

ICF Global Coaching Client Study

Final Report

June 2009



About the International Coach Federation

The International Coach Federation (ICF) is the largest worldwide resource for business and personal coaches, and the source for those who are seeking a coach. The ICF is a nonprofit, individual membership organization formed by professionals worldwide who practice business and personal coaching. The ICF exists to Build, Support and Preserve the integrity of the coaching industry through programs and standards supported by the individual membership. For more information on the ICF, write to, call or e-mail:

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Disclaimer

Although the information in this report has been obtained from sources that the Association Resource Centre Inc. and PricewaterhouseCoopers LLP believe to be reliable, its accuracy and completeness cannot be guaranteed. This report is based on survey responses of coaching clients during the survey period of September 23, 2008 to November 30, 2008, as well as information collected in coaching client focus groups in May and June 2008. This report is for information purposes only. All opinions and estimates included in this report constitute the views of survey respondents and focus group participants combined with our judgment as of this date and are subject to revision.

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EXECUTIVE SUMMARY

In its role as a leader of the coaching industry, the International Coach Federation (ICF) exists to advance the art, science and practice of professional coaching. In 2006, the ICF conducted the *Global Coaching Study*¹ to develop a profile of the industry and to better understand the state of the industry. As useful as this information is, it represents only one side of the equation. The other side of the equation, and perhaps the more important part to understand, is the coaching client (the consumer).

Recognizing that significant knowledge voids still exist regarding credible research about the coaching client, the ICF commissioned the Association Resource Centre Inc. and PricewaterhouseCoopers LLP to jointly conduct a global study of coaching clients. The study provides comprehensive information about coaching clients, their decision making process and their opinions about professional coaching. This Executive Summary provides an overview of the key study findings.

The main purpose of the ICF Global Coaching Client Study is to generate a broad scope of reliable data on those individuals who have experienced professional coaching and the results they achieved from it. More specifically, the key questions this study is designed to answer are:

- What is the demographic profile of coaching clients?
- What are the characteristics of the coaching experience?
- Why do clients seek coaching services?
- What does the decision making process for choosing a specific coach look like?
- What are clients' perceptions of the industry and the service it provides?
- How do clients evaluate their experience?
- How are clients benefiting from the coaching experience?
- What is the return on investment (ROI) from coaching?

¹ICF Global Coaching Study can be found at: <http://www.coachfederation.org>

Research Methodology

The ICF Global Coaching Client Study was designed to gather information from and about coaching clients. It is important to note that the definition of what a “client” is varies depending on a coach’s area of focus.

For the purpose of this study, a coaching client is defined as the individual being coached.

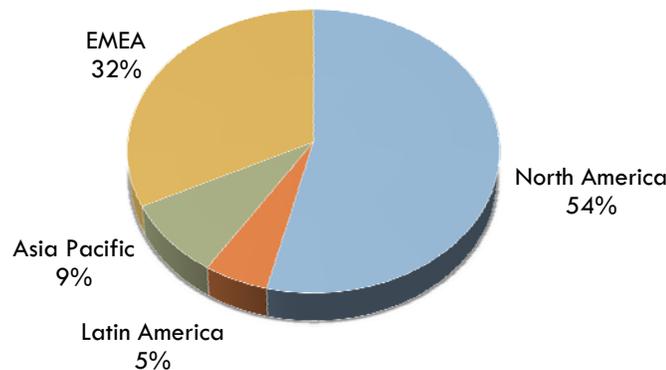
To fully address the objectives of the study, three distinct phases were undertaken:

- Qualitative coach research:** To ensure that the information collected through the study was relevant to practicing coaches, a series of 14 in-depth interviews were conducted with coaches from around the world to get their input on the types of questions that should be addressed by the research.
- Qualitative client research:** A series of focus groups with clients from around the globe were conducted. A total of 41 clients participated in five focus groups. The focus groups served two purposes. First they were used as a means of exploring in-depth client attitudes and opinions regarding the various research questions to help with the design of the quantitative survey. Second, the groups were used to answer some of the research questions that could not be effectively assessed through a quantitative survey. The focus group setting allowed for in-depth probing for areas that were more qualitative in nature.
- Quantitative client research:** The key component of the research was a 20 minute online survey of coaching clients. A total of 2,165 coaching clients from 64 countries participated in the survey from September to November 2008.

Who Participated in the Survey?

As mentioned above, the survey was completed by respondents in 64 different countries. For analysis purposes, the countries were grouped into four regions. As illustrated in **Exhibit 1**, the largest region in terms of respondents was North America accounting for over half (54%) of all survey participants. Europe, Middle East and Africa (EMEA) is next with almost one third (32%) of respondents. Asia Pacific (9%) and Latin America (5%) had considerably fewer respondents.

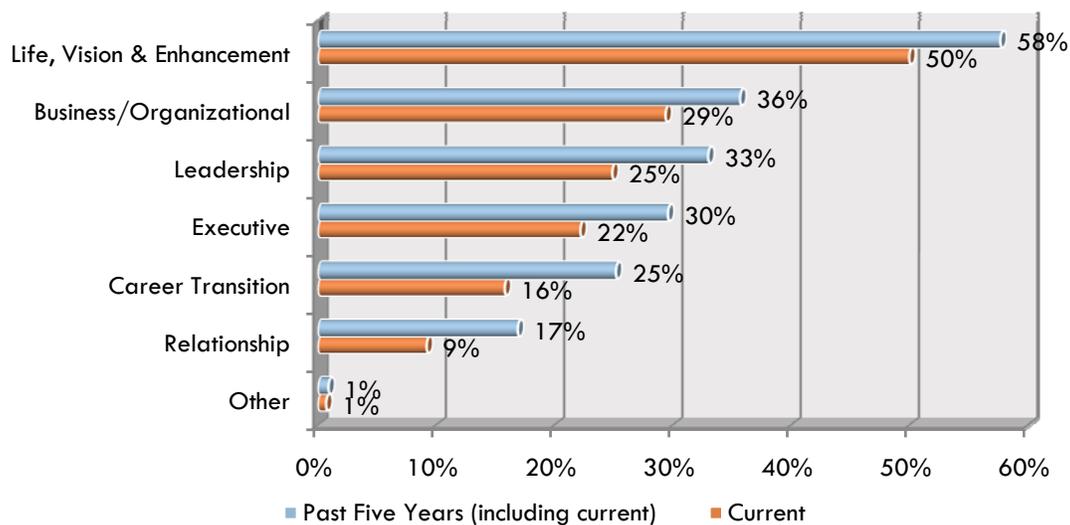
Exhibit 1: Survey Respondents by Region



Note: N=2165

Exhibit 2 illustrates the types of coaching experienced by survey respondents both currently and over the past five years. Life, Vision & Enhancement coaching is by far the most common among respondents with half (50%) of all current clients engaged in this type of coaching and more than half (58%) having been engaged in this type of coaching over the past five years. Business/Organizational coaching (29% of current clients and 36% over last five years) is next followed closely by Leadership coaching (25% and 33%, respectively), Executive coaching (22% and 30%, respectively) and Career Transition coaching (16% and 25%, respectively). At only 9% of current clients and 17% over the past five years, Relationship coaching is the least common among respondents. For analysis purposes, clients were grouped into two segments: Life, Vision & Enhancement and Business, Executive & Leadership. Results for each of these two groups are discussed throughout the main report.

Exhibit 2: Types of Coaching Experienced - Current and Past Five Years



Notes: Base for past five years is all respondents (N=2068).
 Base for current is only those currently in a coaching relationship (n=1233).
 Percentages sum to more than 100% due to multiple responses.

The vast majority of respondents have experienced coaching within the past two years. More specifically, 59% of respondents were currently being coached at the time of the study. Among the 41% not currently being coached, 80% completed their most recent coaching experience within the 24 months leading up to the study. While the vast majority of current clients (91%) are presently engaged in a single coaching relationship, it is not uncommon for clients to have had multiple coaches in the past (45% have had more than one coach in the past five years).

What Motivates Clients to Seek Coaching Services?

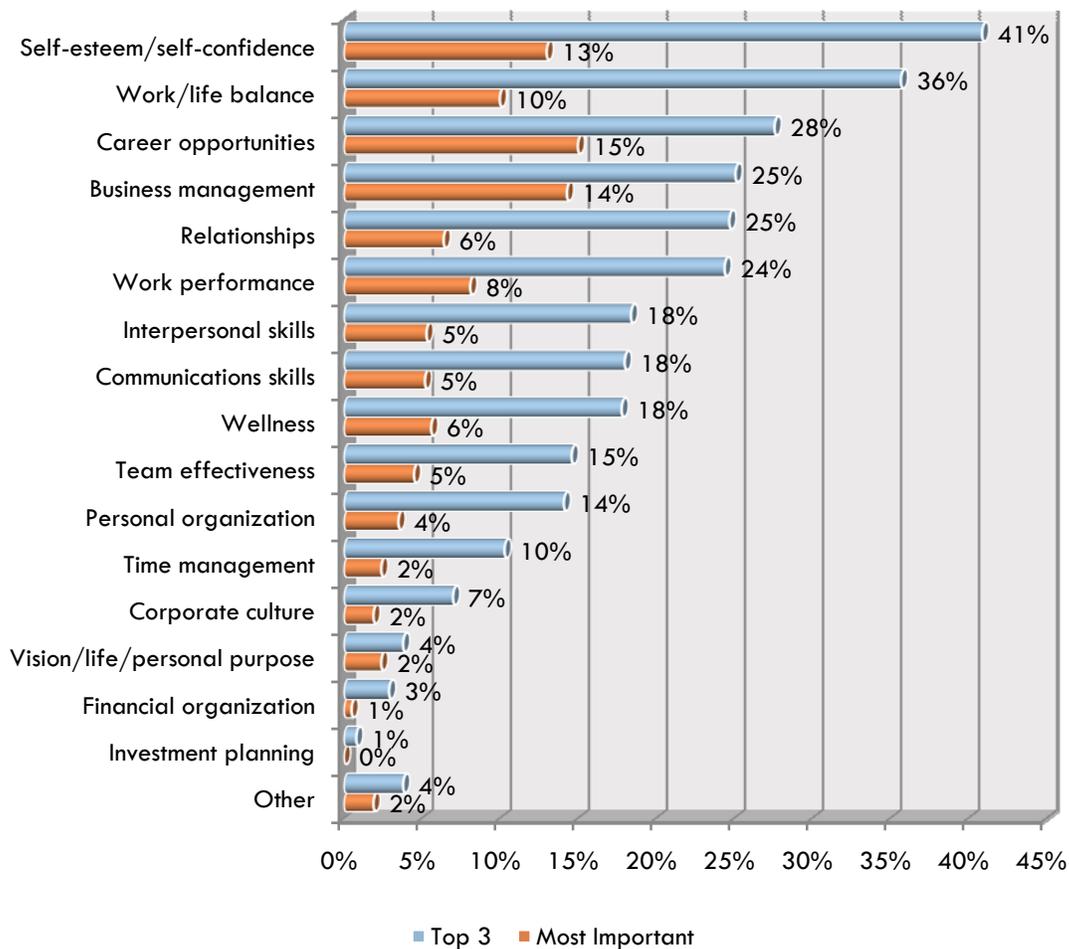
A key differentiator for the industry is that coaching is seen as an “action plan” rather than an exploratory process. When asked why they selected coaching instead of alternatives such as therapy or counseling, some focus groups participants indicated that coaching offered them an “action plan” rather than an opportunity to explore their “issues.” Educating consumers about how coaching is an “action plan” may lead those who “need a plan” to seek coaching services as oppose seeking an alternative.

Survey respondents were given a list of 15 areas that are often addressed by different types of professional coaching and were asked to indicate how important each area was in their decision to seek out coaching services. While the results show that the motivations vary according to the type of coaching received, there

were a number of areas the surfaced as generally important regardless of the type of coaching. The top two motivations for seeking coaching services are self-esteem/self-confidence (79% rated as very or somewhat important) and work/life balance (76%). These are clearly core motivations for seeking coaching. While they may not be the “top-of-mind” or “ultimate” reasons that drive clients to seek their coach, these two factors are significant motivators for the vast majority of coaching engagements.

When asked to select the **top 3** reasons for seeking a coach for their current/most recent engagement (**Exhibit 3**), self-esteem/self-confidence (selected by 41%) and work/life balance (36%), which were identified earlier as core motivators for coaching, are again at the top of the list when considering clients’ “top 3” selections. However, they rank third and fourth respectively when looking only at the “most important” reason for seeking coaching services. Instead it is career opportunities (15%) and business management (14%) that top the list as the “most important.”

Exhibit 3: Top Factors in Seeking Coaching Services



Notes: “Top 3” percentages will sum to more than 100% due to multiple responses.
N=2072

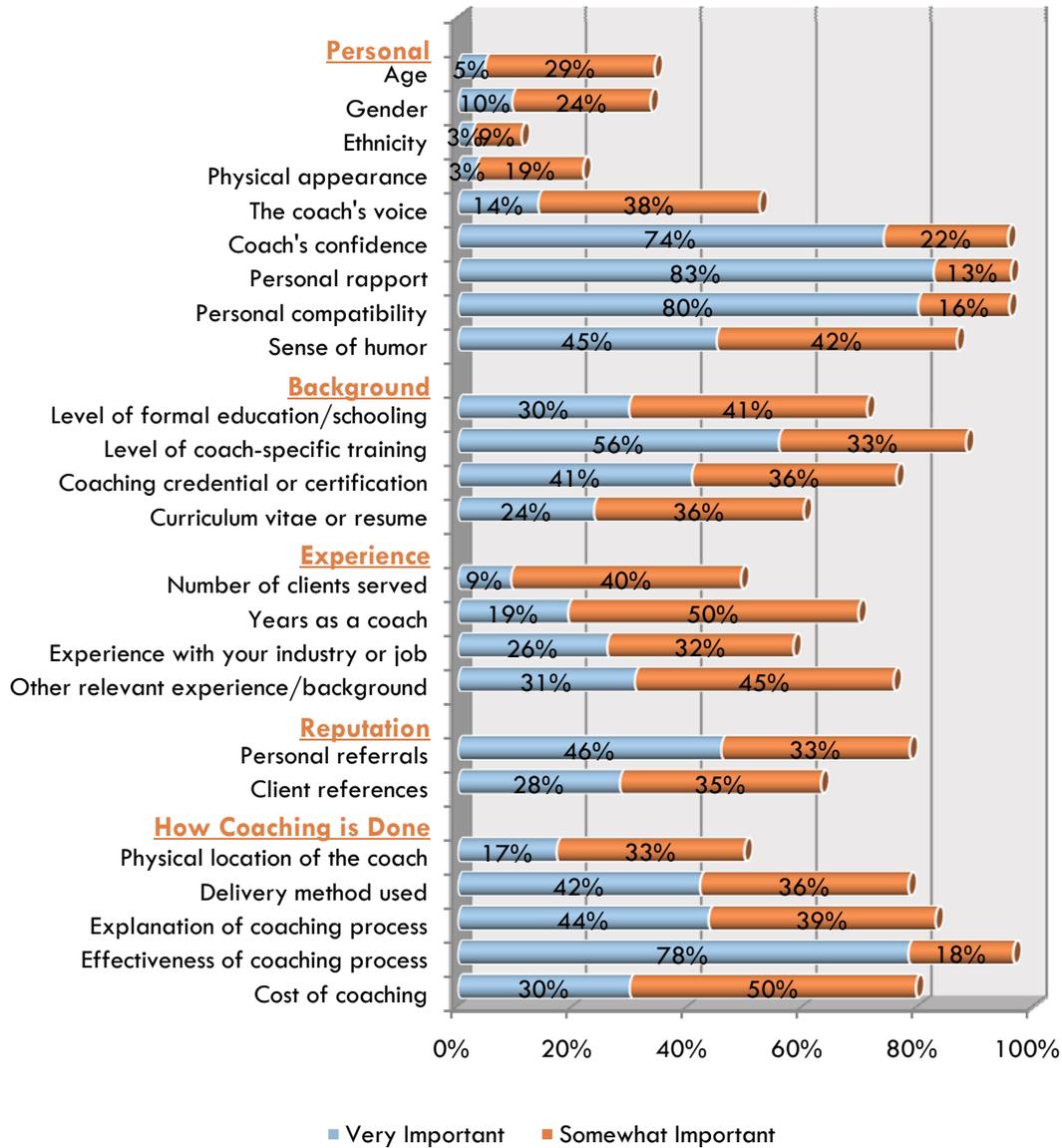
What Does the Coach Selection Process Look Like?

Once a client has decided to get a professional coach, how do they find and select a specific coach? Following is a summary of some of the key factors in the decision process:

- **Who selects the coach?** A significant majority (72%) of respondents indicated that they were solely responsible for selecting their coach. Only 13% indicated that their employer selected a coach for them while 7% indicated it was a joint decision between client and employer.
- **Is the coach an employee of the client's company?** Only 7% of clients reported that their coach was an employee of their organization. However, results vary considerably based on who was responsible for selecting the coach. Specifically, when the employer chooses the coach (17%) or helps make the decision (15%), the likelihood of the coach being an "Internal" coach within the client's organization is significantly higher than when the client selects the coach on their own (4%).
- **How many coaches does a client contact and interview before making a selection?** Less than one third (29%) of respondents reported that they contacted and/or interviewed more than one coach before entering a coaching engagement; while, a further 13% did not participate in the coach selection process. A very significant 58% of clients engaged the first (and only) coach they contacted. More often than not, if the first coach meets their criteria, the client's search is over.
- **What information sources do clients consult before selecting their coach?** By far, the top information source used by almost half (46%) of clients in general is personal referrals/word of mouth. The next closest source is the coach's Web site which was used by only 20% of clients. When asked to indicate which information source was the **most influential**, personal referrals/word of mouth was again the most often cited at 38% of respondents. This is more than four times the number citing coaching seminars or workshops (9%) and knew before/worked with before (9%); the second most commonly cited sources.
- **What do clients look for in a coach?** Respondents were asked to rate the importance of 24 coach attributes they might consider when selecting a coach. These attributes can be divided into five categories; personal, background, experience, reputation and how the coaching is done. The results, which are summarized in **Exhibit 4** on the next page, show that there is a large variance in the importance of the different attributes both overall and within the different groupings. The attributes can be divided into four consideration tier groups based on their importance as follows:
 - *Critical Considerations (more than 90% rated very or somewhat important):* Attributes in this tier group are most critical to the selection process for the client. Only coaches who meet the client's standards in these areas will be considered for the assignment.
 - *Usually Considered (75% to 89% rated very or somewhat important):* These are attributes that potential clients will definitely consider when looking for their coach. If not satisfied with a potential coach in these areas, a client will likely keep looking. However, if they do not quickly find what they are looking for, they may be willing to overlook one or two of these.
 - *Often Considered (50% to 74% rated very or somewhat important):* Items falling in this tier group have been identified as important and may potentially be a deciding factor. Clients might be willing to overlook these; but given the choice between two coaches where everything else is equal, these attributes may become the determining factor. These attributes are very or somewhat important to more than half of all clients; but the portion in the very important category is 30% or less.

- *Rarely Considered (less than 50% rated very or somewhat important):* The attributes within this tier group may be sometimes considered in the decision, but are not key factors. For most clients, these attributes are not likely to impact the decision.

Exhibit 4: Importance of Coach Attributes in Selection Process



Note: N=2023

What are the Characteristics of the Coaching Experience?

The following provides a basic profile of the coaching experiences on a global basis. It is important to note that there are some significant differences in the profile among segments such as region, client type and type of coaching. These are discussed in detail in the main report.

- **Are written agreements used for coaching engagements?** Almost two thirds (64%) of all respondents reported that they do have a written agreement or contract for their coaching services.

- How long do coaching engagements last?** While the average length of a coaching engagement is 12.8 months, a significant majority (73%) last one year or less.
- How often are coaching sessions held?** Clients reported an average of between two and three (2.5) coaching sessions per month throughout the course of their engagement.
- What is the most common primary method of conducting coaching sessions?** Globally, there is a fairly even split between in-person coaching (50%) and telephone coaching (47%). However, this varies greatly by region.
- What method of coaching do clients prefer?** While the majority of clients (60%) prefer in-person coaching, there is a significant portion that prefers telephone coaching (35%). The vast majority of clients reported that they receive(d) their coaching sessions in their preferred format.
- How long do coaching sessions last?** Clients reported an average length of 70.6 minutes for in-person sessions and 48.2 minutes for telephone sessions.
- How much are clients paying for coaching services?** On average, clients reported paying an hourly rate of \$171 USD and a total for the engagement of \$4,353 USD. However, results vary considerably by region and type of coaching.

Are Clients Satisfied With Their Experience?

Following is a brief summary of how clients felt about their coaching experience:

- Were clients satisfied with their coach?** Respondents were asked to rate their coach based on 13 criteria which were deemed extremely important to the coaching process. With 95% or more of respondents providing ratings of “good” or “excellent” for these criteria, coaches rated well in all areas tested.
- How satisfied are clients with their coaching experience?** Virtually all (99%) of clients indicated that they were very or somewhat satisfied with the overall experience.
- Would clients choose to be coached again?** Given the same circumstances that previously lead them to seek coaching, almost all (96%) clients indicated that they would indeed repeat the process.

What Results do Clients Achieve From Coaching?

The main report presents a detailed analysis of the benefits of coaching including two industry performance metrics: one to measure **return on investment** (monetary benefits) and the other to measure **return on expectations** (non-monetary benefits). Only the basic benefits and ROI are discussed here.

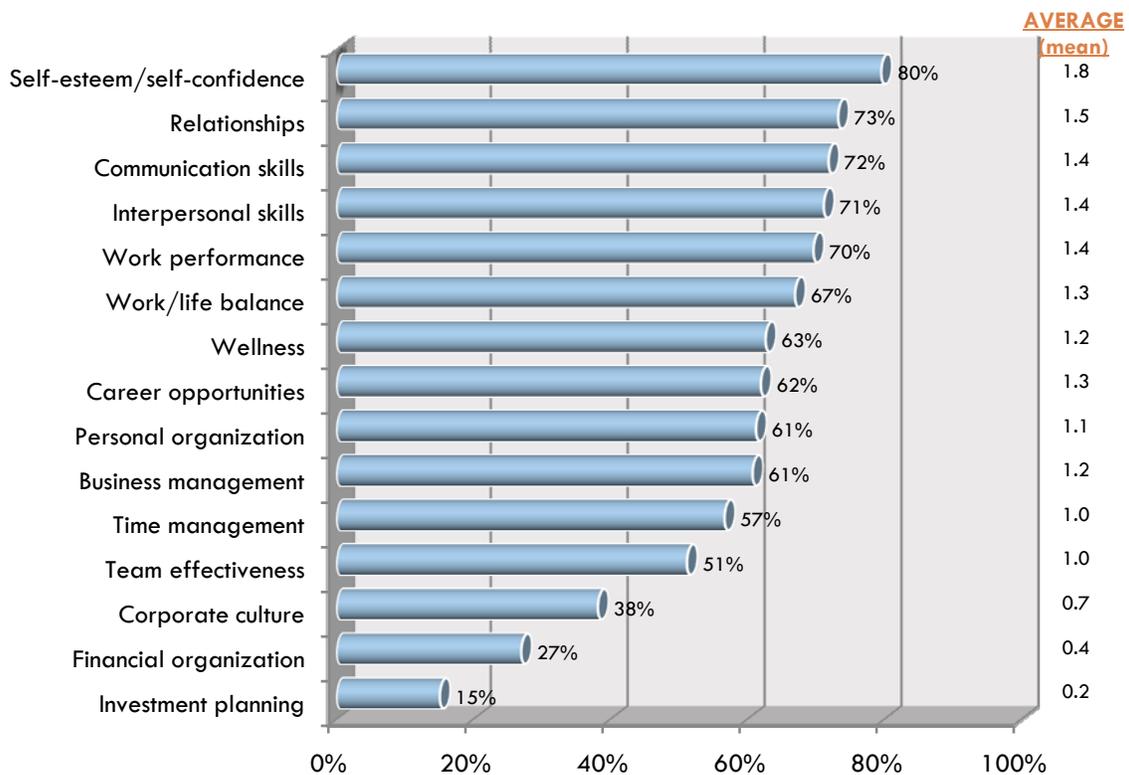
Benefits of Coaching

Respondents were given a list of 15 areas that are often addressed by different types of professional coaching and were asked to indicate the degree of improvement they had experienced in each using a “-3” to “+3” scale (7 point scale). The rated items were identical to those presented earlier as motivations for seeking a coach. A rating of “-3” indicated that the client was “much worse” in this area than before coaching; while, a rating of “+3” indicated that they were “much better.” A rating of “0” indicated that there was “no change” as a result of coaching. The overall positive results for the impact of coaching are presented in **Exhibit 5** on the next page.

Using the portion who experienced a positive change, the items can be broken into four tiers of benefits for the coaching industry in general. These benefit tiers are:

- *Primary Benefits (80% positive change or higher):* This is a benefit that results from virtually all coaching regardless of type or primary objectives.
- *Core Benefits (65% to 79% positive change):* Like primary benefits, these areas may not be the primary objective of coaching; but a significant majority of clients will experience a benefit.
- *General Benefits (50% to 64% positive change):* These benefits are common to more than half of clients; but not a significant majority. While not always, these benefit are more likely to be specifically targeted by certain types of coaching
- *Niche Benefits (less than 50% positive change):* Less than half of clients will experience these benefits. Generally, only coaching that specifically targets these areas will create a benefit.

Exhibit 5: Overall Positive Impacts of Coaching



Notes: Percentages represent the portion of respondents awarding a positive rating on a scale of “-3 (much worse)” to “+3 (much better).”
N=2130

Return on Investment

When asked if they or their company had experienced any financial changes (gains or losses) as a result of coaching, 40% of clients indicated that a financial change had occurred while 19% were unsure. While many clients were aware that financial gains or losses had been achieved, only 9% (189 respondents) were able to provide details on both how much was gained (or lost) and how much they spent on coaching. Accordingly, *the results of the ROI should be interpreted with caution due to small sample sizes.* **An ROI value of**

100% means that the investor earned their money back. The key findings for individual and company ROI include:

- *Individual ROI:* Just over two thirds (68%) of individuals indicated that they had at least made back their initial investment. The median suggests that a client who achieves a financial benefit from coaching can typically expect an ROI in the range of 344% or 3.44 times the amount spent.
- *Company ROI:* The vast majority (86%) of those able to provide figures to calculate company ROI indicated that their company had at least made their investment back. In fact, almost one fifth (19%) indicated an ROI of at least 50 (5000%) times the initial investment while a further 28% saw an ROI of 10 to 49 times the investment. The median company return is 700% indicating that typically a company can expect a return of 7 times the initial investment.

Conclusions

A number of conclusions and implications for the coaching industry can be drawn from the study findings. Some of the key conclusions from this study include:

- **Clients are generally satisfied with the coaching experience.** In addition to awarding very high ratings to all of the coaching criteria tested, the vast majority of clients also indicated that they were very satisfied with their experience. Further confirming the success coaches are having is the fact that **almost all (96%) clients indicated that they would repeat the coaching experience** given the same circumstances that lead them there in the first place.
- **When monetary gains are an expected outcome, coaching generates a very good return on investment (ROI) for clients.** By design, not all types of coaching lead to monetary gains for the client (or their company). Accordingly, only 40% of respondents indicated that they had seen a financial change (personally or company) as a result of coaching. Almost two thirds of those who experienced a personal ROI indicated that they had at least made their investment back. The median personal ROI indicates that those who seek a financial gain can expect a return in the range of 3.44 times their investment.
- **The ROI for companies can be significant.** The vast majority (86%) of those able to provide figures to calculate company ROI indicated that their company had at least made their investment back. The ROI for companies is quite a bit higher with a median return of 7 times the initial investment. In fact, almost one fifth (19%) indicated an ROI of at least 50 (5000%) times the initial investment while a further 28% saw an ROI of 10 to 49 times the investment.

I. INTRODUCTION

Study Background

In its role as a leader of the coaching industry, the International Coach Federation (ICF) exists to advance the art, science and practice of professional coaching. In 2006, the ICF conducted the *Global Coaching Study*¹ to develop a profile of the industry and to better understand the state of the industry. As useful as this information is, it represents only one side of the equation. The other side of the equation, and perhaps the more important part to understand, is the coaching client (the consumer).

Recognizing that significant knowledge voids still exist regarding credible research about the coaching client, the ICF commissioned the Association Resource Centre Inc. and PricewaterhouseCoopers LLP to jointly conduct a global study of coaching clients. The study provides comprehensive information about coaching clients and their decision making process and their opinions about professional coaching. Results in this Final Report have been limited to a top-line analysis for respondent categories such as: the client type, their region of origin, and the type of coaching services they received. This report does not examine how these groupings may interrelate (i.e., type of coaching received within a region).

Purpose and Objectives

The main purpose of the ICF Global Coaching Client Study is to generate a broad scope of reliable data on those individuals who have experienced professional coaching and the results they achieved from it. More specifically, the key questions this study is designed to answer are:

- What is the demographic profile of coaching clients?
- What are the characteristics of the coaching experience?
- Why do clients seek coaching services?
- What does the decision making process for choosing a specific coach look like?
- What are clients' perceptions of the industry and the service it provides?
- How do clients evaluate their experience?
- How are clients benefiting from the coaching experience?
- What is the return on investment (ROI) from coaching?

Research Methodology

The ICF Global Coaching Client Study was designed to gather information from and about coaching clients. It is important to note that the definition of what a "client" is varies depending on a coach's area of focus. For example, while personal life coaches tend to view the coaching client as the individual for whom they provide coaching services, many corporate/executive and internal coaches view the "client" as the organization which hires them to coach its staff.

For the purpose of this study, a coaching client is defined as the individual being coached.

¹ICF Global Coaching Study can be found at: <http://www.coachfederation.org>

To fully address the objectives of the study, three distinct phases were undertaken:

- Qualitative coach research;
- Qualitative client research; and,
- Quantitative client research.

Each of these phases is described in more detail below.

Qualitative Coach Research

To ensure that the information collected through the study was relevant to practicing coaches, a series of 14 in-depth interviews were conducted with coaches from around the world to get their input on the types of questions that should be addressed by the research. Interviewee candidates were randomly selected from a sample list of ICF coach members representing various key member demographics which are summarized in the table below. Participants subsequently participated in a 30 minute interview where they were asked for input on the information they would be interested in with regard to their coaching clients, as well as thoughts on how the survey process could most effectively be conducted. Their input was used as the foundation for designing the study.

