

Managers as Coaches: Boosting Employee and Organizational Performance

November 2020



The Presentation



Our Latest Research on Knowledge Coaching by Managers

- Defining coaching by managers
- Top drivers for using coaching and barriers to coaching effectiveness
- Use and training for key coaching skills
- Building accountability for coaching

About the Study

- April 2020 survey
 - 412 respondents
 - 73 percent were managers or above
 - Majority were from the United States
 - Organization sizes:
 - 28 percent from large organizations
 - 44 percent from midsize organizations
 - 28 percent from small organizations
- Interviews with subject matter experts conducted in May 2020

Key Definition

Defining Coaching by Managers

For the purposes of this research, coaching refers only to managers as coaches of their direct reports. It does not refer to outside professional full-time coaches, internal professional full-time coaches, or peer coaching.

Key Definition

Defining Coaching by Managers

Coaching is a process that helps individuals maximize their performance through reflective learning. In conversations with a coach, a coachee identifies challenges, goals, and growth opportunities then arrives at actions they can take to reach the desired outcomes. Coaching focuses on specific tasks or objectives, as opposed to mentoring, which is focused on long-term career development and may involve individuals from separate management chains. Actions include standalone coaching (conversations that occur at regular, prearranged times) and in-the-moment coaching (conversations that occur during the flow of work).

Top 5 Coaching Drivers

What are the top factors influencing your organization's use of coaching? (Select up to five.)



Top 5 Coaching Barriers

What are the top barriers to effective coaching at your organization? (Select up to five.)



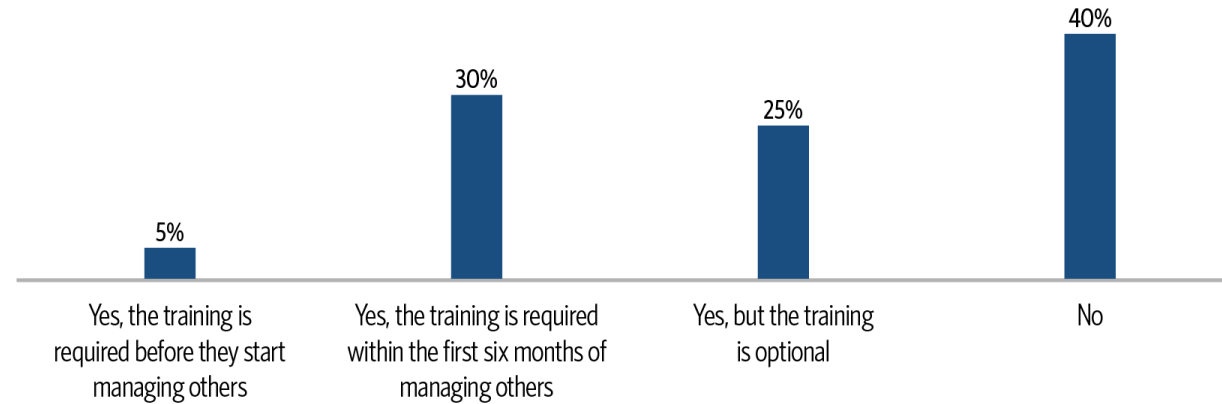
Coaching Skills Usage and Training

Do most or all managers at your organization regularly use each of these skills? Do they receive training on them? (Select all that apply.)

	Use	Receive Training
Providing targeted, actionable feedback	60%	62%
Active listening	58%	68%
Asking open-ended, nondirective questions	57%	61%
Helping coachees define goals and track progress toward them	53%	59%
Showing empathy to coachees	52%	58%
Ensuring a positive, safe coaching environment	45%	56%
Helping coachees develop action plans and realistic solutions to problems	44%	58%
None of the above	18%	21%

