

## *Research Report*

# COACHING FOR THE LONG TERM: MYTH OR REALITY

- *Gayatri Krishnamurthy, Dr Anjali Desai (Bhole) and Preeti Kumari*



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# COACHING FOR THE LONG TERM: MYTH OR REALITY

## Abstract

When selecting a coach, their credibility, reputation, and relevant corporate experience are essential. A credible coach combines recognized qualifications, certifications, and expertise with a proven track record of success and positive client feedback. Their reputation, built on successful engagements and peer respect, signals reliability and adaptability. Prior corporate experience relevant to a client's goals enhances their ability to understand challenges and provide targeted, practical advice aligned with industry needs. Evaluating a coach's credibility, reputation, and experience is essential to ensure their effectiveness.

Some of the insights confirm what many coaches have felt intuitively. Effective coaching relies on the coachees' commitment, clear expectations, and stakeholder engagement. A supportive coaching culture within the organization enhances the process, with managers playing a crucial role. The coach's ability to engage and build trust with the coachee is critical for success. Tools like 360-degree feedback, self-assessments, and pre- and post-coaching surveys measure effectiveness. Repeat business is a strong indicator of a coach's impact and value, signalling satisfaction with outcomes and the building of lasting client relationships.

## Foreword:

As Gayatri Krishnamurthy, Anjali Desai, and Preeti Kumari point out in this valuable work, there is scant research in Asia. This qualitative study brings to light many factors involved in perceived coaching effectiveness in India, which can be used as a solid foundation for future research in India or, more broadly in Asia.



**Joel DiGirolamo**  
**Vice President of Research and Data Science**  
International Coaching Federation

## Introduction:

### About us:

ICF Bengaluru is a chartered chapter with 200 plus members. It was established in September 2015. The ICF Bengaluru is dedicated to propelling the development of professional coaching in the city and neighbouring areas. A regional arm of the International Coaching Federation (ICF), it functions as a not-for-profit Society and attained the status of 'CHARTER CHAPTER' on December 9, 2015. ICF Bengaluru comprises a thriving community of coaches. More than 80 % of the members are credentialed and over 90% of the members have 20 plus years of corporate experience.



Gayatri Krishnamurthy is an alumna of XLRI Jamshedpur, Senior Practitioner (EMCC) and PCC. She is a leadership coach and consultant who believes that what you come in with is important, but what you do with is the defining difference. She has over 30 years' experience. She has been a practicing coach for over 30 years and writes regularly on both Coaching related aspects and on HR issues. She initiated this research project when she was the Director of Research and Publications in the Bengaluru chapter.



Dr Anjali Desai (Bhole) is a senior HR professional, leadership coach and consultant whose expertise lies in handling the diverse roles successfully is anchored in her ability to connect with people and a deep understanding of business practices of a wide range of sectors aligned with a strong focus on value creation for the organizations and their people. Masters in financial management from Mumbai University and MSc in Applied Psychology. She recently earned her PhD in HR from XLRI Jamshedpur.



Preeti Kumari is ICF PCC coach, holding an Advanced Certification in Team Coaching, University Professor, researcher, artist, and founder of a mentoring-focused company. She has an Advanced Certification in Team Coaching from ICF, specialized in Executive Leadership and Team Coaching. She currently serves as the Partnership Director at the ICF Bengaluru Charter Chapter and is a passionate coach and mentor. She has over 12 years' experience and has completed her Masters in Finance and Control from BHU.

### Background:

In recent years, coaching has emerged as a significant tool for personal and professional development in the corporate world. The sponsors and self-paid coachees are looking to

see the Return on Investment (RoI) on this engagement. This paper explores key aspects of coaching like factors contributing to effective coaching, measurement of coaching impact and scenarios where coaching may be less effective. The report is based on interviews with various stakeholders involved in coaching with a focus on the coaches themselves.

The questions we asked revolved around :

1. Their coaching credentials and experience
2. The nature of their clients and the areas that they got coached on
3. The criteria used by their clients and/or the sponsors to identify them.
4. The tools used to measure effectiveness by the coach, coachee and critical stakeholders like Sponsor and or HR. This covered the period from the beginning of the engagement to at least one year after the engagement.
5. The differentiators which made some coaching engagements more effective than others.

We present our findings along with salient points from the secondary research. The review of literature on coaching effectiveness show that the word “Coach” is predominantly associated with Sports. In fact, the seminal book “Inner game of Tennis” by Tim Galloway is a classic which connected Sports to behaviour and then in turn to other aspects of life.

