

A Framework of Executive Coaching Outcomes and a Meta-Analysis of Executive Coaching Effectiveness

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The current state of play

- Lack of conclusive evidence regarding effectiveness of executive coaching (Grant, Passmore, Cavanagh & Parker, 2010)
- Increased understanding of the outcomes that can be expected from executive coaching & the impact of coaching can inform coaching practice
- Scientific knowledge advances through the accumulation of results obtained from small scale studies
- Meta-analysis is particularly useful when studies report disparate results across a variety of outcomes

Research Aims

- To provide a framework in which executive coaching outcomes can be classified and grouped
- To synthesize the existing coaching effectiveness research to gain an understanding of the effect of executive coaching on outcomes

Defining Executive Coaching

- One to one engagement between coach and coachee
- Concerned with work-based outcomes
- Follows a formally defined coaching agreement or contract
- Leads to improved work-based outcomes in three ways:
 - Utilised goal setting to instigate behaviour
 - Encourages reflection to internalize learning
 - Provides tools needed to encourage transfer of new skills and techniques to the workplace

Defining Executive Coaching *Effectiveness*

- Little consensus regarding what outcomes can be expected from executive coaching (Grant et al., 2010; MacKie, 2007; Smither, 2011)
- These debates are not unique to coaching – similar discussions can be found in the related fields such as training evaluation and performance measurement

Clarifying effectiveness

Purpose of executive coaching:

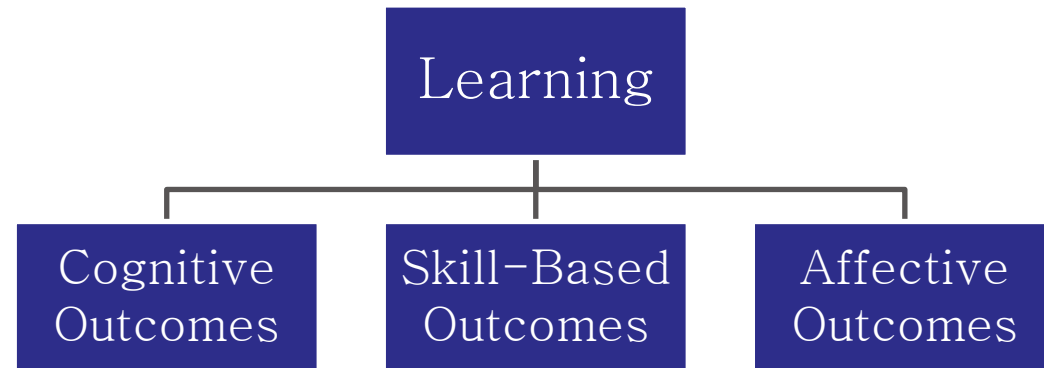
“...help the client achieve a mutually identified set of goals to improve *his or her professional performance and personal satisfaction* and, consequently to improve the *effectiveness of the client's organisation* within a formally defined coaching agreement”

(Kilburg, 1996)

