



EFMD Research

The use of internal resources for coaching and mentoring in European companies

Observations and comments on coaching

Currently the five **biggest benefits** from coaching are gained in improving performance, motivation, team cohesion, conflicts and employee retention. Respectively, provision of coaching is focused on areas of behaviour, performance, executive coaching and skills coaching.

It is not surprising that the emphasis of coaching and mentoring activities is on **managers and the talent pool**: companies want to invest scarce developmental resources where they can have most impact. But this emphasises the lack of urgency and effectiveness of developing a coaching culture within work teams, where most employees are engaged.

Coaching is considered highly **effective and beneficial** for all managerial levels and talents. However, only 55% of the respondents said that their organisation measured the effectiveness of coaching. The fact that nearly half of companies do not measure its effectiveness is likely to stem from two causes: inadequacy of measurement tools (the client has been shown to be a very poor judge of the quality and impact of coaching) and failure by companies to get to grips with coaching generally.

Line managers are considered to be effective coaches of their employees (whether they actually are coaching or not) in areas of performance and skills (more than 60% respondents answered “to a considerable extent”) and to a much lesser extent in behavioural and transformational matters (25% respondents answered “to a considerable extent”). The data on line managers as coaches show a remarkably high level of confidence in their potential to fulfil this role. This is at odds with quite a lot of literature and comment from academics (hardly the first time such a clash between academics and practitioners has occurred!).

However, only 53% of the organisations train their internal coaches and only 20% of the organisations support their internal coaches (executive coaches and line

managers) with **professional supervision**. Supervision is clearly on the agenda but many companies appear to be unclear about how to go about making it work in an internal coaching environment.

Less than two-fifths of companies have someone **to co-ordinate** coaching activities. This suggests that the rest are far from serious about creating a coaching culture. They are probably also wasting large sums of money on ineffective executive coaches.

Consequently, lack of support, inadequate skills and lack of understanding make up about 75% of the problems organisations face in making coaching work.

The organisations participating in the survey have made considerable efforts and progress in implementing coaching. However, due to **a lack of a systematic and systemic approach**, i.e. building a coaching system that ultimately results in a strategically consolidated coaching culture, the benefits of coaching have not been fully harvested and some quality problems can be observed.

The stage of becoming a **coaching culture** in this survey shows a significant improvement on the position when David Megginson and David Clutterbuck conducted their research five years ago. However, the great majority of organisations are still in the early stages of creating a coaching culture and this must have a negative impact on their ability to gain full value from coaching.

Improvements in the area of coaching should focus on:

- **creating a systematic approach to coaching with assigned co-ordinators, measurement systems, training programmes and a strategic connection to the business of the organisation**
- **providing training, peer coaching and supervision for managers to be internal coaches in the areas of performance, skills and behaviour**
- **increasing efforts to measure the effectiveness of and benefits from coaching, especially when time and HR resources are scarce and coaching budgets scrutinised**

Observations and comments on mentoring

Currently the five **biggest benefits** from mentoring are gained in improving performance, motivation, succession planning, team cohesion and conflict management.

Mentoring is considered to be effective especially for **talents and new recruits**. The low figures on effectiveness of mentoring for black and minority employees and for female employees are surprising as these are two areas where the evidence for efficacy is highest. The figures may reflect a relative lack of experience in applying mentoring to these groups.

Only 40% of respondents measure the **effectiveness** of mentoring. This figure suggests that companies are not making use of the tools available for assessing mentoring quality and outcomes.

Seventy-eight per cent of the organisations train their mentors but only 43% train their mentees to be effective. Only 33% of the organisations trained co-ordinators for mentoring programmes. Good practice guidelines recommend training **mentees as well as mentors** as this has a significant impact on relationship management and outcomes. The large gap between those companies that train both and those that train only mentors is a cause for concern. The relatively high score for training mentoring programme co-ordinators is a surprise.

We can conclude that the organisations participating in the survey have made considerable efforts and progress in implementing mentoring following an action-oriented approach. However, due to a lack of a systematic and systemic approach, i.e. building a mentoring system, the benefits of mentoring have not been fully harvested and some quality problems can be observed.