From our exhaustive secondary research on this topic, we find that research in the Indian or even Asian context has been very scanty. Research would broadly fall into two categories.

1. Applied research which:

- is a type of examination looking to find practical solutions for existing problems.
- uses empirical methodologies, such as experiments, to collect further data in an area of study.
- has findings which are applicable and usually implemented upon completion of a study.
- is a type of research method for applying natural sciences to real life to improve the human condition.

2. Academic Research which:

- is a type of investigation focused on improving the understanding of a particular phenomenon, study, or law of nature.
- involves scholars who examine how well a theory is being applied or used in a real-world setting and make recommendations.
- has a perspective that seeks to expand theoretical knowledge about your field. The scholar in this type of research attempts to develop new theories.
- has information which often creates a theory / foundation for applied studies.



## Objectives

- **Sustained Effectiveness:** Understanding whether the benefits of coaching, such as improved leadership skills, resilience, and workplace well-being, persist over time is crucial. Long-term studies help determine if the positive changes observed during coaching are maintained or if they diminish after the coaching ends.
- **Return on Investment (ROI):** Organizations invest significant resources in executive coaching. Researching the long-term impact helps demonstrate the ROI by showing how coaching contributes to sustained performance improvements, employee retention, and organizational success over time.
- **Refining Coaching Practices:** Long-term studies provide insights into which coaching methods and techniques yield lasting results. This information can be used to refine and enhance coaching practices, ensuring they are effective in the long run.
- **Building Credibility:** Demonstrating long-term benefits through research helps build credibility for executive coaching as a valuable tool in leadership development and organizational growth.
- **Adapting to Changing Needs:** The business environment is constantly evolving. Long-term research helps understand how coaching impacts leaders' ability to adapt to new challenges and changes within their organizations over time.

## Research Methodology

We looked at different methodologies and decided that we will use the Interview method, and the reasons are as follows:

- We get more than just binary answers in interviews.
- The data is qualitative and helps us explore and get answers to the "why."
- While the structure may be loose and have only 5 or 6 open questions, the experiences and narratives shared give us a better understanding of what the reasons behind their perceptions.
- It helps to gain an understanding of the experiences, perceptions and/or behaviours of individuals, and the meanings attached to them.

We conducted interviews with 50 respondents, comprising a diverse group of sponsors, coaches, and coachees, many of whom had multiple roles within these categories. The criteria for selection required that respondents possess a minimum of five years of coaching experience and have formal training in the field. This research was specific to India and utilized an empirical survey approach. We had sent open invitations across various chapters as well as niche coaching groups and institutes requesting participation in this project. We were able to get our required numbers thus.

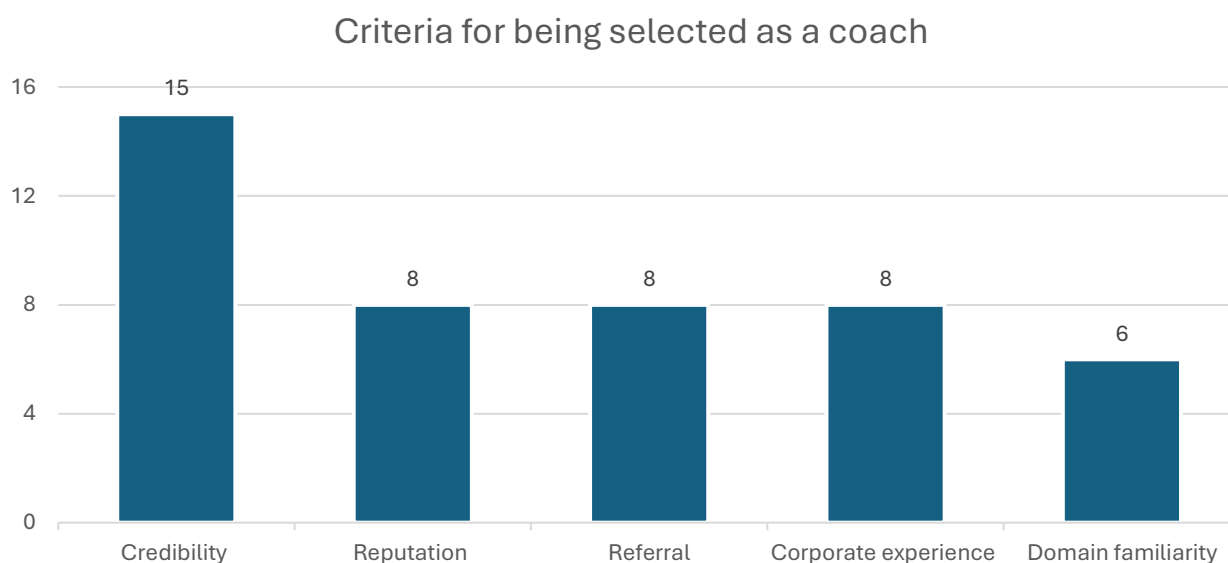
While our targeted population of coaches shared several commonalities, they did not constitute a homogenous group, indicating that the sample may not meet the strict standards of methodological rigor typically expected in academic research.