Breakdown of Coach Interview Participants				
	Corporate	Internal	Life	Total
Total	7	3	4	14
Geographic Location				
United States	2	1	1	4
Canada	-	1	1	2
UK	3	-	-	3
Australia	-	-	2	2
New Zealand	1	1	-	2
Israel	1	-	-	1
Coach Gender				
Male	4	-	1	5
Female	3	3	3	9
Coaching Experience				
Less than 1 year	-	-	-	-
1 - 3 years	1	-	2	3
3 - 5 years	3	1	-	4
5 - 10 years	2	-	1	3
More than 10 years	1	2	1	4

Qualitative Client Research

As a first step in collecting information from clients, a series of focus groups were conducted with coaching clients from around the globe. The purpose of the focus groups was two-fold:

- First, the groups were used to explore in-depth client attitudes and opinions regarding the various research questions. More specifically, the groups were used to gain a preliminary understanding of the various research issues from a client perspective to help formulate the questions in the global client survey.
- Second, the groups were used to answer some of the research questions that could not be effectively assessed through a quantitative survey. The focus group setting allowed for in-depth probing for areas that were more qualitative in nature.

In all, five focus groups were conducted in May and June 2008, one in each of New York (USA), Toronto (CDA), Los Angeles (USA), Sydney (AUS) and London (UK). In total, 41 participants took part in the focus group discussions. The table below shows the breakdown of participants by gender and type of coaching received for each group.

Breakdown of Focus Group Participants						
Location	Gender		Type of Coaching Received			Total Number of Participants
	Male	Female	Business	Life	Both	
New York	2	7	4	1	4	9
Toronto	3	4	2	2	3	7
Los Angeles	1	6	-	2	5	7
Sydney	4	5	-	4	5	9
London	3	6	6	2	1	9

For each group, respondents were recruited by asking (via email) ICF member coaches in each city to forward participant invitations to anyone they had coached within the past five years, including current clients. The invitation provided potential participants with a link to a Web site where interested clients could register to participate. A random sample of registrants was then contacted with details about the group relevant to them. Measures were taken in the recruitment process to ensure adequate representation by gender and client type for each group.

Quantitative Client Research

Using information gathered in the qualitative phases of the project, a 20 minute quantitative survey was designed to address the key research questions. The survey was made available to coaching clients from around the world in four different languages – English, French, German and Spanish.

Prior to the official launch of the online survey the questionnaire underwent two pre-tests. The first pre-test took place during the London focus group (mentioned above). Group participants were asked to complete the questionnaire and provide feedback on the question wording, ease of comprehension, completeness, flow and length. These issues were discussed as a group and the feedback was incorporated into a revised version of the survey. The revised survey was then programmed in the online surveying software and a formal pilot test of 33 respondents was conducted to test the survey a second time. Respondents were given the opportunity to provide feedback on the questionnaire in the same areas as focus groups participants. Their feedback was incorporated prior to the official launch of the survey.

Similar to the process used for focus group recruitment, a “snowball” sampling approach was used to reach coaching clients. Client invitations were sent in various communications packages to coaches from around the world. Coaches were asked to forward the survey invitations to all current and past (last 5 years) clients. The invitation contained a link to a Web site where clients could register and take the survey. This approach was necessary, as there was no comprehensive contact list for coaching clients available. It is important to note that, to ensure confidentiality, clients were not asked to identify their coach. Similarly, coaches were not provided with feedback on which of their clients responded. All surveys were conducted anonymously. To ensure the survey reached the widest possible audience, a number of other organizations were asked to participate in the study by sending the communications to their coach members. Subsequent to that, coaches were asked to send invitations to their clients. In addition to the International Coach Federation, the organizations that participated in this way include:

- Association for Professional Executive Coaching and Supervision (APECS);

- European Mentoring and Coaching Council (EMCC); and,
- The Organizational Development Network.

Communications were also sent to a list of coaches who are not members of the ICF (including previous ICF members); but participated in the *2006 Global Coaching Study*. The survey link was also distributed in the ICF's email news letter, *Coaching World* and was prominently featured on the ICF Web site in all four languages where potential participants were provided with a direct link to the survey Web site.

During the survey period of September 22, 2008 to November 30, 2008, a total of **2,165 coaching clients from 64 countries participated** in the study. For analysis purposes, respondents have been grouped into four regions. These regions do not necessarily follow traditional geographic definitions. In the case of the Americas, the division between North America and Latin America is based on culture (i.e., Mexico is geographically North American, but was included in Latin America due to similarities in culture). A summary of responses by country is presented in the following table. The table also shows which countries belong to each region for this study. It should be noted that the more responses from a given country, the greater that country's impact is on the overall results for that region.

Survey Responses by Country			
North America (1,164)			
United States (922)	Canada (242)		
Latin America (114)			
Argentina (2)	Cayman (1)	Ecuador (2)	Peru (6)
Bermuda (1)	Colombia (7)	Mexico (70)	Puerto Rico (1)
Brazil (14)	Costa Rica (1)	Panama (1)	Venezuela (8)
Asia Pacific (187)			
Australia (119)	India (9)	Malaysia (2)	Singapore (5)
China (5)	Indonesia (1)	New Zealand (27)	South Korea (2)
Hong Kong (9)	Japan (2)	Philippines (3)	Taiwan (3)
Europe, Middle East and Africa (EMEA) (700)			
Algeria (1)	France (86)	Netherlands (8)	South Africa (39)
Austria (10)	Germany (45)	Norway (22)	Spain (12)
Bahrain (1)	Greece (2)	Poland (17)	Sweden (46)
Belgium (22)	Ireland (14)	Portugal (5)	Switzerland (32)
Bosnia (2)	Israel (2)	Romania (1)	Tanzania (1)
Bulgaria (3)	Italy (55)	Russia (1)	Tunisia (9)
Croatia (1)	Jordan (1)	Scotland (1)	Turkey (23)
Czech Republic (21)	Lithuania (10)	Serbia (1)	United Arab Emirates (1)
Denmark (44)	Luxembourg (2)	Slovakia (3)	United Kingdom (154)
Egypt (1)	Morocco (1)		

To ensure that data is current, only those who have experienced coaching in the past five years were permitted to complete the survey. If the experience occurred more than five years ago, the participant was not given the opportunity to complete the survey.

Important Sampling Note: Many coaches are themselves clients as they have experienced coaching as a client. Coaches have demonstrated a strong commitment to the improvement of their skills and professional development. One of the key components to this ongoing development is to engage in the unique experience of coaching as a client. For this reason, coaches were allowed to complete the survey if they had been a client in the past five years. Given the different nature of those who are themselves coaches compared to those who are not, results throughout the report are broken out by the two groups (client type) so that the different profiles can be seen and analyzed. Where significant differences exist, these are outlined in the text of the report.

For the purpose of this report, clients who are also coaches themselves are referred to as Coach Clients. Those who are not coaches are referred to as Consumer Clients.

Study Limitations

When interpreting results from this study, it is important to keep in mind the following limitations:

- Ensuring results that are truly representative of the actual population is only possible through true random probability sampling. Given that no comprehensive “list” of clients is available, random probability sampling was not possible for this study. Because the sample was generated using an unknown number of client invitations, no estimates of theoretical sampling error can be calculated and the results may or may not be an accurate representation of the total coaching client population. Accordingly, the findings in this report represent the views of the clients who were surveyed.
- As no reference sample for the entire coaching client population is available, the results in this report have not been weighted.
- The degree of statistical accuracy increases with the number of responses. Accordingly, results for some segments with smaller samples (e.g., $N < 150$) should be interpreted with caution.

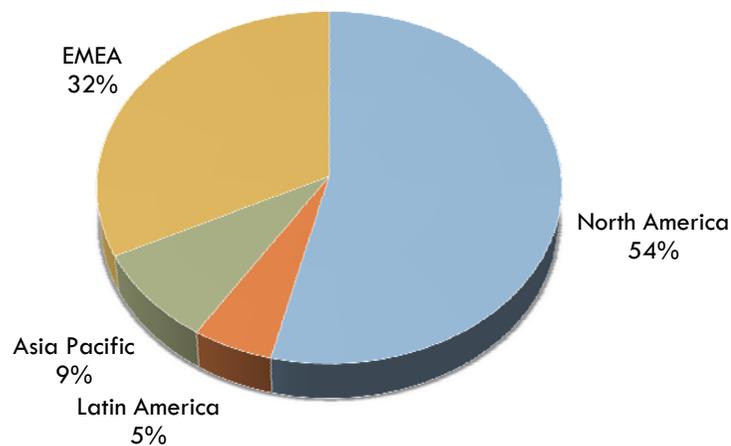
II. RESPONDENT PROFILE: WHO ARE THEY?

This chapter presents a demographic and coaching experience profile of the participants in the survey. These results are intended to provide context in which to view the results in the rest of the report. As noted in the study limitations on the preceding page, the results are not necessarily a true representation of the global Coaching client population as random sampling was not possible. However, they do provide a good overview of the types of people engaged in coaching relationships.

Regional Breakdown of Respondents

As illustrated in **Exhibit 2-1**, the largest region in terms of respondents was North America accounting for over half (54%) of all survey participants. EMEA is next with almost one third (32%) of respondents. Asia Pacific (9%) and Latin America (5%) had considerably fewer respondents. A complete list of countries represented by region was presented in *Chapter I*.

Exhibit 2-1: Survey Respondents by Region

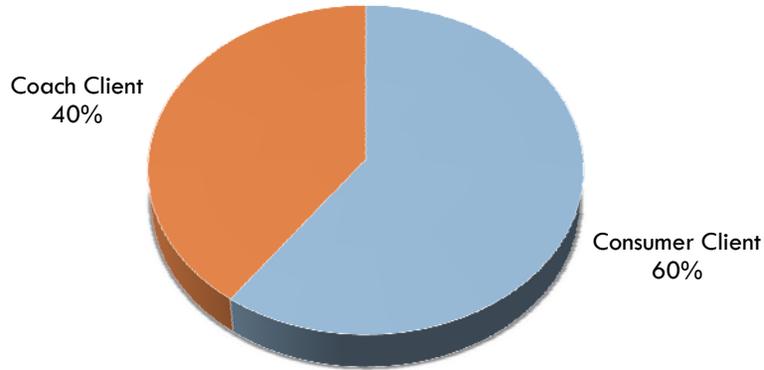


Note: N=2165

Type of Respondents

As outlined in the methodology in *Chapter I*, coaches who are (or have been) in a coaching relationship **as a client** were permitted to complete the survey as they do represent an important segment of coaching clients. As shown in **Exhibit 2-2**, Coach Clients account for 40% of all client respondents. A closer look at the results reveals that there is little variation in the ratio by region. Given that these can be two very different types of clients, results throughout this report are analyzed by client type.

Exhibit 2-2: Survey Respondents by Client Type

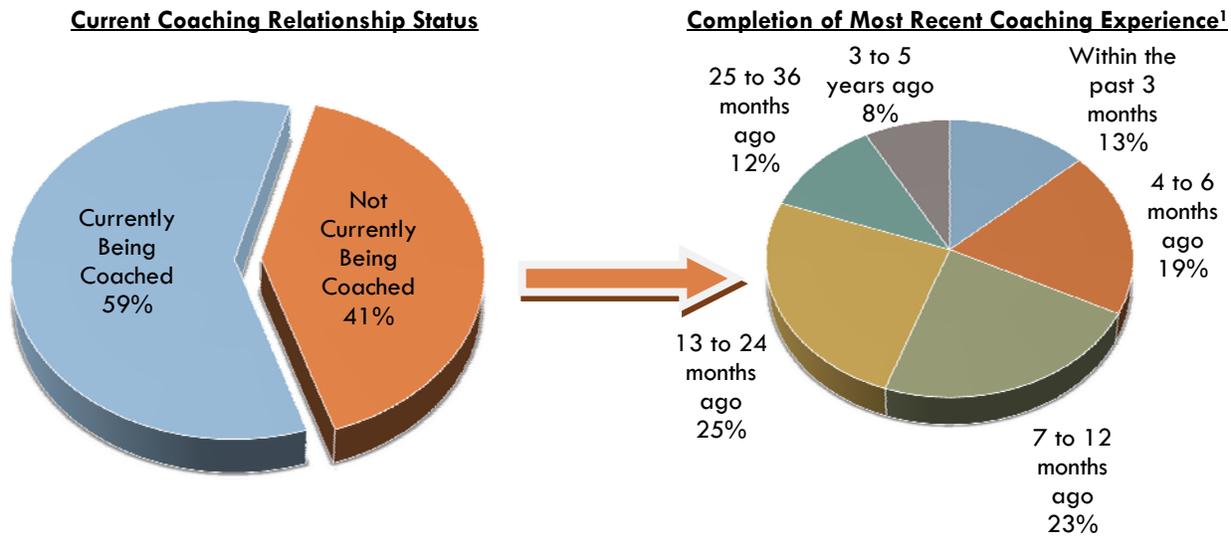


Survey Respondents by Client Type by Region					
	Global N=2165	Region			
		North America N=1164	Latin America N=114	Asia Pacific N=187	EMEA N=700
Consumer Client	60%	59%	60%	60%	62%
Coach Client	40%	41%	40%	40%	38%

Experience Profile

Nearly three in five (59%) respondents were currently being coached at the time of the study (**Exhibit 2-3**). Among the 41% not currently being coached, more than half (55%) completed their most recent coaching experience within the 12 months leading up to the study while a further quarter (25%) completed their sessions 13 to 24 months prior to the study. In other words, the vast majority of respondents have experienced coaching within the past two years.

Exhibit 2-3: Timing of Most Recent Coaching Experience



Timing of Most Recent Coaching Experience by Segment

	Global N=2165	Region				Client Type	
		North America N=1164	Latin America N=114	Asia Pacific N=187	EMEA N=700	Consumer Client N=1300	Coach Client N=856
Currently Being Coached	59%	62%	60%	57%	55%	51%	71%
Not Currently Being Coached	41%	38%	40%	43%	45%	49%	29%
Completion of Most Recent Coaching Experience¹	N=884	N=446	N=46	N=80	N=312	N=633	N=251
Within the past 3 months	13%	13%	24%	12%	12%	13%	15%
4 to 6 months ago	19%	17%	7%	17%	24%	19%	19%
7 to 12 months ago	23%	23%	17%	35%	20%	23%	22%
13 to 24 months ago	25%	25%	26%	24%	26%	26%	23%
25 to 36 months ago	12%	13%	11%	8%	11%	11%	13%
3 to 5 years ago	8%	9%	15%	4%	7%	8%	8%

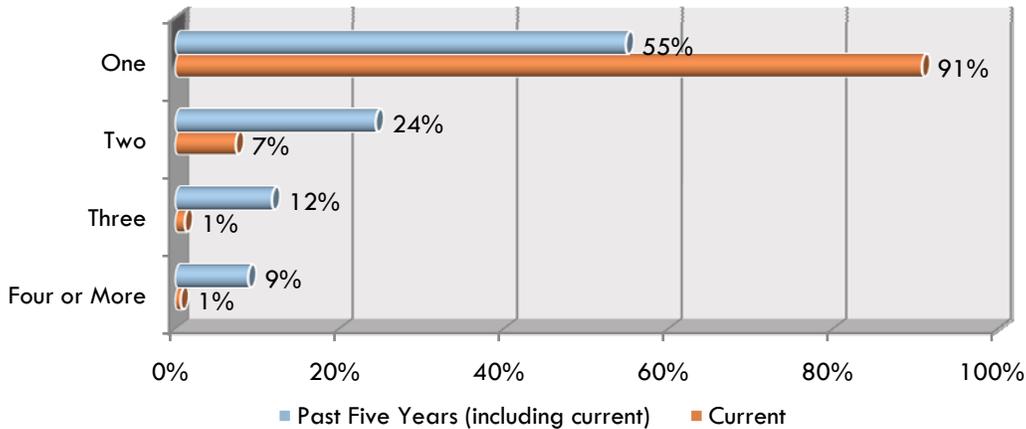
Notes: ¹Base for completion of most recent coaching experience is those not currently in a coaching relationship. Percentages may not sum to 100% due to rounding.

The exhibit also shows the timing of the most recent coaching experience by region and client type. Key differences in these segments include:

- While the majority of respondents in all regions are more likely to be in a current coaching relationship, the percentage is slightly higher among those in North America than in other regions.
- A strong majority (71%) of Coach Clients are currently being coached while Consumer Clients are split evenly between current coaching (51%) and past coaching (49%).

While the vast majority of current clients (91%) are presently engaged in a single coaching relationship, it is not uncommon for clients to have had multiple coaches in the past (45% have had more than one coach in the past five years). As seen in Exhibit 2-4, the average number of current coaches is 1.1 while the average over the past five years (including current coaches) is 1.9. The reasons for changing coaches over time were not addressed in this study. However, one of the likely possibilities is that clients seek different coaches for different topic areas.

Exhibit 2-4: Number of Coaches - Current and Past Five Years



	Number of Coaches by Segment						
	Global N=2124	Region				Client Type	
		North America N=1154	Latin America N=104	Asia Pacific N=183	EMEA N=683	Consumer Client N=1287	Coach Client N=837
Past Five Years (including current)							
One	55%	55%	60%	58%	54%	73%	26%
Two	24%	24%	26%	24%	26%	20%	31%
Three	12%	12%	7%	12%	12%	5%	23%
Four or More	9%	10%	8%	6%	9%	2%	20%
Average (mean)	1.9	1.9	1.7	1.7	2.0	1.4	2.7
Median	1	1	1	1	1	1	2
Current	N=1206	N=695	N=54	N=101	N=356	N=641	N=565
One	91%	92%	93%	91%	89%	95%	85%
Two	7%	7%	2%	8%	8%	4%	12%
Three or More	2%	1%	6%	1%	3%	1%	3%
Average (mean)	1.1	1.1	1.2	1.1	1.2	1.1	1.2
Median	1	1	1	1	1	1	1

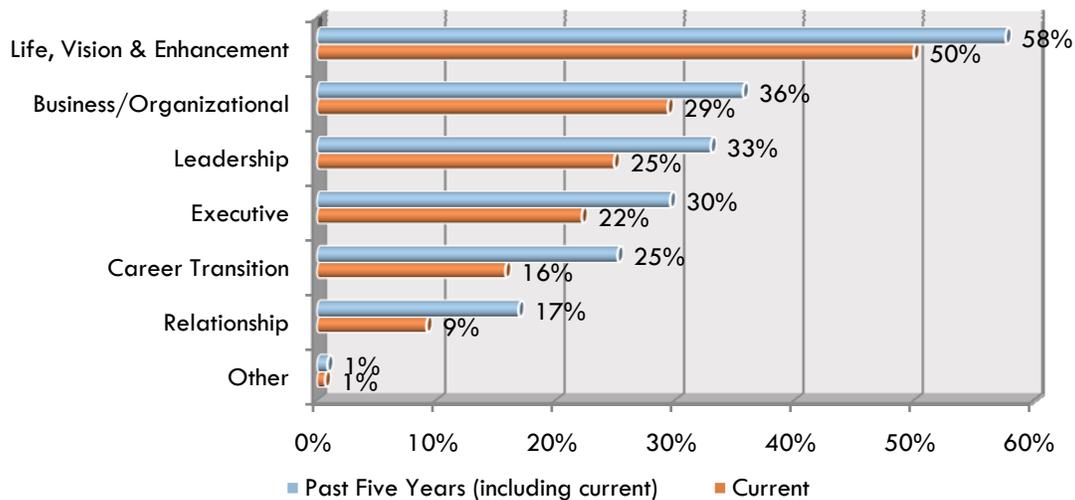
Notes: Averages (or means) represent the average values for the given item while medians represent the midpoint (i.e., 50% of responses fall below the median and 50% are above the median).
 Base for past five years is all respondents.
 Base for current is only those currently in a coaching relationship.
 Percentages may not sum to 100% due to rounding.

A look at the number of coaches by segment reveals the following:

- Regionally there are no significant differences in the number of coaches currently or over the past five years.
- Coach Clients are significantly more likely than Consumer Clients to have engaged multiple coaches both currently (15% vs. 5%, respectively) and over the past five years (74% vs. 27%, respectively).

Exhibit 2-5 illustrates the types of coaching experienced by survey respondents both currently and over the past five years. These types of coaching were identified by coaches as part of the *Global Coaching Study*². They were further validated through the in-depth interviews and focus groups for this study. Life, Vision & Enhancement coaching is by far the most common among respondents with half (50%) of all current clients engaged in this type of coaching and more than half (58%) having been engaged in this type of coaching over the past five years. Business/Organizational coaching (29% of current clients and 36% over last five years) is next followed closely by Leadership coaching (25% and 33%, respectively), Executive coaching (22% and 30%, respectively) and Career Transition coaching (16% and 25%, respectively). At only 9% of current clients and 17% over the past five years, Relationship coaching is the least common among respondents.

Exhibit 2-5: Types of Coaching Experienced - Current and Past Five Years



Types of Coaching Experienced by Segment							
	Global N=2086	Region				Client Type	
		North America N=1142	Latin America N=101	Asia Pacific N=179	EMEA N=664	Consumer Client N=1252	Coach Client N=834
Past Five Years (including current)							
Life, Vision & Enhancement	58%	62%	63%	56%	50%	52%	66%
Business/Organizational	36%	38%	26%	39%	32%	29%	46%
Leadership	33%	32%	22%	40%	35%	31%	36%
Executive	30%	28%	41%	31%	30%	30%	29%
Career Transition	25%	26%	12%	21%	26%	26%	24%
Relationship	17%	18%	15%	15%	16%	16%	18%
Other	1%	1%	1%	1%	1%	1%	1%
Current	N=1233	N=706	N=57	N=100	N=370	N=642	N=591
Life, Vision & Enhancement	50%	55%	56%	46%	41%	46%	54%
Business/Organizational	29%	31%	23%	29%	27%	22%	38%
Leadership	25%	21%	18%	35%	30%	27%	23%
Executive	22%	20%	33%	21%	25%	25%	20%
Career Transition	16%	16%	9%	16%	17%	19%	12%
Relationship	9%	10%	12%	6%	8%	10%	8%
Other	1%	0.4%	2%	0%	1%	1%	1%

Notes: Base for past five years is all respondents.
 Base for current is only those currently in a coaching relationship.
 Percentages sum to more than 100% due to multiple responses.

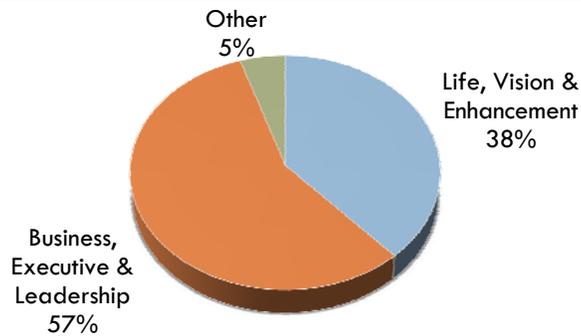
²ICF Global Coaching Study can be found at: <http://www.coachfederation.org>

The results show that there are some differences in the types of coaching on a regional basis. Interestingly, respondents in the Latin America region are more likely than others to have experienced Executive coaching; but are the least likely to have experienced Leadership or Career Transition coaching in the past five years. Over the past five years, respondents from the EMEA region were the least likely to have experienced Life, Vision & Enhancement coaching.

The results also show some differences between client types. Specifically, Life, Vision & Enhancement coaching and Business/Organizational coaching, both for those currently being coached and those coached during the past five years, are significantly more common among Coach Clients. On the other hand, current Consumer Clients are significantly more likely to be engaged in Career Transition coaching than Coach Clients.

To allow for the profiling of the coaching experience, it was necessary to select a single coaching engagement for each respondent as the focal point. For those who have had more than one coaching experience, the most recent and/or primary coaching experience was selected. For those currently engaged in coaching, the current relationship they are most actively involved in (most often) was selected. For those not currently engaged in coaching, their most recently completed relationship was selected. The breakdown of type of coaching used to profile the experience is illustrated in **Exhibit 2-6**.

Exhibit 2-6: Type of Coaching Experienced Most Recently/Most Often



Type of Coaching Experienced Most Recently/Most Often by Segment							
	Global N=1874	Region				Client Type	
		North America N=1030	Latin America N=92	Asia Pacific N=156	EMEA N=596	Consumer Client N=1073	Coach Client N=801
Life, Vision & Enhancement	38%	43%	45%	33%	31%	36%	41%
Business, Executive & Leadership	57%	53%	49%	64%	63%	59%	54%

Note: In order to group coaching types that are similar in nature, for the remainder of this report, respondents have been combined into two coaching type segments for analysis. Life, Vision & Enhancement remains unchanged and includes only this coaching type (accounting for 38% of respondents). A Business, Executive & Leadership category (accounting for 57% of respondents) was created and includes those in the coaching types of Business/Organizational, Executive, Leadership and Career Transition.

Demographic Profile

A demographic profile of respondents overall and by region, client type and type of coaching is presented in Exhibits 2-7 and 2-8. The results show that coaching clients are nearly twice as likely to be female (65%) than male (35%). They are neither very young nor very old with over two thirds (69%) being between the ages of 36 and 55. Coaching clients are a very well educated group with 41% holding a post graduate degree and four in five (81%) holding at least a university degree. The average income is \$104,246 USD globally.

Exhibit 2-7: Demographic Profile of Respondents by Region

	Global N=2165	Region			
		North America N=1164	Latin America N=114	Asia Pacific N=187	EMEA N=700
Gender					
Male	35%	27%	60%	35%	45%
Female	65%	73%	40%	65%	55%
Age					
18 to 25 years	1%	1%	2%	2%	2%
26 to 35 years	14%	11%	24%	17%	18%
36 to 45 years	36%	31%	45%	36%	43%
46 to 55 years	33%	36%	25%	33%	29%
56 to 65 years	14%	19%	5%	12%	8%
Over 65 years	1%	2%	0%	1%	0.1%
Education					
Primary school or less	0.2%	0.3%	0%	0%	0.2%
Secondary/High school	5%	5%	1%	5%	4%
College/Technical/Vocational	14%	14%	8%	20%	14%
University degree	40%	37%	53%	37%	43%
Post graduate degree	41%	44%	39%	37%	39%
Personal Income for 2007 from All Sources (in US dollars¹)					
\$25,000 or less	10%	8%	20%	10%	13%
\$25,001 to \$50,000	19%	18%	35%	25%	16%
\$50,001 to \$75,000	20%	20%	14%	29%	18%
\$75,001 to \$100,000	17%	17%	18%	12%	17%
\$100,001 to \$150,000	18%	19%	10%	13%	18%
\$150,001 to \$200,000	8%	9%	0%	2%	9%
\$200,001 to \$250,000	3%	4%	4%	3%	2%
More than \$250,000	6%	5%	0%	7%	7%
Average (mean)	\$104,246	\$109,098	\$63,237	\$99,906	\$102,089
Median	\$79,844	\$80,000	\$49,516	\$57,571	\$80,800

Notes: ¹Dollar values converted to US dollars using the average exchange rate from three dates spanning the survey period (September 23, 2008, October 31, 2008 and November 30, 2008) for each currency.

Averages (or means) represent the average values for the given item while medians represent the midpoint (i.e., 50% of responses fall below the median and 50% are above the median).

Percentages may not sum to 100% due to rounding.

It should be noted that in this study, while respondents answered monetary questions in their own local currency, in order to standardize comparison, all figures are quoted in US dollars (\$). However, it should be remembered that, while the income data has been standardized to one currency, the value of the amounts quoted in individual countries and regions should be contextualized in terms of Purchasing Power Parity (PPP), and diverse standards of living. For standardization purposes, the monetary figures have not been adjusted to allow for these global differences. For more information on this subject, please visit the Web site for The World Bank or the Organisation for Economic Co-Operation and Development.

Following is a summary of demographic differences by region (see **Exhibit 2-7**):

- North America: This region has the highest portion of clients who are female (73%). They also have the highest average income at \$109,098 and tend to be older (57% over age 45). Otherwise, the demographic profile of respondents in this region is similar to the global profile.
- Latin America: Compared to the global profile, respondents from the Latin America region are more likely to be male (60%), tend to be younger (71% under 45 years of age) and earn significantly less (\$63,237 average annual income). With 92% holding a university degree, they are the most likely to have completed some university.
- Asia Pacific: Respondents from the Asia Pacific region are generally quite similar demographically to respondents on a global basis.
- EMEA: Nearly half (45%) of respondents in this region were male (compared to 35% globally).

Following is a summary of demographic differences by client type (see **Exhibit 2-8** on the next page):

- Consumer Clients: Compared to Coach Clients, Consumer Clients are more likely to be male (38% vs. 30%, respectively), under the age of 35 (19% vs. 10%, respectively) and have a higher average annual income (\$111,226 vs. \$93,429, respectively).
- Coach Clients: Coach Clients are more likely than Consumer Clients to hold a post graduate degree (47% vs. 38%, respectively).

Following is a summary of demographic differences by type of coaching received (see **Exhibit 2-8** on the next page):

- Business, Executive & Leadership: Compared to the average, these clients are more likely to be male (42%) and to hold a university degree or higher (85%). The average income for this group (\$118,541) is 14% higher than the global average.
- Life, Vision & Enhancement: Three-quarters (76%) of this segment is female, which is higher than the global average (65%). At \$81,807, the average income among this group is 22% lower than the global average.

Exhibit 2-8: Demographic Profile of Respondents by Client Type and Type of Coaching

	Global N=2165	Client Type		Type of Coaching	
		Consumer Client N=1300	Coach Client N=865	Business, Executive & Leadership N=1064	Life, Vision & Enhancement N=718
Gender					
Male	35%	38%	30%	42%	24%
Female	65%	62%	70%	58%	76%
Age					
18 to 25 years	1%	2%	0.3%	1%	1%
26 to 35 years	14%	17%	10%	13%	15%
36 to 45 years	36%	38%	33%	37%	36%
46 to 55 years	33%	32%	36%	36%	31%
56 to 65 years	14%	10%	19%	12%	16%
Over 65 years	1%	1%	2%	1%	2%
Education					
Primary school or less	0.2%	0.4%	0%	0.3%	0.2%
Secondary/High school	5%	5%	4%	3%	6%
College/Technical/Vocational	14%	14%	14%	11%	18%
University degree	40%	42%	37%	40%	36%
Post graduate degree	41%	38%	47%	45%	40%
Personal Income for 2007 from All Sources (in US dollars¹)					
\$25,000 or less	10%	8%	14%	7%	13%
\$25,001 to \$50,000	19%	19%	19%	13%	28%
\$50,001 to \$75,000	20%	19%	22%	19%	23%
\$75,001 to \$100,000	17%	18%	14%	19%	14%
\$100,001 to \$150,000	18%	18%	17%	22%	11%
\$150,001 to \$200,000	8%	9%	7%	9%	6%
\$200,001 to \$250,000	3%	4%	3%	4%	3%
More than \$250,000	6%	7%	4%	7%	3%
Average (mean)	\$104,246	\$111,226	\$93,429	\$118,541	\$81,807
Median	\$79,844	\$80,985	\$70,000	\$90,000	\$60,000

Notes: ¹Dollar values converted to US dollars using the average exchange rate from three dates spanning the survey period (September 23, 2008, October 31, 2008 and November 30, 2008) for each currency.