Improvements in the area of mentoring should focus on:

- **creating a systematic approach to mentoring with assigned co-ordinators, measurement systems, training programmes and a strategic connection to the business of the organisation**
- **bringing mentoring to the agenda of top management (business benefits)**
- **identifying and creating measures to make mentoring more attractive to potential mentors**
- **providing training, peer coaching and supervision to improve the skills of mentors and mentees**
- **setting realistic expectations around mentoring**

Methodology of the survey

This survey is aimed at establishing how and to what extent European companies are using internal resources for coaching and mentoring. It is part of a wider collaboration between EFMD and EMCC – The European Mentoring and Coaching Council – in understanding and disseminating good practice in this powerful area of people development.

For the purpose of this study, the following definitions were used:

- **in-company coaching: a development process that focuses on the management of performance**
- **In-company mentoring: a one-to-one developmental relationship that focuses on the development of capability and effective career self-management**

The on-line survey consisted of 29 questions and two main parts, the first focusing on coaching and the second on mentoring. In each area in-depth questions focus on employees targeted, benefits observed, the role of line managers and supervision. Then the effectiveness is explored through questions on measurement, evaluation and assessment.

The survey was conducted in May-June 2009 and represents the insights of 173 experts in coaching with a range of positions and roles such as: Head of Corporate Coaching, Vice President HR, People Development Manager, Director Learning and Organisational Development, Director Leadership Development, Change Manager, Senior HR officer or Head of Capacity Development, and so on.

Part 1: Coaching

Figure 1: N=115

In your organisation, to which employees is coaching provided?



Figure 2: N=114

Which of the following benefits have you observed from coaching in your organisation?

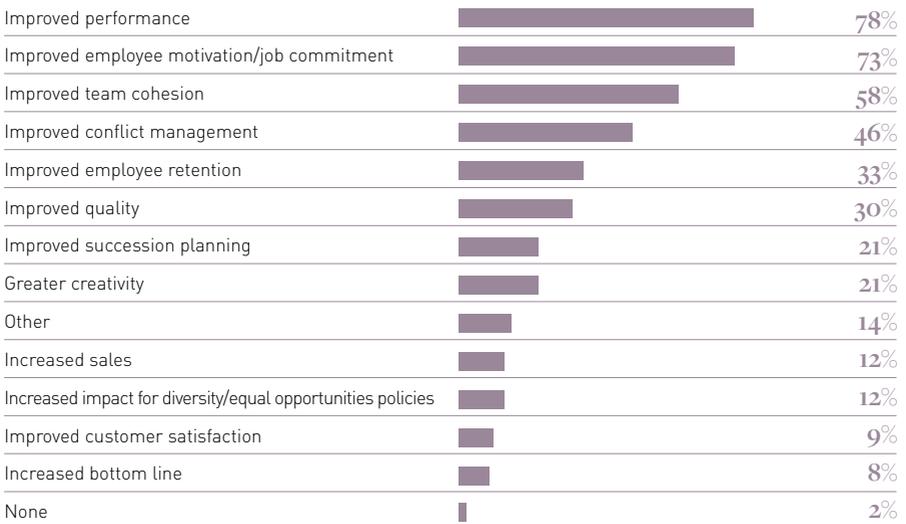


Figure 3: N=103

How effective do you think coaching is for each of the following?

Question	Very effective	Effective	Somewhat effective	Neither eff. / ineff.	Somewhat ineffective	Ineffective	Very ineffective
Operators / employees	20	34	31	5	4	1	0
Junior managers	46	39	12	2	1	0	0
Middle managers	49	49	8	1	0	0	0
Executives	58	39	5	4	1	1	0
Professional specialists	32	42	15	6	1	0	0
Talent pool	45	39	6	2	0	0	0
Other	5	1	1	2	0	0	2

Figure 4:

Effectiveness of coaching

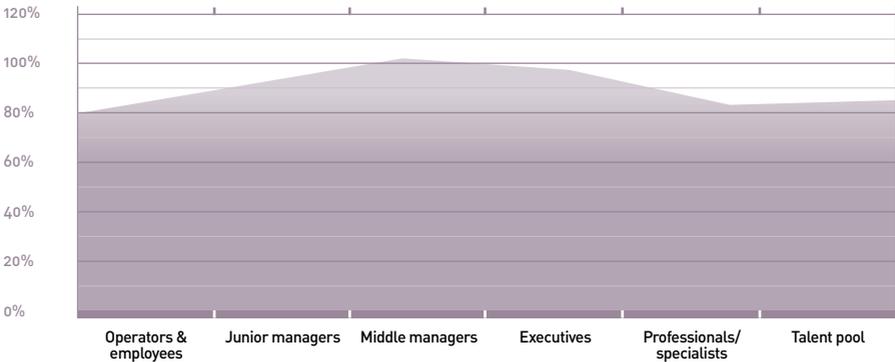
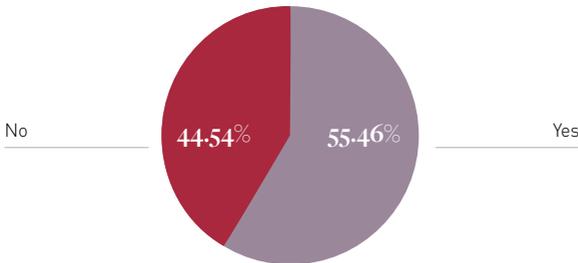


Figure 5: N=113

Do you measure or evaluate and assess the effectiveness of coaching?



Examples of measuring, evaluating or assessing the effectiveness of coaching focus on:

- **Satisfaction surveys**
- **Evaluation discussions with the coachee**
- **Integration in appraisal and performance reviews**
- **360° feedback**
- **Feedback of managers**

None of the respondents is dissatisfied with the measurements taken.

Purpose of measurement of coaching

On this open-ended question, the very rich array of responses can be clustered around:

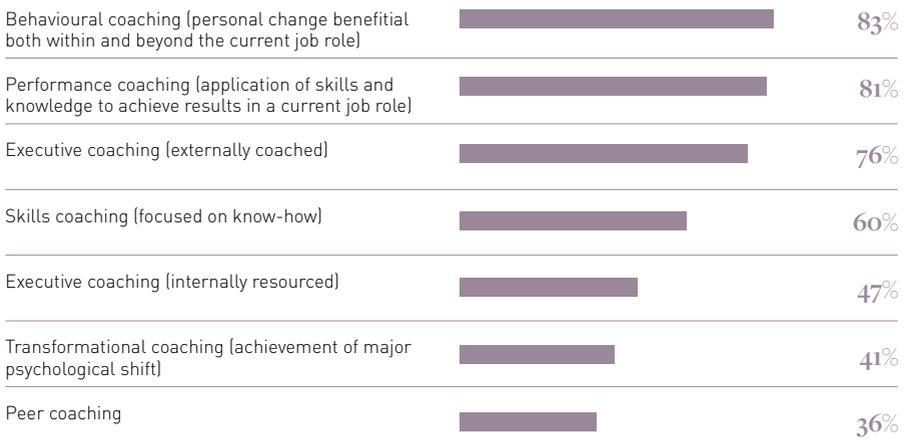
- **improving coaching processes and capabilities and the development of coaches**
- **assessing effectiveness and ROI**
- **getting input on the quality of coaches**
- **evaluating overall performance and company results**

Differences between developmental coaching and mentoring

The rich array of responses to this open-ended question contains a wealth of useful information. For developmental coaching the most commonly mentioned features are external and concrete challenges; developmental mentoring is more often qualified as longer term and involving a more senior mentor.

Figure 6: N=86

Which of the following types of coaching does your organisation provide?



The role of line managers

Figure 7: N=87

To what extent do you believe that line managers can be effective *skills* coaches to their direct reports?

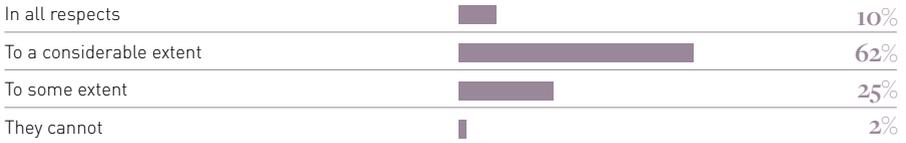


Figure 8: N=87

To what extent do you believe that line managers can be effective *performance* coaches to their direct reports?



Figure 9: N=87

To what extent do you believe that line managers can be effective *behavioural or transformational* coaches to their direct reports?