These insights are derived from primary survey interview responses, providing a comprehensive understanding of the coaching process and its implications.

## Respondents' profile:

The selection criteria required that each respondent possess at least five years of practical coaching experience and have undergone formal coaching education. This educational requirement was specified to include either recognized coaching credentials or completion of an Accredited Coach Training Program (ACTP) or equivalent, ensuring that participants held a substantial foundation in coaching methodologies and standards. This criterion aimed to secure insights from individuals with both theoretical knowledge and applied expertise, thereby enhancing the depth and reliability of the data gathered in this study.

## Summary of Findings



1. **Credibility:** The credibility of a coach is a fundamental aspect to consider when choosing a mentor or coach. This includes their qualifications, certifications, and overall expertise in the field. A credible coach is often recognized for their knowledge and skills, which are validated through consistent success and positive feedback from clients.
2. **Reputation and Professional Standing:** The reputation and professional standing of a coach are critical indicators of their reliability and effectiveness. A well-regarded coach often has a history of successful engagements and is respected by peers and clients. They may hold memberships in professional coaching organizations and adhere to established industry standards and ethical practices.
3. **Referrals:** Getting business through past engagements and referrals was considered a measure of success.
4. **Prior Corporate Experience with Specific Coaching Goals:** It is important for coaches to have prior experience relevant to the specific goals of their clients. This experience ensures that the coach understands the unique challenges and can provide targeted advice and strategies. Coaches who have successfully navigated similar situations can offer valuable insights and practical solutions.



5. **Domain Knowledge and Corporate experience** was one criterion which clients, especially sponsors use often. However, by itself it does not carry as much weight as credibility or coaching experience itself.

## Secondary Research:

Joel A. DiGirolamo and J. Thomas Tkach<sup>4</sup>, conducted a study which examined the impact of coaching skills utilized by managers and leaders, presenting both qualitative and quantitative evidence. The study examines the impact of coaching skills utilized by managers and leaders, presenting both qualitative and quantitative evidence. Key findings include Positive Impact of Coaching Approach: 4The use of coaching skills correlates positively with: Good Working Relationships: Strong association with high working alliance scores. Enhanced Team Member Engagement: Linked to improved motivation and commitment. Employee Development:

According to Rebecca Jones et al <sup>2</sup>, meta-analytic results have established that workplace coaching is effective; however, little is known about the determinants of coaching effectiveness. It is covering the quantitative and qualitative research on workplace coaching. They focus on seven promising areas in the current workplace coaching literature that emerged by the synthesis of 117 empirical studies: self-efficacy, coaching motivation, goal orientation, trust, interpersonal attraction, feedback intervention, and supervisory support. The major contribution of the paper is the systematic integration of well-established theoretical constructs in the workplace coaching context and the new insights we provide in.

Kenneth P. De Meuse, Guangrong Daib, and Robert J. Lee<sup>1</sup> have explored various dimensions of executive coaching effectiveness, emphasizing both its positive impacts and the challenges in evaluating its outcomes. It distinguishes between summative (outcome-focused) and formative (process-oriented) evaluations in coaching, highlighting the importance of aligning coaching objectives with organizational goals. The effectiveness of coaching is moderated by factors such as the type of coaching provided (developmental vs. remedial), coaching content, methodologies used, and the motivation of the coachee.

Rebecca Jones, Stephen A Woods, Yves R F Guillaume<sup>2</sup> supported the positive effects of workplace coaching. They also found that it was effective whether conducted face to face or using a blended method. In their meta-analysis, Rebecca Jones, Stephen A. Woods, and Yves R. F. Guillaume provided substantial support for the positive effects of workplace coaching, highlighting its capacity to enhance performance, goal attainment, and employee development. They observed that coaching, whether conducted face-to-face or through a blended approach (combining in-person and virtual methods), yielded effective outcomes. This suggests that direct interaction with a coach, even partially mediated by technology, can foster a strong coaching relationship and successful results. However, their study did not specifically address the effectiveness of coaching conducted exclusively via virtual means, such as through video conferencing, emails, or messaging platforms. The absence of a focused examination on purely virtual coaching leaves a gap in understanding how digital-only formats might influence rapport building, engagement, and depth of reflection, which are crucial components of effective coaching. As organizations increasingly turn to virtual solutions, particularly in the context of remote work and global teams, this is an important area for future research.