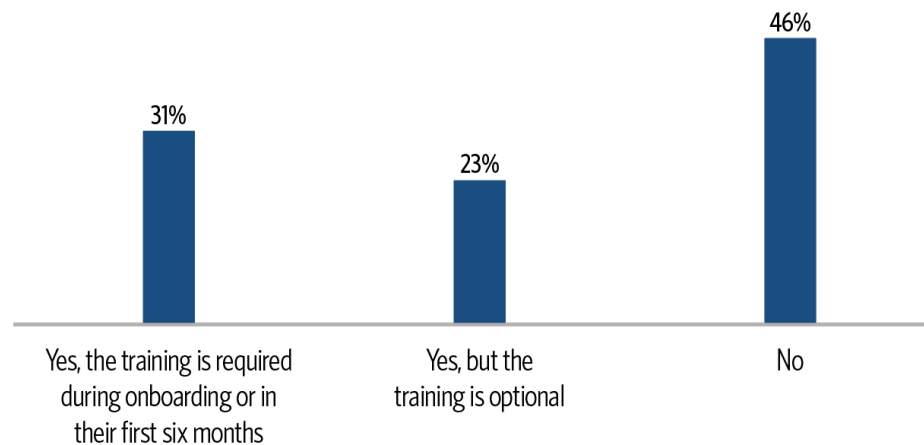
Coaching Training for Internally Promoted Managers

Do internally promoted managers at your organization receive coaching skills before they begin managing others or within their first six months of managing others?



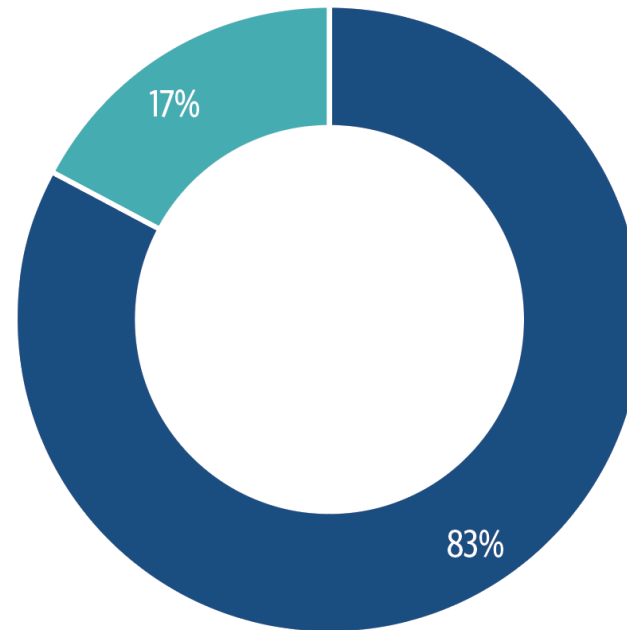
Coaching Training for Externally Hired Managers

Do externally hired managers at your organization receive coaching skills as part of onboarding or during their first six months on the job?



Who Are Managers Expected to Coach?

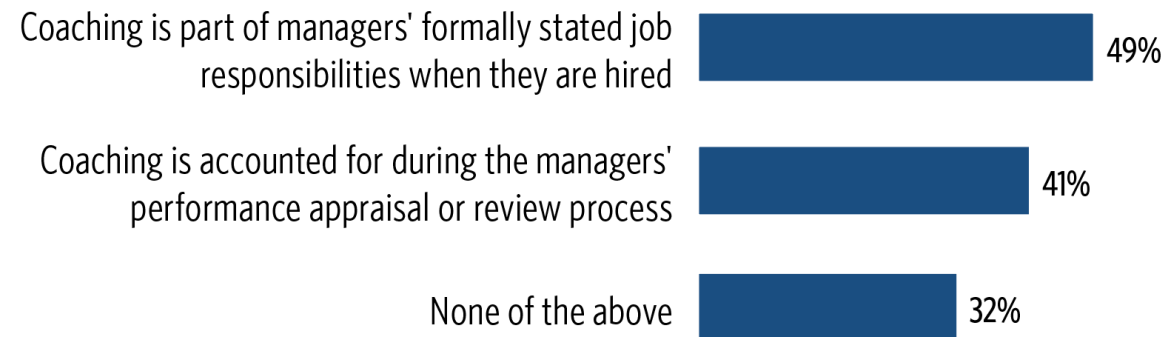
Does your organization expect its managers to coach their direct reports?



