, then the impact of the coaching can be evaluated.



Measurement

'You do not measure what you get, you get what you measure'.

Measuring needs a starting point and a finishing point.

There are two ways to measure the impact of coaching:

1. Decide in advance and measure the important variables at the start. Then measure them again at the finish and see the difference.
2. Start at the end. See what significant changes have happened and make an assessment of what they were at the beginning.

Measurement from start to finish.

This is usually better, and works best when the business goals and metrics are clear. The variables are measured at the beginning of the coaching and again at the end, and the results are evaluated.

Measurement from finish to start.

This is useful in many cases, often for intangible benefits, for two reasons:

- unexpected benefits might occur in the course of the coaching that were not anticipated and therefore not measured at the start.
- often coachees rate themselves highly on interpersonal skills at the start because they do not know a higher measurement. Few people admit to poor skills. Our vision of what is possible is always constrained by where we are at the time. Later we may see that what we thought was so good, was not so good in hindsight. If the coachee rates their interpersonal skills at the end of the coaching, and at the same time rate what they think they were at the beginning, then this may be a more realistic assessment and they will appreciate the degree of change.

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Measuring the intangible

Tangibles can be measured to show a return on investment for coaching. For example, profit, staff absences, new products, rate of customer complaints can all be exactly measured. Intangibles such as team morale, openness to new ideas, communication skills, are not so easy to measure. Yet tangible changes are always the result of intangible changes. Intangible changes are often measured subjectively, but this does not make them less important or real. The most widely used and practical measurement in companies is the 360 degree feedback tool, and that is built, completely from subjective feelings and comments from a wide variety of people. We accept this is normal, so it should be equally easy to accept subjective measurements on coaching.

Qualitative measurements are when people are the measuring instrument. For example, if we are measuring commitment in a team, we can ask the team leader to give a score on a scale of one to ten on team commitment and before the coaching and after. We are using the team leader's sensitivity, personal skills and awareness to make the measurement, (and we can ask the other people in the team as well). We can also ask them on what basis they have that opinion.

Why is coaching not evaluated?

According to CIPD research in 2010, only 36% of UK companies evaluate the impact of coaching. Other types of business interventions with the same cost are more likely to be routinely evaluated.

There are many possible reasons why this is:

- HR departments are not insisting, because have something to lose, (i.e. coaching may be shown to be ineffective).
- HR departments lack the know-how to effectively evaluate coaching.
- Coaches lack the knowledge to evaluate effectively, evaluation skills are very different to coaching skills.
- Coaches may have a bias against a rigorous evaluation, (they do not value evaluation).
- Evaluation of coaching could imply evaluation of the managers or executives who are being coached - this may be a little uncomfortable for some.
- Evaluation requires systems, reporting, records and numbers. These need to be decided in advance, either from what is available, or if they are not available, they will need to be collected. More work is needed.

A good evaluation measures business results as well as individual feelings, learning and behaviour.

We also will measure approximate ROI - return on investment, as well as ROE - return on expectations. The coaching must link with agreed Key Performance Indicators and competencies.

The stages of measurement and evaluation

Readiness

What is the business case for intervention and how will it drive the business?
Business goals for the coaching and training need to be agreed. We need to see

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what is relevant to the business- what need does it address? What is the problem or opportunity?

Implementation

The budget, time and cost need to be assessed.

We need to agree business outcomes and how these will be measured.

We need to see what measures are already in place that can be used as benchmarks of the coaching.

Measurement

We agree ongoing qualitative and quantitative measurements and finally evaluate against agreed Key Performance Indicators, business metrics, return on expectation (ROE) and if required, Return on Investment (ROI).

The final result is an integrated evaluation of the impact of the coaching.

Altogether we want to ensure:

- The coaching fits the business context
- The ownership and sponsorship of the coaching initiative is clear
- The contract and relationship design works well
- The right coach is found for the client
- The expectations and context is understood
- The measurements and evaluation criteria are clear.

Coaching can have an enormous impact and it can only help if it is measured and widely known.