



Measuring Impacts: Pinpointing Coaching Effectiveness



The Leadership Coaching offer is very relevant to us. It was the model itself and its application to our business that were the key differentiators, and the fact that the Forton Group has a tool to evaluate the effectiveness of what they do.



Marc Auckland,
Former Head of Leadership
& Resourcing, Network Rail



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College Farm, Main Street,
Willoughby, Warwickshire,
CV23 8BH UK
T: +44 (0) 845 077 2980
www.thefortongroup.com

VAT Registration No. 849 2968 65
UK Registered Company No. 4389389

Investing in Leadership Development can bring enormous benefits, at personal, team and organisational levels. But when resources are tight, impact evidence is vital.

Many people believe that coaching has a positive impact on Leadership Development, as a recent Chartered Management Institute report¹ confirms:

“Coaching was especially valued by senior managers, and something they would have appreciated receiving sooner in their careers.”

Teaching coaching skills to managers is also supported by the UK Government-sponsored, industry led Task Force “Engaging for Success”, led by David MacLeod, and other leading professionals from the public and private sector. Work to date has confirmed that employee engagement is achieved by “Managers who coach and stretch their people.”²

Leadership coaching is a strategic investment and needs to demonstrate its return on that investment. Once the benefits have been identified, better targeting of coaching and coach training can be achieved.

Using the Forton Impacts Tool, clients are making valuable discoveries about the benefits of coaching:

- Significant bottom line benefits
- Over 200% ROI
- Improved customer and supplier relationships
- Better line management
- Improved employee engagement
- Top talent retention benefits

Through extensive research, consultancy, coaching and training, the Forton Group identified the most appropriate methodology for measuring the impacts of learning, and the key factors to be measured.

The Coaching Impact Tool supports clients to find out:

- Where coaching is having the biggest impact in your organisation
- Which coaches are the most effective
- Which coachees are making the most progress

The Forton Group also provide **measuring impacts** services for training and other development interventions.

¹The Business Benefits of Management and Leadership Development, February 2012.

Chartered Management Institute. ²The Four Enablers: www.engagingforsuccess.org March 2012.



Measuring Impacts Service

The Impact Tool is tailored to your organisation's needs, including your organisation's leadership, values, and/or competency frameworks. It reflects your organisation's look and feel, including your logo and font.

Our approach to measuring impacts is based on the Kirkpatrick¹ model and coaching skills training:

1. Attitude to the coaching programme
2. Competences and outcomes
3. Quality of life measures
4. Coaching impacts
5. Bottom line benefits
6. Return on Investment (ROI)

Our silver service has two core elements:

1. The Coaching Impact Survey: *baseline*
2. The three- or six-month follow-up: *benchmark*: measuring results against the baseline

The gold service offers additional options:

- Telephone follow-up interviews are used to explore qualitative issues and bottom line benefits, where significant ROI is claimed. Interviews elicit further details; transcribed into the final report as case study examples
- Control group surveys: to check that it is coaching which is making any difference, rather than other employee engagement or performance management initiatives
- Translation Service: where interviews take place in a language other than English

Case studies in brief

One client discovered that its leadership development programme was having significant ROI impacts as emerging leaders who were coached took greater responsibility for initiating new ideas.

A top talent coaching programme enabled a client to retain a higher number of high-potential staff, thus cutting its recruitment costs, and using their abilities in exciting and challenging roles.

Another coaching programme:

- supported transformation goals
- noticeably impacted on key business drivers
- raised awareness of business objectives

A recent report from Australia demonstrates the lasting impact of leaders and managers using a coach-approach with their teams. For a copy of this report, please contact info@thefortongroup.com.

Contact us to find out more...

The Forton Group Limited
Bob Hughes
bob.hughes@thefortongroup.com
T: +44 (0) 845 077 2980
www.thefortongroup.com