



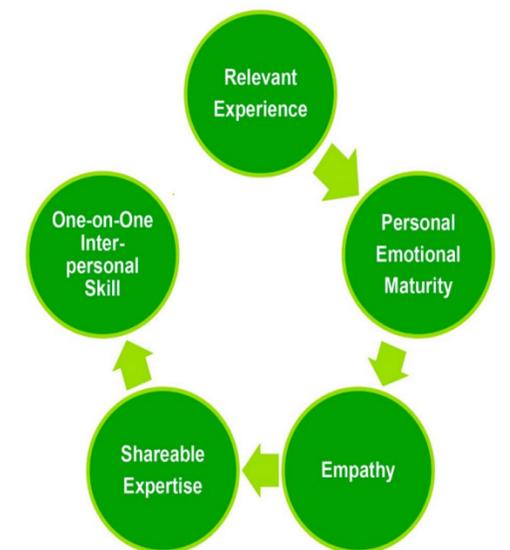
# Choosing An Effective Business Coach

## Module 6: Measuring the Success of a Business Coaching Relationship

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### The Effective Business Coach: 5 Keys to Success





## Module 6 – Defining Success for A Business Coaching Relationship

### What is in this module ....

1. What is a business coaching relationship
2. Success in such a relationship is measured by ...
3. The organization context in which business coaching occurs
4. Why is Increased Performance On-The-Job the KEY measure





## Defining Success for A Business Coaching Relationship



The only useful business metric for evaluating a business coaching relationship

Does the changed performance of the person being coached increase that person's productivity and output on-the-job



# Defining Success for A Business Coaching Relationship

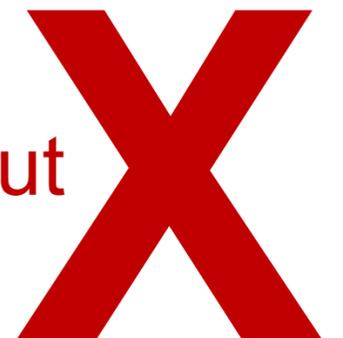


The only useful business metric for evaluating a business coaching relationship

Does the performance of the person being coached increase the productivity and output on-the-job?

NOT

How does the person being coached feel about the coach?





A **working** relationship

## What is a business coaching relationship?





A **working** relationship

In which **two** people

One acting as **coach**

And one acting as 'coachee' or person being coached

## What is a business coaching relationship?





A **working** relationship

In which **two** people

One acting as **coach**

And one acting as 'coachee' or person being coached

**Meet regularly** to take steps

## What is a business coaching relationship?





## What is a business coaching relationship?

A **working** relationship

In which **two** people

One acting as **coach**

And one acting as 'coachee' or person being coached

**Meet regularly** to take steps

- To improve the person being coached's ability to perform on-the-job





**What tools do the people  
in a business coaching relationship  
use to get results**

**Dialogue - conversation**



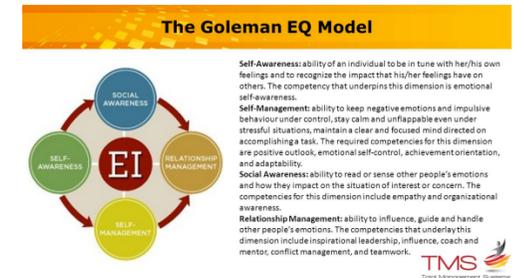
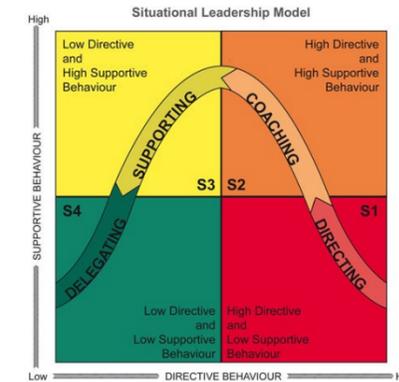
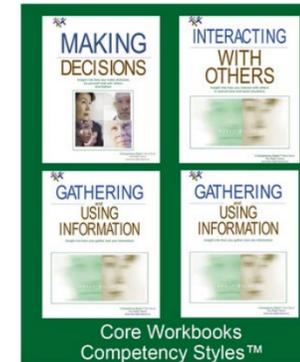
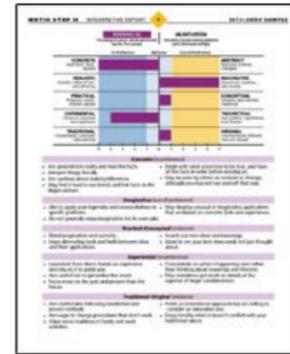