Averages (or means) represent the average values for the given item while medians represent the midpoint (i.e., 50% of responses fall below the median and 50% are above the median).

Percentages may not sum to 100% due to rounding.

III. CLIENT PERCEPTIONS OF COACHING

This chapter discusses clients' views of coaching clients and the industry prior to receiving coaching services. The discussion also looks at what the sources are for those views and how they changed after experiencing coaching. All results in this chapter are based on the focus groups and should be viewed as qualitative. Throughout this report, focus group findings have been used to address research issues that required a level of detail that is not possible in a quantitative survey. Findings are based on the views of the 41 participants and do not necessarily represent the views of the entire client population.

Prior Perceptions of Coaching Clients

There were two main schools of thought with regard to how focus group participants felt about individuals who use professional coaching (prior to receiving coaching themselves):

- One group felt that coaching was only for people who “didn’t have the determination” to achieve goals and/or address areas of concern on their own. These individuals tended to characterize coaching clients as “weak willed” and in one case, even described them as “losers.”
- In contrast, some participants held the opposite view, associating coaching with something that “high performers use.” In at least one instance, this view was the result of having been exposed to a perceived “high performer” (a motivational speaker) and learning that they had a personal coach.

Lack of awareness about the different types of coaching available further led one participant to believe that coaching was only something used by people in “the business world.”

While it appears that some people do understand what coaching is, there are many misconceptions about why people need a coach. The negative views that surfaced by some in the focus groups validate concerns about client perceptions that were raised by some of the coaches who participated in the in-depth interviews that were conducted prior to designing the study. Specifically, several coach interviewees were concerned about the perception of coaching as a process to be undertaken when something is “wrong” as opposed to a tool to help clients maximize their potential. As one coach interviewee explains, “(coaching) used to be a sign of a problem but now is a sign of progress.”

Prior Perceptions of the Coaching Industry

Focus group participant views varied significantly with regard to assumptions about the coaching industry prior to contracting coaching services themselves. Some of the more popular perceptions included the feeling that since they had never heard of coaching, it was not something that would help them and the belief that coaching was strictly career-focused.

With regard to the actual process of what coaching entailed, participants tended to share one of two opinions:

- Some felt that coaching was “directional” as opposed to “feelings-based.” One participant elaborated that they felt “it was the opposite of therapy - very cerebral, very dry, with no heart just the head.”

- On the other end of the spectrum, participants felt coaching was something “light-weight” that promised to be “a waste of time where we have to share our feelings.”

Despite the preceding, participants described their prior perceptions of the coaches themselves to be “perceptive” individuals who would be willing to challenge them by asking “the big questions.” In one case, a participant who had had some negative networking experiences with coaches believed that coaches were “aggressive.” This individual also shied away from coaching because they felt the coach would simply tell them what to do, instead of providing “guidance.”

Again the results point to a need for public education about what coaching is really about. The findings show that there are a number of misconceptions, several of them negative, about coaching, the types of coaching and the process.

Importantly, while participants in the focus groups did hold some negative views on coaching prior to commencing coaching themselves, these negative views were dispelled once the coaching process started and all ended up viewing the process positively. It is also worth noting that although they may have had negative perceptions of coaching, this did not prevent any of them from engaging in coaching. The key factors that led to this change in perception include the following:

- being able to see the “effectiveness” of coaching;
- the convenience of the process; and,
- the in-depth, “peeling back of layers’ approach of the coaching process.”

Sources of Influence on Coaching Perceptions

The most significant influence on participant perceptions related to coaching was what they heard via word of mouth. Typically, participants were referred either to a specific coach or to coaching in general by a friend, family member or colleague.

In some cases, perceptions of coaching were influenced because of an existing (non-coach) relationship between the participant and a coach. In a few other cases, seeing positive results in a colleague or being introduced to coaching as part of a work program were cited as additional ways in which individuals were exposed to the world of coaching.

Media also played a role in individuals’ perceptions of coaching. Articles in magazines and newspapers as well as the Internet were the most popular types of media that provided information to participants about coaching.

Observations of How Coaching Differed From Counseling or Therapy

When asked to elaborate on how, after participating in coaching, they felt the coaching industry *differed* from counseling or therapy, one participant summed up the general feeling by describing coaching as “counseling with a purpose.” Other comments reinforced the feeling among participants that therapy tends to ask the “why,” whereas coaching is an “action oriented process” that drives clients to determine not only where they are headed but how they are going to get there. As one participant explained, “when you walk away from a (coach), you have a plan.”

Coaching was further described as “forward thinking,” “focused,” “structured,” “direct” and an experience that forced clients to address “the big questions.”

Therapy, in contrast, was seen by participants to be more “vague” and “passive” as a process. Therapy was believed to focus more on “external issues” (such as a breakup) and was perceived by some to be a service for people who had “issues” or something “wrong” with them.

Further perceptive differences included the following:

- Coaching is a short-term process versus therapy which tends to be longer-term in duration.
- Therapy has a tendency to “look into the past” while the coaching process encourages clients to “(look) forward.”

IV. MOTIVATIONS FOR SEEKING COACHING SERVICES

Why do clients seek out professional coaching services? This chapter provides some insight into the answers to this question by looking at the alternatives to coaching that clients have used as well as the importance of various reasons for seeking a coach. The chapter also looks qualitatively at why clients ultimately make the decision to obtain coaching services.

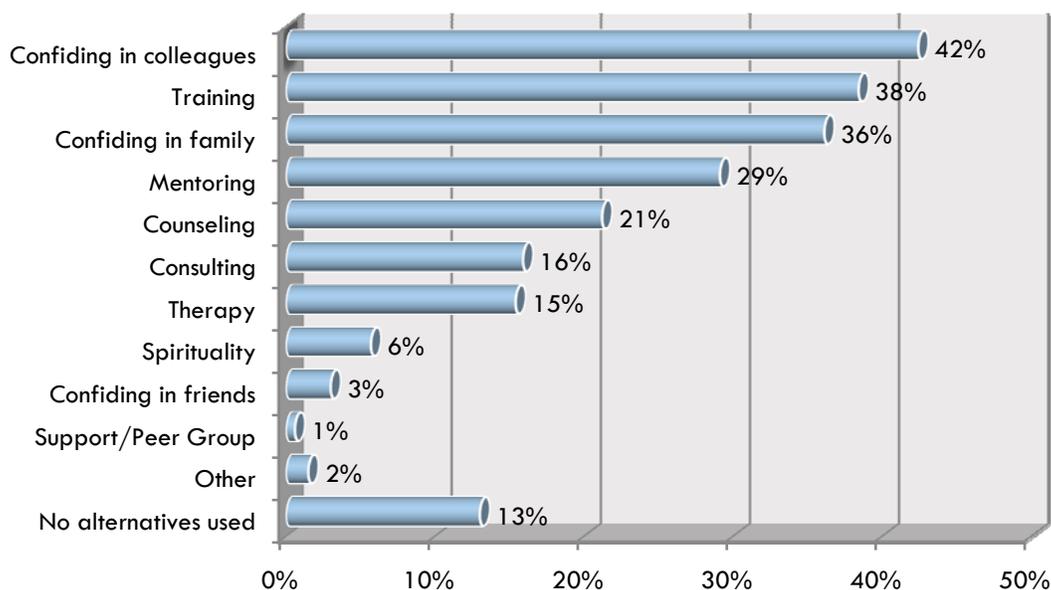
Alternatives to Coaching

Who are the key competitors for the coaching industry? A competitor to the coaching industry is any service or alternative approach a client might use instead of coaching to achieve their goals. As seen in **Exhibit 4-1** on the next page, an overwhelming majority of clients (87%) had tried alternative methods to address the needs they ultimately sought out coaching services for. The finding suggests that coaching is not necessarily the “top-of-mind” solution for many clients.

A key challenge for the industry in marketing itself is that two of the top three alternatives are not commercial services. More specifically, confiding in colleagues (42%) is the top alternative to coaching while confiding in family (36%) is third. In other words, a significant number of clients seek free advice from people they know before deciding to find a coach. While mentoring can be performed by coaches, it is often performed by colleagues (another popular non-commercial alternative), with 29% having tried this alternative prior to coaching. Unlike traditional competition that advertises and competes on price, these alternatives are simply a (free) natural first step to addressing one’s goals. While it is difficult for any industry to compete against free alternatives, it is important to know that they are part of the path the client follows to eventually end up at a coach’s door.

On the commercial side, the top alternative to coaching is training with nearly two fifths of clients (38%) indicating they had tried this approach. Rounding out the top five alternatives is counseling at 21%. Other key commercial competitors include consulting (16%) and therapy (15%).

Exhibit 4-1: Alternatives Used to Achieve Goals



Alternatives Used to Achieve Goals by Segment

	Global N=2151	Region			
		North America N=1156	Latin America N=114	Asia Pacific N=186	EMEA N=695
Confiding in colleagues	42%	48%	18%	48%	36%
Training	38%	39%	46%	40%	36%
Confiding in family	36%	41%	19%	38%	31%
Mentoring	29%	29%	31%	37%	27%
Counseling	21%	22%	45%	18%	17%
Consulting	16%	13%	36%	16%	17%
Therapy	15%	18%	19%	7%	13%
Spirituality	6%	7%	4%	8%	4%
Confiding in friends	3%	3%	2%	3%	4%
Support/Peer Group	1%	1%	0%	1%	0.4%
Other	2%	1%	2%	2%	2%
No alternatives used	13%	13%	9%	16%	14%

	Global N=2151	Client Type		Type of Coaching	
		Consumer Client N=1295	Coach Client N=856	Business, Executive & Leadership N=1058	Life, Vision & Enhancement N=712
Confiding in colleagues	42%	42%	43%	44%	39%
Training	38%	34%	45%	43%	33%
Confiding in family	36%	38%	33%	32%	43%
Mentoring	29%	28%	32%	35%	23%
Counseling	21%	23%	19%	16%	27%
Consulting	16%	14%	19%	19%	11%
Therapy	15%	14%	18%	10%	22%
Spirituality	6%	6%	5%	5%	7%
Confiding in friends	3%	3%	3%	2%	4%
Support/Peer Group	1%	0.4%	1%	1%	1%
Other	2%	1%	2%	1%	2%
No alternatives used	13%	14%	12%	12%	13%

Note: Percentages sum to more than 100% due to multiple responses.

The results also show a number of regional differences in alternatives used including:

- North America:* Confiding in colleagues and family is more commonly used as an alternative in this region than in others.
- Latin America:* Counseling and consulting are more popular alternatives in this region than in others while confiding in others (colleagues and family) is less popular.
- Asia Pacific:* Along with clients in the North America region, Asia Pacific respondents are more likely than other regions to have used confiding in colleagues as an alternative to coaching.
- EMEA:* While there are a few minor variances, the coaching alternatives used in the EMEA region are similar to the global averages.

Significant differences by client type include:

- Consumer Client:* Compared to Coach Clients, Consumer Clients are less likely to have engaged in training or consulting as an alternative to coaching.
- Coach Client:* Interestingly, Coach Clients are equally as likely to have tried alternatives in general as Consumer Clients.

Following are the key differences by type of coaching received:

- Business, Executive & Leadership:* The alternatives of training, mentoring and consulting are more common for this group than others.
- Life, Vision & Enhancement:* Clients in this type of coaching engagement are more likely than others to have used the alternatives of confiding in family, counseling and therapy.

Why Coaching?

Why do clients ultimately *decide* to get a coach? Why coaching instead of therapy, counseling or consulting? What was the “tipping point” that leads to the decision? Throughout this report, focus group findings have been used to address research issues that required a level of detail that is not possible in a quantitative survey. It should be noted that focus group results are based on a small sample (41 participants) of clients and are not necessarily representative of the total coaching client population.

When asked why counseling or therapy were not suitable methods to achieve client goals, focus group participant comments revealed a sense that counseling or therapy tended to be the type of experience that was exploratory and “passive.” In contrast, coaching had more appeal because it was seen to be more results-driven and focused on taking action to achieve goals. As one participant explained, “...I didn’t think that I needed to go that deep, I just needed like ‘how do I take action’.”

As discussed in *Chapter III*, there is some confusion among consumers about what coaching is and how it differs from alternatives. **That coaching is seen as an “action plan” rather than an exploratory process is an important differentiator for the industry.** Public education about coaching that shows how it is a tool to help clients meet their goals and objectives rather than to understand and address “issues” could help consumers better understand the differences between coaching and the alternatives. When consumers better

understand the differences between the options, they are more likely to gravitate to the one best suited to their needs. In other words, educating consumers about how coaching is an “action plan” may lead those who “need a plan” to seek coaching services as oppose seeking an alternative.

Most focus group participants decided themselves to obtain the services of a coach, although in a few cases, coaching occurred as a mandatory part of a work program.

There was no overarching theme when it came to the final straw or “tipping point” that lead focus group participants to seek coaching services. Reasons tended to vary based on each individual’s needs and coaching-related goals. In general, some of the main motivators included the following:

- Seeking better work/life balance.
- Looking for guidance during a career change.
- Need help solving various business related matters and challenges.
- Desire for weight loss.
- Need to deal with emotional concerns.
- Seeking ways to deal with stress.
- Dealing with divorce.

These and other topics were grouped together into broader categories for the survey. A quantitative look at the importance of the various topics is presented in the next section.

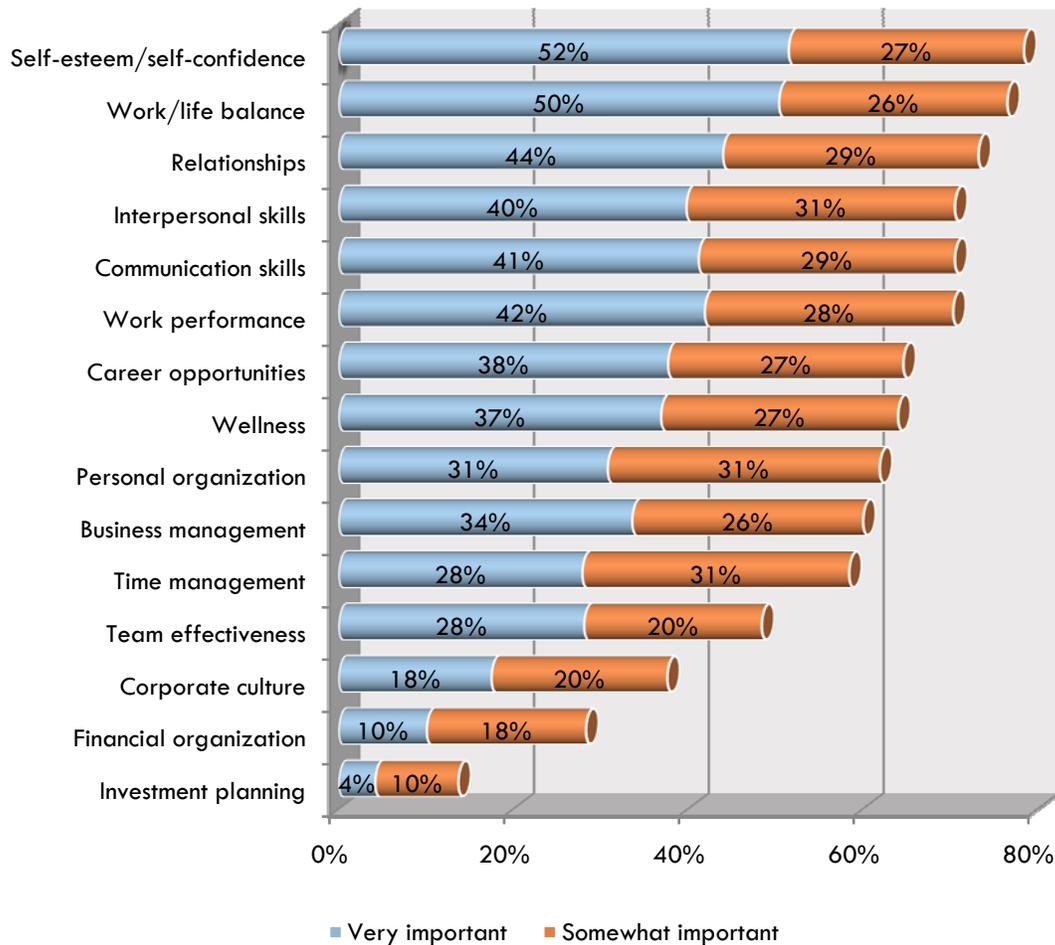
Importance of Factors in Seeking Coaching Services

Survey respondents were given a series of 15 areas that are often addressed by different types of professional coaching and were asked to indicate how important each area was in their decision to seek out coaching services. In other words, what areas of their life were they trying to improve? Their responses are summarized in **Exhibit 4-2a** on the next page. It should be noted that if a respondent indicated that an area was “not applicable” to their decision, the area was assumed to be “not at all important” for analysis purposes.

As will be discussed later in this section, motivations vary somewhat based on the type of coaching sought. However, a number of motivations surface to the top of the list as generally quite important regardless of segment. These more general motivations are important for coaches to address, at least to some degree, in all types of coaching regardless of the primary coaching focus. The top two motivations for seeking coaching services are self-esteem/self-confidence (79% rated as very or somewhat important) and work/life balance (76%). Importantly, these are the only two categories where at least half of all respondents identified these areas as very important in their decision to seek coaching. These are clearly core motivations for seeking coaching. While they may not be the “top-of-mind” or “ultimate” reasons that drive clients to seek their coach, these two factors are significant motivators for the vast majority of coaching engagements. Accordingly, it is very important that these areas be addressed (directly or indirectly) in the “action plan” developed through the coaching process. Other general motivations include relationships (73%), interpersonal skills (71%), communication skills (70%) and work performance (70%).

Items at the bottom of the overall list are niche coaching motivations as they are only important to a small portion of clients. These motivations are generally only important in seeking a particular type of coach. The niche motivations include investment planning (14%), financial organization (28%) and corporate culture (38%).

Exhibit 4-2a: Importance of Factors for Seeking Coaching Services



Note: N=2092

Exhibit 4-2b on the next page summarizes the importance of factors in seeking coaching by region, client type and type of coaching. Following are some of the more notable differences:

- In general, clients from Latin America placed higher than average levels of importance on almost all factors tested compared to other regions. Interpersonal skills is a greater motivator for seeking coaching in EMEA than in Asia Pacific and North America.
- Interpersonal skills, communication skills, team effectiveness and corporate culture were all given higher levels of importance by Consumer Clients than Coach Clients.

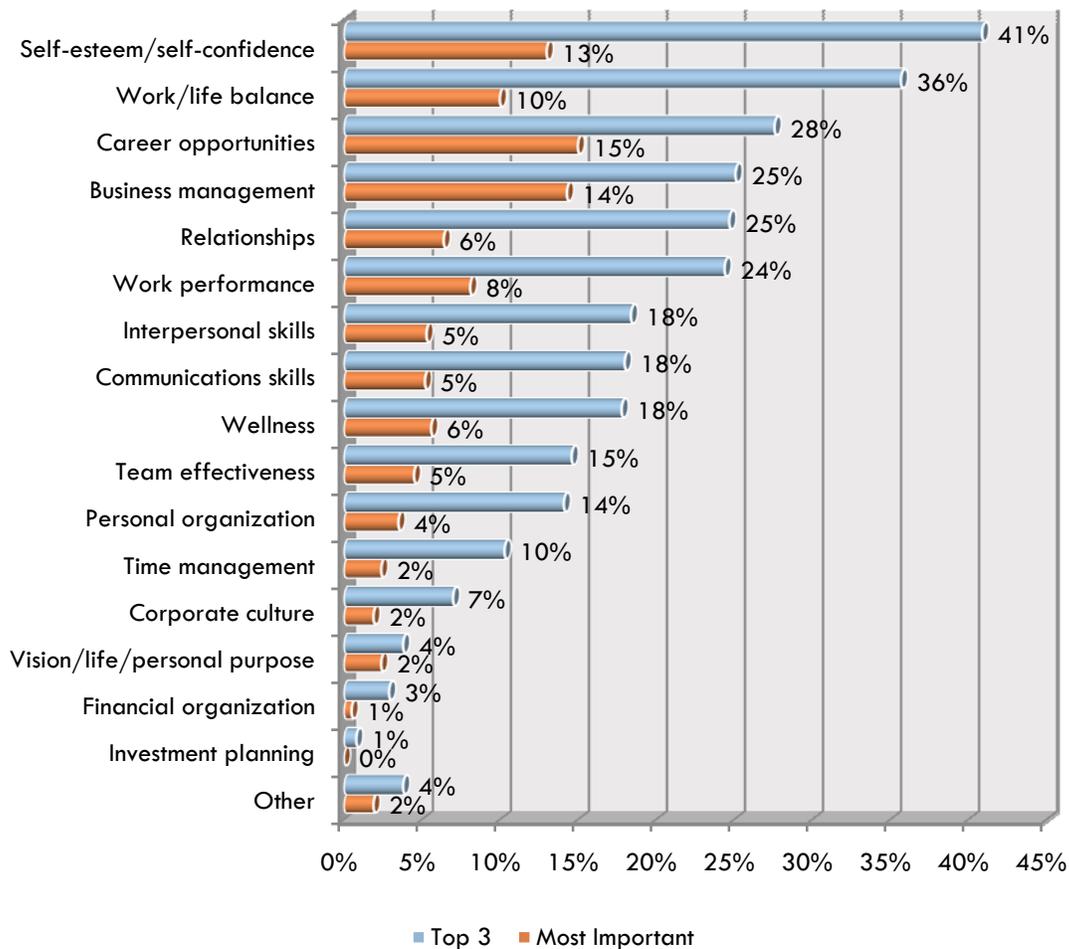
Exhibit 4-2b: Importance of Factors for Seeking Coaching Services by Segment

	Global N=2092	Region			
		North America N=1128	Latin America N=111	Asia Pacific N=179	EMEA N=674
Self-esteem/self-confidence	79%	77%	83%	77%	81%
Work/life balance	76%	77%	82%	73%	75%
Relationships	73%	72%	83%	67%	76%
Interpersonal skills	71%	66%	85%	65%	77%
Communication skills	70%	69%	85%	67%	71%
Work performance	70%	67%	80%	73%	74%
Career opportunities	65%	63%	61%	64%	69%
Wellness	64%	64%	87%	66%	60%
Personal organization	62%	59%	81%	68%	62%
Business management	60%	59%	65%	66%	59%
Time management	59%	60%	66%	60%	53%
Team effectiveness	48%	44%	64%	49%	52%
Corporate culture	38%	35%	55%	41%	38%
Financial organization	28%	30%	44%	30%	23%
Investment planning	14%	11%	33%	14%	15%
	Global N=2092	Client Type		Type of Coaching	
		Consumer Client N=1263	Coach Client N=829	Business, Executive & Leadership N=1035	Life, Vision & Enhancement N=693
Self-esteem/self-confidence	79%	80%	76%	74%	85%
Work/life balance	76%	78%	74%	70%	86%
Relationships	73%	75%	70%	69%	77%
Interpersonal skills	71%	73%	67%	71%	67%
Communication skills	70%	73%	67%	73%	65%
Work performance	70%	71%	70%	76%	64%
Career opportunities	65%	66%	63%	67%	61%
Wellness	64%	64%	64%	54%	76%
Personal organization	62%	61%	63%	62%	63%
Business management	60%	54%	69%	72%	46%
Time management	59%	58%	60%	59%	58%
Team effectiveness	48%	55%	38%	59%	31%
Corporate culture	38%	40%	34%	48%	21%
Financial organization	28%	25%	33%	27%	31%
Investment planning	14%	13%	15%	14%	13%

Note: Percentages reflect respondents who indicated factor was very or somewhat important.

In addition to asking respondents to rate the importance of different areas as motivators for seeking coaching, they were also asked to identify the **top 3** reasons for seeking a coach for their current/most recent engagement. **Exhibit 4-3a** presents the results for both the “Most Important” factor and the “Top 3” factors. Self-esteem/self-confidence and work/life balance, which were identified earlier as core motivators for coaching, are again at the top of the list when considering clients’ “top 3” selections. However, they rank third and fourth respectively when looking only at the most important reason for seeking coaching services. Instead it is career opportunities (15%) and business management (14%) that top the list as the most important. Similarly, other top reasons from the importance ratings such as relationships, interpersonal skills and communication skills are quite a bit further down the list when looking at only the most important reasons for seeking a coach.

Exhibit 4-3a: Top Factors in Seeking Coaching Services



Notes: N=2072
 “Top 3” percentages will sum to more than 100% due to multiple responses.
 “Most Important” percentages may not sum to 100% due to rounding.

Several areas are generally important motivators to seeking coaching services; however, the overriding reasons are more dependent on the type of coaching. The combined analysis will help identify core focuses for each coaching type (top reasons) as well as secondary areas that clients would like to address through coaching (important, but not a top reason). Both the “Most Important” and “Top 3” reasons for obtaining a coach by type of coaching are presented in **Exhibit 4-3b**.

Exhibit 4-3b: Top Factors in Seeking Coaching Services by Segment

	Global N=2072		Region							
			North America N=1111		Latin America N=111		Asia Pacific N=178		EMEA N=672	
	Top 3	Most	Top 3	Most	Top 3	Most	Top 3	Most	Top 3	Most
Self-esteem/self-confidence	41%	13%	40%	12%	35%	14%	39%	12%	45%	15%
Work/life balance	36%	10%	36%	11%	36%	8%	32%	8%	36%	9%
Career opportunities	28%	15%	28%	15%	24%	16%	26%	12%	29%	16%
Business management	25%	14%	27%	15%	20%	11%	25%	12%	23%	14%
Relationships	25%	6%	26%	7%	18%	4%	21%	5%	25%	7%
Work performance	24%	8%	21%	7%	26%	6%	32%	12%	28%	9%
Interpersonal skills	18%	5%	16%	4%	27%	12%	13%	5%	23%	6%
Communications skills	18%	5%	18%	5%	21%	7%	16%	5%	19%	5%
Wellness	18%	6%	19%	6%	24%	8%	19%	6%	15%	5%
Team effectiveness	15%	5%	14%	5%	19%	4%	16%	5%	14%	4%
Personal organization	14%	4%	14%	3%	19%	7%	19%	6%	13%	3%
Time management	10%	2%	11%	2%	11%	2%	14%	3%	8%	2%
Corporate culture	7%	2%	8%	2%	6%	1%	5%	3%	6%	2%
Vision/life/personal purpose	4%	2%	4%	3%	4%	1%	5%	2%	3%	1%
Financial organization	3%	1%	3%	1%	1%	0%	4%	1%	3%	0.3%
Investment planning	1%	0%	0.4%	0%	1%	0%	1%	0%	2%	0.1%
Other	4%	2%	4%	2%	3%	0%	4%	3%	4%	2%
	Global N=2072		Client Type				Type of Coaching			
			Consumer Client N=1257		Coach Client N=815		Business, Executive & Leadership N=1028		Life, Vision & Enhancement N=684	
	Top 3	Most	Top 3	Most	Top 3	Most	Top 3	Most	Top 3	Most
Self-esteem/self-confidence	41%	13%	43%	14%	38%	12%	33%	8%	52%	18%
Work/life balance	36%	10%	37%	10%	34%	9%	29%	6%	47%	17%
Career opportunities	28%	15%	32%	18%	22%	10%	31%	17%	23%	12%
Business management	25%	14%	19%	10%	35%	21%	36%	23%	14%	4%
Relationships	25%	6%	26%	7%	22%	6%	19%	4%	28%	6%
Work performance	24%	8%	21%	5%	30%	12%	29%	9%	20%	8%
Interpersonal skills	18%	5%	19%	5%	18%	6%	19%	5%	15%	5%
Communications skills	18%	5%	19%	5%	17%	5%	21%	6%	13%	4%
Wellness	18%	6%	17%	6%	18%	5%	8%	2%	33%	11%
Team effectiveness	15%	5%	19%	6%	9%	2%	21%	7%	4%	1%
Personal organization	14%	4%	13%	4%	15%	3%	14%	3%	16%	5%
Time management	10%	2%	11%	3%	9%	2%	10%	3%	11%	2%
Corporate culture	7%	2%	8%	2%	5%	2%	11%	3%	1%	0.3%
Vision/life/personal purpose	4%	2%	3%	2%	5%	3%	2%	1%	6%	4%
Financial organization	3%	1%	3%	1%	3%	0.4%	2%	0.4%	4%	1%
Investment planning	1%	0%	1%	0.1%	1%	0%	1%	0%	1%	0%
Other	4%	2%	4%	2%	4%	2%	4%	2%	4%	2%

Notes: “Top 3” percentages will sum to more than 100% due to multiple responses.
 “Most Important” percentages may not sum to 100% due to rounding.

Following is a summary of key findings by type of coaching:

- Business, Executive & Leadership:* While business management is the reason most commonly cited as the most important for Business, Executive & Leadership coaching, career opportunities is not far behind as a top reason. A look at the “Top 3” list reveals that a number of other items also rank quite high including self-esteem/self-confidence, work/life balance and work performance.
- Life, Vision & Enhancement:* Self-esteem/self-confidence and work/life balance top the list as the primary reasons for life, vision and enhancement coaching; but wellness and relationships were also cited by a significant number of respondents (as top 3 mentions).

Results by region and client type are also presented in the exhibit for information purposes; but are not discussed here.

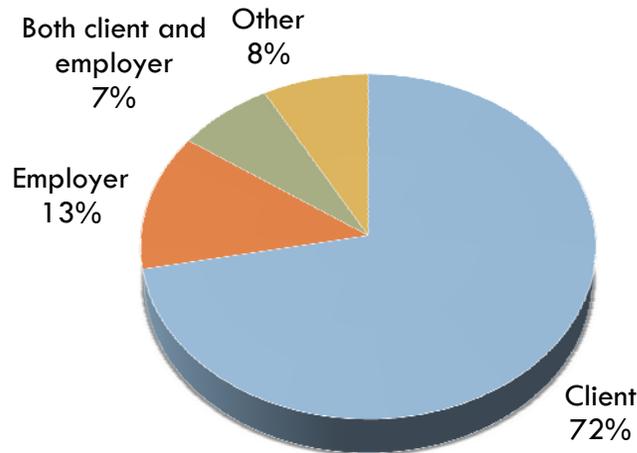
V. COACH SELECTION PROCESS (DECISION PROCESS)

Once a client has decided to get a professional coach, how do they find and select a specific coach? To answer this question, this section looks at various aspects of the coach selection process including who makes the decision, what information sources are consulted, the number of coaches contacted, the importance of the coach’s personal attributes and other considerations.

Who Selects the Coach?

A significant majority (72%) of respondents indicated that they were solely responsible for selecting their coach (see **Exhibit 5-1**). Only 13% indicated that their employer selected a coach for them while 7% indicated it was a joint decision between client and employer.

