

## Executive Summary

# The State and Future of Coaching in Talent Development Benchmark Study



Lee Hecht Harrison and HCI recently conducted research to gain a clear understanding of the current environments in which coaching is used within organizations, including: who receives coaching, the reasons for providing coaching, effectiveness of coaching programs, business benefits achieved and formalization of the process. In September 2012 we surveyed 384 Strategic Human Resources, Recruitment and Staffing, OD/Learning and Business Line Executives to gather their insights into the current and future state of coaching in talent development and gleaned key findings.

### Preliminary findings:

- **Coaching is vital to employee development.** Our research revealed organizations rate coaching as very important for all levels of employees. Senior level leaders, overwhelmingly, are given both internal and external coaching opportunities, followed by first level leaders and high potential employees. More than **80%** reported that it is very important that coaching should occur regularly and informally between a manager and employees.
- **Coaching addresses a wide range of developmental needs.** More than **70%** of respondents reported leadership development as the top reason for engaging with a coach. Coaching is used to address other areas of development including performance management, change management, communication skills, strategic thinking and conflict management.
- **Coaching effective in developing multiple skills and competencies.** More than **90%** of respondents find coaching effective in developing leadership skill, while at least **85%** find coaching effective in strengthening team leadership, communication and performance management skills.
- **Organizations who provide coaching realize key business benefits.** **91%** of respondents agree that coaching is a necessary leadership competency, with **97%** agreeing that coaching is an effective means for providing a leader with the ability to solve difficult business issues, while **95%** agree that coaching plays an influential role in engaging and retaining leaders in the organization.
- **Coaching enhances global leadership capabilities.** **97%** agree coaching increases talent mobility and helps those onboarding or transitioning into new roles, while the majority of respondents agree that coaching supports open dialogue, increases the effectiveness of conflict management skills, improves communication skills across cultures and helps inform and prepare succession plans.

Look for more detailed information about the results of our research in the forthcoming Benchmark Study scheduled to be published in December 2012.