# What tools do the people in a business coaching relationship use to get results

## Dialogue - conversation



## Structured feedback using self-awareness self-descriptive and 360° instruments



**It is not the structured feedback instrument but the skill of the coach in using it which makes the difference.**

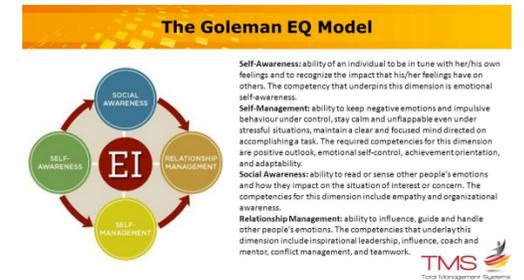
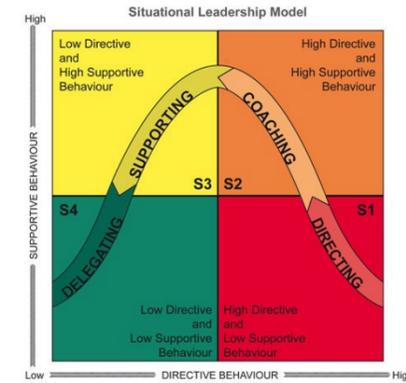
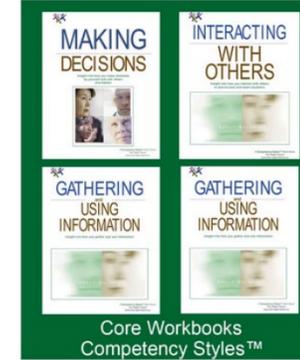
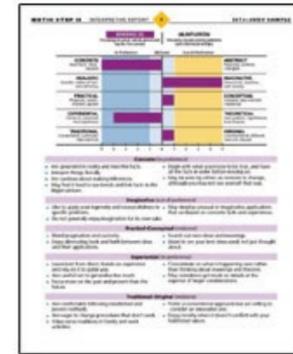


# What tools do the people in a business coaching relationship use to get results

Dialogue - conversation



Structured feedback using self-awareness self-descriptive and 360° instruments



It is not the structured feedback instrument but the skill of the coach in using it which makes the difference.

Business measures / metrics related to results achieved by the person being coached





## How much time does a business coaching relationship take

Meetings lasting 1 to 2 hours



Every week or every several weeks



From a period of weeks to months



## What is the coach's objective

Increase the ability of the person being coached to **deliver results on-the-job**

- In the **short run** – while the coaching is going on
- In the **long run** – after the coaching stops





## What is the person being coached's objective

Increase **my** ability  
to deliver results **on-the-job**

- In the **short run** – while the coaching is going on
- In the **long run** – after the coaching stops





## How is the success of a business coaching relationship measured

By an increase in the results delivered on-the-job by the person being coached

- In the **short run** – while the coaching is going-on
- In the **long run** – after the coaching has come to an end





# The Organizational Context for a Business Coaching Relationship

On-the-job performance  
results  
vary greatly  
depending on the level  
at which the person  
being coached  
is contributing  
in the organization





