



Is coaching declining in the Current Climate? Not according to a recent survey.

A survey of 173 respondents (137 full responses, 36 not completely filled out) carried out by [Performance Consultants](#) and [MS Coaching](#) indicates that coaching continues to be used as an important intervention despite the constraints of the economic climate. Half of the respondents, distributed across the UK and Denmark, said that coaching is used at the same level as before the crisis, whilst for those experiencing a fall in coaching there was a corresponding group receiving more coaching.

Coaching styles have moved slightly away from a challenging approach, although four out of 5 coaches (83%) now maintain a balance of challenge and support in their coaching dialogues. The top four objectives for the coaching sessions are (i) team development, (ii) building confidence / self-belief, (iii) personal development and (iv) motivation. Three of every four coaching assignments (75%) are at the request of the individual to be coached. People want to be coached and are asking for it themselves.

Of the coaches responding almost half are now internal to organisations. 60% of respondents were aligned to HR/L&D, the rest being a mix across business functions. Two in five (39%) work for organisations larger than 1,000 employees. In this economic situation coaching is considered to be a “really major contributor” for leaders and workers. Leadership issues arising from managing the immediate impact of redundancies and the longer-term implications for morale and productivity are all areas for coaching support. There is a general consensus that senior management are facing a new era for which they have had little experience or training. Most respondents see coaching benefiting people issues more than process, perhaps reflecting the high differentiating factor that a willing workforce can provide during a downturn.

Individual needs were also well recognised. Personal motivation features frequently in the benefits of coaching, linked closely to dealing with the stresses of change and accompanying uncertainty and insecurity. Coping with the threat of redundancy, its eventuality or “survivorship” is another big topic for coaching to address on both individual and organisational levels. Looking ahead, the respondents see retention as a problem area for senior managers and one that coaches need to be well prepared to explore with their clients.

Bottom-line performance concerns manifest themselves in a broad range from renewed sales activity, product innovation and service delivery. Getting the restructured organisation to buy into new business visions and different ways of operating should not be underestimated.

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