

Systemic Coaching Transforms Leaders and Organizations

COACH A's latest findings presented at Columbia University

Tokyo, Japan 24th October 2014

COACH A Co., Ltd. presented its latest coaching findings “Systemic Coaching’s⁽¹⁾ Impact on Clients’ Managerial Coaching Skills and Stakeholders’⁽²⁾ Engagement Behaviors in Their Work” at the 1st International Columbia Coaching Program Conference at Columbia University in New York on October 22-23, 2014.

■ Presentation at Columbia University

Over the years, coaching has mainly focused on business executives’ and leaders’ individual performance. There have been research conducted on the impact of executive coaching in the past, but these were limited to the individual. Our findings presented at Columbia University were unique from other presentations in terms of the amount of data gathered and its scope, which covered not just the individual but other members of the organization.

Over 300 participants from 17 countries attended the two-day conference. The event hall for COACH A’s presentation was at full capacity. The audience had keen interest in the structure of our systemic coaching and thoroughly impressed with the amount of data gathered and used in the research.

■ Research Findings

Through COACH A’s systemic coaching, the impact of coaching is not only on the clients themselves, but also on the stakeholders working with the clients. Our findings showed that as people received coaching, they developed a stronger influence in the organization and their interaction with others changed, producing a positive impact on driving the organization forward.

To summarize, the results of our research suggest the following:

1. The clients improved their managerial coaching skills.
2. The stakeholders improved their engagement behaviors in their work.

Furthermore, improvements in the clients’ managerial coaching skills also contributed to better engagement behaviors of their stakeholders.

■ Research Duration and Participants

The number of participants consisted of 67 coaches, 567 clients and 3170 stakeholders. Surveys were gathered between 2012 and 2014.

(For details on the research, please refer to the supplementary materials.)

■ Coaching: from Individuals to Organizations

Coaching is quickly emerging as an effective method in transforming an organization.

Our latest research findings provide evidence that our systemic approach to coaching has an impact on both the individual and the organization. With our extensive experience in coaching with over 1,700 companies, we will continue in our ongoing mission to transform organizations around the world.

Notes

- (1) Systemic Coaching: A coaching method developed by COACH A using executive coaching as the starting point enabling capability development for the entire organization. This not only brings changes to the executives themselves, but also delivers a systemic impact to stakeholders who work with the executives. The results are measured and provided as part of feedback. Through a systemic approach in coaching, COACH A asserts that creating leaders who work toward change can transform not just the people around them but also the entire organization.
- (2) Stakeholders: Refers to the people who work and interact with the coaching client. For example, the stakeholder of a business executive may include direct reports and colleagues from similar or equal positions.

■ About COACH A

COACH A is a global coaching firm and has worked with over 1,700 corporations and organizations, transforming organizations through the development of leaders. With offices located in New York, Tokyo, Shanghai, Hong Kong, Singapore and Bangkok, COACH A provides systemic coaching in English, Japanese, Mandarin Chinese and Thai languages. The firm's extensive infrastructure allows clients to receive coaching from any location at any time. In addition, the firm's research arm Coaching Research Institute (CRI) measures coaching impact through quantitative evidence enhancing the quality of coaching and helps produce faster results for clients.

■ About Coaching Research Institute (CRI)

Coaching Research Institute LLP (CRI) is a research institute established through financing from COACH A Co., Ltd., consisting of researchers who are certified in professional coaching. CRI has conducted studies based on data from over 120,000 people from 800 companies. CRI's goal is to pursue the most effective mechanism in how coaching functions and foster the global standardization of methods for impact measurement.

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Research presented at Columbia University

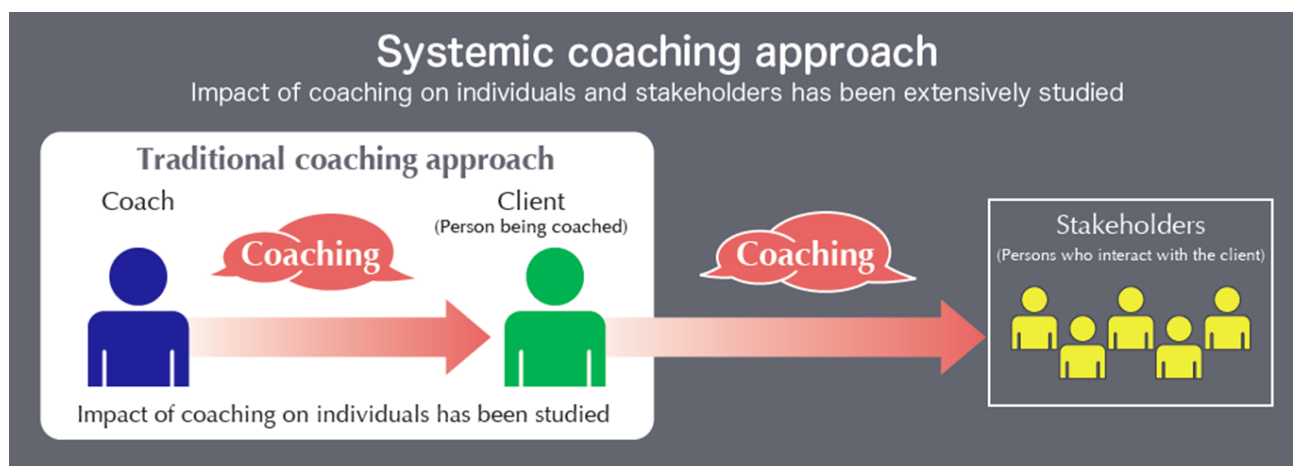
The Impact of Systemic Coaching Reaches Beyond Individuals

COACH A presented its latest coaching findings titled “Systemic Coaching’s Impact on Clients’ Managerial Coaching Skills and Stakeholders’ Engagement in their Work” at the first International Columbia Coaching Program Conference at Columbia University held in New York on October 22-23, 2014. In this newsletter, we will be introducing the details of our latest findings.