Exhibit 5-1: Who Selected the Coach



Who Selected the Coach by Segment					
	Global N=2160	Region			
		North America N=1162	Latin America N=114	Asia Pacific N=187	EMEA N=697
Client	72%	77%	66%	66%	67%
Employer	13%	10%	19%	14%	16%
Both client and employer	7%	4%	8%	10%	12%
Other	8%	9%	7%	11%	6%
	Global N=2160	Client Type		Type of Coaching	
		Consumer Client N=1297	Coach Client N=863	Business, Executive & Leadership N=1064	Life, Vision & Enhancement N=715
Client	72%	63%	86%	68%	84%
Employer	13%	18%	5%	15%	5%
Both client and employer	7%	10%	4%	10%	3%
Other	8%	10%	5%	7%	8%

Note: Percentages may not sum to 100% due to rounding.

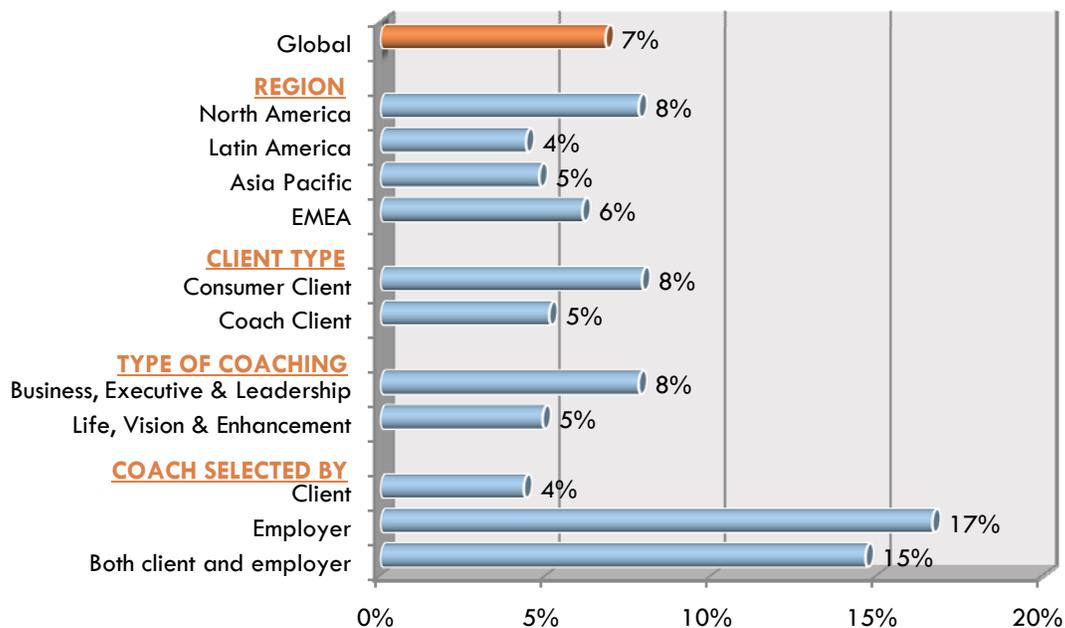
Significant differences by segment include:

- The likelihood of the client being solely responsible for selecting the coach is significantly higher in North America than in other regions.
- Consumer Clients are significantly less likely (63%) to select their own coach than are Coach Clients (86%). Consequently, Consumer Clients are more likely to have their employer involved in the decision.
- Having some level of employer involvement in the selection of a coach is significantly higher for those involved in Business, Executive & Leadership coaching. Client only selection is more common among those in Life, Vision & Enhancement coaching.

It is important to note that coaches who are employees of the client’s company are sometimes referred to within the industry as “Internal” coaches while non-employees are “External” coaches. However, when tested in the client focus groups, clients did not understand these terms. Accordingly, the survey question was simplified to ask if the coach was an employee of the client’s company.

As seen in **Exhibit 5-2**, only a handful (7%) of clients reported that their coach was an employee of their organization. However, results vary considerably based on who was responsible for selecting the coach. Specifically, when the employer chooses the coach (17%) or helps make the decision (15%), the likelihood of the coach being an “Internal” coach within the client’s organization is significantly higher than when the client selects the coach on their own (4%). Those in Business, Executive & Leadership coaching are only slightly more likely to have a coach who is employed by their organization than those in Life, Vision & Enhancement coaching.

Exhibit 5-2: Coach was an Employee of Client’s Company

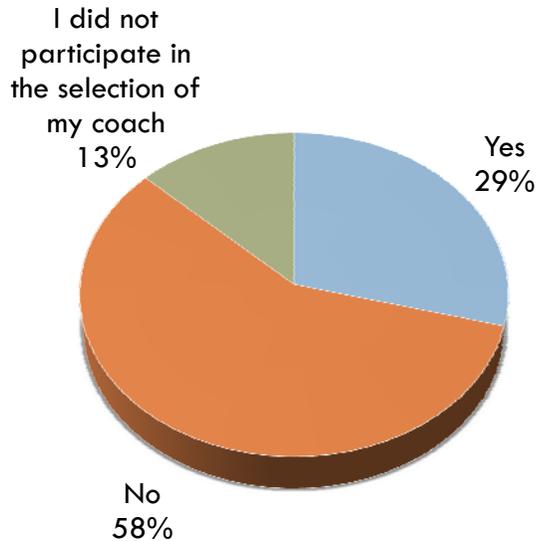


Note: Global N=2158; North America N=1158; Latin America N=114; Asia Pacific N=186; EMEA N=700; Consumer Client N=1297; Coach Client N=861; Business, Executive & Leadership N=1062; Life, Vision & Enhancement N=714; Client N=1546; Employer N=276; Both client and employer N=157.

Number of Coaches Contacted and Selected

The importance of standing out from the crowd can be seen in **Exhibit 5-3**. Less than one third (29%) of respondents reported that they contacted and/or interviewed more than one coach before entering a coaching engagement; while, a further 13% did not participate in the coach selection process. A very significant 58% of clients engaged the first (and only) coach they contacted. When Coach Clients are excluded, this rises to almost two thirds (65%) of clients. More often than not, if the first coach meets their criteria, the client's search is over. Results by region and type of coaching are also shown in the exhibit.

Exhibit 5-3: Multiple Coaches Contacted or Interviewed Before Selection



Multiple Coaches Contacted or Interviewed Before Selection by Segment

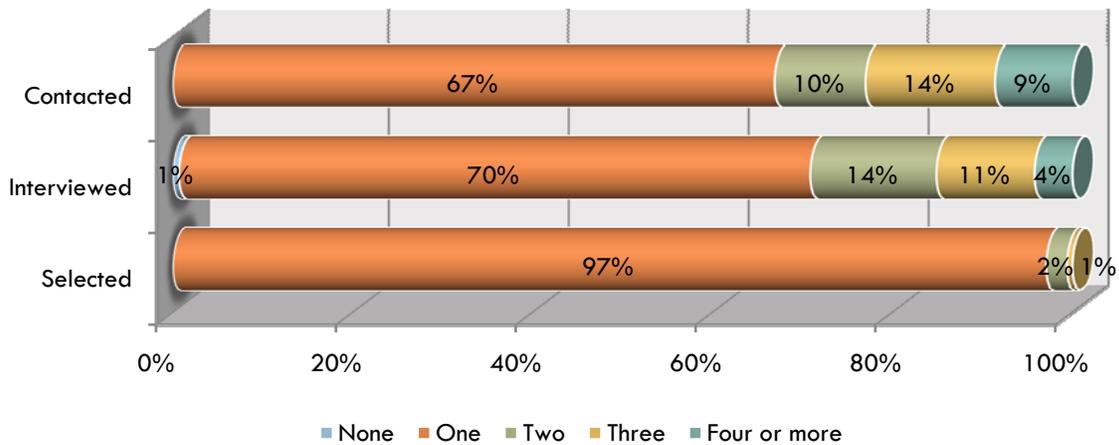
	Global N=2082	Region			
		North America N=1119	Latin America N=110	Asia Pacific N=178	EMEA N=675
Yes	29%	29%	26%	25%	31%
No	58%	60%	60%	60%	54%
I did not participate in the selection of my coach	13%	11%	14%	15%	15%
	Global N=2082	Client Type		Type of Coaching	
		Consumer Client N=1262	Coach Client N=820	Business, Executive & Leadership N=1031	Life, Vision & Enhancement N=690
Yes	29%	19%	45%	31%	32%
No	58%	65%	48%	54%	61%
I did not participate in the selection of my coach	13%	17%	7%	15%	7%

Note: Percentages may not sum to 100% due to rounding.

The number of coaches contacted, interviewed and ultimately selected is presented in **Exhibit 5-4**. It should be noted that those who did not participate in the selection of their coach have been excluded from this analysis. Accordingly, the percent of those contacting only one coach differs from results presented in the previous analysis (Exhibit 5-3) that included all respondents. Among those who participated in coach selection, only one third (33%) contacted more than one coach and only 29% interviewed more than one coach. Moreover, even when more than one coach is contacted/interviewed, the number is usually limited to three. In other words, the majority of clients rely on their “background” research to select their coach and once decided, the contact and interview are merely a formality to ensure they made a good choice. Almost all clients (97%) ultimately only select one coach.

A look at the average number of coaches contacted, interviewed and selected by region and type of coaching reveals no significant differences between segments meaning all regions and coaching types face the same challenges. Coach Clients tend to do more “in-person” homework than Consumer Clients. The average number of coaches contacted (2.2 vs. 1.5, respectively) and interviewed (1.8 vs. 1.3, respectively) is considerably higher among Coach Clients.

Exhibit 5-4: Number of Coaches Contacted, Interviewed and Selected



Average (mean) Number of Coaches Contacted, Interviewed and Selected by Segment					
	Global N=1810	Region			
		North America N=992	Latin America N=95	Asia Pacific N=151	EMEA N=572
Contacted	1.8	1.8	1.6	1.7	1.8
Interviewed	1.5	1.6	1.4	1.4	1.5
Selected	1.0	1.0	1.0	1.0	1.1
	Global N=1810	Client Type		Type of Coaching	
		Consumer Client N=1052	Coach Client N=758	Business, Executive & Leadership N=874	Life, Vision & Enhancement N=640
Contacted	1.8	1.5	2.2	1.8	1.8
Interviewed	1.5	1.3	1.8	1.6	1.6
Selected	1.0	1.0	1.1	1.1	1.0

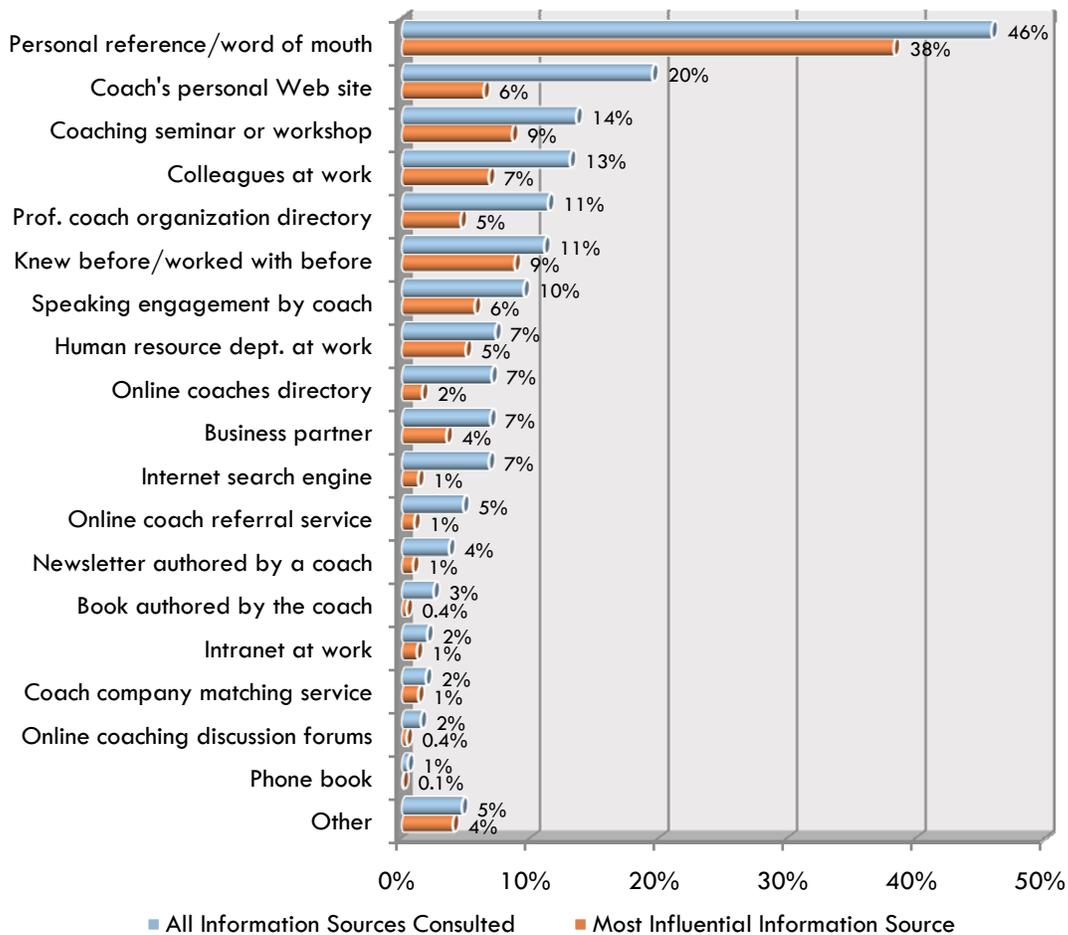
Note: Base is those who selected their coach themselves.
Percentages (in graph) may not sum to 100% due to rounding.

Information Sources Consulted

A summary of information sources consulted in the coach selection process is presented in **Exhibit 5-5a**. By far, the top information source used by almost half (46%) of clients in general is personal referrals/word of mouth. The next closest source is the coach’s Web site which was used by only 20% of clients.

When asked to indicate which information source was the **most influential**, personal referrals/word of mouth was again the most often cited at 38% of respondents. This is more than four times the number citing coaching seminars or workshops (9%) and knew before/worked with before (9%); the next most commonly cited sources. Further emphasizing the importance of reputation, is the number of similar “word of mouth” information sources selected such as colleagues at work (13% in general and 7% as most influential), knew the coach/previously worked with them (11% and 9%, respectively) and business partner (7% and 4%, respectively). Top traditional “promotion” mediums consulted by clients include the coach’s personal Web site (20% and 6%, respectively), coaching seminars and workshops (14% and 9%, respectively), professional coaching organization directories (11% and 5%, respectively) and speaking engagements (10% and 6%, respectively).

Exhibit 5-5a: Information Sources Consulted



Notes: Base is those who selected their coach themselves (N=1759).
 Percentages for “all sources” sum to more than 100% due to multiple responses.
 Percentages for “most influential” may sum to more than 100% due to rounding.

The top information source for all segments is by far personal referrals/word of mouth (see Exhibit 5-5b). For summary reasons, only the sources exceeding 5% or greater at the global level have been included in all information sources.

Exhibit 5-5b: Information Sources Consulted by Segment

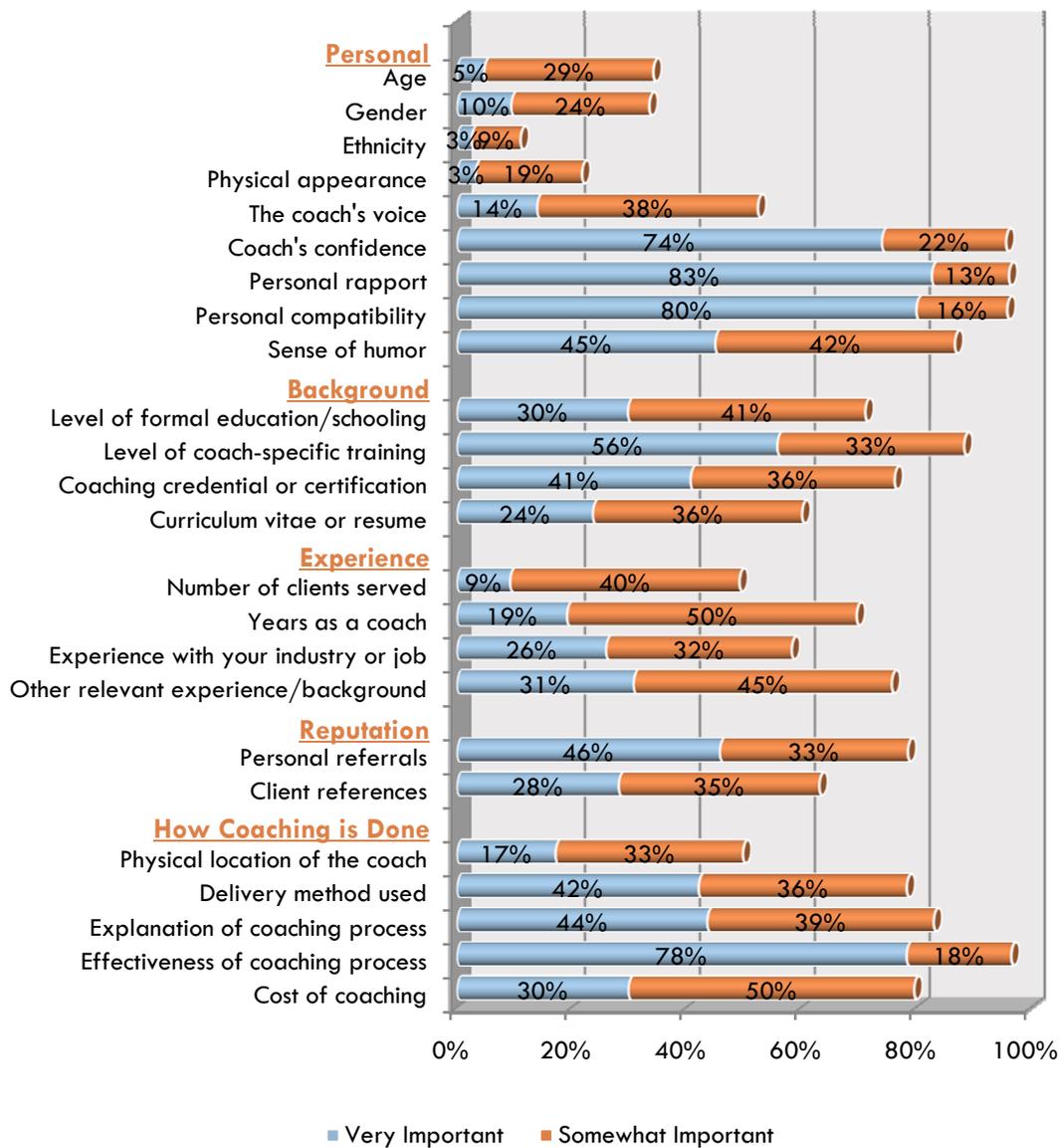
	Global N=1759	Region			
		North America N=969	Latin America N=92	Asia Pacific N=149	EMEA N=549
<u>All Information Sources Consulted</u>					
Personal reference/word of mouth	46%	46%	45%	46%	46%
Coach's personal Web site	20%	22%	13%	20%	16%
Coaching seminar or workshop	14%	13%	16%	16%	13%
Colleagues at work	13%	10%	17%	14%	17%
Prof. coach organization directory	11%	13%	12%	9%	10%
Knew before/worked with before	11%	14%	5%	13%	8%
Speaking engagement by coach	10%	10%	12%	9%	8%
Human resource dept. at work	7%	4%	10%	9%	12%
Online coaches directory	7%	7%	9%	8%	7%
Business partner	7%	6%	12%	7%	9%
Internet search engine	7%	6%	9%	5%	9%
Online coach referral service	5%	6%	7%	3%	3%
<u>Most Influential Information Source</u>					
Personal reference/word of mouth	38%	39%	39%	38%	38%
Knew before/worked with before	9%	11%	5%	9%	6%
Coaching seminar or workshop	9%	9%	11%	11%	7%
Colleagues at work	7%	6%	5%	6%	9%
Coaches' personal Web sites	6%	7%	3%	5%	7%
	Global N=1759	Client Type		Type of Coaching	
		Consumer Client N=1008	Coach Client N=751	Business, Executive & Leadership N=837	Life, Vision & Enhancement N=631
<u>All Information Sources Consulted</u>					
Personal reference/word of mouth	46%	49%	42%	46%	45%
Coach's personal Web site	20%	18%	22%	16%	25%
Coaching seminar or workshop	14%	7%	22%	14%	16%
Colleagues at work	13%	14%	12%	15%	10%
Prof. coach organization directory	11%	6%	19%	11%	14%
Knew before/worked with before	11%	10%	13%	10%	13%
Speaking engagement by coach	10%	9%	11%	9%	11%
Human resource dept. at work	7%	11%	3%	10%	3%
Online coaches directory	7%	5%	9%	7%	8%
Business partner	7%	6%	9%	9%	4%
Internet search engine	7%	7%	6%	6%	8%
Online coach referral service	5%	3%	7%	5%	5%
<u>Most Influential Information Source</u>					
Personal reference/word of mouth	38%	43%	33%	37%	38%
Knew before/worked with before	9%	8%	10%	8%	11%
Coaching seminar or workshop	9%	5%	14%	8%	11%
Colleagues at work	7%	8%	6%	8%	5%
Coaches' personal Web sites	6%	7%	6%	6%	8%

Notes: Base is those who selected their coach themselves.
Percentages for "all sources" sum to more than 100% due to multiple responses.

Coach Attributes

Respondents were asked to rate the importance of 24 coach attributes they might consider when selecting a coach. These attributes can be divided into five categories; personal, background, experience, reputation and how the coaching is done. The results, which are summarized in **Exhibit 5-6a**, show that there is a large variance in the importance of the different attributes both overall and within the different groupings.

Exhibit 5-6a: Importance of Coach Attributes in Selection Process



Note: N=2023

The attributes can be divided into four consideration tier groups based on their importance as follows:

- *Critical Considerations (more than 90% rated very or somewhat important):* Attributes in this tier group are most critical to the selection process for the client. Only coaches who meet the client's standards in these areas will be considered for the assignment. There are four attributes that are critical considerations, three of which are personal attributes: personal rapport, personal compatibility and the coach's confidence. All three were rated as very or somewhat important by 96% of respondents. In other words, clients want to make sure they will get along well with their coach and have a level of comfort that their coach knows what they are doing. The fourth attribute in the category is the effectiveness of coaching process (96%). Further emphasis of the significance of these attributes is that at least 74% of respondents rated them as very important; the next highest rated attribute is at 56%.
- *Usually Considered (75% to 89% rated very or somewhat important):* These are attributes that potential clients will definitely consider when looking for their coach. If not satisfied with a potential coach in these areas, a client will likely keep looking. However, if they do not quickly find what they are looking for, they may be willing to overlook one or two of these. Attributes in this tier group span all categories and include: the level of coach-specific training (89% very or somewhat important), sense of humor (87%), explanation of coaching process (83%), cost of coaching (80%), personal referrals (79%), delivery method used (78%), coaching credential or certification (77%) and other relevant experience/background (76%). Importantly, most of these attributes are ones which are controllable by the coach (i.e., getting a coaching credential, having a good outline of the process, etc.).
- *Often Considered (50% to 74% rated very or somewhat important):* Items falling in this tier group have been identified as important and may potentially be a deciding factor. Clients might be willing to overlook these; but given the choice between two coaches where everything else is equal, these attributes may become the determining factor. These attributes are very or somewhat important to more than half of all clients; but the portion in the very important category is 30% or less. Often Considered attributes include: the level of formal education/schooling (71%), years as a coach (69%), client references (63%), curriculum vitae or resume (60%), experience with client's industry or job (58%), the coach's voice (52%) and the physical location of the coach (50%). Despite being just below the "cut-off," the number of clients served (49%) is also included in this category given the significant drop in importance to the remaining attributes.
- *Rarely Considered (less than 50% rated very or somewhat important):* The attributes within this tier group may be sometimes considered in the decision, but are not key factors. For most clients, these attributes are not likely to impact the decision. Interestingly, all the attributes in this category are personal attributes that a coach cannot control. These include: age (34%), gender (34%), physical appearance (22%) and ethnicity (12%). It should be noted that 10% of respondents or fewer rated these as very important.

An analysis of a coach's personal attributes has been expanded to include the number of coaches interviewed by the client. **Exhibit 5-6b** on the next page reveals that, when multiple coaches are interviewed, a coach's experience may become the differentiating factor. More specifically, those who interview multiple coaches place a significantly higher degree of importance on the number of clients served, years as a coach, experience with their industry or job and client referrals than those who only interviewed one coach before making a decision. The only other attribute that was more important to those who interviewed multiple coaches was the coach's voice.

Ratings for the coach attributes in the selection process have been summarized by region, client type and type of coaching in **Exhibits 5-6b** and **5-6c**.

Exhibit 5-6b: Importance of Coach Attributes in Selection Process by Region and Number of Coaches Interviewed

	Global N=2023	Region				Number of Coaches Interviewed	
		North America N=1093	Latin America N=109	Asia Pacific N=176	EMEA N=645	One N=1236	Multiple N=517
Personal							
Age	34%	31%	45%	33%	37%	33%	38%
Gender	34%	37%	27%	32%	30%	35%	34%
Ethnicity	12%	8%	12%	17%	14%	11%	12%
Physical appearance	22%	20%	33%	17%	23%	21%	25%
The coach's voice	52%	53%	51%	52%	52%	50%	63%
Coach's confidence	96%	96%	100%	97%	94%	95%	97%
Personal rapport	96%	98%	94%	98%	94%	96%	97%
Personal compatibility	96%	97%	95%	94%	94%	95%	98%
Sense of humor	87%	89%	78%	89%	84%	87%	88%
Background							
Level of formal education/schooling	71%	74%	94%	62%	66%	70%	72%
Level of coach-specific training	89%	89%	97%	85%	87%	87%	90%
Coaching credential or certification	77%	76%	84%	78%	76%	75%	78%
Curriculum vitae or resume	60%	55%	88%	58%	65%	58%	63%
Experience							
Number of clients served	49%	46%	60%	50%	52%	45%	59%
Years as a coach	69%	67%	81%	66%	73%	65%	79%
Experience with your industry or job	58%	60%	80%	56%	52%	55%	63%
Other experience/background	76%	79%	77%	73%	70%	74%	79%
Reputation							
Personal referrals	79%	76%	89%	80%	82%	78%	80%
Client references	63%	60%	80%	63%	66%	60%	69%
How Coaching is Done							
Physical location of the coach	50%	42%	73%	57%	57%	51%	45%
Delivery method used	78%	76%	86%	87%	79%	78%	76%
Explanation of coaching process	83%	82%	97%	86%	82%	84%	81%
Effectiveness of coaching process	96%	97%	97%	98%	95%	96%	97%
Cost of coaching	80%	84%	77%	82%	72%	80%	83%

Note: Percentages reflect respondents who indicated an attribute was very or somewhat important.

Some of the more notable differences include:

- Compared to other regions, those in Latin America tend to place a higher importance on coach background, experience and reputation attributes. The physical appearance, physical location of the coach and the explanation of the process are also more important to clients in this region.
- Experience attributes such as number of clients served and years of experience are more important to Coach Clients than Consumer Clients. On the other hand, the location of coaching and explanation of the process is of higher importance to Consumer Clients.

- The coach's voice and gender are more important to those in Life, Vision & Enhancement than Business, Executive & Leadership. The cost of coaching is also more important to Life, Vision & Enhancement clients. Conversely, clients in Business, Executive & Leadership coaching place a higher degree of importance than those in Life, Vision & Enhancement coaching on the coach's experience in general.

Exhibit 5-6c: Importance of Coach Attributes in Selection Process by Client Type and Type of Coaching

	Global N=2023	Client Type		Type of Coaching	
		Consumer Client N=1216	Coach Client N=807	Business, Executive & Leadership N=1002	Life, Vision & Enhancement N=673
<u>Personal Attributes</u>					
Age	34%	33%	36%	35%	33%
Gender	34%	34%	33%	29%	42%
Ethnicity	12%	11%	12%	11%	12%
Physical appearance	22%	21%	23%	20%	24%
The coach's voice	52%	47%	60%	50%	58%
Coach's confidence	96%	94%	97%	95%	97%
Personal rapport	96%	95%	97%	96%	97%
Personal compatibility	96%	95%	97%	96%	96%
Sense of humor	87%	85%	89%	85%	89%
<u>Background</u>					
Level of formal education/schooling	71%	72%	69%	72%	69%
Level of coach-specific training	89%	88%	89%	87%	89%
Coaching credential or certification	77%	77%	75%	74%	78%
Curriculum vitae or resume	60%	61%	58%	65%	53%
<u>Experience</u>					
Number of clients served	49%	44%	57%	55%	43%
Years as a coach	69%	64%	79%	75%	65%
Experience with your industry or job	58%	58%	59%	65%	48%
Other experience/background	76%	74%	78%	77%	73%
<u>Reputation</u>					
Personal referrals	79%	78%	79%	81%	75%
Client references	63%	63%	63%	65%	59%
<u>How Coaching is Done</u>					
Physical location of the coach	50%	56%	41%	51%	44%
Delivery method used	78%	80%	76%	80%	76%
Explanation of coaching process	83%	89%	74%	82%	82%
Effectiveness of coaching process	96%	97%	97%	97%	96%
Cost of coaching	80%	77%	84%	76%	85%

Note: Percentages reflect respondents who indicated an attribute was very or somewhat important.

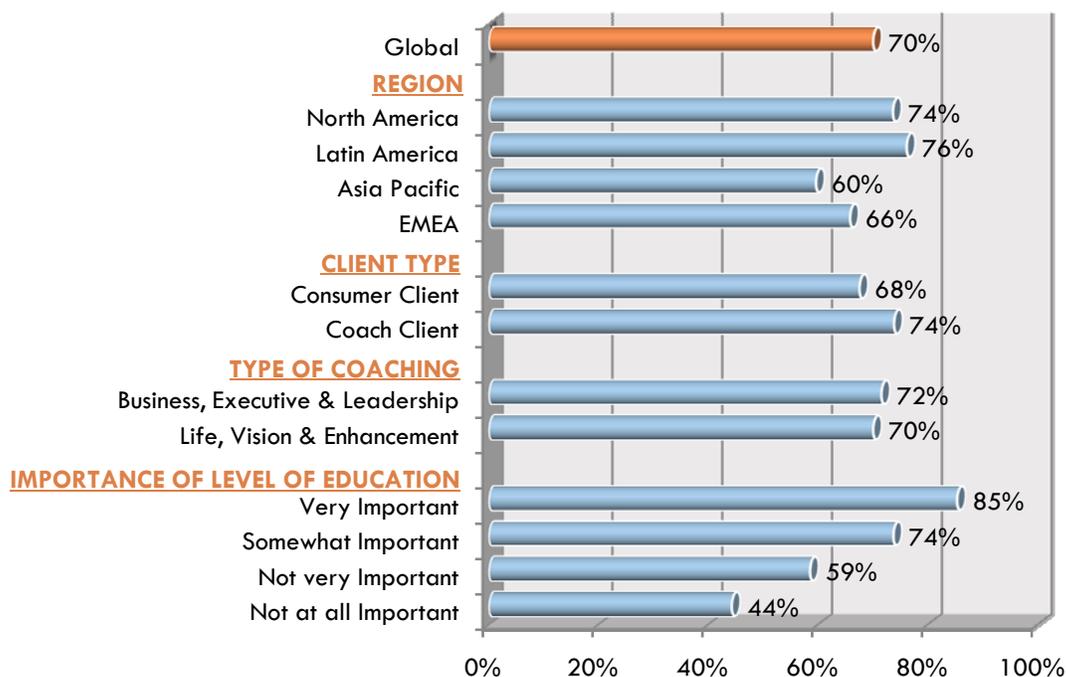
Awareness of the Coach's Qualifications

In the previous section, the level of education a coach has was classified as “Often Considered” and coaching credentials or certifications were classified as “Usually Considered.” For these two attributes, respondents were also asked to indicate if they were **aware** of their coach’s specific qualifications before they engaged their coach. The results are presented in this section.