Kenneth P. De Meuse, Guangrong Daib, and Robert J. Lee<sup>3</sup> explore various dimensions of executive coaching effectiveness, emphasizing both its positive impacts and the challenges in evaluating its outcomes. It distinguishes between summative (outcome-focused) and formative (process-oriented) evaluations in coaching, highlighting the importance of aligning coaching objectives with organizational goals. The effectiveness of coaching is moderated by factors such as the type of coaching provided (developmental vs. remedial), coaching content, methodologies used, and the motivation of the coachees.

Rinto Andrianto and Supardi<sup>1</sup> explores how employee development through coaching and mentoring approaches contributes to organizational sustainability. It emphasizes the importance of enhancing employees' skills in sustainable practices and fostering a culture that integrates environmental and social responsibility. The study reviews literature on employee development, coaching, mentoring, and sustainable organizations to illustrate their interconnectedness and benefits for achieving sustainability goals.

In a randomised controlled study done by Anthony M. Grant, Linley Curtayne, and Geraldine Burton<sup>6</sup>, 41 executives in a public health agency received 360-degree feedback, a half-day leadership workshop, and four individual coaching sessions over 10 weeks. The coaching used a cognitive-behavioural solution-focused approach. Compared to controls, coaching enhanced goal attainment, increased resilience and workplace well-being and reduced depression and stress. Qualitative responses indicated participants found coaching helped increase self-confidence and personal insight, build management skills, and helped participants deal with organisational change. Findings indicate that short-term coaching can be effective, and that evidence based executive coaching can be valuable as an applied positive psychology in helping people deal with the uncertainty and challenges inherent in organisational change. Practical implications are discussed, and recommendations are made for the effective measurement of coaching outcomes.

**Financial Rol:** Paul Lawrence & Ann Whyte<sup>7</sup> introduce a model emphasizing aligning coaching purpose with strategic business goals, contrasting with a predominant focus on specific coaching goals. They highlight the importance of formative evaluation, involving ongoing checks during coaching assignments, to adapt strategies dynamically. Financial ROI, while mentioned by some, is considered secondary to aligning coaching outcomes with strategic metrics accepted by senior leaders. They implicitly touch on sustainability by advocating for a broader view of coaching impacts beyond immediate financial returns. It suggests that focusing on well-being and engagement can lead to more sustainable organizational benefits, including enhanced employee satisfaction and long-term organizational resilience.

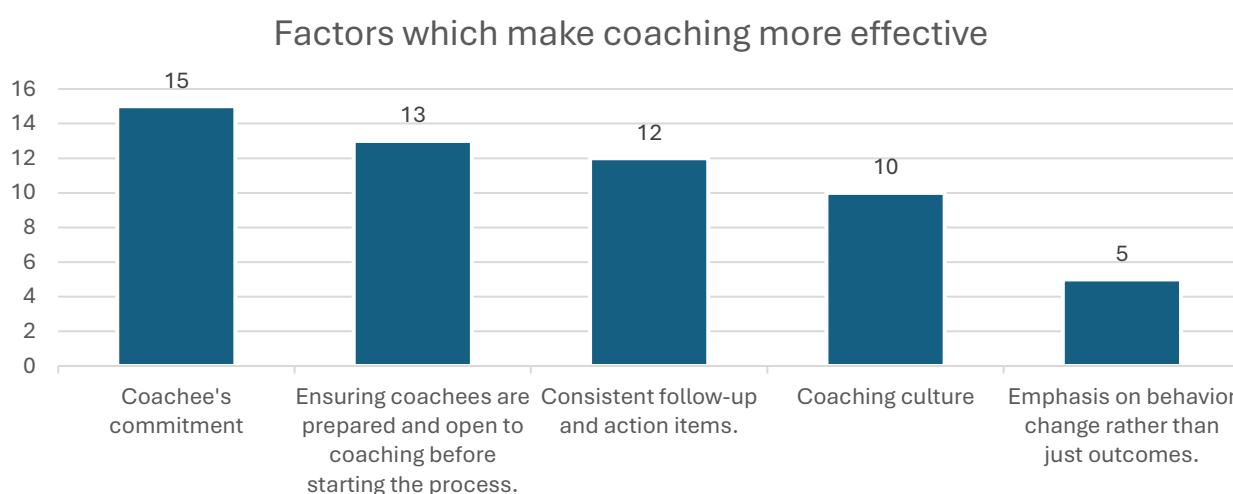
Anthony M Grant<sup>5</sup> in an article critiques the conventional use of financial Return on Investment (ROI) as the primary metric for evaluating coaching outcomes within organizations. He argues that while ROI is appealing due to its financial focus, it often oversimplifies the complex impacts of coaching and may even exacerbate job-related stress. Instead, the article proposes the Well-being and Engagement Framework (WBEF) as a more comprehensive evaluation tool. The WBEF considers dimensions of well-being and engagement, providing a holistic view of coaching impacts beyond monetary returns. It suggests that such frameworks can better capture the diverse benefits of coaching, including increased workplace engagement, reduced stress, and improved overall well-being. The article concludes by advocating for a shift towards humanistic metrics in coaching