By creating a **coaching contract** between coach and “coachee”

1. Clarify what **“improved” business results means** for the person being coached - what to achieve?

**Get input** from “person’s manager, and perhaps “manager once removed”

## What is the best way to ensure this success





## What is the best way to ensure this success

By creating a **coaching contract** between the coach and the “coachee”

1. Clarify what **“improved” business results means** for the person being coached - what to achieve?

**Get input** from “person’s manager, and perhaps “manager once removed”

Starts with the person being coached and that person’s manager

But it is the responsibility of the “business coach” to make this happen





By creating a **coaching contract** between coach and “coachee”

2. **Clarify the “means”** – the things the coach will work on with the person being coached to achieve these increases in performance on the job

**What is the best way to ensure this success**





By creating a **coaching contract** between coach and “coachee”

2. **Clarify the “means”** – the things the coach will work on with the person being coached to achieve these increases in performance on the job

**What is the best way to ensure this success**



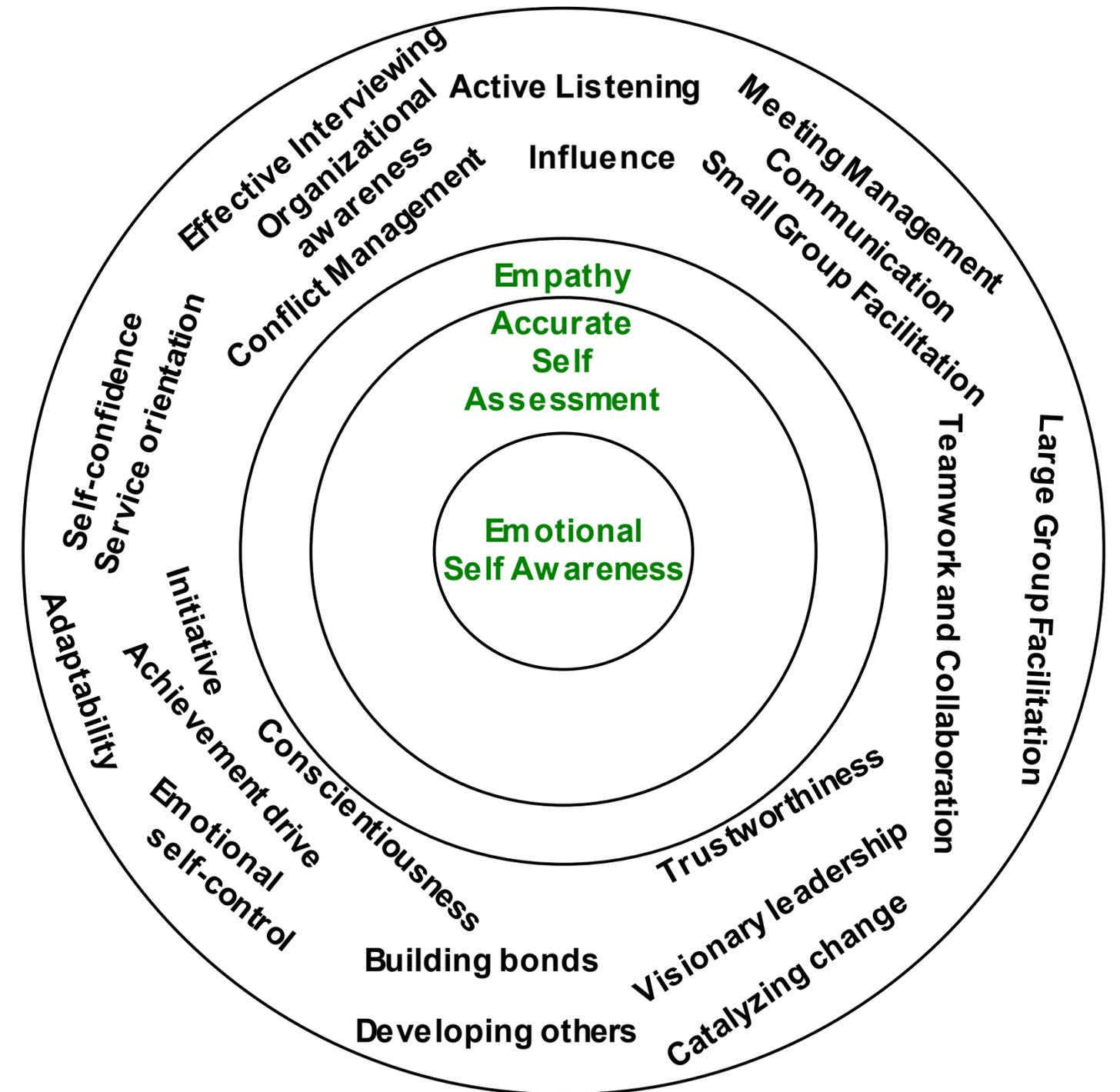
Requires coaching competence and experience on the part of the coach

