Measuring the Immeasurable: the Perceived Coaching Effectiveness Scale

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Reliability is.....

Repeatability or consistency. A measure is considered reliable if it would give us the same result over and over again.

Validity is.....

Accuracy. The degree to which a measure succeeds measuring what it is designed to measure
Research Aims

1. To develop the first, highly reliable and valid perceived coaching effectiveness scale

2. The scale will measure the coachees perceptions of the effectiveness of coaching at producing workplace outcomes

3. The scale will measure coaching outcomes rather than coaching process
Defining workplace coaching

• One to one collaborative engagement between coach and coachee
• Concerned with work-based outcomes
• Follows a formally defined coaching agreement or contract
• Fulfilment of agreement follows a personal development process
• Distinct from supervisory coaching

Bono, Puranova, Towler, and Peterson (2009)
Current methods of measuring coaching outcomes

Recognized OP outcomes....

Performance outcomes....

Abstract, vague outcomes....
Scale Development Stages

Study 1: Theme exploration and item generation

Study 2: Face and content validity of items

Study 3: Questionnaire administration and empirical scale validation
Study 3: Proposed Model

Perceived Coaching Effectiveness

- Skill-Based
- Affective

Individual Results

- Team Results

Organizational Results
Study 1: Method

12 participants:
- 8 male
- Mean age = 43.5
- All management or senior management level
- Mean number of coaching sessions = 18.5
- All had been coached by an external coach

Structured Interviews:
- Definitions of coaching provided
- Agreement on proposed coaching outcomes sought
- Item generation
Study 1: Results

100% agreement on five coaching outcomes

147 questionnaire items generated:

46 affective
51 skill-based
18 individual results
14 team results
18 organizational results
Study 2: Method & Results

7 Participants

37 of the 147 items did not meet the minimum 75% agreement level.

Removal of these created a 110 item scale:
36 affective
33 skill-based
15 individual results
14 team results
12 organizational results
Study 3: Method

Participants – 201 coachees
59% Female
Mean age = 36
27% student, 25% management, 16% professional, 2% director, 30% not specified
Mean number of coaching sessions = 6
45% external coach, 42% internal, 2% both, 11% not specified

All completed 110-item scale online
Study 3: Results
Exploratory Factor Analysis

- Work Well-Being
- Affective
- Career Clarity

Skill-Based
- Planning & Organising
- Leadership
- Personal Effectiveness & Adaptability

Team Performance
Organisational Performance

Job Performance
Staff Retention

Results
<table>
<thead>
<tr>
<th>Higher Order Factor</th>
<th>Lower Order Factor</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective</td>
<td>Career Clarity</td>
<td>Coaching has made me more focussed on my intentions</td>
</tr>
<tr>
<td>Affective</td>
<td>Work Well-Being</td>
<td>I feel happier in my role</td>
</tr>
<tr>
<td>Skill-Based</td>
<td>Leadership</td>
<td>I have better people management skills</td>
</tr>
<tr>
<td>Skill-Based</td>
<td>Personal Effectiveness and Adaptability Work Well-Being</td>
<td>I am more flexible in the way I work to meet organizational objectives</td>
</tr>
<tr>
<td>Skill-Based</td>
<td>Planning &amp; Organising</td>
<td>I am able to plan more effectively</td>
</tr>
<tr>
<td>Results</td>
<td>Job Performance</td>
<td>I have increased credibility with colleagues and clients</td>
</tr>
<tr>
<td>Results</td>
<td>Team Performance</td>
<td>My team delivers higher quality work</td>
</tr>
<tr>
<td>Results</td>
<td>Organizational Performance</td>
<td>I work more efficiently, saving the organization money</td>
</tr>
<tr>
<td>Results</td>
<td>Staff Retention</td>
<td>Staff absences have decreased</td>
</tr>
</tbody>
</table>
Implications & directions for future research
Thank you for listening
Any questions?

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