evaluation, suggesting that focusing solely on financial ROI undermines the broader potential of coaching interventions.

Overall, the above 2 papers challenge current practices in coaching evaluation, advocating for a paradigm shift towards more holistic and humanistic metrics that better capture the multifaceted benefits of coaching within organizational settings.

## Essential Elements for Effective Coaching

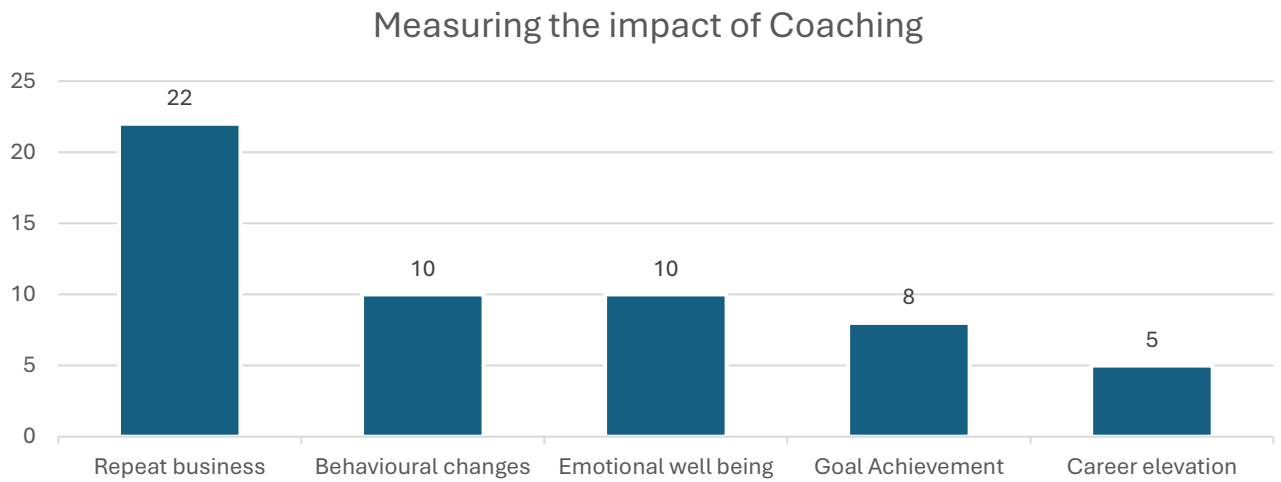
The following table shows what are the factors which make coaching more effective. This is based on an analysis of the responses from our interviews.



- 1. Coachees' Commitment:** The commitment level of the coachee is pivotal for the success of the coaching process. A motivated and engaged coachee is more likely to achieve desired outcomes.
- 2. Clear Expectations and Stakeholder Engagement:** Both the organization and the coachee should have clear expectations. Engaging stakeholders, such as managers and HR, helps align coaching goals with organizational objectives. It is important to align the coaching purpose with the organisation's business goals for coaching engagement to have a long-term visible impact.
- 3. Coach's Ability to Engage:** The coach's skill in engaging the coachee, building trust, and creating a comfortable environment is critical. Chemistry calls or initial meetings can help establish rapport and clarify the coaching process. **Corporate Experience and Credibility:** In contexts like India, the coach's corporate experience and credibility can be particularly important. Familiarity with corporate environments and experience with specific coaching goals can enhance relevance and effectiveness.
- 4. Coaching Culture:** A supportive coaching culture within the team and organization fosters a conducive environment for growth. Managers who are aware of and support coaching principles can significantly enhance the process's effectiveness.
- 5. Emphasis on behaviour rather than performance metrics. Messaging from the Company:** The way the company communicates about coaching can influence the coachee's openness or defensiveness. Positive messaging can encourage engagement and reduce resistance.