→ Responsibility of the business coach to make this happen



## What one “additional” objective should every business coach have

Increase the ‘**self-awareness**’ or ‘**self-knowledge**’ of the person being coached,





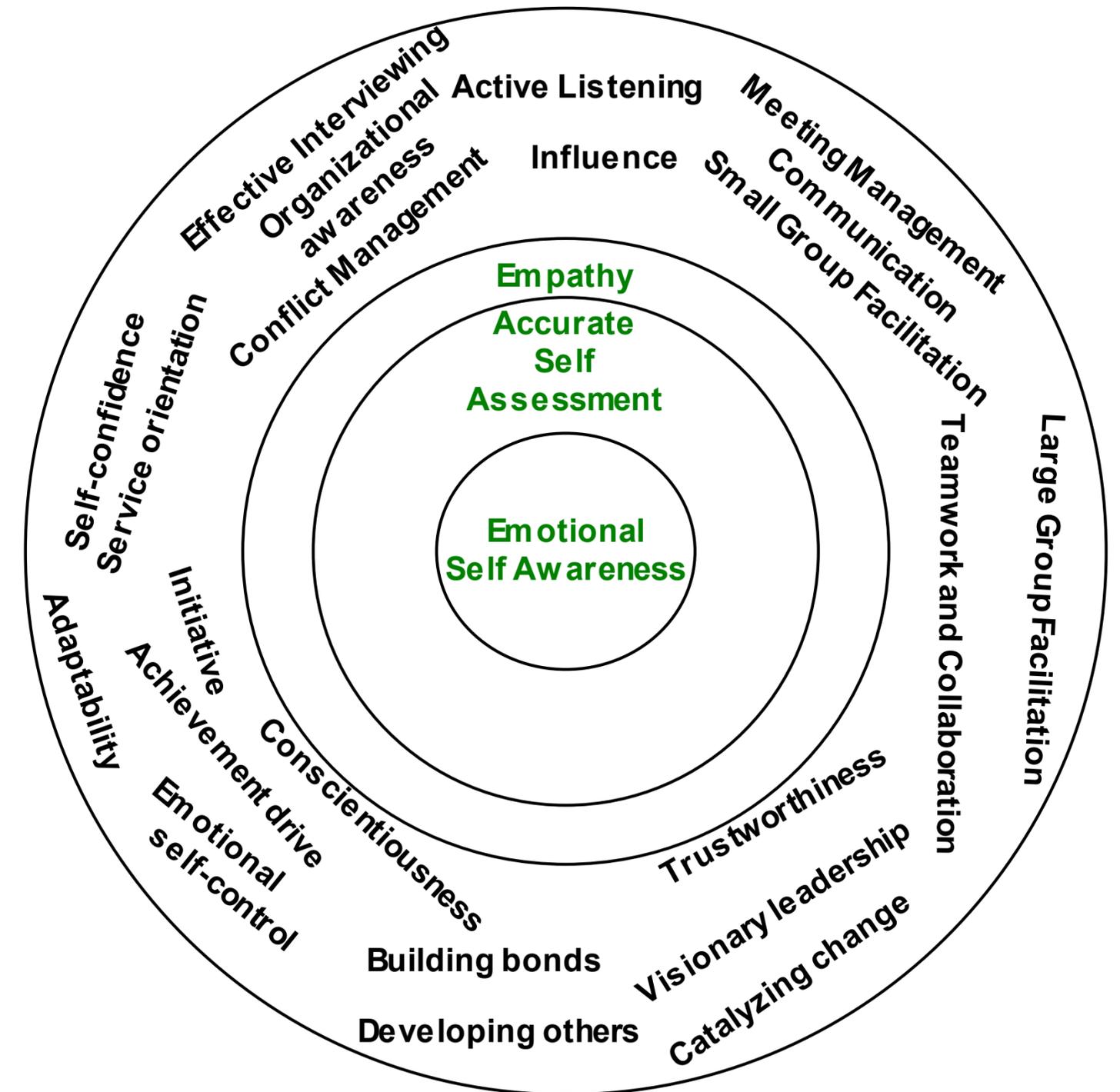
## What one “additional” objective should every business coach have