A significant majority of clients (70%) indicated that prior to engaging their coach, they were aware of the level of formal education (i.e., bachelor’s degree, masters or PhD) their coach had. In other words, the majority of clients do investigate these types of qualifications. As seen in **Exhibit 5-7**, the likelihood of being aware varies by segment. Not surprisingly, when compared to the importance of the coach’s level of formal education (presented in the previous section) there is a direct correlation. More specifically, the greater the importance of the level of education, the more likely clients were to be aware of their coach’s qualifications. Other segment differences include:

- Awareness of education levels is significantly higher in Latin America and North America.
- Coach Clients were more likely to indicate that they were aware of their coach’s education level.
- There are no apparent differences in awareness among coaching types.

Exhibit 5-7: Aware of Coach’s Level of Education Prior to Receiving Coaching

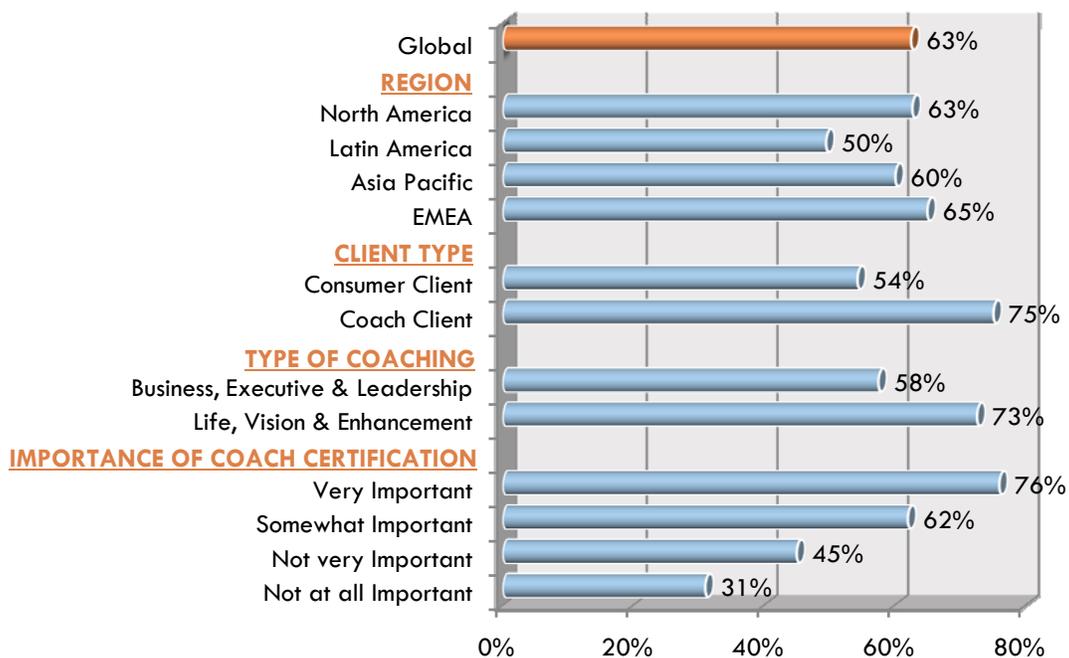


Note: Global N=2052; North America N=1102; Latin America N=109; Asia Pacific N=178; EMEA N=663; Consumer Client N=1246; Coach Client N=806; Business, Executive & Leadership N=1016; Life, Vision & Enhancement N=677; Very Important N=591; Somewhat Important N=821; Not Very Important N=347; Not at All Important N=226.

Despite being ranked quite high in terms of importance, less than two thirds (63%) of respondents indicated that they were aware of what certifications or credentials their coach had prior to engaging them (see **Exhibit 5-8**). The results suggest that, while having a certification or credential is important, clients may not be fully aware of the various types that are available before they seek out a coach. Accordingly, while they try to ensure their coach has a credential, they may or may not be knowledgeable about the significance of different credentials. Again, the results show a direct correlation between the importance of finding a coach with a credential and awareness of what that credential is. Specifically, awareness increases with importance. Other segment differences include:

- Clients in Latin America were the least likely to be aware of their coach’s certifications or credentials.
- Coach Clients are significantly more likely than Consumer Clients to be aware of the certification or credentials held by their coach prior to engaging them.
- Awareness of a coach’s certification/credentialing is significantly higher among those in Life, Vision & Enhancement coaching than those in Business, Executive & Leadership coaching.

Exhibit 5-8: Aware of Coach Certification/Credential Prior to Receiving Coaching



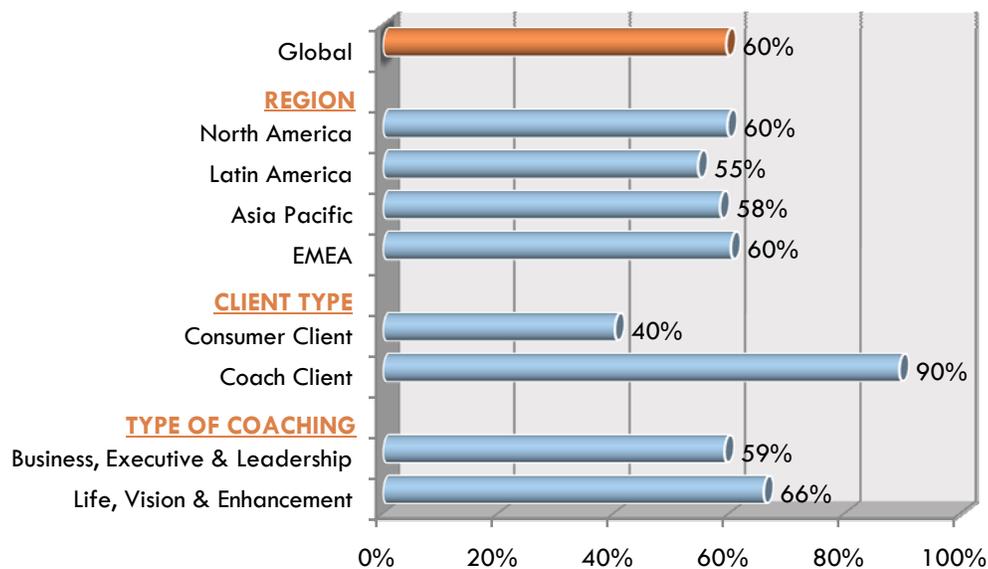
Note: Global N=2050; North America N=1101; Latin America N=109; Asia Pacific N=178; EMEA N=662; Consumer Client N=1242; Coach Client N=808; Business, Executive & Leadership N=1015; Life, Vision & Enhancement N=679; Very Important N=806; Somewhat Important N=704; Not Very Important N=311; Not at All Important N=166.

Awareness of Professional Coaching Organizations

To test client awareness of professional coaching organizations, respondents were given a list of 16 different organizations and asked to indicate which ones they had heard of *prior to completing the survey*. In order to provide for response control, two fictitious organizations (SPCI and UCA) were included in the overall results. The results have been split into two exhibits for easier interpretation. **Exhibit 5-9** shows the degree to which respondents were aware of coaching organizations, in general. **Exhibit 5-10** (on the next page) shows the awareness of specific coaching organizations.

The results show that 60% of clients were aware of **at least one** professional coaching organization prior to completing the survey (**Exhibit 5-9**). However, caution should be used when interpreting this finding. The survey was commissioned by a coaching organization (ICF), which enlisted the assistance of two other coaching organizations (EMCC and APECS). Because the survey was distributed through the member coaches of these organizations, overall client awareness could potentially be higher than it would have been if clients were invited by coaches who were unaffiliated with these organizations. Not surprisingly, awareness of coaching organizations is more than twice as high among Coach Clients (90%) than among Consumer Clients (40%). Awareness also tends to be higher among those in Life, Vision & Enhancement coaching.

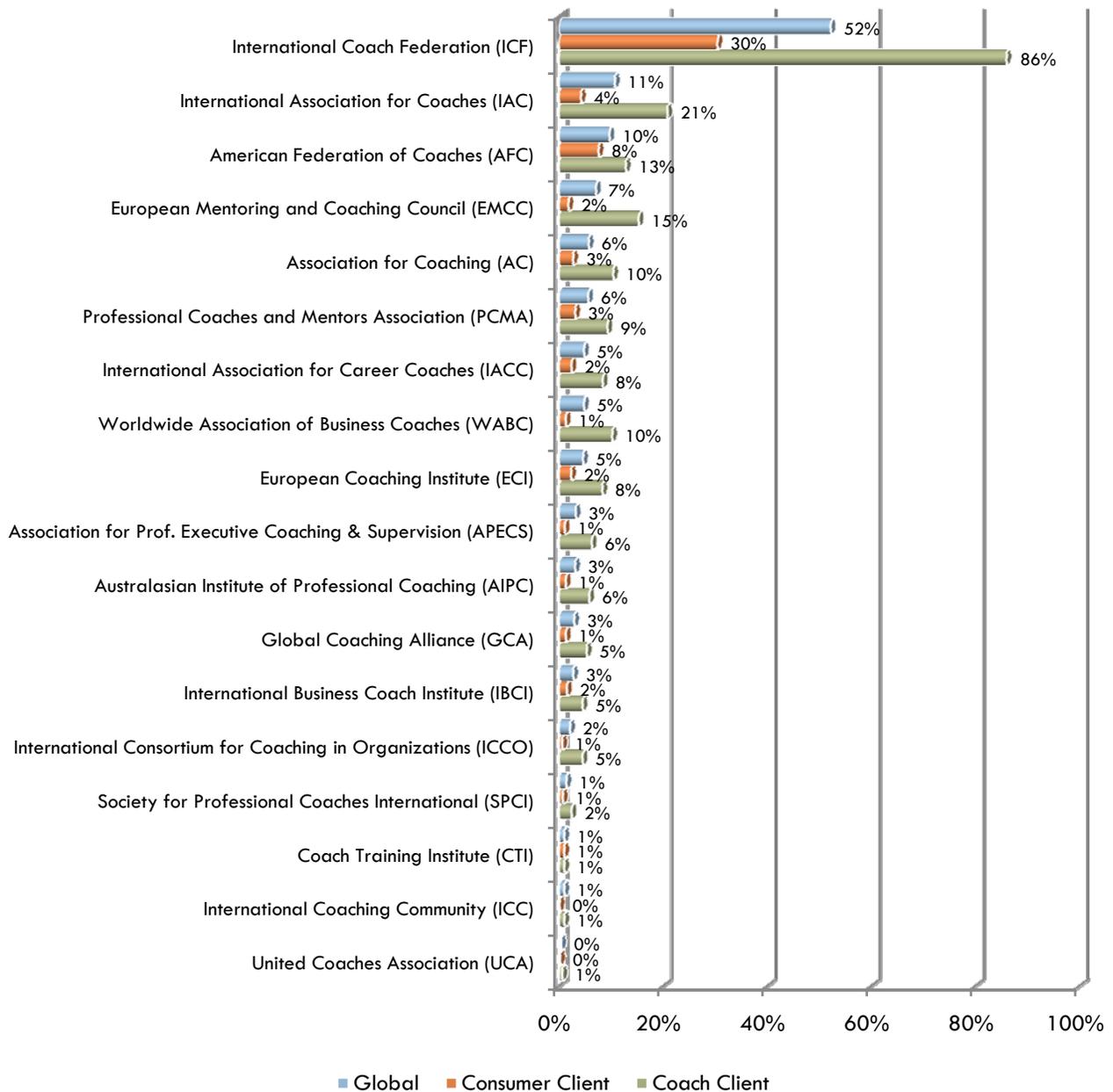
Exhibit 5-9: Aware of Professional Coaching Organizations Prior to Survey Completion



Note: Global N=2050; North America N=1101; Latin America N=110; Asia Pacific N=178; EMEA N=661; Consumer Client N=1244; Coach Client N=806; Business, Executive & Leadership N=1015; Life, Vision & Enhancement N=679.

Among those surveyed, more than half (52%) indicated that they were aware of the ICF before taking the survey (**Exhibit 5-10**). As the ICF commissioned the study, its name and logo were included in the communications to its member coaches; which were the primary source for the recruitment of respondents for the survey. In addition, EMCC and APECS member coaches also participated in the distribution of survey invitations. Accordingly, the awareness of all three of these organizations should also be viewed with caution. The survey invitations that coaches sent to their respective clients may or may not have included information about these member organizations. It is also important to note that the actual client survey Web site was not branded by those organizations. Instead, the survey site was branded by the research firm that completed the online data collection for the study.

Exhibit 5-10: Awareness Levels of Specific Professional Coaching Organizations Prior to Survey



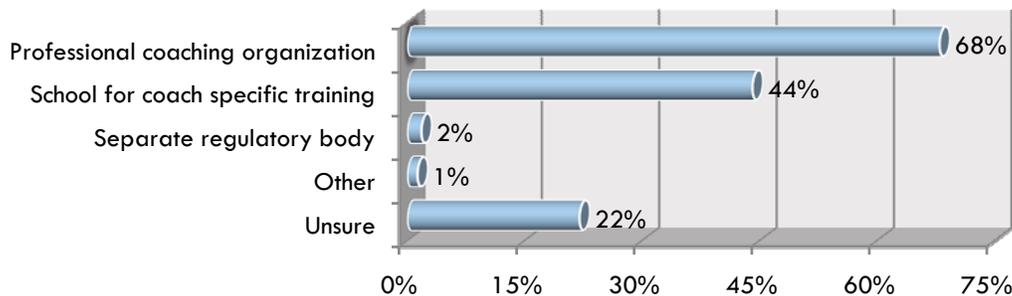
Notes: Global N=2050; Consumer Client N=1244; Coach Client N=806.
 Percentages sum to more than 100% due to multiple responses.

Regulation and Certification

As presented earlier (in Exhibit 5-6a), the level of coach-specific training (89% very or somewhat important) and coaching credential or certification (77%) are “Usually Considered” attributes clients look for when selecting a coach. So who do they feel should be responsible for providing certification or credentialing? As seen in Exhibit 5-11, two thirds (68%) of respondents indicated that a professional coaching organization should be responsible for providing coaching certifications. The only other body to rank highly as a provider of certifications is a school for coach specific training at 44%. One fifth (22%) of respondents were unsure who should be responsible. Following is a summary of segment differences:

- Clients in the North America region were more likely than other regions to cite a school for coach specific training as an organization type they feel should be providing certifications.
- Consumer Clients are significantly more likely than Coach Clients to indicate they are unsure as to who should be providing certification. For this reason, Coach Clients were more likely to cite both professional coaching organizations and schools for coach specific training.
- There are no significant differences among coaching types.

Exhibit 5-11: Responsibility for Coaching Certifications



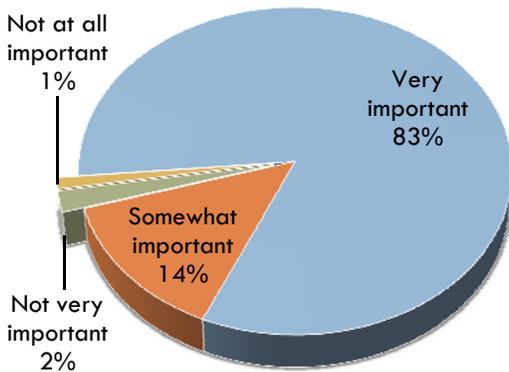
Responsibility for Coaching Certifications by Segment					
	Global N=2041	Region			
		North America N=1095	Latin America N=110	Asia Pacific N=178	EMEA N=658
Professional coaching organization	68%	68%	66%	67%	70%
School for coach specific training	44%	48%	42%	38%	40%
Separate regulatory body	2%	2%	0%	3%	2%
Other	1%	1%	0%	2%	2%
Unsure	22%	23%	23%	23%	20%
	Global N=2041	Client Type		Type of Coaching	
		Consumer Client N=1239	Coach Client N=802	Business, Executive & Leadership N=1008	Life, Vision & Enhancement N=678
Professional coaching organization	68%	63%	76%	68%	70%
School for coach specific training	44%	38%	54%	42%	48%
Separate regulatory body	2%	1%	3%	2%	2%
Other	1%	1%	2%	1%	1%
Unsure	22%	29%	11%	22%	20%

Note: Percentages sum to more than 100% due to multiple responses.

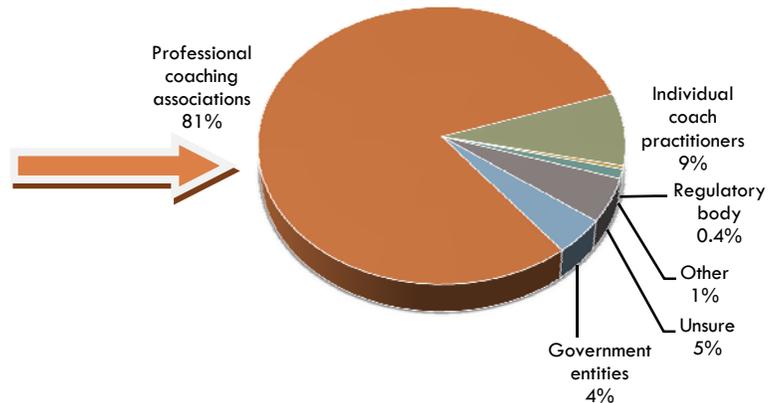
As illustrated in **Exhibit 5-12**, the vast majority (83%) of clients feel that it is very important that coaching be done in accordance with a formal code of ethics. Only 3% (combined) indicated that it was not at all or not very important. When asked who should be primarily responsible for developing and monitoring a code of ethics, respondents overwhelmingly indicated that it should be a professional coaching association (81%). The only significant difference among segments is that respondents from Latin America were more likely to indicate that coaching according to a code of ethics was very important.

Exhibit 5-12: Importance of a Code of Ethics

Importance of Coaching According to a Code of Ethics



Responsibility for Development and Monitoring¹



Importance of Coaching According to a Code of Ethics by Segment

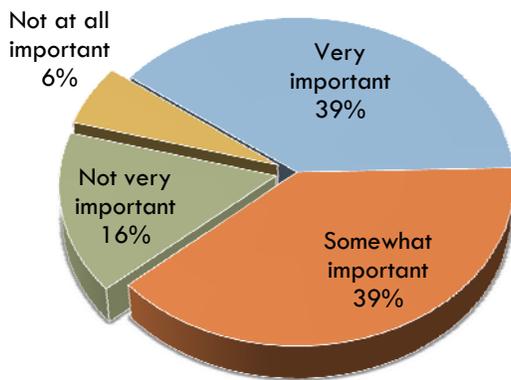
	Global N=2033	Region			
		North America N=1092	Latin America N=109	Asia Pacific N=177	EMEA N=655
Very important	83%	84%	95%	84%	80%
Somewhat important	14%	14%	4%	13%	16%
	Global N=2033	Client Type		Type of Coaching	
		Consumer Client N=1230	Coach Client N=803	Business, Executive & Leadership N=1003	Life, Vision & Enhancement N=677
Very important	83%	82%	84%	82%	85%
Somewhat important	14%	15%	12%	15%	12%

Note: ¹Base for responsibility is those who indicated it was very or somewhat important (N=1961).

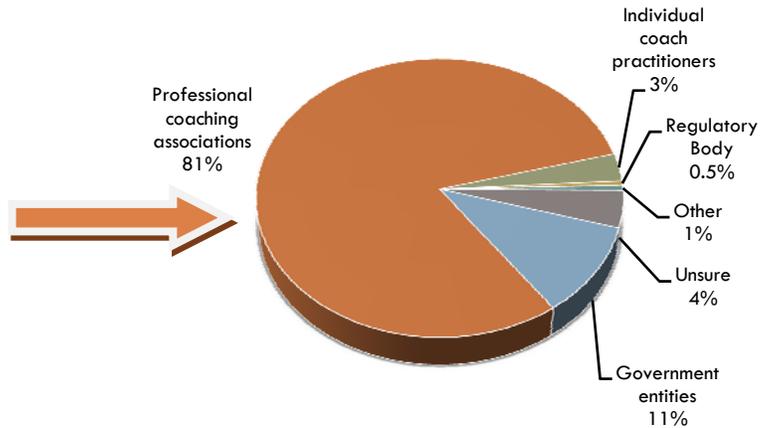
Regulation of the coaching industry is important to respondents, but not critical. While the vast majority (78%) indicated it was important, only 39% indicated it was very important. The results suggest that clients want to make sure that their coach follows standards and good ethics, but not necessarily to the point of formal regulation. Like the code of ethics, the overwhelming majority (81%) of those who feel regulation is important, indicated that it is a professional coaching association that should be responsible. Only 11% indicated that the government should be responsible. These results are summarized in **Exhibit 5-13**. The only significant difference among segments is that regulation is most important to clients in Latin America and EMEA and least important to those in North America.

Exhibit 5-13: Importance of Regulating the Coaching Industry

Importance of Regulating the Coaching Industry



Responsibility for Regulating¹



Importance of Regulating the Coaching Industry by Segment					
	Global N=1992	Region			
		North America N=1063	Latin America N=109	Asia Pacific N=173	EMEA N=647
Very important	39%	30%	62%	44%	49%
Somewhat important	39%	42%	32%	37%	36%
	Global N=1992	Client Type		Type of Coaching	
		Consumer Client N=1205	Coach Client N=787	Business, Executive & Leadership N=985	Life, Vision & Enhancement N=658
Very important	39%	37%	42%	39%	41%
Somewhat important	39%	41%	36%	38%	39%

Note: ¹Base for responsibility is those who indicated it was very or somewhat important (N=1550).

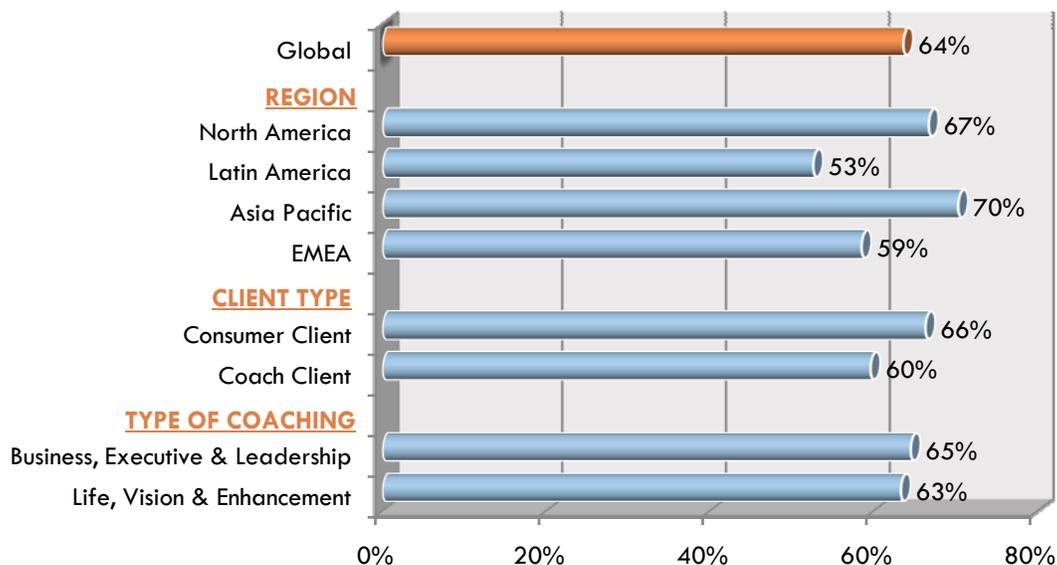
VI. CHARACTERISTICS OF THE COACHING EXPERIENCE

This chapter provides insight into the coaching experience from a client perspective by providing an overview of the characteristics of the coaching experience. The discussion looks at written agreements, the frequency and duration of coaching, session format, and fee structure.

Use of Written Agreements

The use of written contracts for coaching engagements by region, client type and type of coaching is presented in **Exhibit 6-1**. Almost two thirds (64%) of all respondents reported that they do have a written agreement or contract for their coaching services. While the results show that the majority are using written agreements, they are far from unanimously used, implying that, a significant portion of engagements are based on verbal agreements. The only notable difference between segments is that contracts are most common in Asia Pacific and North America. In Latin America, the portion of respondents with contracts is only slightly over half.

Exhibit 6-1: Have a Written Agreement or Contract



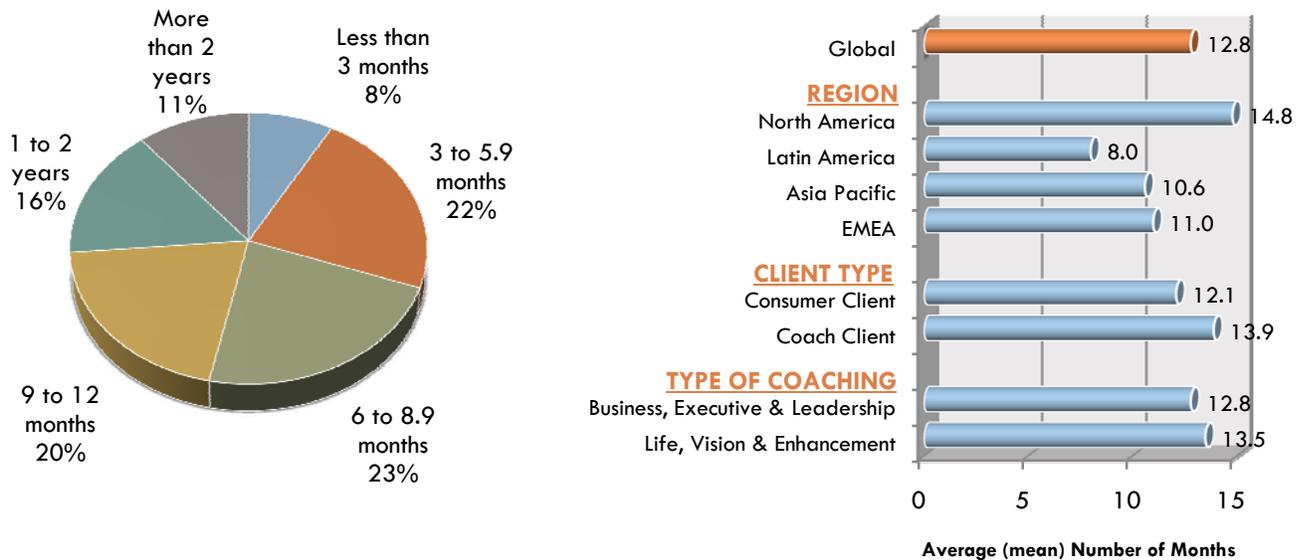
Note: Global N=2154; North America N=1159; Latin America N=114; Asia Pacific N=185; EMEA N=696; Consumer Client N=1292; Coach Client N=862; Business, Executive & Leadership N=1059; Life, Vision & Enhancement N=712.

Frequency and Duration of the Coaching Experience

Despite an average engagement length of 12.8 months, coaching engagements tend to be fairly short with over half (53%) lasting less than nine months and almost three quarters (73%) lasting one year or less. The most common engagement durations are 3 to 5.9 months (22%), 6 to 8.9 months (23%) and 9 to 12 months (20%). The duration of coaching experiences is summarized in **Exhibit 6-2**. The results also show some interesting differences by segment as follows:

- ❑ Compared to the global averages, the typical engagement length is considerably longer in North America (14.8 months) and shorter in Latin America (8.0 months).
- ❑ On average, engagements for Coach Clients are almost two months longer than those for Consumer Clients.
- ❑ Engagements tend to be slightly longer for Life, Vision & Enhancement coaching (13.5 months) than Business, Executive & Leadership coaching (12.8 months).

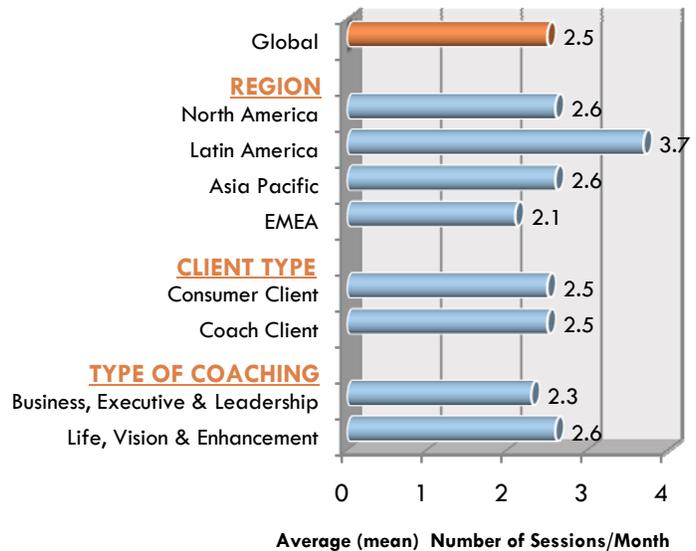
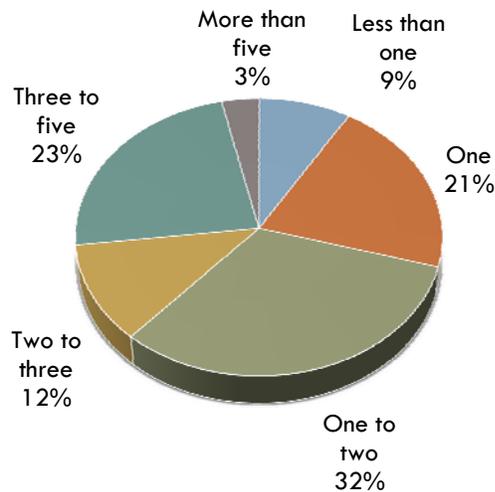
Exhibit 6-2: Duration of Coaching Experience in Months



Note: Global N=2140; North America N=1147; Latin America N=113; Asia Pacific N=186; EMEA N=694; Consumer Client N=1286; Coach Client N=854; Business, Executive & Leadership N=1051; Life, Vision & Enhancement N=713.