- All direct reports
- Only some direct reports

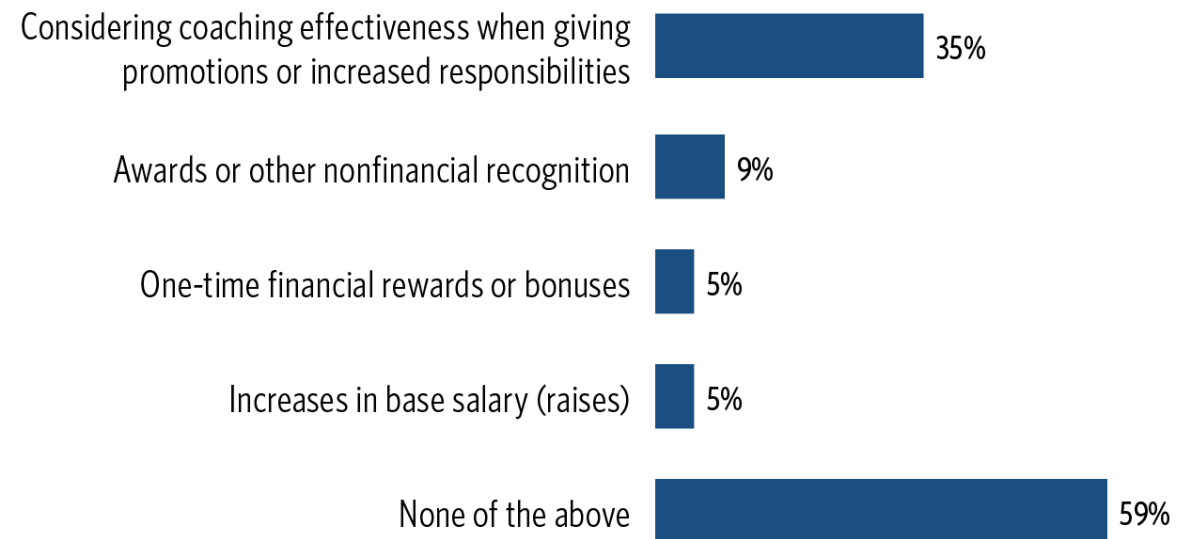
Accountability for Coaching

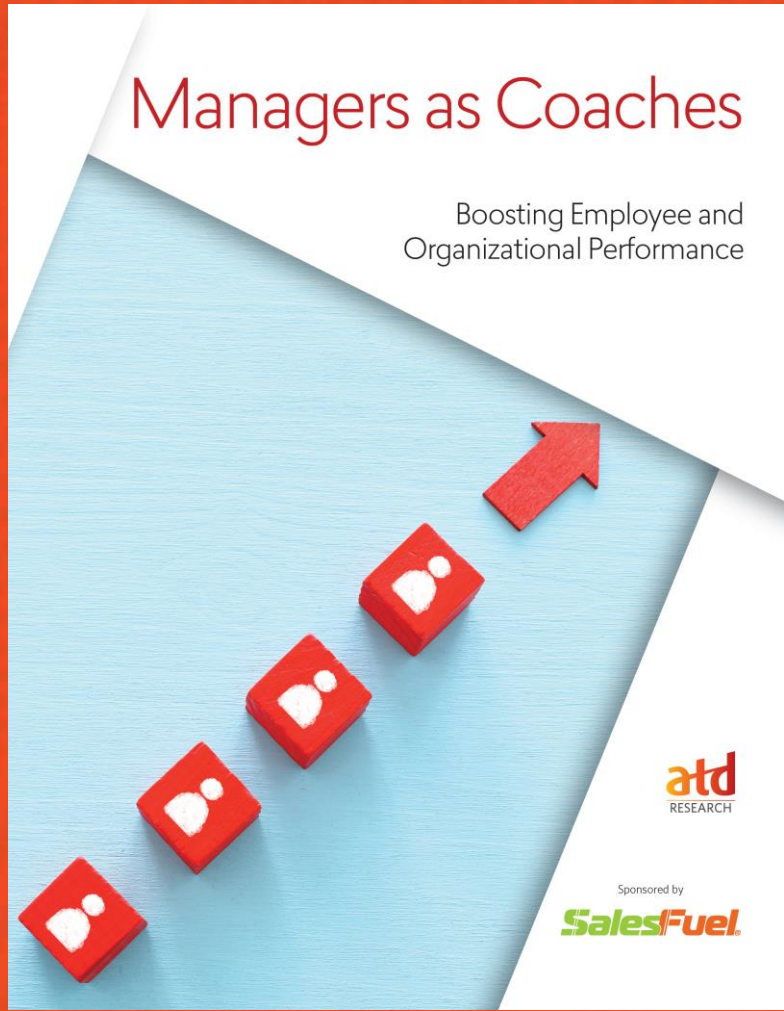
How does your organization hold individual managers accountable for coaching? (Select all that apply.)



Recognizing and Rewarding Effective Coaches

How does your organization recognize and reward effective coaches? (Select all that apply.)





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