## Measuring the Impact of Coaching

The impact of coaching can be assessed through various indicators like Career Elevation, Goal Achievement, Behavioural Changes and Emotional Well Being. Exhibit 1 shows how the respondents perceive the relative importance of these factors.



The most quoted measure of effectiveness is Repeat Business. Some of the reasons given for that are:

1. **Client Satisfaction:** Clients are likely to return to a coach if they are satisfied with the outcomes of their coaching engagements. This suggests that the coach has successfully addressed the client's needs and goals.
2. **Trust and Rapport:** A continued relationship often indicates that the coach has built strong trust and rapport with the client. This is crucial in executive coaching, where confidential and sometimes sensitive matters are discussed.
1. **Repeat business :** This can indicate that the client perceives value in the coaching sessions. They may see continuous growth opportunities, benefit from ongoing support, or feel the coach's insights are valuable to their development.

Executive coaching often involves long-term engagements where complex issues are addressed over time. Repeat business can suggest that the coach is effectively guiding the client through various stages of personal and professional development.

### Limitations of Repeat Business as a Measure:

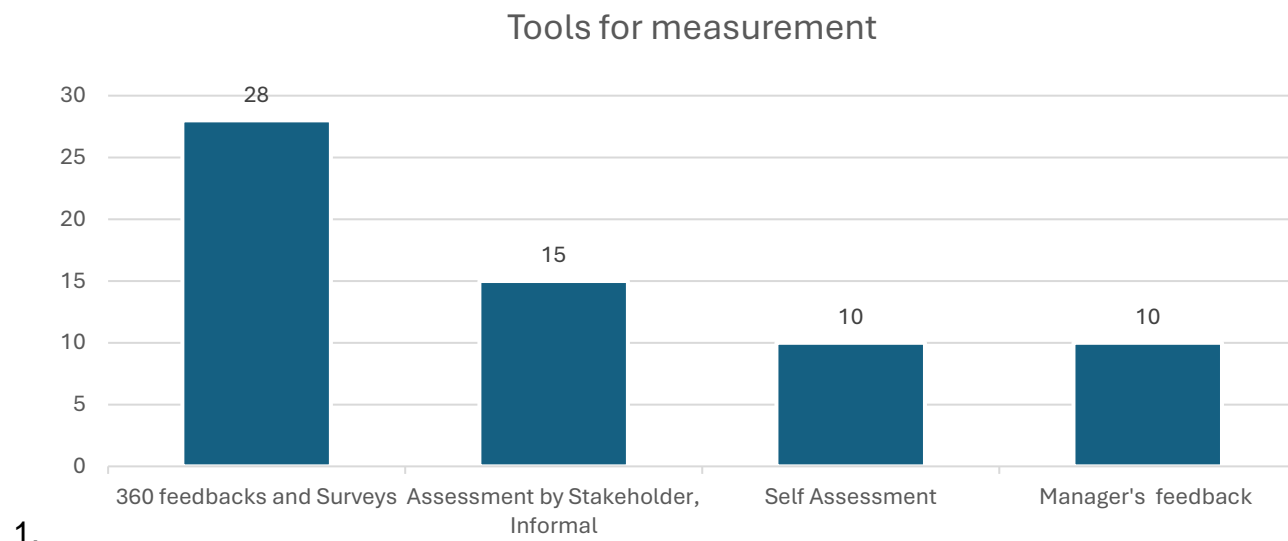
**Not Always Indicative of Effectiveness:** Repeat business might not necessarily mean that the coaching is effective. Sometimes, clients might return out of habit, a lack of alternative options, or a reluctance to change coaches rather than because of clear progress.

**Scope of Coaching:** In some cases, a one-time, intensive coaching engagement might be sufficient to address specific issues. The absence of repeat business does not automatically imply ineffectiveness; it may simply mean the client achieved their goals in the initial engagement.

**Client Circumstances:** Factors such as changes in the client's professional or personal life, budget constraints, or organizational changes can impact the continuation of coaching regardless of its effectiveness.

2. **Behavioural Changes:** Changes in mindset, increase in confidence and better prioritisation are some of the areas mentioned by our respondents. This is an area which is seen as an important indicator of effectiveness.
3. **Emotional Wellbeing:** A continued relationship often indicates that the coach has built strong trust and rapport with the client. This is crucial in executive coaching, where confidential and sometimes sensitive matters are discussed.
4. **Goal Achievement :** In well-structured engagements, there are specific goals as well as measures involved which reflect the effectiveness. E.g., Competency ratings on crucial leadership competencies
5. **Career Elevation:** Our respondents mentioned that their coachees have given them the credit for their career elevation. This was also borne out by the small number of coachees that we interviewed.

