

# Feedback themes

for a cohort of individuals who completed an Executive Coaching Programme for a national charity

Six individuals completed a coaching programme over the course of a year. The purpose of the coaching was to provide them with a tailored experience in developing their leadership capability.

At the end of their programme, individuals were asked to complete a feedback survey. The survey focused on two areas: the coaching process and the coaching outcomes and impact.

## Coaching outcomes

83% of the cohort agreed or strongly agreed that their performance at work had been enhanced as a result of the coaching, and they all thought that the coaching had helped them sort out issues which may otherwise have affected their performance at work.

They believed the coaching had positively impacted their business area and that their motivation had increased. This group also thought that the provision of coaching demonstrated that the organisation cared about their development.

## Benefits attributed to the coaching

The individuals identified the following themes as being outcomes and personal benefits from the coaching:

- Greater understanding of the roles and responsibilities of corporate leadership
- Developing confidence as a leader
- Developing self-awareness
- Taking responsibility for changing things in their own sphere of influence

## Beneficial impact on work objectives

In addition to the points above, participants also reported the following development outcomes which have had a positive impact on their work:

- Thinking more strategically and systemically
- Gaining clarity on priorities and focusing on these
- Empowering others and balancing accountability
- Demonstrating stronger leadership and authority

## Progress against the Leadership Framework

One of the key drivers of the coaching programme was to help individuals develop in three specific areas of the charity's Leadership Framework:

- Stepping up
- Internal influence
- Learning to learn

Individuals identified the following areas in relation to the three qualities in which they had developed through the coaching:

- Being more confident and skilful and influencing internally
- Being more willing to step up and having increased confidence to do so
- Developing a greater presence within the organisation

Individuals were also asked to rate themselves on the 1-10 scale in relation to these qualities before and after the programme. All individuals reported a positive shift in the skill level, with the average being a 2-point shift. All individuals rated their current skill level as sitting somewhere between 6 and 9.

## Progress against individual objectives

**All individuals said they thought they had achieved their coaching objectives, and this was confirmed by their sponsor.**

For some, the individual objectives were created from the focus on the leadership qualities. For others, their objectives were a blend of the leadership qualities and some specific individual areas of focus. About half the cohort reported that their objectives changed during the programme as a result of changes in their role or environment, and that their coaches helped them adapt so that they could focus on what was appropriate for them.

## Conclusion

The feedback from all individuals demonstrates that the coaching programme has been a success both for individuals and for the organisation. From the individuals' perspective, they have developed their skill and confidence in some of the core qualities required by the organisation. Sponsors who have actively engaged in the process have agreed with this assessment.

This demonstrates that using coaching as a development tool is a highly impactful option for the charity.