As illustrated in **Exhibit 6-3**, clients participate in an average of between two and three (2.5) coaching sessions per month throughout the course of their engagement. However, the majority (62%) of coaching engagements consist of two or fewer sessions per month. The most popular frequency is one to two sessions per month (32%). The only notable segment differences are that the average number of sessions per month is considerably higher in Latin America and lower in EMEA.

Exhibit 6-3: Number of Coaching Sessions per Month

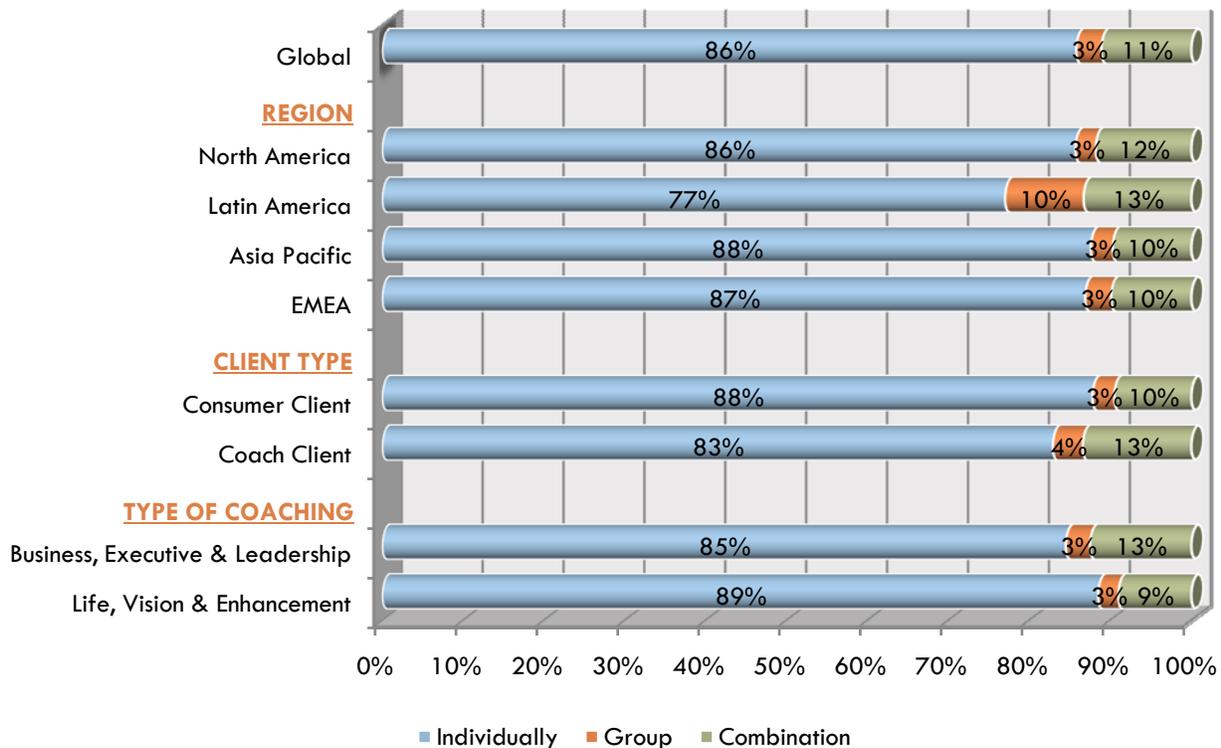


Note: Global N=2140; North America N=1154; Latin America N=112; Asia Pacific N=184; EMEA N=690; Consumer Client N=1285; Coach Client N=855; Business, Executive & Leadership N=1052; Life, Vision & Enhancement N=713.

Coaching Session Format

For the vast majority of respondents (86%), coaching is conducted exclusively on a one to one basis (see **Exhibit 6-4**). Of those who do have group coaching sessions, few do so exclusively (3%). In other words, even when group coaching is used, it is usually combined with individual one on one coaching as a complement. The only notable segment difference is that being coached exclusively in a group setting is most common in Latin America at 10%.

Exhibit 6-4: Group vs. Individual Coaching

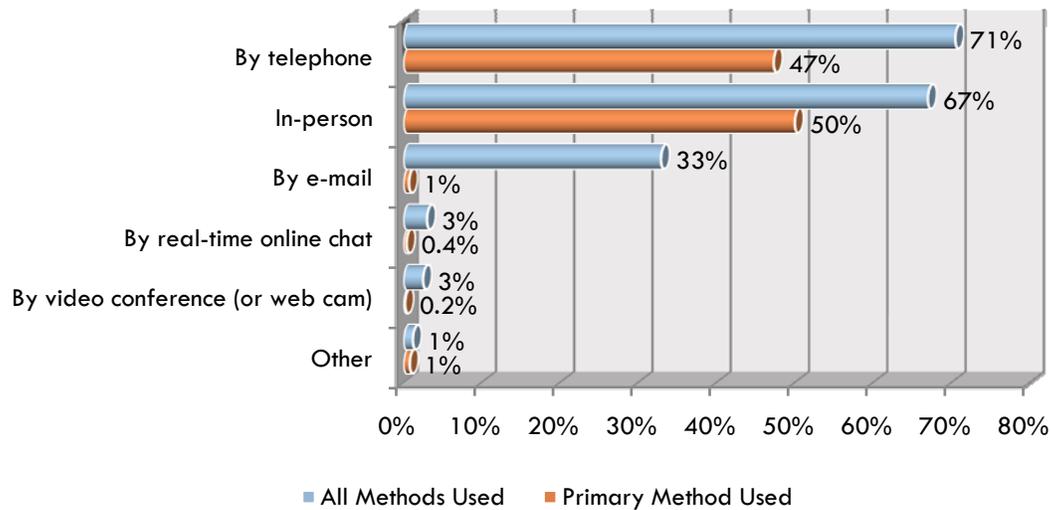


Notes: Global N=2159; North America N=1163; Latin America N=113; Asia Pacific N=186; EMEA N=697; Consumer Client N=1295; Coach Client N=864; Business, Executive & Leadership N=1063; Life, Vision & Enhancement N=715. Percentages may sum to more than 100% due to rounding.

Exhibit 6-5 on the next page shows the methods of coaching being used by clients. The results show that the use of telephone and in-person as delivery methods are almost equal. More specifically, as a primary method, in-person accounts for half (50%) of all respondents while telephone accounts for 47%. If all methods used in the coaching engagement are counted, telephone (71%) exceeds in-person (67%) by a very small margin. Clearly there are two distinct approaches that equally dominate the industry. In this analysis, it should be noted that in-person coaching combines several in-person methods (at coach’s office, at client’s work, at client’s home or other location). On the survey, respondents indicated that the most common in-person coaching approach was at the coach’s office.

It should be noted that e-mail is also a common tool in general, but is not used as a primary coaching method. Both the focus group and survey results indicate that e-mail is used mostly for client maintenance (e.g., used for follow-up sessions or obtaining status reports in between formal coaching sessions).

Exhibit 6-5: Methods of Coaching Being Used



Primary Method of Coaching Being Used by Segment					
	Global N=2165	Region			
		North America N=1164	Latin America N=114	Asia Pacific N=187	EMEA N=700
In-person	50%	34%	80%	60%	71%
By telephone	47%	65%	16%	36%	26%
	Global N=2165	Client Type		Type of Coaching	
		Consumer Client N=1300	Coach Client N=865	Business, Executive & Leadership N=1064	Life, Vision & Enhancement N=718
In-person	50%	58%	40%	55%	39%
By telephone	47%	40%	58%	44%	58%

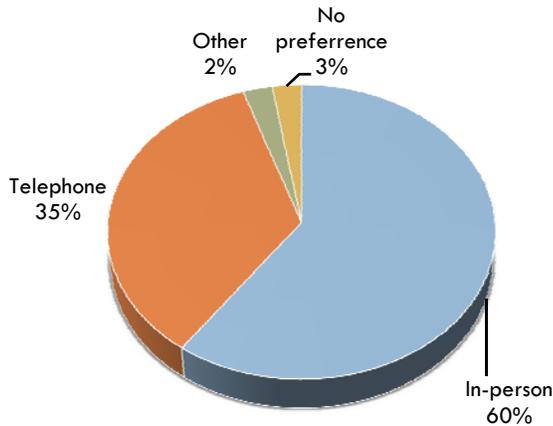
An analysis of the different segments reveals some interesting differences, including:

- Telephone coaching is most common in the North America region where it accounts for nearly two thirds of primary coaching methods (65%). Conversely, in-person coaching is the dominant method used both in Latin America (80%) and EMEA (71%).
- Consumer Clients are more likely to use in-person coaching as their primary method than Coach Clients.
- Telephone coaching is more commonly used for Life, Vision & Enhancement; while, in-person coaching is more common for Business, Executive & Leadership coaching.

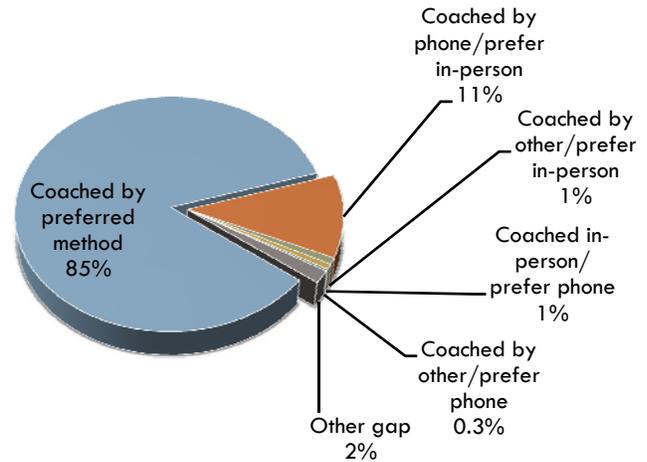
In addition to asking how coaching is being delivered, the survey also asked respondents to indicate their preferred method. Their responses, as well as a gap analysis that compares their preferences to what they actually receive, are presented in **Exhibit 6-6**.

Exhibit 6-6: Preferred Method of Coaching and Delivery Gaps

Preferred Method of Coaching



Gaps Between Preferred and Actual Primary Coaching Method



Preferred Method of Coaching and Delivery Gaps by Segment

	Global N=2156	Region			
		North America N=1158	Latin America N=114	Asia Pacific N=187	EMEA N=697
Preferred Method					
In-person	60%	45%	89%	66%	79%
By telephone	35%	50%	7%	25%	17%
Delivery Gap¹					
Total delivery gap (net)	15%	16%	14%	16%	13%
	Global N=2156	Client Type		Type of Coaching	
		Consumer Client N=1294	Coach Client N=862	Business, Executive & Leadership N=1061	Life, Vision & Enhancement N=714
Preferred Method					
In-person	60%	67%	49%	64%	48%
By telephone	35%	27%	46%	32%	46%
Delivery Gap¹					
Total delivery gap (net)	15%	15%	15%	15%	14%

Primary Method of Coaching Used by Coaches by Region²

	Global N=5415	Region			
		North America N=3298	Latin America N=64	Asia Pacific N=523	EMEA N=1523
In-person	54%	40%	89%	77%	76%
By telephone	42%	56%	8%	19%	20%

Notes: ¹The delivery gap is the percentage of respondents for whom the primary method of coaching received is not their preferred method of coaching.

²Source: ICF Global Coaching Study

While the majority (60%) of clients prefers in-person coaching sessions, there is a significant portion (35%) that prefers phone coaching. These preferences vary considerably by segment as follows:

- A look at the results by region indicates that there are some definite cultural differences. More specifically, North America is the only region where the share of clients who prefer telephone coaching is *greater* than the portion that prefers in-person coaching. Conversely, almost nine in ten clients from Latin America prefer in-person coaching. Clients in EMEA are also more likely than average to prefer in-person coaching.
- Consumer Clients are considerably more likely to prefer in-person coaching than Coach Clients.
- Coaching by phone is more likely to be preferred among those involved in Life, Vision & Enhancement; while, the preference for in-person coaching is significantly higher among those in Business, Executive & Leadership coaching.

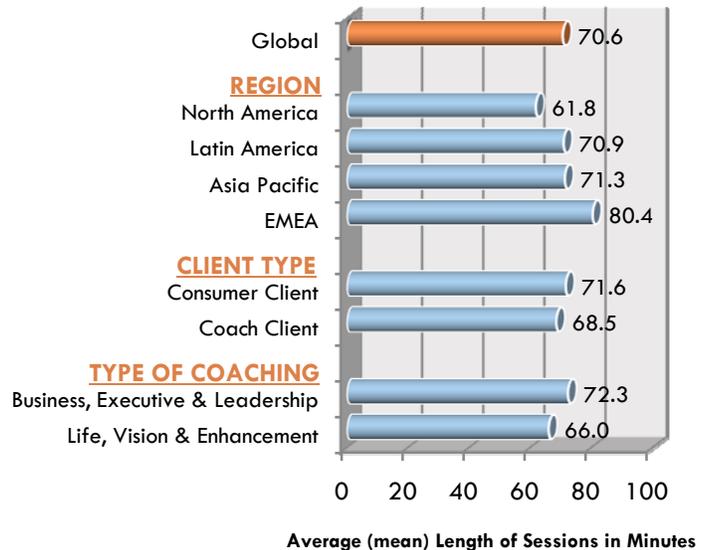
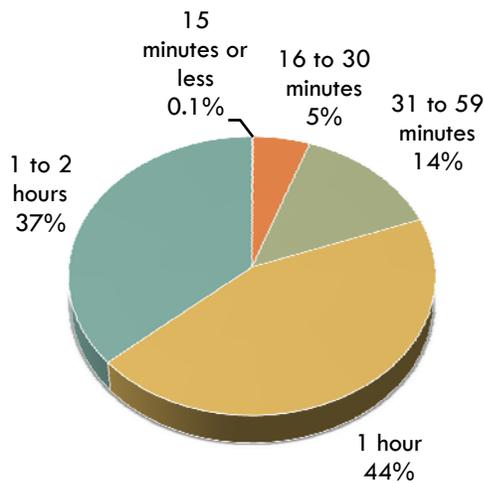
Also shown in the exhibit are the primary methods of coaching used by coaches globally and by region according to the *Global Coaching Study*³. The split in client preferences (from the client study) is quite similar to what coaches indicated they are offering in their practices (from coach study). More specifically, in the *Global Coaching Study*³ it was found that 54% of coaches conduct their sessions in-person while 42% conduct their sessions by telephone. That this represents only a slight shift from client preferences (60% and 35%, respectively) serves as validation of the findings in both studies. Further validation is offered by the fact that the in-person to telephone splits by region are also quite similar in both studies.

Results presented in *Chapter V* indicated that the coaching delivery method was “Usually Considered” when choosing a coach. The results of the gap analysis indicate that most coaches are providing what their consumers want. The vast majority (85%) of clients reported that their preferred method of coaching was the one used as the primary method in their engagement. Among those who are not coached using their preferred method, the most desired method is to be coached in-person. Specifically, 11% of clients are/were coached by phone but would prefer in-person. There are no notable differences between segments in terms of delivery gaps.

³ICF Global Coaching Study can be found at: <http://www.coachfederation.org>

As seen in **Exhibit 6-7**, the average length of in-person coaching sessions is just over one hour and ten minutes. The most common session length is one hour which accounts for 44% of all respondents. One to two hours is second at just over one third (37%) of respondents. In-person sessions longer than two hours were not reported.

Exhibit 6-7: Length of In-Person Sessions in Minutes



Note: Base is respondents who receive(d) in-person coaching: Global N=1381; North America N=615; Latin America N=90; Asia Pacific N=134; EMEA N=542; Consumer Client N=934; Coach Client N=447; Business, Executive & Leadership N=721; Life, Vision & Enhancement N=391.

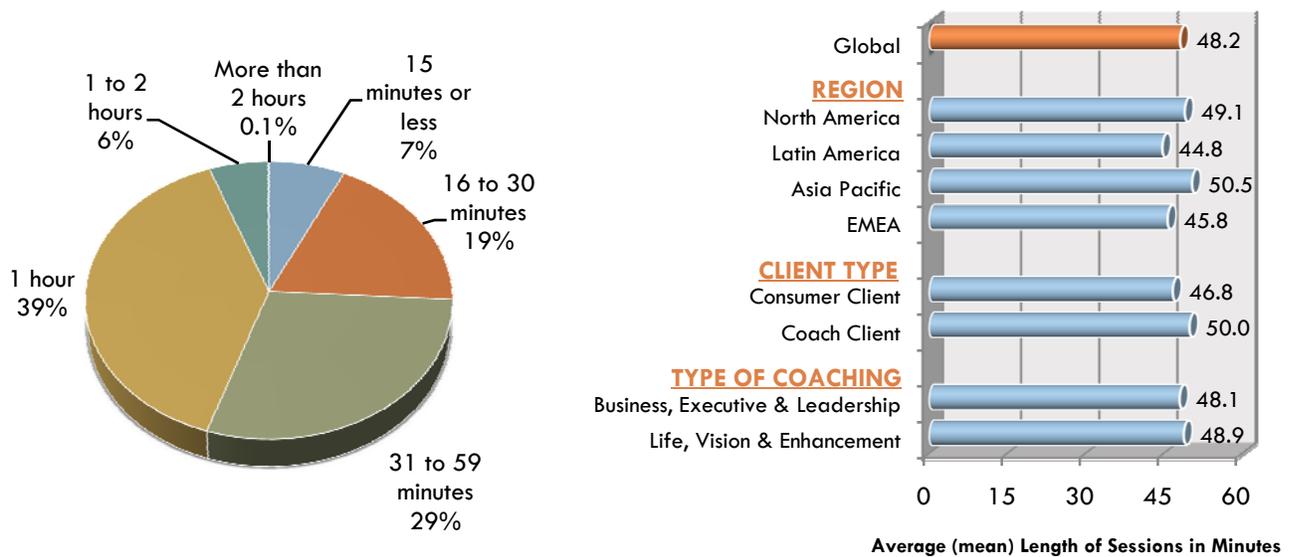
A look at the segments reveals the following differences:

- Sessions tend to be longer in the EMEA region and shortest in North America.
- In-person sessions for Business, Executive & Leadership coaching tend to be longer than those for Life, Vision & Enhancement coaching; however, the difference in averages is only 6.3 minutes.

At an average of 48.2 minutes, telephone sessions tend to be significantly shorter (32% shorter) than in-person meetings. As illustrated in **Exhibit 6-8**, two thirds (68%) of telephone sessions last between 30 minutes and an hour. Moreover, one hour sessions are the most common at 39%; while sessions of 31 to 59 minutes account for 29%. Segment differences include:

- Less than six minutes separate the average times in the different regions with telephone sessions being shortest in Latin America and EMEA.
- The difference in the average length of sessions between Coach Clients and Consumer Clients is only 3.2 minutes with Coach Clients having longer sessions.

Exhibit 6-8: Length of Telephone Sessions in Minutes



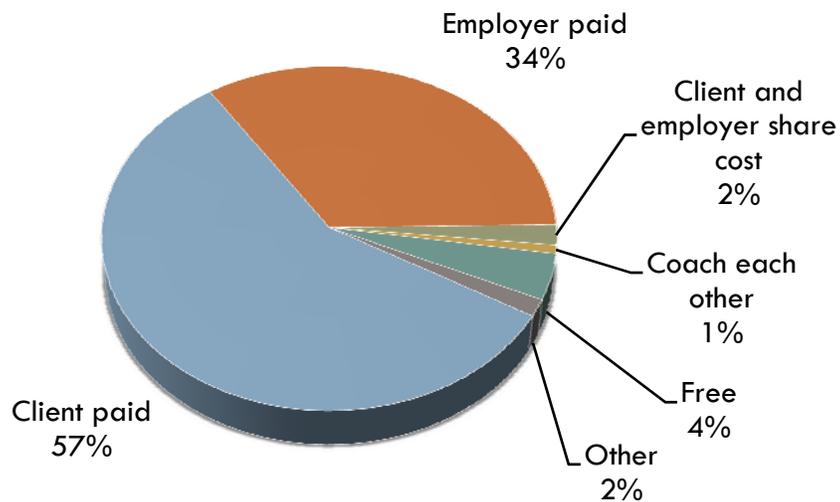
Note: Base is respondents who receive(d) telephone coaching: Global N=1485; North America N=944; Latin America N=51; Asia Pacific N=114; EMEA N=376; Consumer Client N=819; Coach Client N=666; Business, Executive & Leadership N=728; Life, Vision & Enhancement N=529.

Coaching Fee Structure

Knowing who ultimately pays the bill is important as this party will have considerable influence over what coach is selected. As seen in **Exhibit 6-9**, just over half (57%) of respondents indicated that they pay for coaching services themselves; while, one third (34%) have their employer pay for them. Bartering and pro bono work are fairly common in the coaching industry and are reflected by the 4% of clients who indicated that the coaching was free. A look at the different segments reveals a number of significant differences including:

- ❑ Employer paid coaching is least common in North America, where nearly two thirds of clients pay the bill themselves. Conversely, employer paid coaching is most common in the EMEA region.
- ❑ Almost three quarters of Coach Clients reported that they are responsible for paying their own bill compared to just under half of Consumer Clients.
- ❑ Clients are more likely to pay the bill if they are in Life, Vision & Enhancement coaching. Employer paid coaching is more common among those in Business, Executive & Leadership coaching.

Exhibit 6-9: Who Pays for Coaching Services

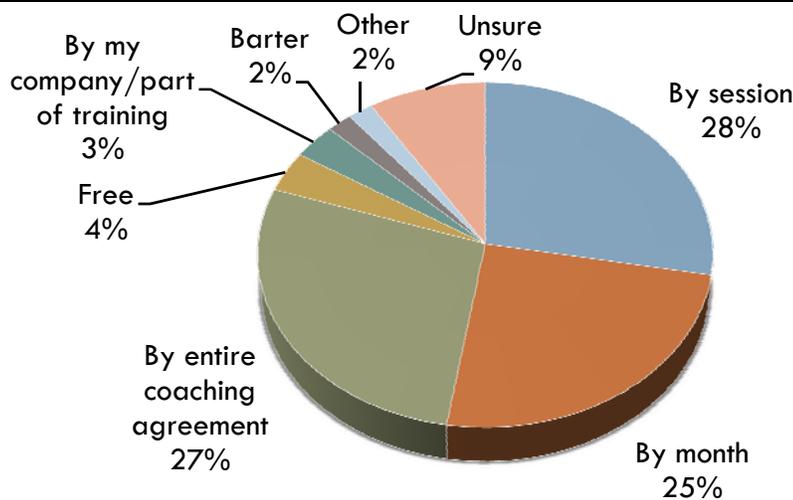


Who Pays for Coaching Services by Segment					
	Global N=2154	Region			
		North America N=1158	Latin America N=114	Asia Pacific N=185	EMEA N=697
Client paid	57%	64%	57%	53%	47%
Employer paid	34%	26%	37%	40%	46%
Client and employer share cost	2%	2%	2%	1%	2%
	Global N=2154	Client Type		Type of Coaching	
		Consumer Client N=1296	Coach Client N=858	Business, Executive & Leadership N=1061	Life, Vision & Enhancement N=713
Client paid	57%	47%	73%	47%	76%
Employer paid	34%	44%	19%	45%	15%
Client and employer share cost	2%	2%	2%	3%	1%

As illustrated in **Exhibit 6-10**, coaching fees are equally likely to be structured by session (28%), by month (25%) or by the entire agreement (27%). Each of these account for approximately one quarter of coaching engagements. Differences in payment arrangements by segment include:

- Clients in Latin America and EMEA are more likely than others to pay by the session while monthly payment is more common in North America. Payment for the whole agreement is most popular in Asia Pacific.
- Monthly payments are less common among Consumer Clients.
- Monthly payments are more common among those in Life, Vision & Enhancement coaching. On the other hand, Business, Executive & Leadership clients are more likely to pay for the entire agreement at once.

Exhibit 6-10: Fee Structure

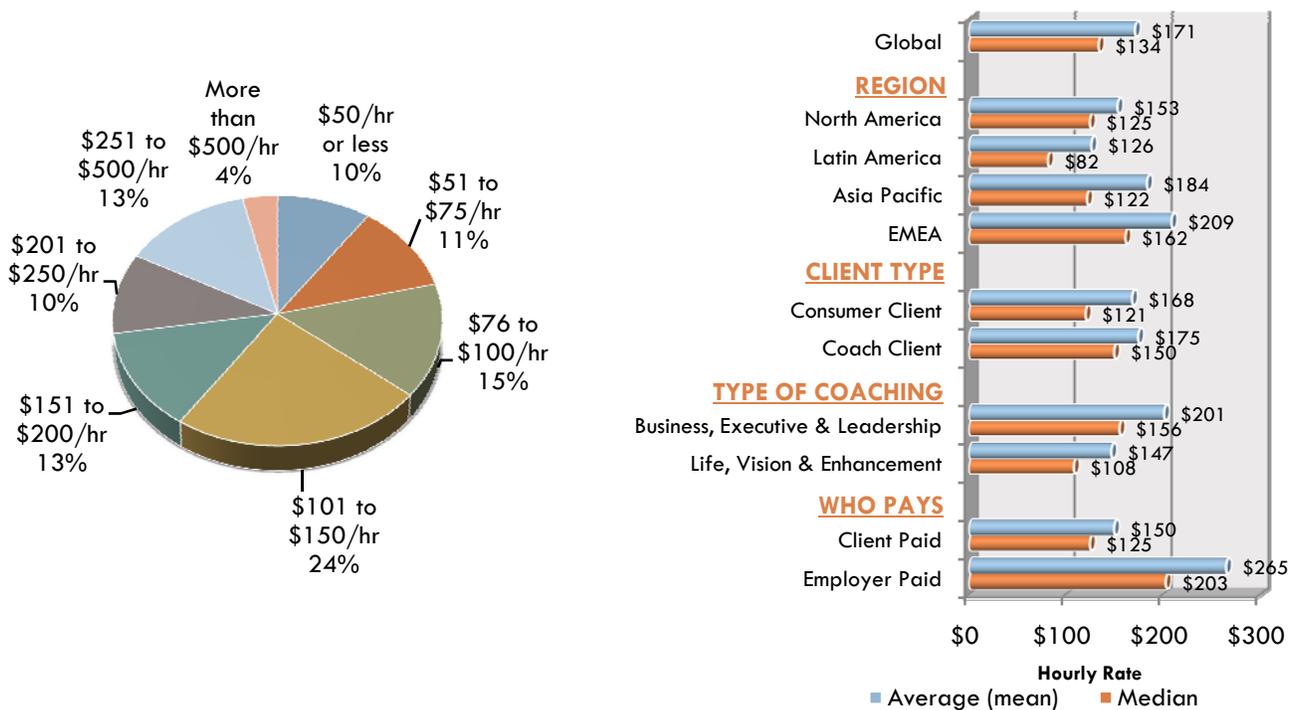


Fee Structure by Segment					
	Global N=2159	Region			
		North America N=1159	Latin America N=114	Asia Pacific N=187	EMEA N=699
By session	28%	23%	42%	25%	35%
By month	25%	33%	13%	17%	15%
By entire coaching agreement	27%	24%	29%	39%	31%
	Global N=2159	Client Type		Type of Coaching	
		Consumer Client N=1295	Coach Client N=864	Business, Executive & Leadership N=1063	Life, Vision & Enhancement N=716
By session	28%	28%	28%	26%	30%
By month	25%	19%	34%	22%	33%
By entire coaching agreement	27%	30%	25%	31%	20%

Exhibit 6-11 presents a breakdown of hourly rates paid by clients. Rates have been converted to US dollars using average exchange rates from the survey period. The below figures differ somewhat from the average hourly rates that have been recently reported by coaches across the globe⁴. However, it is important to point out that the average hourly rates that coaches charged their clients varied considerably dependent upon several key indicators (e.g., “full-time” or “part-time” coaching status, leading coaching specialties, number of active clients, ICF Credential status, etc.).

As mentioned earlier in this report, while respondents answered monetary questions in their own local currency, in order to standardize comparison, all figures are quoted in U.S. dollars. However, it should be remembered that, while the rate and total engagement fee data has been standardized to one currency, the value of the amounts quoted in individual countries and regions should be contextualized in terms of Purchasing Power Parity (PPP), and diverse standards of living. For standardization purposes, the monetary figures have not been adjusted to allow for these global differences. For more information on this subject, please visit the Web site for The World Bank or the Organisation for Economic Co-Operation and Development.

Exhibit 6-11: Hourly Rates Paid



Notes: Base is those who paid for coaching services: Global N=1268; North America N=721; Latin America N=58; Asia Pacific N=111; EMEA N=378; Consumer Client N=657; Coach Client N=611; Business, Executive & Leadership N=593; Life, Vision & Enhancement N=485; Client Paid N=997; Employer Paid N=230.
 Dollar values converted to US dollars using the average exchange rate from three dates spanning the survey period (September 23, 2008, October 31, 2008 and November 30, 2008) for each currency.
 Averages (or means) represent the average values for the given item while medians represent the midpoint (i.e., 50% of responses fall below the median and 50% are above the median).