## Tools of Measurement



Several tools can help measure the effectiveness and impact of coaching:

1. **360-Degree Feedback Surveys:** Gathering feedback from peers, subordinates, and supervisors offers a holistic view of the coachee's progress. Qualitative responses indicated participants found coaching helped increase self-confidence and personal insight, build management skills, and helped participants deal with organisational change. Findings indicate that short-term coaching can be effective.

In a randomised controlled study, 41 executives in a public health agency received 360-degree feedback, a half-day leadership workshop, and four individual coaching sessions over 10 weeks. The coaching used a cognitive-behavioural solution-focused approach. Compared to controls, coaching enhanced goal attainment, increased resilience and workplace well-being and reduced depression and stress. Qualitative responses indicated participants found coaching helped increase self-confidence and personal insight, build management skills, and helped participants deal with organisational change. Findings indicate that short-term coaching can be effective, and that evidence based executive coaching can be valuable as an applied positive psychology in helping people deal with the uncertainty and challenges inherent in organisational change. Practical implications are discussed, and recommendations are made for the effective measurement of coaching outcomes.

2. **Surveys and Assessments by Platforms like Better Up and Coach Source.** Platforms such as Better Up and Coach Source often conduct surveys and assessments to evaluate coaches' performance. These surveys provide objective data on the coach's effectiveness, including feedback on their communication skills, problem-solving abilities, and overall impact. Such assessments help in ensuring that the coach meets industry standards and provides high-quality service. **Pre- and Post-Coaching Surveys:** Comparing responses before and after coaching can highlight changes in attitudes, skills, and behaviours.
3. **Comprehensive Self-Assessments:** These assessments encourage the coachee to evaluate their growth and identify areas for further development.



4. **Manager and Stakeholder Feedback:** Input from managers and other stakeholders provides additional perspectives on the coachee's development.

In our secondary research section, you can find a lot of data for and against Financial ROI as a standalone measurement of effectiveness.

Documentation Tools, Testimonials. Journals and worksheets help track the coachee's thoughts, reflections, and actions throughout the coaching journey. Testimonials from former or current coachees provide valuable insights into the coach's style, approach, and effectiveness. Positive testimonials often highlight the coach's strengths, such as their ability to inspire, challenge, and support clients. These endorsements can help potential clients gauge whether the coach's methods align with their personal goals and needs.

## Scenarios Where Coaching May Be Less Effective

Despite the potential benefits, coaching may not always be effective. The data from our respondents show that some common challenges include:

1. **Lack of Interest or Understanding:** A coachee's lack of interest or misunderstanding of coaching can hinder the process.
2. **Forced Participation:** When coaching is mandated as part of leadership development programs, coachees may not fully engage.
3. **Hidden Agendas:** Discrepancies between stated and actual goals can undermine the coaching process.
4. **Expecting Advice or Consulting:** Coachees seeking direct advice or consulting may not benefit from the coaching approach, which focuses on self-discovery and empowerment.
5. **Unwilling Leaders:** Leaders who are unwilling to be coached set a poor example, diminishing the overall coaching culture. Additionally having supervisors who are not committed to a coaching style also hampers.
6. **Lack of Commitment:** Coachees who do not prioritize coaching sessions or delay appointments demonstrate a lack of commitment.
7. **Unrealistic Expectations:** Expecting immediate or unrealistic outcomes can lead to disappointment and disengagement.

In this context there was research on a neutral factor that Workplace coaching was effective whether conducted face-to-face or using blended techniques (i.e., blending face-to-face with E-Coaching E-coaching in the context of executive coaching refers to delivering coaching services through digital platforms, such as video calls, emails, or messaging apps. It allows executives to access personalized leadership development, guidance, and support remotely, offering flexibility and convenience without sacrificing the quality of one-on-one coaching. This method enables real-time feedback and progress tracking through technology.

## Suggestions for further research:

While repeat business can be an important indicator of a coach's effectiveness, it should not be the sole measure. It is best assessed alongside other metrics, such as client testimonials, performance assessments, measurable outcomes, and feedback from peers or supervisors.

**Sustainability and Coaching Impact** While not directly measured, coaching's positive impacts on engagement and development suggest potential benefits for long-term organizational sustainability through enhanced employee retention and satisfaction.