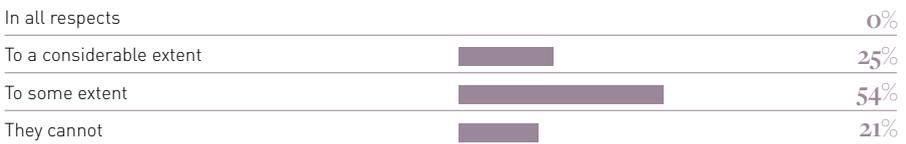
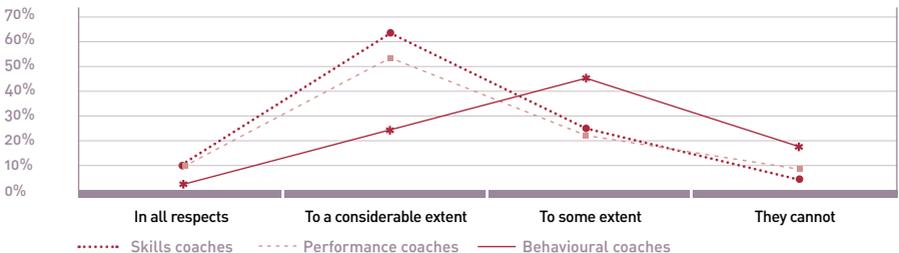


Figure 10:

To what extent do you believe that line managers can be effective skills / performance / behavioural coaches?



A corporate coaching culture

Figure 11: N=79

Does your organisation have the goal of achieving a coaching culture?

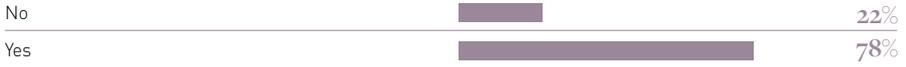


Figure 12: N=84

What stage do you think the organisation has reached in terms of becoming a coaching culture?

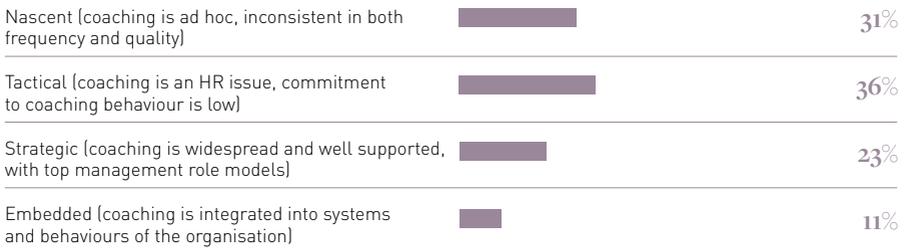


Figure 13: N=84

Do you have an individual or dedicated team responsible for co-ordinating coaching across the business?

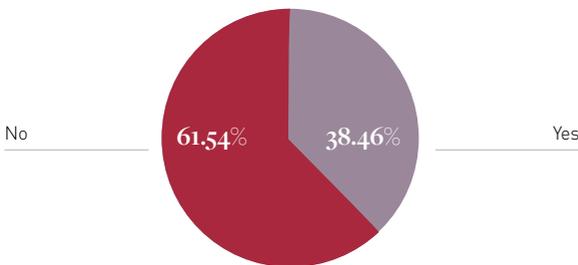
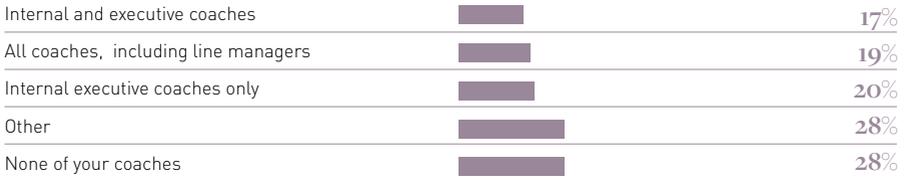


Figure 14: N=86

Do you provide professional supervision for...



For "other" the most common reply is that supervision activities are in process or under development, but not yet fully operational

Figure 15: N=78

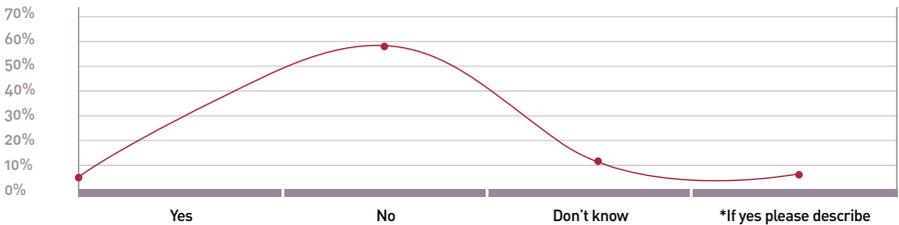
What are your approaches to increase competency levels?