⁴ Findings courtesy of the ICF Global Coaching Study and can be found at <http://www.coachfederation.org>

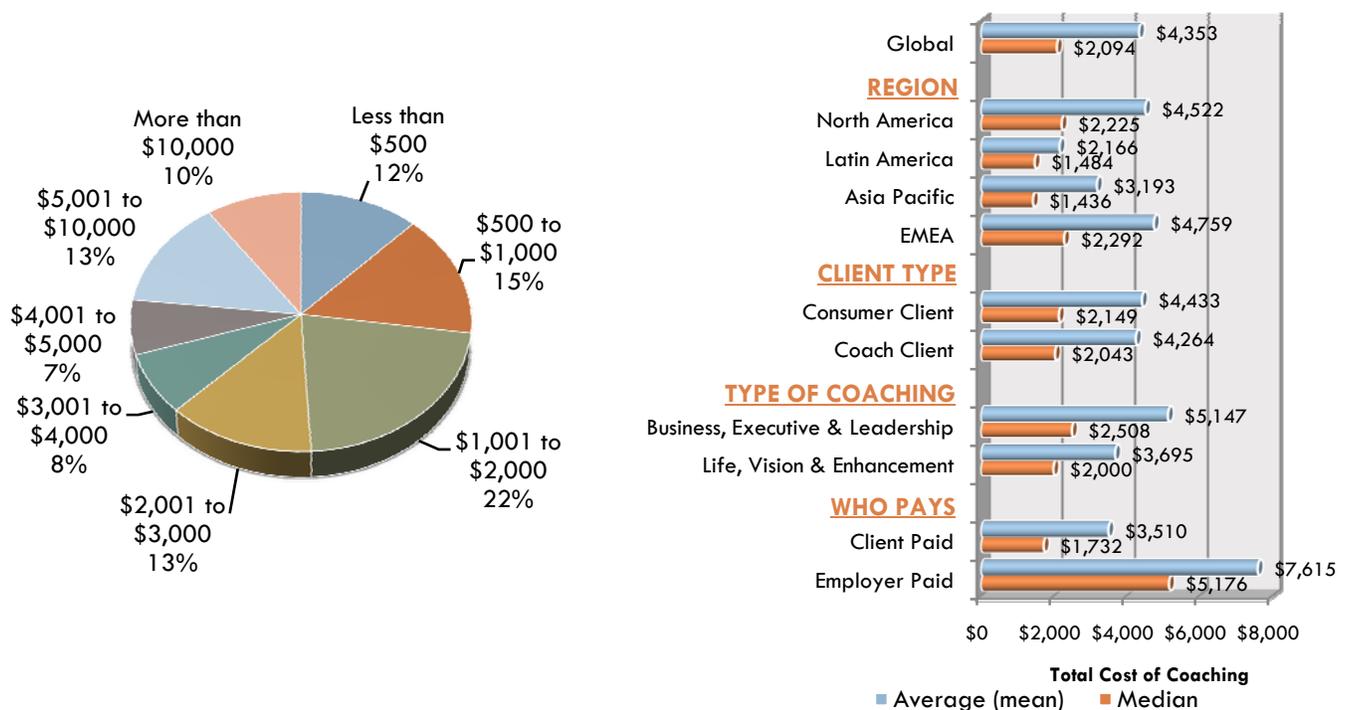
The results show that there are a wide range of hourly rates with little variances in the portion of clients in each category. The most common rate category is \$100 to \$150 per hour at 24% of respondents. The exhibit also presents the average and median hourly rates paid. Averages (or mean) represent the average values for the given item while medians represent the midpoint (i.e., 50% of responses fall below the median and 50% are above the median). It should be noted that those who reported that their sessions are free or bartered have been excluded from this analysis. The average hourly rate for all clients is \$171 while the median is somewhat lower at \$134. However, this differs significantly based on who is responsible for paying for the coaching services. In fact, the average hourly rate of employer paid coaches (\$265) is 77% higher than for client paid coaches (\$150).

Significant differences in rates for other segments include:

- Average hourly rates in EMEA and Asia Pacific are higher than the global averages while average rates in North America and Latin America tend to be lower.
- Average hourly rates tend to be significantly higher for Business, Executive & Leadership coaching than for Life, Vision & Enhancement coaching.

Given the wide range of areas coaching addresses, it is not surprising that overall costs span a wide range of cost categories. Three quarters (77%) of clients reported that they paid \$5,000 or less for their coaching engagement with the most popular price range being \$1,001 to \$2,000 (22%). Total cost ranges in terms of average and median total cost of coaching engagements is presented in Exhibit 6-12. The average cost for a coaching engagement is \$4,353 with the median cost being \$2,094. Again, the results show that the costs are considerably higher for engagements paid by the employer than those paid by the client. This could be attributed to the fact that employer-sponsored coaching engagements typically last longer than other coaching relationships and will normally involve Executive, Leadership and/or Organizational Coaches; who reported⁵ that they charged significantly higher average fees when compared to many of the other coaching specialties. The average cost for an employer paid coaching engagement (\$7,615) is 117% higher than the average client paid engagement (\$3,510).

Exhibit 6-12: Total Cost of Coaching Experience



Notes: Base is those who paid for coaching services: Global N=1005; North America N=552; Latin America N=46; Asia Pacific N=101; EMEA N=306; Consumer Client N=530; Coach Client N=475; Business, Executive & Leadership N=498; Life, Vision & Enhancement N=362; Client Paid N=762; Employer Paid N=208.
 Dollar values converted to US dollars using the average exchange rate from three dates spanning the survey period (September 23, 2008, October 31, 2008 and November 30, 2008) for each currency.
 Averages (or means) represent the average values for the given item while medians represent the midpoint (i.e., 50% of responses fall below the median and 50% are above the median).

Other segment differences include:

- The average total cost of coaching assignments is highest in EMEA and North America.
- The average total costs are higher for Business, Executive & Leadership coaching.

⁵ Findings courtesy of the ICF Global Coaching Study and can be found at <http://www.coachfederation.org>

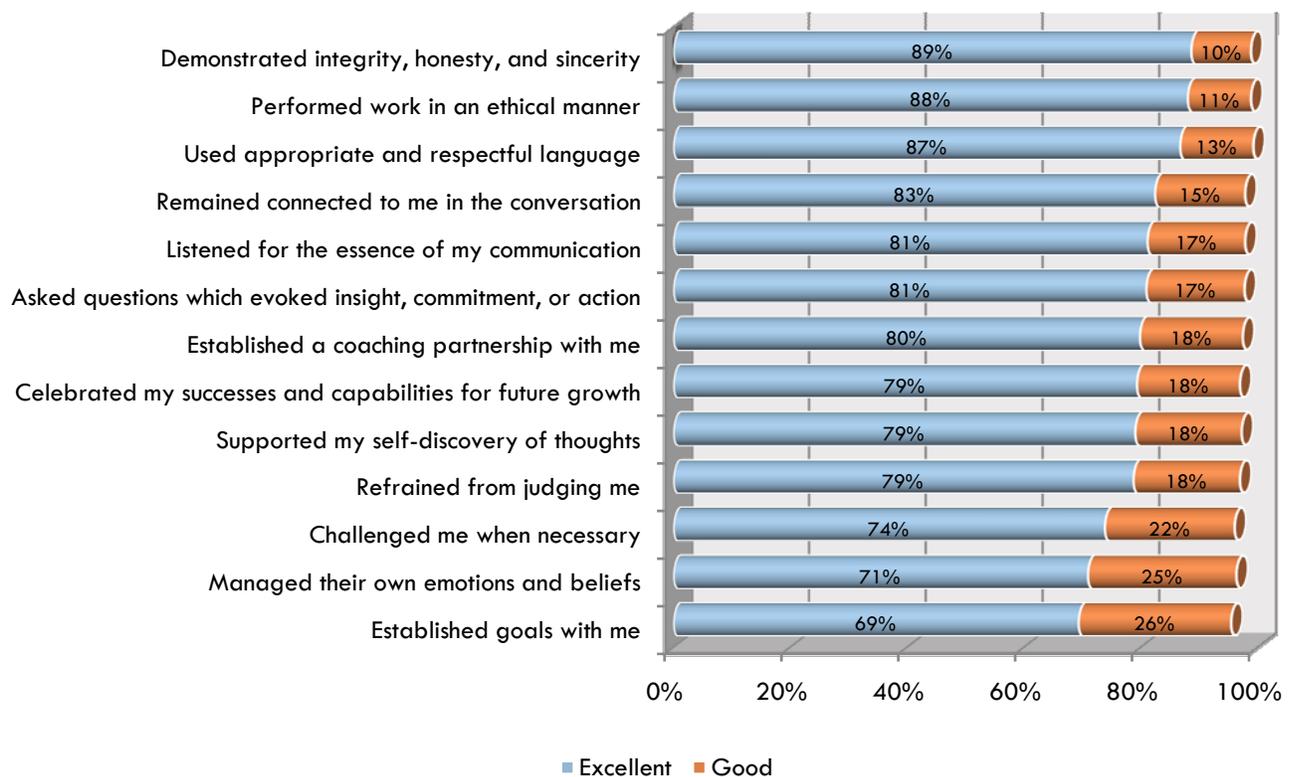
VII. EVALUATION OF THE COACHING EXPERIENCE

Did the coach do a good job? Were clients satisfied with their experience? These are the questions that are addressed in this chapter.

Rating of Coaching Criteria

Respondents were asked to rate their coaching experience based on 13 criteria which were deemed extremely important to the coaching process.⁶ The ratings are summarized in **Exhibit 7-1a**. With 95% or more of respondents providing ratings of “good” or “excellent” for these criteria, coaches rated well in all areas tested.

Exhibit 7-1a: Rating of Coaching Criteria



Note: N=1993

However, if only the “excellent” category is analyzed, the results show that there is some variance in ratings of the different areas. With almost nine in ten clients providing “excellent” ratings, coaches around the globe are clearly doing a phenomenal job at demonstrating integrity, honesty, and sincerity (89%), performing work in an ethical manner (88%) and using appropriate and respectful language (87%). At the opposite end of

⁶ Through the work of a Role Delineation Task Force, subject matter experts utilized the ICF Core Competencies to create a list of skills, tasks, and knowledge that was considered important to the work of professional coaches. This list was used to create a survey that was later issued to professional coaches across the globe. An analysis of the results of this survey validated the importance of the presented skills, tasks, and knowledge as vitally important to performance as a professional coach.

the spectrum, while ratings are still quite high, the areas where clients were least likely to determine that excellence has been achieved are establishing goals with the client (69%), managing their own emotions and beliefs (71%) and challenging the client when necessary (74%).

A look at the segments reveals no significant differences when “excellent” and “good” ratings are combined. Accordingly, the analysis focuses only on differences in the “excellent” rating (see **Exhibit 7-1b**).

Exhibit 7-1b: Rating of Coaching Criteria by Segment (Excellent Only)

	Global N=1993	Region			
		North America N=1078	Latin America N=105	Asia Pacific N=172	EMEA N=638
Demonstrated integrity, honesty, and sincerity	89%	93%	91%	86%	82%
Performed work in an ethical manner	88%	92%	91%	91%	80%
Used appropriate and respectful language	87%	92%	80%	86%	79%
Remained connected to me in the conversation	83%	88%	83%	80%	74%
Listened for the essence of my communication	81%	86%	77%	77%	74%
Asked questions which evoked insight, commitment, or action	81%	85%	83%	76%	76%
Established a coaching partnership with me	80%	84%	78%	80%	73%
Celebrated my successes and capabilities for future growth	79%	88%	79%	74%	66%
Supported my self-discovery of thoughts	79%	84%	72%	72%	74%
Refrained from judging me	79%	85%	74%	77%	70%
Challenged me when necessary	74%	80%	78%	70%	65%
Managed their own emotions and beliefs	71%	77%	68%	75%	60%
Established goals with me	69%	74%	68%	75%	61%
	Global N=1993	Client Type		Type of Coaching	
		Consumer Client N=1213	Coach Client N=780	Business, Executive & Leadership N=984	Life, Vision & Enhancement N=663
Demonstrated integrity, honesty, and sincerity	89%	89%	89%	86%	92%
Performed work in an ethical manner	88%	88%	88%	86%	92%
Used appropriate and respectful language	87%	87%	86%	84%	92%
Remained connected to me in the conversation	83%	82%	83%	81%	84%
Listened for the essence of my communication	81%	82%	81%	79%	86%
Asked questions which evoked insight, commitment, or action	81%	82%	80%	80%	84%
Established a coaching partnership with me	80%	79%	81%	77%	84%
Celebrated my successes and capabilities for future growth	79%	79%	80%	77%	85%
Supported my self-discovery of thoughts	79%	80%	78%	76%	86%
Refrained from judging me	79%	79%	79%	75%	86%
Challenged me when necessary	74%	75%	72%	72%	77%
Managed their own emotions and beliefs	71%	72%	70%	69%	76%
Established goals with me	69%	72%	65%	68%	71%

Notes: Percentages represent the portion rating the item as “Excellent.”

Notable segment differences include:

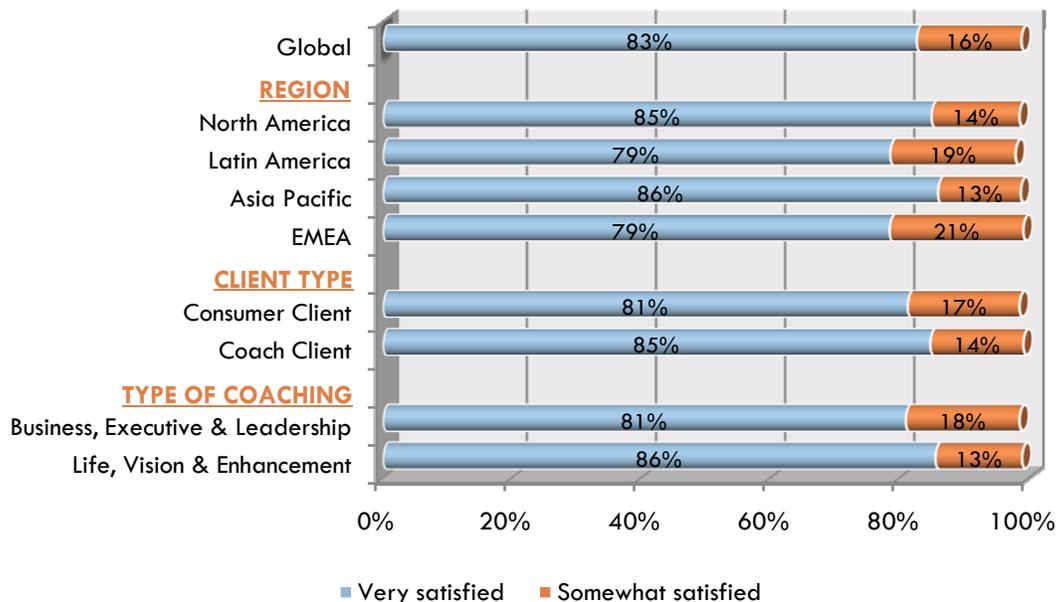
- The likelihood of awarding a rating of “excellent” tends to be highest in the North America region and lowest in EMEA.
- The only difference in ratings between Consumer Clients and Coach Clients are that Consumer Clients awarded higher ratings to establishing goals with the client.
- The share of “excellent” ratings tends to be higher for all areas for Life, Vision & Enhancement coaching.

Overall Satisfaction with Coaching Experience

Clearly, the coaching experience has been positive for most respondents involved in this study. In fact, virtually all (99%) indicated that they were very or somewhat satisfied with the overall experience; most of these (83%) awarded the top rating. Satisfaction by region, client type and type of coaching is presented in **Exhibit 7-2**. The significant differences among segments include:

- Respondents in North America and Asia Pacific were more likely than those in Latin America and EMEA to indicate they were very satisfied.
- Coach Clients were somewhat more likely than Consumer Clients to indicate that they were very satisfied.
- The portion indicating they were very satisfied is somewhat higher among those in Life, Vision & Enhancement coaching.

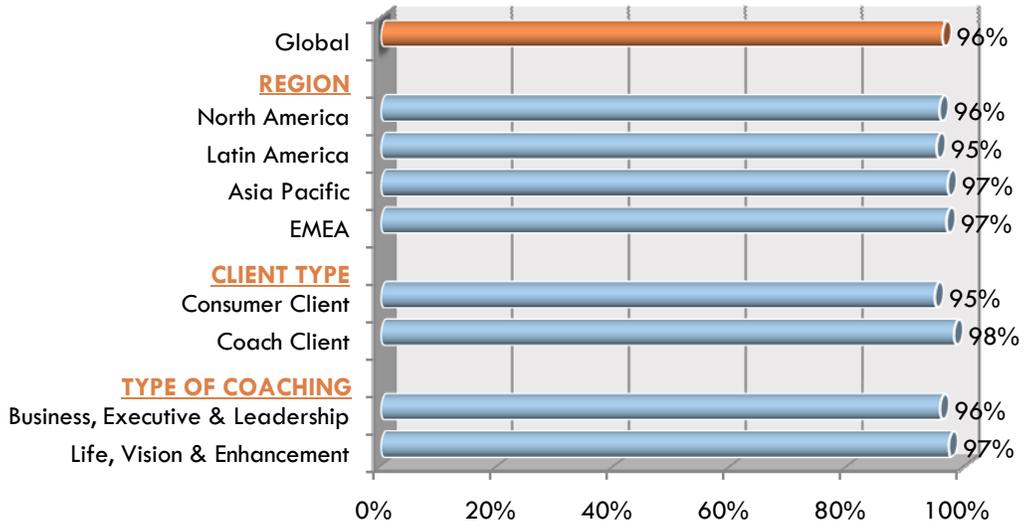
Exhibit 7-2: Overall Satisfaction with Coaching Experience



Note: Global N=1938; North America N=1043; Latin America N=103; Asia Pacific N=164; EMEA N=628; Consumer Client N=1180; Coach Client N=758; Business, Executive & Leadership N=954; Life, Vision & Enhancement N=647.

While client satisfaction is a good measure of success, a better one is a client's willingness to repeat the process again given the same circumstances that previously lead them to seek coaching. As seen in **Exhibit 7-3**, **almost all (96%) clients indicated that they would indeed repeat the process.** There are no notable differences between segments.

Exhibit 7-3: Would Repeat the Experience Again



Note: Global N=1990; North America N=1074; Latin America N=105; Asia Pacific N=172; EMEA N=639; Consumer Client N=1211; Coach Client N=779; Business, Executive & Leadership N=983; Life, Vision & Enhancement N=661.

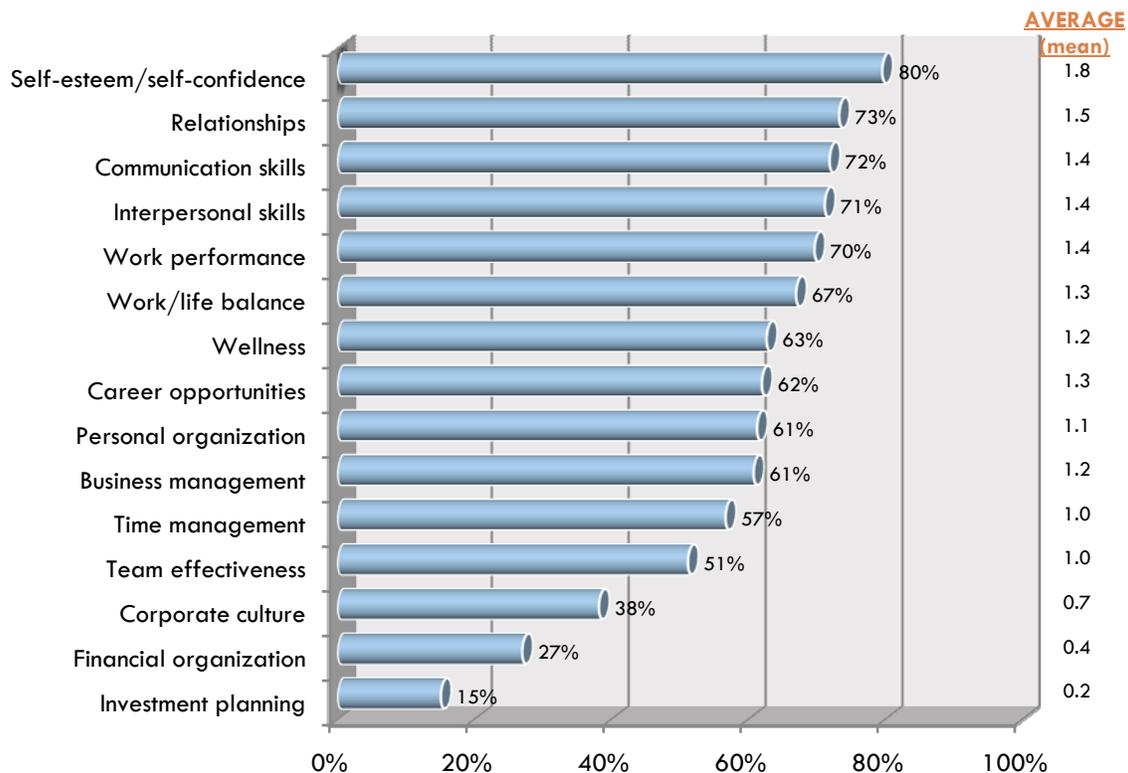
VIII. COACHING RESULTS

What are the benefits to the client of the coaching process? This chapter addresses this question from a number of angles. The analysis begins with a look at how the coaching process impacts the client's life and/or company. The discussion then turns to benchmarking the return of the coaching experience in an effort to provide the industry with performance metrics. Specifically, the chapter presents two performance metrics for the industry: one to measure **return on investment** (monetary benefits) and the other to measure **return on expectations** (non-monetary benefits).

Impacts of Coaching

Respondents were given a list of 15 areas that are often addressed by different types of professional coaching and were asked to indicate the degree of improvement they had experienced in each using a “-3” to “+3” scale (7 point scale). The rated items were identical to those presented earlier as motivations for seeking a coach. A rating of “-3” indicated that the client was “much worse” in this area than before coaching; while, a rating of “+3” indicated that they were “much better.” A rating of “0” indicated that there was “no change” as a result of coaching. The overall positive results for the impact of coaching are presented in **Exhibit 8-1**.

Exhibit 8-1: Overall Positive Impacts of Coaching



Notes: Percentages represent the portion of respondents awarding a positive rating on a scale of “-3 (much worse)” to “+3 (much better).”
N=2130

The exhibit shows the portion of respondents indicating a “positive change” (ratings of 1, 2 or 3) in each area. The average rating (from “-3” to “+3”) is also presented. It is important to note that these results are for the entire survey population regardless of the type of coaching or coaching goals. In other words, these results are for coaching in general.

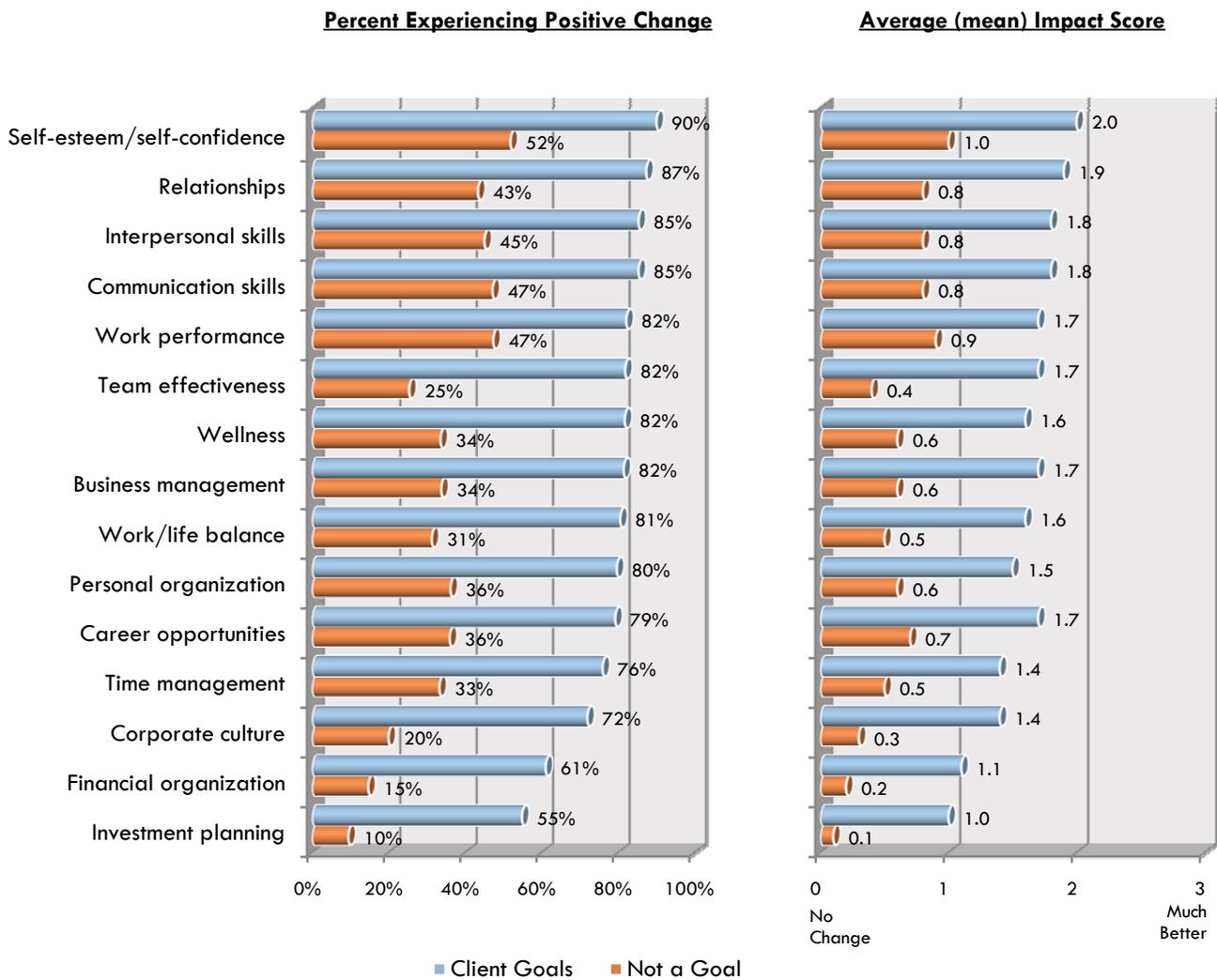
Using the portion who experienced a positive change, the items can be broken into four tiers of benefits for the coaching industry in general. These benefit tiers are:

- Primary Benefits (80% positive change or higher):* This is a benefit that results from virtually all coaching regardless of type or primary objectives. The only item belonging to the primary benefit group is self-esteem/self-confidence. Four in five (80%) respondents reported a positive change in this area. Readers may recall that this area was also identified as a core motivation for seeking coaching; but not necessarily the primary motivation.
- Core Benefits (65% to 79% positive change):* Like primary benefits, these areas may not be the primary objective of coaching; but a significant majority of clients will experience a benefit. The items that fall in this category focus on personal skills, performance and stress reduction including: relationships (73%), communication skills (72%), interpersonal skills (71%), work performance (70%) and work/life balance (67%).
- General Benefits (50% to 64% positive change):* These benefits are common to more than half of clients; but not a significant majority. While not always, these benefit are more likely to be specifically targeted by certain types of coaching. General benefits include: wellness (63%), career opportunities (62%), personal organization (61%), business management (61%), time management (57%) and team effectiveness (51%).
- Niche Benefits (less than 50% positive change):* Less than half of clients will experience these benefits. Generally, only coaching that specifically targets these areas will create a benefit. Niche benefits include: corporate culture (38%), financial organization (27%) and investment planning (15%).

The previous analysis of the benefits of coaching did not take into account whether or not a client was *trying to improve* in each area. The results presented in **Exhibit 8-2** take this extra step by looking at the change in each area based on whether it was a client goal (motivation) or not. Goal areas are those where clients rated it as very or somewhat important as a motivation for seeking a coach (see **Chapter IV** for details). Results for the two groups should be viewed as follows:

- **Client Goals:** For areas that were identified as client goals when they entered the coaching engagement, the impact results are a measure of success in meeting coaching objectives. The *percentage change* shows the portion that was positively impacted in a given area while the *average score* shows how significantly clients have been impacted. The maximum impact is a score of “3.”
- **Not a Goal:** These were not primary objectives of the client when they entered the coaching agreement. The results show the degree to which these were “side benefits” or unexpected benefits that were achieved anyway.

Exhibit 8-2: Goal Based Impacts of Coaching



Notes: Base for “client goals” is those who rated the item as very or somewhat important.
 Base for “not a goal” is those who rated the item as very or somewhat important.
 Percentages represent the portion of respondents awarding a positive rating on a scale of “-3 (much worse)” to “+3 (much better).”

The results show that, when it comes to client goals, coaches seem to be helping their clients achieve success. Specifically, for 10 of the 15 areas, 80% of respondents or more indicated a positive change when it was a goal. For another three items, at least 72% saw a positive change when it was a goal. Also, the average impact score for these 13 areas is at least 1.4. The primary benefit of self-esteem/self-confidence is once again at the top of the list. While more than half saw a positive change, results are not that strong for financial organization and investment planning when these items are client goals.

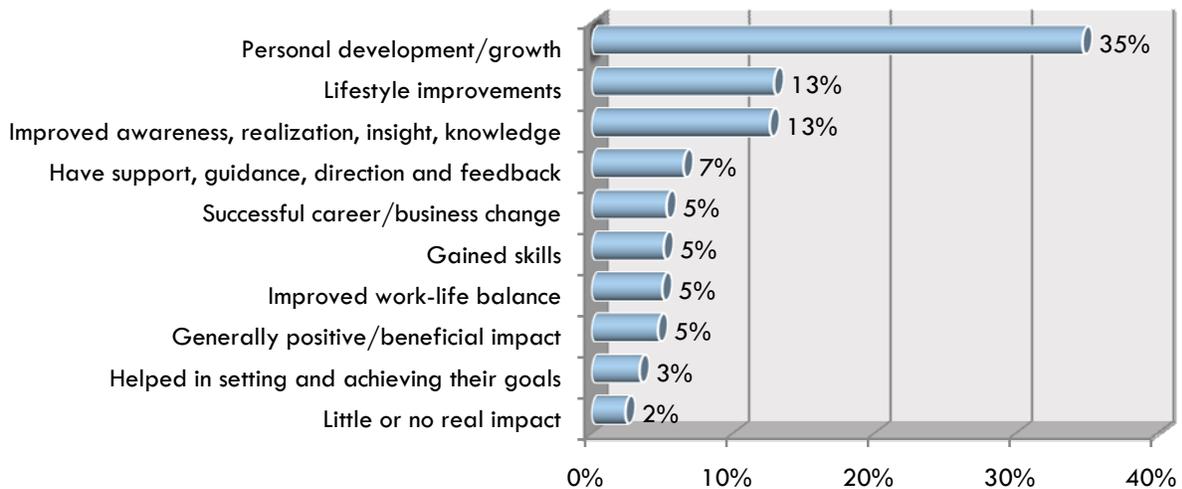
A look at the 15 areas when they are not client goals reveals that the most common side benefit is again the primary coaching benefit of self-esteem/self-confidence with more than half (52%) of who did not have this goal indicating they saw a positive change through coaching. Other common side benefits were seen in the areas of work performance (47%), communication skills (47%), interpersonal skills (45%) and relationships (43%). At the other end of the spectrum, those who do not have the goal when entering a coaching relationship are not very likely to see benefits in the areas of team effectiveness (25%), corporate culture (20%), financial organization (15%) and investment planning (10%).

Generally speaking, the analysis of results by whether or not items were client goals supports the benefit tier groupings presented earlier in this chapter.

Life Impacts

In addition to assessing impacts in specific areas, clients were asked to describe **in their own words** the impacts the coaching experience had on their life. In all, 59% of survey respondents provided some sort of an answer to this open-ended question (no pre-set responses provided to respondents). The top ten broad themes mentioned in their comments are summarized in **Exhibit 8-3**.

Exhibit 8-3: Top Ten Life Impacts



Note: N=1283

The following are some specific random examples of the verbatim responses given by theme:

Personal development/growth:

- “Self-acceptance - Better understanding of excess - Understanding of the internal conflicts.”
- “Stronger, more self assured, have the ability to challenge myself and grow. Time management, asking for what I want.”
- “Mainly self-esteem and an ability to celebrate my successes.”
- “My actions in business and life are much more in line with my values, and I am healthier in body and spirit.”
- “I am a much more thoughtful person and much more laid back not as anxious about life.”
- “I am more confident about my decisions. I also trust my ‘inner voice’. I am more valuable.”
- “Helping reframe my view of things has enabled me to see things in a more positive light. Also, my coach has helped me break down things I see as large problems into smaller, easier to deal with tasks I can tackle as I gain new skills.”
- “Coaching has put me back in touch with myself!”