The article explores how employee development through coaching and mentoring approaches contributes to organizational sustainability. It emphasizes the importance of enhancing employees' skills in sustainable practices and fostering a culture that integrates environmental and social responsibility. The study reviews literature on employee development, coaching, mentoring, and sustainable organizations to illustrate their interconnectedness and benefits for achieving sustainability goals.

Platforms which aggregate and connect coaches and coachees use a variety of assessments to check the usefulness of the coaching engagement. The coaches we interviewed mentioned that several times. They additionally mentioned that not much data on the methodologies and the manner in which the data they collect is analysed.

In their meta-analysis, Rebecca Jones, Stephen A. Woods, and Yves R. F. Guillaume<sup>8</sup> did not specifically address the effectiveness of coaching conducted exclusively via virtual means, such as through video conferencing, emails, or messaging platforms. The absence of a focused examination on purely virtual coaching leaves a gap in understanding how digital-only formats might influence rapport building, engagement, and depth of reflection, which are crucial components of effective coaching. As organizations increasingly turn to virtual solutions, particularly in the context of remote work and global teams, this is an important area for future research. In this context it was found that there was a neutral factor, and this was about the mode of interaction. Workplace coaching was found to be effective whether conducted face-to-face or using blended techniques (i.e., blending face-to-face with E-Coaching E-coaching in the context of executive coaching refers to delivering coaching services through digital platforms, such as video calls, emails, or messaging apps. It allows executives to access personalized leadership development, guidance, and support remotely, offering flexibility and convenience without sacrificing the quality of one-on-one coaching. This method enables real-time feedback and progress tracking through technology.

A notable gap identified by Kenneth P. De Meusea\*, Guangrong Daib, and Robert J. Leec is the need for research that systematically examines the sustainability of coaching outcomes over time. While the article discusses immediate impacts on skills and behaviour, longitudinal studies could provide insights into the long-term effectiveness and enduring benefits of coaching interventions.

## Conclusion:

Our findings indicate that coaching has an impact. Hence it is not a myth. None of the tools confirm effectiveness on a standalone basis, but they indicate effectiveness. The degree of impact and how it is measured is at best an outline and needs to be fleshed out better. The reality has to be crystallised with more research and data collection.

Coaching is a powerful tool for personal and professional development, but its effectiveness depends on various factors, including the coachee's commitment, clear expectations, and a supportive environment. Measuring the impact of coaching through various tools and addressing potential challenges can enhance its effectiveness. By understanding these dynamics, organizations can better implement coaching programs that drive meaningful and sustainable change. For coaches, being able to show the data on this aspect will help them provide a winning proposition to their clients.

Repeat business as a measure is of limited value.

During the pandemic most coaching engagements were virtual. However, even after that, many engagements remain virtual. A small percentage of coaches prefer to be face to face as far as possible. Examining if mode of delivery in different forms like face to face, virtual, blended or even AI assisted delivery will help us understand the impact of mode of delivery on effectiveness. Workplace coaching was found to be effective whether conducted face-to-face or using blended techniques (i.e., blending face-to-face with E-Coaching E-coaching in the context of executive coaching refers to delivering coaching services through digital platforms, such as video calls, emails, or messaging apps. It allows executives to access personalized leadership development, guidance, and support remotely, offering flexibility and convenience without sacrificing the quality of one-on-one coaching. This method enables real-time feedback and progress tracking through technology.

## Way Forward :

- Our findings indicate that coaching has an impact. Hence it is not a myth. The degree of impact and how it is measured is at best an outline and needs to be fleshed out better. The reality has to be crystallised with more research and data collection.
- This is research primarily from a Coach's perspective. More research with data from sponsor and, coachees is especially important.
- This is applied research done mostly with practitioners and to measure the impact in a holistic manner, their perspectives is crucial.
- Documenting engagements and the interactions and measures used more exhaustively by coaches and then sharing them with future researchers is an important step. This is not an easy task as there is extra effort involved. It is also imperative that we keep in mind the Golden Rule of Confidentiality involved in these engagements and remain within the framework of the Code of Ethics coaches have committed to.

A notable gap identified is the need for research that systematically examines the sustainability of coaching outcomes over time. Most studies look at immediate impacts on skills and behaviours, longitudinal studies could provide insights into the long-term effectiveness and enduring benefits of coaching interventions.

Researching from the coachee's perspective would give us more insights. The present study was primarily from the coach's viewpoint.

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This research will help people looking out for a coach. Coaches can keep records and share so we can further pinpoint further areas.

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