For "other" the most common reply is that such approaches are in process or under development but not yet fully operational

Figure 16 N=83

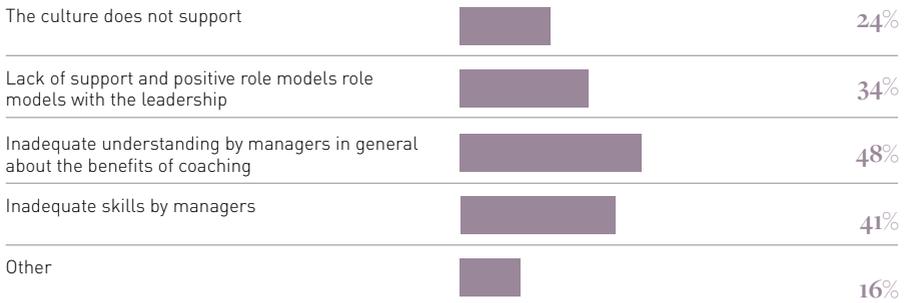
Do you have a process to help prevent line manager coaches reverting to non-coaching behaviours after coaching?



*Supervision is the most commonly used process

Figure 17: N=80

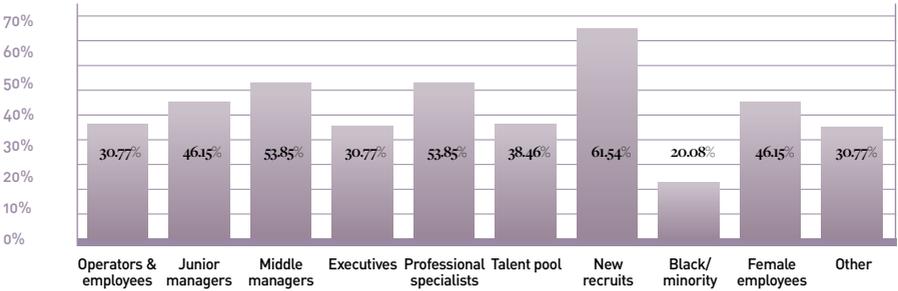
What are the main problems your organisation faces in making coaching work?



Part 2: Mentoring

Figure 18: N=83

In your organisation, to which employees is mentoring offered?



Under 'other' respondents reported e.g.: mentoring is provided on an ad hoc basis; mentoring is provided to all employees

Figure 19: N=72

Which of the following benefits have you observed from mentoring in your organisation?

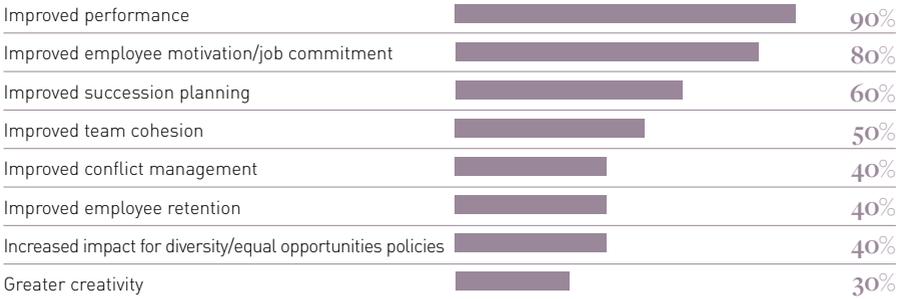


Figure 20: N=62

How do you measure the effectiveness of mentoring?

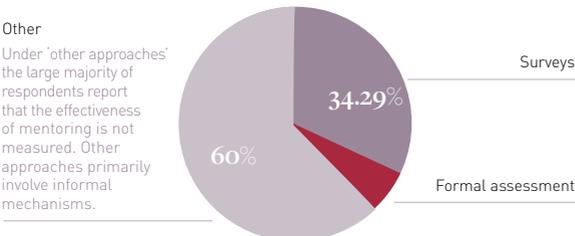


Figure 21: N=65

How effective do you think mentoring is for each of these groups?