Using systemic coaching to catalyze organizational transformation

The purpose of coaching is to satisfy the individual’s coaching experience and to produce behavioral change for successfully achieving the individual’s goals. Traditional approaches to coaching usually involve two parties – the coach and the client (the person being coached, such as managers and high potentials). However, we have incorporated coaching into companies for the purpose of improving not just the individuals but also the performance of the organization. We believe that when leaders who have strong influence in an organization receive coaching, their interactions with others can change and bring a positive impact driving the organization forward.

In our experience, this systemic approach to coaching has been effective in transforming organizations. Therefore, our coaching not only included the coaches and the clients, but also involved the stakeholders (i.e. direct reports or colleagues who interact with the client at the workplace) as well. There are numerous studies on how coaching has an impact on individuals, but our research study goes one step further by looking at how coaching impacts on the clients’ stakeholders as well. The results of our studies showed that through coaching, (1) the clients have improved their managerial coaching skills and (2) the stakeholders have improved their engagement behaviors in their work.



Research Overview

Survey results were gathered between 2012 and 2014. The number of samples consisted of 67 coaches, 567 clients, 3170 stakeholders (pre-coaching) and 3083 stakeholders (post-coaching). Coaches were professional coaches who received training from a coaching program accredited by the International Coach Federation (ICF). Clients were managers and high potentials working in organizations that have direct reports. Stakeholders were mostly direct reports and peers working in the same organization.

Measurement indicators

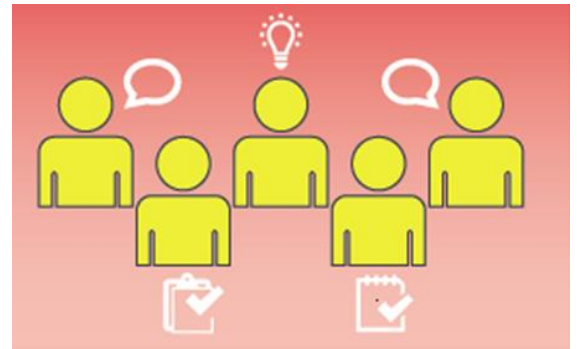
(1) The clients' managerial coaching skills

We prepared an online survey and had the clients ask their stakeholders to provide an evaluation on the clients' managerial coaching skills. This part of the survey included 24 items on managerial skills and abilities. (e.g. He/she asks questions to help others come to their own realizations.)



(2) The stakeholders' engagement behaviors

We used the same survey from (1) and asked the clients' stakeholders to provide a self-evaluation on their engagement behaviors in their work. This part of the survey included 9 items on various workplace actions and behaviors (e.g. I actively create and act on my own goals.) The survey used for the first and second indicators was conducted twice, during pre-coaching and post-coaching.



(3) The coaches' coaching skills

The clients filled out an online survey using the Coaching Skills Evaluation System (CSES) at the end of the coaching engagement. We only used the 18 items about the coach's coaching skills in this research study. (e.g. The coach listened to me until I finished speaking and did not interrupt in the middle of my speech.)

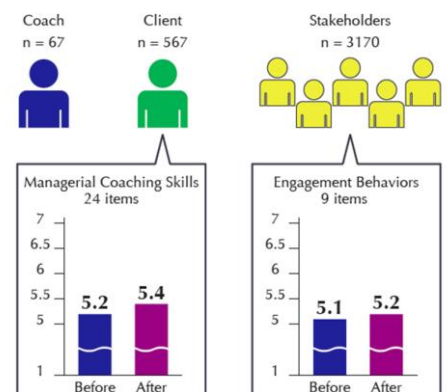


Improvements in clients' skills and stakeholders' engagement in their work

The results of our research study suggest the following:

(1) Clients have improved their managerial coaching skills

We compared the clients' managerial coaching skill scores between pre-coaching and post-coaching. There was a statistical significance ($p < .01$) in the score increase for all 24 items. There was a medium effect size ($d = 0.5$) on 3 items as well.



(2) Stakeholders have improved their engagement behaviors in their work

We compared the stakeholders' engagement behaviors between pre-coaching and post-coaching. There was a statistical significance ($p < .01$) in the score increase for all 9 items.

In addition, we were able to see that coaches who had higher coaching skills improved the clients' managerial coaching skills and marked improvements in the clients' managerial coaching skills also contributed to better engagement behaviors of the stakeholders.

From clients to stakeholders, and onto entire organizations

The results showed that through systemic coaching, the impact of coaching was not only limited to the clients, but also to the stakeholders working with the clients. It showed that as people received coaching, they developed a stronger influence in the organization and their interactions with others changed, bringing a positive impact that drives the organization forward. In the future, we hope to study the impact coaching may have on other members of the organization who were not assigned as stakeholders and how this may contribute to the transformation of the organization.

About the International Columbia Coaching Program Conference

The 1st International Columbia Coaching Program Conference was sponsored by The Columbia Coaching Certification Program and Teachers College at Columbia University.

The conference included paper presentations, experiential learning sessions, coach demonstrations and panel discussions from coaches and professionals around the world.

