

## ***Analytical Evidence Shows that Coaching Enhances Workplace Effectiveness Studies Report Improvements in Performance, Relationships, and Leadership***

**SAN DIEGO, May 29, 2002** -- Coaching, which has surfaced as a viable methodology for human development over the last fifteen years, is showing strong analytical evidence of its ability to improve workplace effectiveness. Quantifiable and measurable research compiled by Coaching.com—a California-based coaching company—shows that coaching can drive improvement at all levels in the workplace, and in organizations of all sizes.

The fiscal impact of coaching is strong says Scott Blanchard, CEO of Coaching.com. "The research we've gathered identifies key business areas where coaching has demonstrated a significant and tangible return on investment. These measurable business results came from areas such as performance improvement, training reinforcement, skill development, enhanced workplace relations, leadership development, and retention of top performers," says Blanchard.

Blanchard says that an independent study by Michigan-based Triad Performance Technologies, Inc. shows that people and performance are positively changed by using a coaching process.

Triad studied and evaluated the impact of coaching to support 67 regional and district sales managers within the large telecom environment where they worked. Positive results were achieved in several key areas, which led to an estimated \$2 million profitability impact from the group receiving the coaching. Changes included: 1). a shift in focus to strategic account development and increased sales volume; 2). improved performance from managers who previously had not met their objectives; 3). enhanced customer satisfaction and increased revenues; and 4). retention of top-performing staff.

" The intervention produced significant business and economic impact. The immediate return on the investment made in the coaching program will be in the 10 to 1 range. And, the long-term return is anticipated to be even higher," says Triad's Dennis Dressler who managed the evaluation process.

Triad's findings are corroborated by well-known research from Florida-based Manchester Consulting, which reveals that coaching dramatically improves working relationships between supervisors, direct reports, and their respective teams. Manchester says it has direct experience demonstrating that this process does have a lasting impact on the individuals who participate in it, on the larger organization of which they are a part, and on the organization's financial bottom line. The Manchester study shows the most significant improvements among managers occurs in the area of business relationships.

" This is because managers who are involved in coaching tend to utilize more effective coaching skills with their direct reports and coworkers," says Linda Miller, a Master-Certified Coach who has focused on the launch and expansion of coaching within the corporate arena since 1995. "Seventy-seven percent of those in the Triad study reported improved relationships with their direct reports, 67 percent reported improved teamwork, 61 percent reported improved job satisfaction, 53 percent reported being more productive, while 48 percent observed better overall quality," she says.

Additional studies conducted by Coaching.com have shown coaching enhances individual performance by supporting the application of new skills and content learned in training. According to Blanchard, coaching keeps training "top of mind" for the participant long after the training is over. "Coaching has been proven to be an effective and dynamic process that drives the sustainability of training, therefore enhancing the return on investment, says Blanchard."

" Effects of Productivity in a Public Agency," published in 1997 in Public Personnel Management established that when training is combined with coaching, individuals increase their productivity

by an average of 88 percent, as compared to 22 percent with training alone. And, in an article written two decades ago for Training and Development Journal, Neil Rackham, celebrated author of Spin Selling demonstrated through case studies how on-the-job coaching reinforces training, causing more effective skill development. Rackham wrote, "However excellent your classroom training, without good coaching you are probably wasting 87 cents out of every dollar you spend." "Coaching is certainly not a panacea or cure-all, but when deployed in a focused, well-organized process, it will undoubtedly produce the excellent business results that organizations are striving to achieve," says Blanchard.

Blanchard, who is Coaching.com's co-founder, is the son of Ken Blanchard the widely known author of The One Minute Manager® and sixteen other best-selling books on human development. Miller joined Coaching.com in 2000 as Vice President of Coaching Services.

Coaching.com and its sister organization, The Ken Blanchard Companies, have conducted extensive investigations on the positive effects of coaching in the workplace.