Question	Very effective	Effective	Somewhat effective	Neither eff. / ineff.	Somewhat ineffective	Ineffective	Very ineffective
Operators / employees	13	17	18	7	1	1	0
Junior managers	23	26	11	2	2	1	0
Middle managers	21	26	13	1	1	1	0
Executives	20	19	12	7	2	1	0
Professional specialists	19	23	9	7	2	0	0
Talent pool	35	18	6	2	1	0	0
New recruits	32	21	6	4	1	0	0
Employees from black or minority background	12	16	8	9	2	0	0
Female employees	14	20	7	10	2	0	0
Other groups	4	0	0	4	1	0	0

Figure 22:

Effectiveness of mentoring

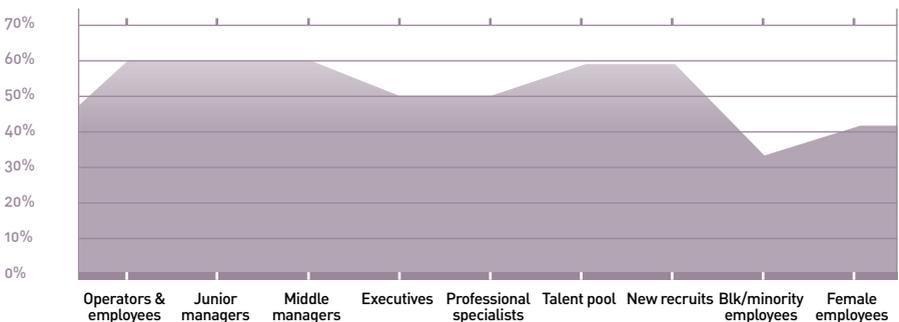


Figure 24: N=58

How is your organisation building mentoring competence?



Figure 25: N=72

How do you match mentors and mentees?

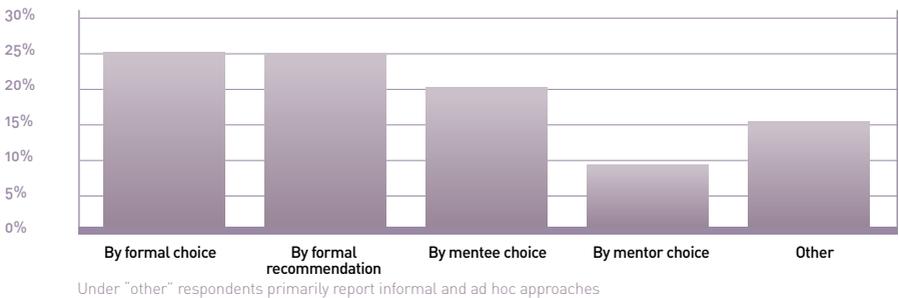


Figure 26: N=79

Has your organisation made use of reverse mentoring (where the mentor is junior hierarchically to the mentee)?

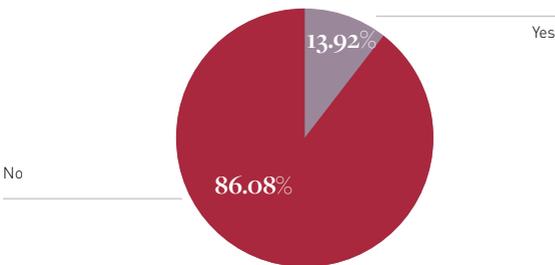


Figure 27: N=73

What are the main problems in your organisation in making mentoring work?

Difficulty in attracting mentors		36%
Skills of mentors and mentees		33%
Unrealistic expectations of mentors and/or mentees		29%
Other		25%
Support from top management		23%
Support from line managers		21%
Difficulty in attracting mentees		10%

The main benefits of coaching to the organisation

This open-ended question on the main benefits of coaching to the organisation yields the following top five benefits:

1. Increased performance
2. Stronger culture and values
3. Enhanced role and involvement for managers
4. Better engaged and motivated employees
5. Better real time learning

The main benefits of mentoring to the organisation

This open-ended question resulted in a rich list of benefits. Most commonly mentioned are:

- enhancing networking and communication
- supporting career development, changes and planning
- understanding the organisation and corporate culture better
- increasing retention of employees
- providing a safe and informal learning environment

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