Frameworks of training outcomes

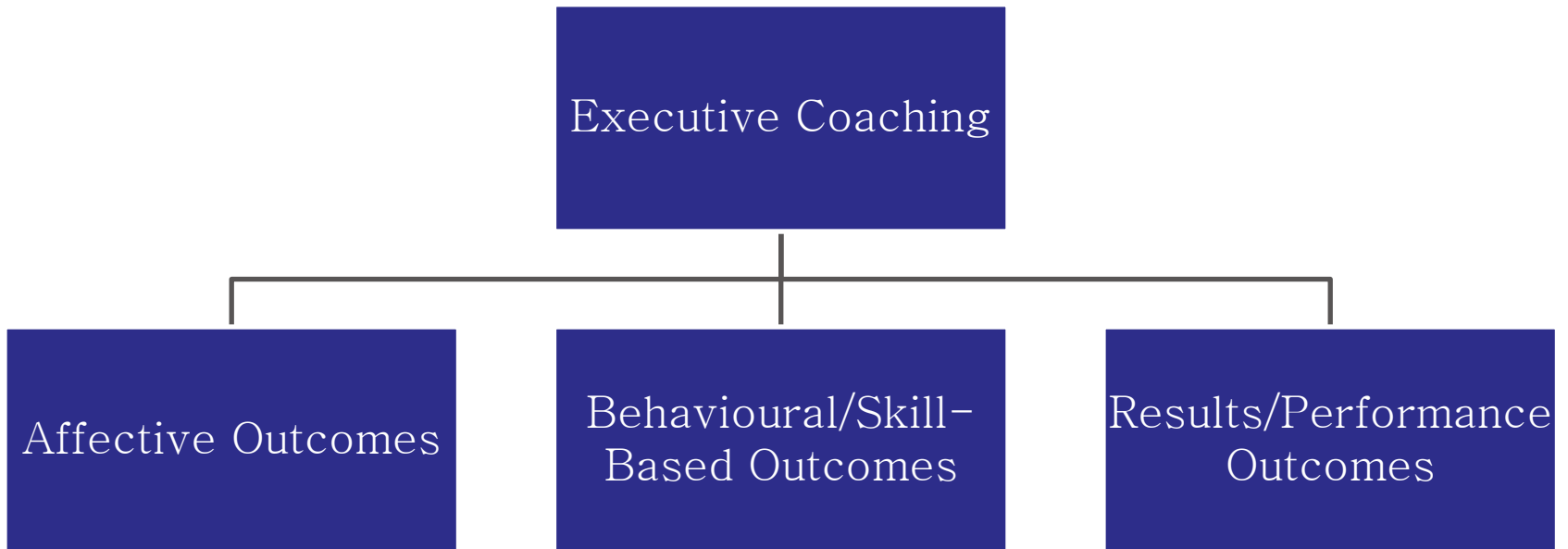


Kirkpatrick, 1976



Kraiger, Ford & Salas, 1993

Model of Executive Coaching Outcomes



Method

- Literature Search –to identified all relevant published and unpublished studies
- Criteria for Inclusion:
 - Focus on executive coaching effectiveness
 - Conducted within an organisational setting
 - Sample size reported
 - Correlation or other statistic that could be converted into a correlation must have been reported between coaching and the outcome variable
 - Dependent variable had to be individual or organisational level

The Data Set

- Total of 24 studies (n = 2724 individuals) were identified that met our criteria
- Average sample size – 113 (range from 8 to 1361)
- Majority of studies conducted in English – speaking countries
- Wide range of organisation types/industries
- Participants in 75% of studies held management or supervisory roles

Results

Variable	k	n	d	% var. acc. for	90% CI	
					Lower	Upper
Overall effectiveness	24	2724	0.35	21.71	0.21	0.50
Affective outcomes	9	414	0.33	45.42	0.09	0.59
Behavioural/ skill-based outcomes	13	2225	0.33	14.17	0.14	0.53
Results/ performance outcomes	6	281	0.57	29.81	0.22	0.99

Notes: k = number of correlations; n = number of respondents; d = sample weighted mean effect size; % var. acc. for = percentage of variance attributed to sampling error and artefact corrections; 90% CI = 90% confidence interval of the d.

Discussion

- Overall executive coaching has a positive impact on work-based outcomes
- Effect size is comparable to meta-analysis findings for other types of developmental interventions:
 - Training effectiveness – effect sizes ranging from 0.60 to 0.63 (Arthur, Bennett, Edens & Bell, 2003)
 - Managerial training effectiveness – 0.24 (Powell & Yalcin, 2010)
 - Multi-source feedback – 0.5 to 0.15 (Smither, London & Reilly, 2005)

Discussion

- Largest effect size found for Results/Performance Outcomes
- This is contrary to findings by Powell & Yalcin (2010)
- Past findings have been linked to poor training transfer
- The individually tailored nature of executive coaching may mean that results/performance outcomes are maximised as barriers to transfer are removed

Implications, Limitations & Directions for Future Research

- Our model of coaching outcomes can be used to classify the types of outcomes that can be expected from executive coaching
- Our findings suggest that executive coaching has a positive impact on all coaching outcomes but in particular results/performance outcomes
- However, results should be treated tentatively due to the small number of studies in our meta-analysis
- Further quantitative research is needed examining variables that impact on executive coaching effectiveness

Thank you for listening and any
questions?

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