Increase the ‘**self-awareness**’ or ‘**self-knowledge**’ of the person being coached,

since research and experience have made it clear

that **self-awareness** is a **significant contributor to on-the-job performance**

when managing – leading others





**Self-awareness is also the core skill required to build progressively more complex “managing others” competencies over time**

## Manager-Leader Competency Model





# The Only Measure Which Counts

**Increased results delivery  
by the person being  
coached**

- In the **short term** – while the coaching is occurring
- In the **long term** – after the coaching ends

**On-the-Job**





**Being an Effective Coach → being Interpersonally skilled**

**Many coaches substitute how the person being coached ‘feels’ about the coach for this ‘performance on the job’ result measure**

- Coaching may involve ‘**confrontation**’ of the person being coached, especially if this person is performing at below acceptable levels
- Coaching may involve a complex mixture of ‘**conflict**’ and ‘**empathy**’
  - Confronting the person being coached’s ‘negative’ behaviors
  - While having respect for, and being able ‘to stand in that person’s shoes’

**This is a complex interpersonal skill  
that an effective coach needs**



## Being an Effective Coach → being Interpersonally Skilled

# Investing in ...



Repeating ....  
to make  
this crucial point

otherwise  
coaching investments  
do not produce  
business ROI



## Defining Success for A Business Coaching Relationship

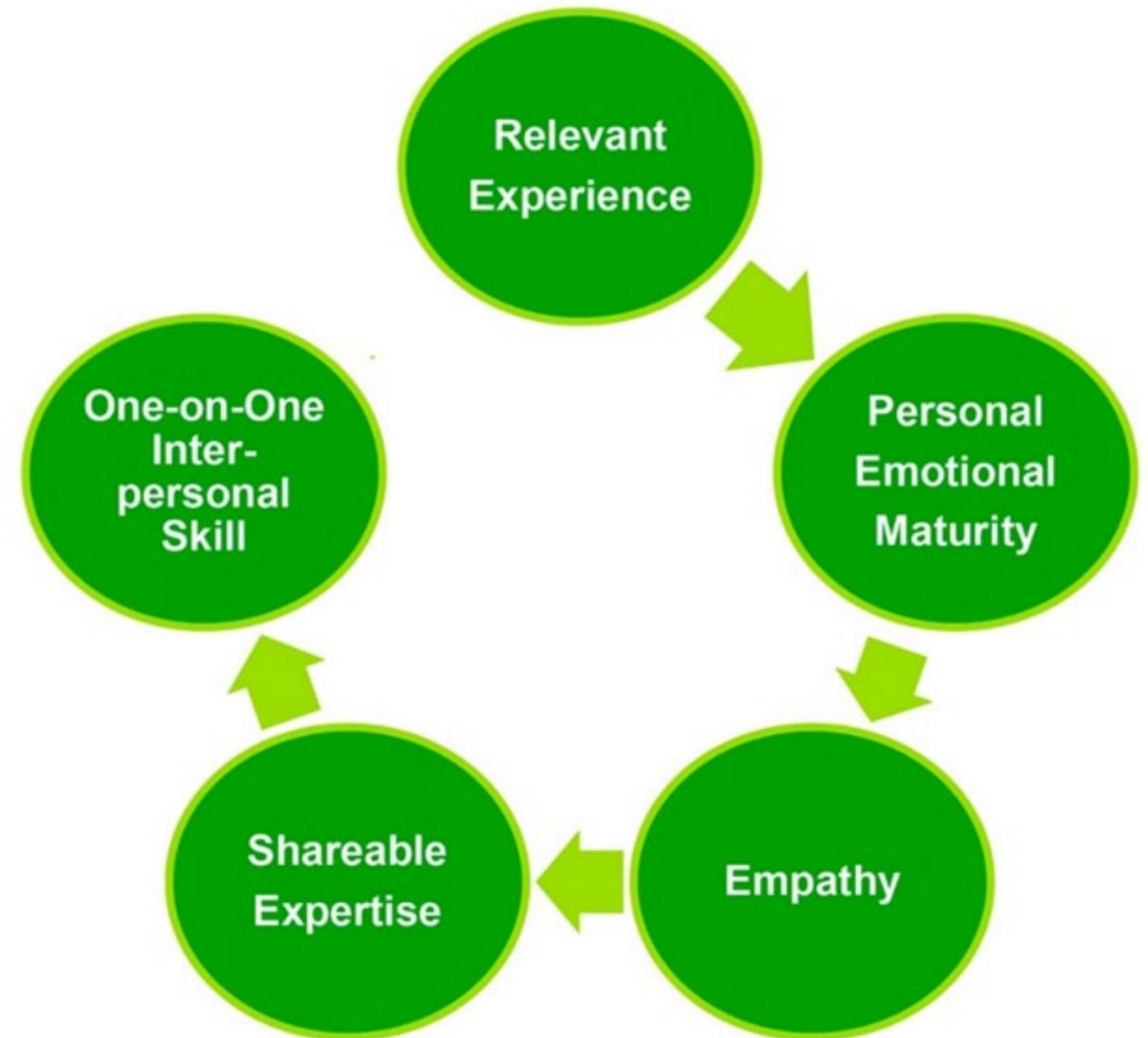


The only useful business metric for evaluating a business coaching relationship ....

Does the changed performance of the person being coached increase that person's productivity and output on-the-job?



## Let's Go ... to Module 7 The Success Factors





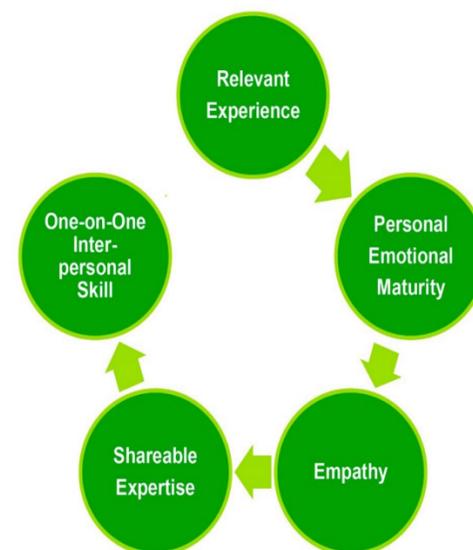
# Choosing A Business Coach

## End of Module Six

A Practical Approach for Business Professionals,  
Independent Business People, and Managers of Others



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