

Ideas: Research Paper

Coaching Effectiveness

In my Honours year for Psychology I am directing my attention to researching the Organisational Psychology discipline in particular employee performance and stress. Through these efforts I have come across an interesting and very easy to read paper that explored the differences in behaviour change in the workplace, between Training Effectiveness, Managerial Training, 360 degree feedback and Executive Coaching. Executive Coaching was shown to be as effective as Training Effectiveness, but demonstrated a greater effect than Managerial Training and 360 degree feedback.

I decided to critically evaluate the findings, as I wanted to understand how the authors came to this conclusion.

The Ashton Business School meta-analysis study was conducted in 2014 and reviewed 24 studies, involving 2724 participants.

What I identified was the following:

- Training staff is effective, well received and results in positive learning and behavior change
- Managerial Training has a low effect
- Managerial Training has a low to moderate effect when a target behavior is identified and results measured
- 360-degree feedback has a very low effect due to ambiguous measures and inexperienced raters, and/or managers with low coaching ability

- 360-degree feedback will only be moderately effective for some based on personality factors such as a person's level of self-efficacy (high self-efficacy = acceptance of feedback).
- Coaching was more effective when multi-source feedback was excluded
- Executive Coaching that is flexibly designed and delivered has a moderate to high effect
- Executive Coaches who have a deep understanding of the workings of an organisation have an equal effect to Training effectiveness.

What the research suggests is that most organisations are going to achieve better results through their people if they incorporate a multidisciplinary approach to improve staff performance. This includes:

- Training offered to all staff where performance is measured before and 3, 6 and 12 months later to investigate if there have been improvements. This allows the business to explore if the time and money invested has been a good return on investment (ROI) for the business
- “Coach the Coach” – train Managers to be more effective in setting specific targets for themselves and their staff that are not ambiguous
- Engage a coaching program that is tailored to the individual that can be delivered in person and via phone or Skype.
- Partner with or employ an Executive Coach who is considered part of the business

There were some limitations to the study one of which was an unclear definition of Training Effectiveness and Managerial Training and how they were measured uniquely. I therefore critically analysed the meta-analysis for Training Effectiveness and was able to make the conclusion

that training is effective and should not be limited to Managers only. I have emailed the researcher to clarify this.

I have attached the link to the research here. Most research papers are quite long or take time to identify the key points, however this one is a very easy read.

If you would like to discuss this topic further, or are interested to know more about my unique approach to coaching and Executive Coaching, please send me an email back or give me a call on 0418 734425. I hope this information has been of value.

<https://eprints.worc.ac.uk/2967/1/DOP%20Conference%20Slides%202014.pdf>

Warmly,



Margie Ireland – Founder

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Profile – Margie Ireland

Margie has been coaching and consulting to Executives for 15 years. This includes being an owner and partner in two businesses as well as leading and coaching teams in executive recruitment and search firms. Prior to this she had a ten year career in IT.

Margie is a professional and polished presenter with a Bachelor in Behavioral Science (Psychology) and has recently completed her studies in Honours.

Her thesis research investigated work goals and well-being and the strategies that can lead to an increase in both - specifically for Executive leaders. She further explored the mechanisms that increase and decrease stress in the workplace.

Margie has developed a passion and skill for coaching and mentoring business leaders experiencing difficulties in achieving career and business milestones and accepting change.

Her coaching methodology is based on sound business and psychological principles, her personal experiences in career transition and overcoming obstacles in her own business ventures.

Margie is assisting both aspiring and existing leaders with their individual brand image, encouraging them to embrace change and achieve better outcomes for themselves and their teams.

Areas of Experience:

- Mining
- Retail and FMCG
- Sports & Recreation
- Personal Services
- Not-For-Profit
- Government / GOC

Disciplines:

- Career Strategy
- Goal Planning
- Workshop Facilitator
- Performance Change
- Business Planning & Plan
- LinkedIn/Network Trainer