Lifestyle improvements:

- “Better managing life and focus on what to achieve and do in life (professionally and personally). The benefits of coaching are sometimes uneasy to calculate in money... there are many embedded benefits and learning points.”
- “I have a much better perspective on my own needs and desires and this has resulted in better work / life balance.”
- “Forward movement in life, happier family life, truly incredible spiritual and emotional insights.”
- “Greater focus=greater satisfaction=life's good.”

Improved awareness, realization, insight, knowledge:

- “I keep referring back to the insights I had and remember the blocks and know how to overcome these.”
- “An awakening experience to the opportunity for choice and action to support expanded choices.”
- “More awareness, more balance, a more calmed way of seeing life.”
- “Made me more aware of my capabilities & more responsible for my actions & non actions to keep improving myself & learning by assisting others to improve themselves.”

Have support, guidance, direction and feedback:

- “Introductions to highly successful and connected people I would not have otherwise had access to.”
- “Knowing I have an impartial 'mirror' to help me when I am stuck in my head is so comforting. Being supported and held up outside of friends and family has a big impact.”
- “It's been an incredible support for resources and the achievement of my goals.”

- Successful career/business change:**
 - “As a result of being coached, I left a lucrative career that made me miserable to start my own company (as a coach). I love my new career and look forward to continuing my personal and business growth as I work with my coach.”
 - “It helped me secure a new job. It also helped me improve my resume and determine my own value in the workplace.”
 - “Coaching has improved the amount of work we are able to bring in, and has focused us on the work.”

- Gained skills:**
 - “It has helped me to step into a greater leadership role not in hierarchical terms but more in terms of leading groups of like-minded individuals seeking change.”
 - “Better time management. Ability to help staff explore and uncover their own solutions. Listening for people’s greatness and competencies. Learned to stay away from problems and focused on solution. Improved communication skills.”
 - “Learned to use mind mapping.”

- Improved work-life balance:**
 - “More work-life balance and more intention about what I want in my personal life.”
 - “A better sense of perspective in my life and work.”
 - “Awareness of balance between private life / professional life.”

- Generally positive/beneficial impact:**
 - “This coaching relationship has been very positive, supportive, affirming.”
 - “Marriage, friends, family, positive attitude.”
 - “My coach has been a very positive influence in my professional and personal development.”

- Helped in setting and achieving their goals:**
 - “Solving problems that were preventing me from moving more effectively towards my goals. Questioning my limiting mental models.”
 - “More goal oriented; better relationships; more ideas on how to make money.”
 - “Made me think more about how to break down larger goals into specific, actionable ones. Importance of specifying what you're committing to and when in order to make things happen.”

- Little or no real impact:**
 - “Not much.”
 - “Not especially on my life as a whole.”
 - “None that I point to yet.”

Physical and/or Psychological Impacts

The following physical and psychological impacts are based on what was reported by the clients during the focus groups and should be treated as qualitative. Throughout this report, focus group findings have been used to address research issues that required a level of detail that is not possible in a quantitative survey. It should be noted that focus group results are based on a small sample (41 participants) of clients and are not necessarily representative of the total coaching client population.

All of the individuals who participated in the focus groups felt they had undergone some kind of physical and/or psychological change as a result of the coaching process.

While the specific changes experienced tended to vary based on their individual goals as well as the type of coaching they received, some of the common trends include the following changes:

- Improved ability to relinquish control and delegate responsibility.
- Ability to make a career decision.
- Sense of reduced stress.
- Improved work/life balance.
- Improved overall outlook.
- Improved ability to focus.

For individuals in one group who participated in life coaching, some of the changes they experienced as a result of coaching include:

- Increased sense of direction and purpose.
- More confidence.
- Being more in-tune with self.
- Better goal-setting.

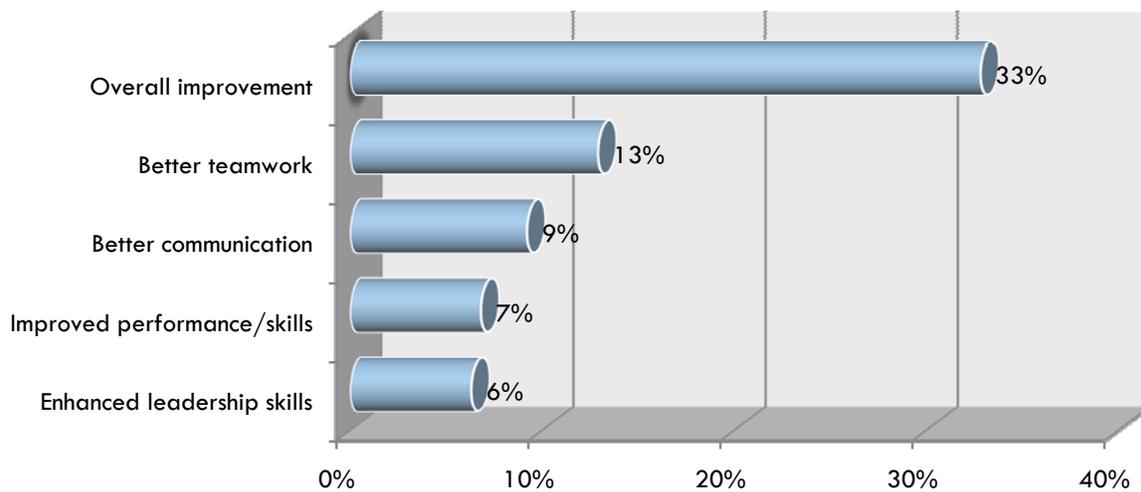
For participants who participated in business coaching, some of the more common changes are summarized below:

- Becoming more “in-tune” with their work/office environment.
- Improved listening skills.
- Ability to apply past learning to assist them in new situations.
- Ability to evaluate and take calculated risk as opposed to “snap decisions.”
- Reduced stress.
- Improved planning skills (corporate strategy).

Corporate Culture Impacts

Only the survey respondents who had experienced business related (executive, leadership or business/organizational) coaching in the past five years were asked to indicate what, if any, impacts there had been on their corporate culture. This was also an open ended question where respondents were allowed to provide answers in their own words. In all, 19% of respondents provided a response to this question. The top five response themes are provided in **Exhibit 8-4**.

Exhibit 8-4: Top Five Corporate Culture Impacts



Note: Base is respondents who had experienced business related coaching in the past five years (N=411).

The following are some specific random examples of the verbatim responses given by theme:

Overall improvement:

- “Better corporate culture.”
- “More courageous conversations, more intentionality, more strategic approach.”
- “Coaching is probably one of the most important pieces of a successful business. There is a lot of talk around coaching and developing, but managers need to be coaches and mentors and put the time and effort into changing the culture.”
- “Enabled an environment of internal coaching and encouraged staff at all levels to see the value in own external personal/leadership coaching.”
- “People listen to each other, support each other and enjoy coming to work more. Performance has improved.”

Better teamwork:

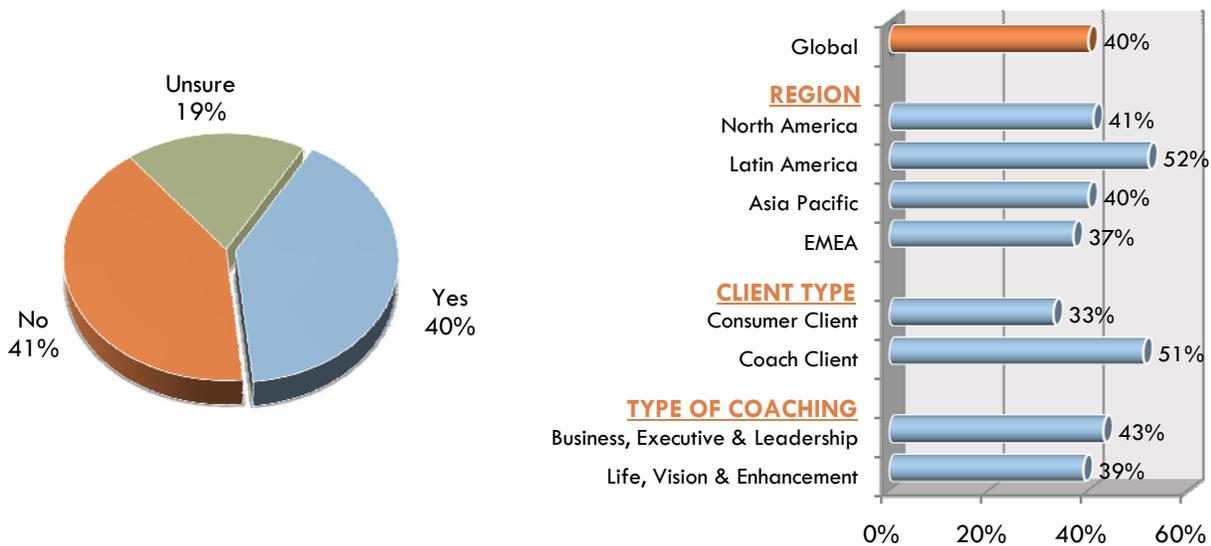
- “My department has achieved a much better team spirit.”
- “Great impact on the way we collaborate and work together, help each other.”
- “Enhanced cooperation among team members.”
- “It has helped to work as a team, see its importance and recover the values.”

- “The coaching process supported the team work in our company, helped us to understand the specific personal characteristics of the members, which enriched our decision making.”
- **Better communication:**
 - “The impact is tremendous communications are more open with other departments.”
 - “Helped us with the corporate culture at our business. Focused on communication.”
 - “I work in a large bureaucracy and nothing will change that corporate culture unfortunately. However, within my own team environment, I consider that it has improved the openness and clarity of our communication.”
 - “Better communication, shared understanding of the vision, very high mutual trust.”
 - “Better interpersonal discussion between management and staff.”
- **Improved performance/skills:**
 - “My skills in improving performance by improved interpersonal skills and team working have been enhanced. This should have a positive effect on the organization in the longer term.”
 - “Increased my focus on my work and assisted with thinking outside the box.”
 - “Providing me with tools to coach my employees, better understand who I am, who my employees are and establish a better communication between them.”
 - “I'm better able to work with the corporate culture and appreciate it, while helping make improvements in my particular area.”
 - “It has given those of us who have come to adopt the culture of the organization the wherewithal to understand its inner core and equipped us to learn how to navigate through it.”
- **Enhanced leadership skills:**
 - “Developing leaders that know how to coach people and focus on their development and boost the best of their abilities and skills as means for obtaining outstanding corporate results.”
 - “As the leader of my organization, the time I spent in coaching has helped me to be more aware of my employees and has helped me to be a better team leader.”
 - “Raised my leadership competencies.”
 - “Improved myself as a manager of a big organization.”

Return on Investment

When asked if they or their company had experienced any financial changes (gains or losses) as a result of coaching, 40% of clients indicated that a financial change had occurred. Importantly, 19% were unsure whether they had experienced financial changes from coaching. While this answer was not probed further, it can be speculated that, at least in some cases, financial gains or losses were achieved at that time, but the client is not sure whether they are directly attributable to the coaching process or not. These results are presented in **Exhibit 8-5**. Financial changes were slightly more common among those in Business, Executive & Leadership coaching. It was also more common among clients who are themselves coaches and those in Latin America.

Exhibit 8-5: Experienced a Financial Change as a Result of Coaching



Note: Global N=1 989; North America N=1075; Latin America N=105; Asia Pacific N=171; EMEA N=638; Consumer Client N=1212; Coach Client N=777; Business, Executive & Leadership N=982; Life, Vision & Enhancement N=662.

Return on investment (ROI) is a hot topic in the coaching world and there are many debates about how it should be calculated and what the actual ROI of coaching is. The term ROI comes from the investment world and generally refers to a monetary gain. In simple terms, ROI is defined as follows:

“A PERFORMANCE MEASURE USED TO EVALUATE THE EFFICIENCY OF AN INVESTMENT OR TO COMPARE THE EFFICIENCY OF A NUMBER OF DIFFERENT INVESTMENTS. TO CALCULATE ROI, THE BENEFIT (RETURN) OF AN INVESTMENT IS DIVIDED BY THE COST OF THE INVESTMENT; THE RESULT IS EXPRESSED AS A PERCENTAGE OR A RATIO.”⁷

Return on investment is calculated as follows:

$$\frac{\text{(Gain from investment - Cost of investment)}}{\text{Cost of investment}}$$

⁷ Source: <http://www.investopedia.com/terms/r/returnoninvestment.asp>

While the calculation is quite straight forward, defining the costs and the gains from the investment is not. In the simplest form, the cost of coaching is the monetary amount paid to the coach. However, depending on the type of coaching, there could be other monetary costs that are not so obvious or easy to calculate such as:

- Opportunity Cost:* This is defined as “the cost of an alternative that must be forgone in order to pursue a certain action. Put another way, the benefits you could have received by taking an alternative action.”⁸ For example how much revenue is lost due to lost production time? What are the time costs (i.e., salary)?
- Logistical Costs:* The coaching experience may involve incurring additional expenses such as transportation, accommodation and facility costs.

On the other side of the equation are the financial benefits that result from the coaching experience. In certain situations, these will be straight forward and easy to measure. For example, if the coach helps the client get a better paying job, the financial gain could be identified as the annual difference in salary gained. But for others such as changes in productivity, sales closing rates or savings from reduced staff turnover, the amount of change attributable to coaching is difficult to isolate. More specifically, it is easy enough to look at results before and after coaching, but how much of the change is simply the result of normal business cycles or the natural evolution of staff as they become more experienced or economies of scale. In addition, for what timeframe can the benefits continue to be attributed to the coaching experience?

As discussed in the next section, a number of approaches to quantify the various benefits of coaching in a monetary fashion were developed and tested in the focus groups and the pilot test of the survey. These approaches were not included in the final survey as most clients were unable to quantify the benefits in this way. They simply did not know the answers. For this reason, the ROI inputs for this study have been simplified. More specifically:

- Cost of Coaching:* The costs for the calculation have been limited to the total amount paid in coaching fees for the engagement. The opportunity and logistics costs that were explained above have been excluded.
- Financial Gains or Losses:* The gains include all increases (or decreases) in personal or company earnings and savings that, in the eyes of the client, are directly attributable to coaching.

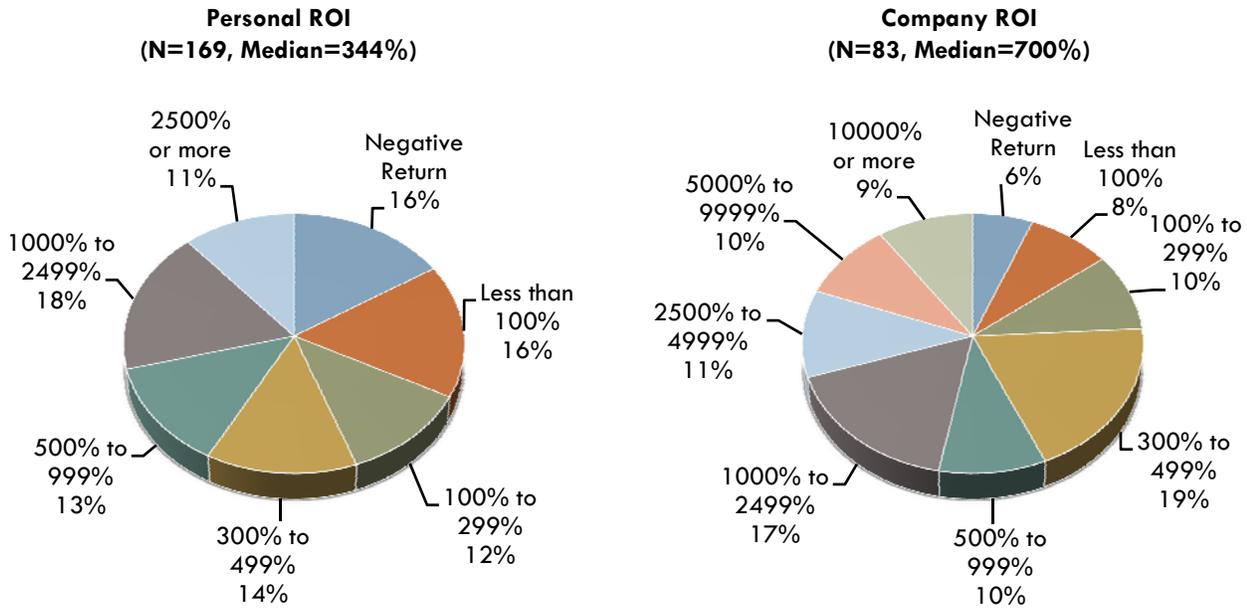
While many clients were aware that financial gains or losses had been achieved, only 9% (189 respondents) were able to provide details on both how much was gained (or lost) and how much they spent on coaching. Accordingly, ***the results of the ROI should be interpreted with caution due to small sample sizes***, particularly for the segments. The results of the ROI analysis are presented in **Exhibit 8-6** on the next page.

While results are presented separately for personal and company ROI, it should be noted that there is some natural overlap between the two categories as some respondents reported both personal and company gains (losses). The exhibit also presents median ROI which, as discussed earlier, represents the midpoint (i.e., 50% of responses fall below the median and 50% are above the median). Due to the very wide range in ROI values, the average (or mean) is not representative of the true midpoint. Accordingly, the average ROI is not presented in this report.

⁸ Source: <http://www.investopedia.com/terms/o/opportunitycost.asp>

An ROI value of 100% means that the investor earned their money back.

Exhibit 8-6: Return on Investment



Median Return on Investment by Segment					
	Global	Region			
		North America	Latin America	Asia Pacific	EMEA
Personal	344%	400%	193%	267%	362%
Company	700%	633%	N/A	N/A	1567%
Total	567%	680%	375%	300%	567%
	Global	Client Type		Type of Coaching	
		Consumer Client	Coach Client	Business, Executive & Leadership	Life, Vision & Enhancement
Personal	344%	400%	340%	456%	233%
Company	700%	2469%	479%	1150%	344%
Total	567%	783%	517%	787%	400%

Notes: Base is respondents who reported experiencing a financial benefit/loss as a result of coaching. Segment results are presented for information purposes only. Extreme caution should be used in interpreting these results due to low sample sizes.

The key findings for individual and company ROI include:

- **Personal ROI:** Just over two thirds (68%) of individuals indicated that they had at least made back their initial investment. Moreover, the median results indicate that the personal ROI from coaching is quite good. The median suggests that a client who achieves a financial benefit from coaching can typically expect an ROI in the range of 344% or 3.44 times the amount spent. This may be in the form of increased earnings from personal salaries or investments or through increased savings through debt reduction.
- **Company ROI:** The vast majority (86%) of those able to provide figures to calculate company ROI indicated that their company had at least made their investment back. In fact, almost one fifth (19%) indicated an ROI of at least 50 (5000%) times the initial investment while a further 28% saw an ROI of 10 to 49 times the investment. The median company return is 700% indicating that typically a

company can expect a return of 7 times the initial investment. Company financial gains may come directly from processes and skills developed through coaching or through improved corporate culture. For example, if the coaching led to better communication within an organization, the result may be the sharing of ideas among staff that lead to improved processes and opportunities. Similarly, improved leadership may result in improved focus within the organization which can lead to improved performance.

Results are also presented in the exhibit by segment. However, these are for information only as the sample sizes are quite small. Accordingly, the segment results should be interpreted with caution and viewed as qualitative.

Return on Expectations Index

So much of what a client receives from coaching is about non-monetary enhancements. One of the goals of this study was to develop a benchmarking tool to help the industry quantify and measure these non-monetary returns. The key criteria for the tool were that it had to:

- Be easy to replicate;
- Be easy for clients to provide and coaches to collect the input data; and,
- Provide a benchmark that individual coaches could strive to surpass in their practices.

A number of ideas to quantify these benefits in monetary or percentage terms were developed and tested in the focus groups and the pilot test of the survey. Most were found to be too complicated for the client to answer. What clients were able to answer was, why they obtained a coach and whether or not they saw improvements in these areas. The results for both of these questions (client motivations and impacts of coaching) have already been discussed individually earlier in this report. They are now combined to provide the **Return on Expectations Index** (ROE). The expectations are the clients' motivations for seeking a coach while the returns are the results achieved in each of these areas. The index in essence is a weighted average of the impact scores where the scores are weighted to reflect the relative importance of each area as a client goal. The index is calculated as follows:

$$\frac{(\text{IMPORTANCE}_1 \times \text{SCORE}_1) + (\text{IMPORTANCE}_2 \times \text{SCORE}_2) + \dots + (\text{IMPORTANCE}_{15} \times \text{SCORE}_{15})}{\text{IMPORTANCE}_1 + \text{IMPORTANCE}_2 + \dots + \text{IMPORTANCE}_{15}}$$

Where : IMPORTANCE is the motivation importance score for each area (1 through 15). Importance is measured on a four point scale where 1 is "Not at all important" and 4 is "Very important."

SCORE is the impact score assigned by the client in each area (1 through 15). The impact score is measured on a seven point scale from "-3 (Much worse)" to "+3 (Much better)." A score of "0" is "no change."

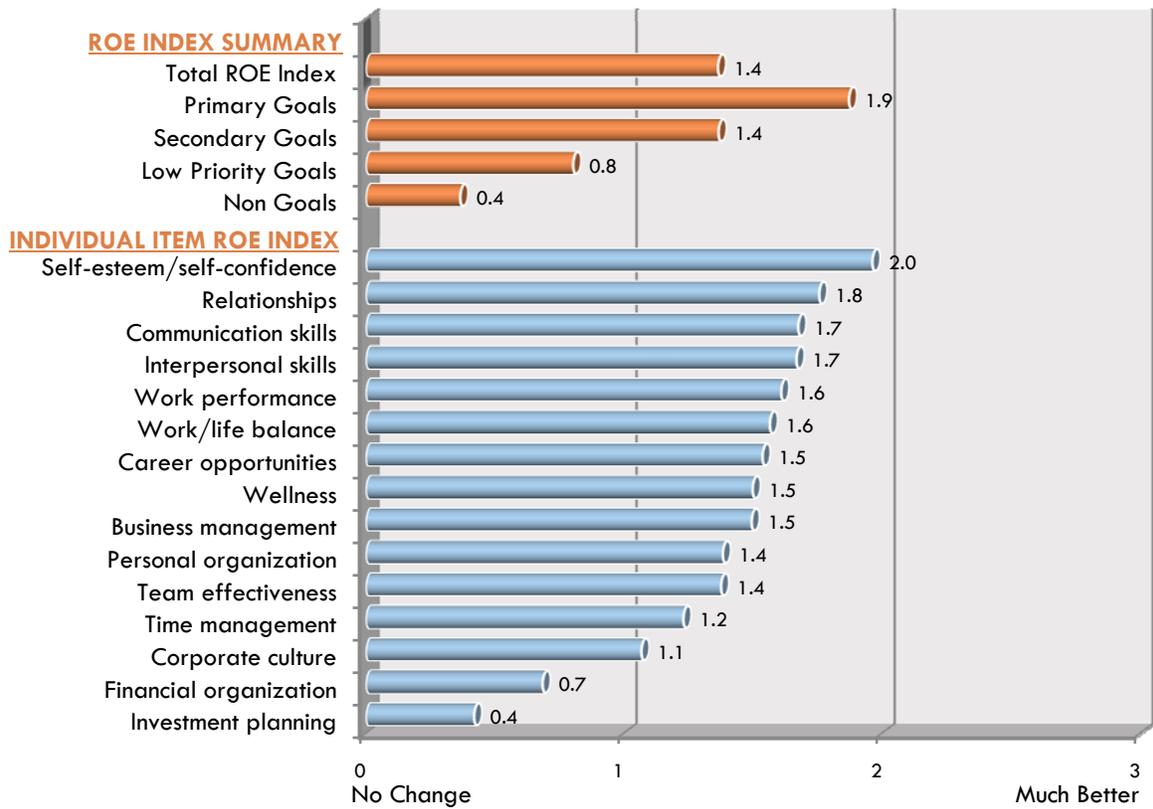
The resulting index is a score on the "-3" to "+3" scale. While further research and feedback is required to provide a true assessment of what different index levels mean, for the purpose of this study, the positive scores can be generalized as follows:

- 0 = No change
- 1 = Moderate improvement

- 2 = Significant improvement
- 3 = Maximum improvement

A summary of the ROE Index scores overall, by goal level and by individual item is presented in **Exhibit 8-7**. With an average total ROE index score of 1.4, it appears that coaching clients have seen positive changes overall. However, this can be further broken down based on the importance of each item. On the most important areas (primary goals), the ROE index score is 1.9 which indicates that clients have, on average, seen a significant improvement, particularly compared to lesser goals where scores ranged from 0.4 to 1.4.

Exhibit 8-7: Return on Expectations Index



Return on Expectations Index by Segment					
	Global	Region			
		North America	Latin America	Asia Pacific	EMEA
Total ROE Index	1.4	1.4	1.8	1.3	1.3
Primary Goals	1.9	1.9	2.1	1.9	1.8
Secondary Goals	1.4	1.4	1.7	1.3	1.3
Low Priority Goals	0.8	0.8	1.2	0.7	0.8
Non Goals	0.4	0.4	0.7	0.3	0.3
	Global	Client Type		Type of Coaching	
		Consumer Client	Coach Client	Business, Executive & Leadership	Life, Vision & Enhancement
Total ROE Index	1.4	1.4	1.4	1.4	1.4
Primary Goals	1.9	1.9	1.9	1.8	1.9
Secondary Goals	1.4	1.3	1.4	1.3	1.4
Low Priority Goals	0.8	0.8	0.9	0.8	0.8
Non Goals	0.4	0.4	0.4	0.3	0.4

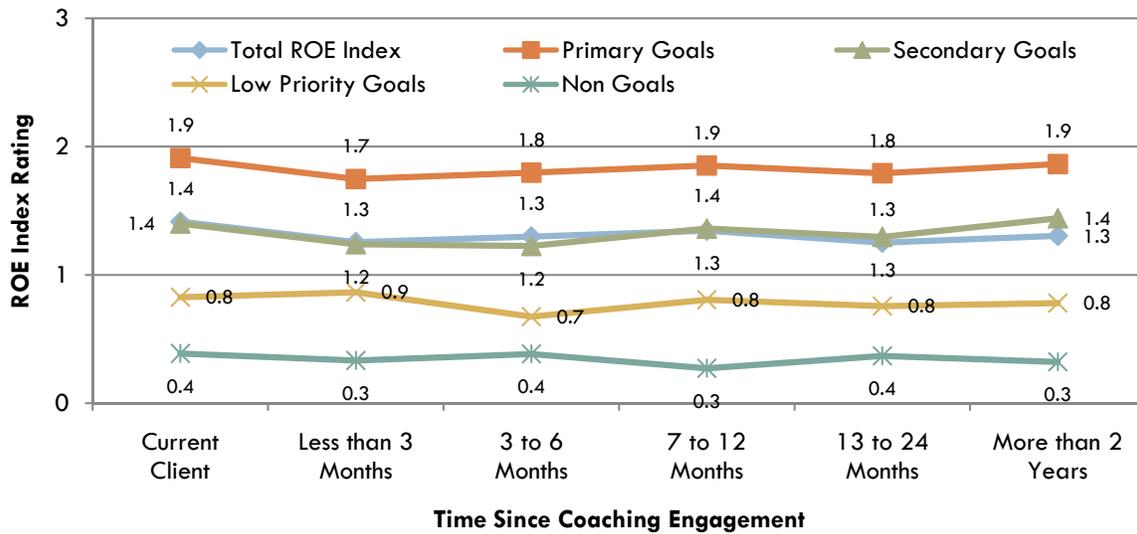
Note: Full scale is “-3 (much worse)” to “+3 (much better).” A rating of “0” represents the midpoint or “no change.”

A look at the ROE index scores for the individual items shows that clients have seen significant improvements in self-esteem/self-confidence (2.0). Solid improvements are also seen for relationships (1.8), communication skills (1.7), interpersonal skills (1.7), work performance (1.6), work/life balance (1.6) career opportunities (1.5), wellness (1.5) and business management (1.5).

The ROE Index results by segment are also presented in the exhibit. The only significant difference in segments is that the ROE index scores are generally higher in Latin America.

A question that some may have is whether or not the improvements become greater over time. The results in **Exhibit 8-8** that show the ROE Index scores by when coaching was completed indicate that the improvement does not change over time. Moreover, there is no apparent correlation between time and ROE Index score.

Exhibit 8-8: Return on Expectations Index Over Time



Note: Full scale is “-3 (much worse)” to “+3 (much better).” A rating of “0” represents the midpoint or “no change.”

IX. CONCLUSIONS

A number of conclusions and implications for the coaching industry can be drawn from the study findings including:

- Clients are generally satisfied with the coaching experience.** In addition to awarding very high ratings to all of the coaching criteria tested, the vast majority of clients also indicated that they were very satisfied with their experience. Further confirming the success coaches are having is the fact that **almost all (96%) clients indicated that they would repeat the coaching experience** given the same circumstances that lead them there in the first place.
- A key differentiator for the industry is that coaching is seen as an “action plan” rather than an exploratory process.** When asked why they selected coaching instead of alternatives such as therapy or counseling, some focus groups participants indicated that coaching offered them an “action plan” rather than an opportunity to explore their “issues.” Educating consumers about how coaching is an “action plan” may lead those who “need a plan” to seek coaching services as oppose seeking an alternative.
- When monetary gains are an expected outcome, coaching generates a very good return on investment (ROI) for clients.** By design, not all types of coaching lead to monetary gains for the client (or their company). Accordingly, only 40% of respondents indicated that they had seen a financial change (personally or company) as a result of coaching. Almost two thirds of those who experienced a personal ROI indicated that they had at least made their investment back. The median personal ROI indicates that those who seek a financial gain can expect a return in the range of 3.44 times their investment.
- The ROI for companies can be significant.** The vast majority (86%) of those able to provide figures to calculate company ROI indicated that their company had at least made their investment back. The ROI for companies is quite a bit higher with a median return of 7 times the initial investment. In fact, almost one fifth (19%) indicated an ROI of at least 50 (5000%) times the initial investment while a further 28% saw an ROI of 10 to 49 times the investment.
- Coaching generally results in positive changes in the client’s goal areas.** For 13 of the 15 areas tested, 72% of respondents or more indicated a positive change when the item was a goal. Clearly coaches are doing a good job at focusing in on client objectives.
- Several of the coaching industry’s most significant competitors are not commercial services.** More than four in five clients indicated that they tried to address their challenges through other means before turning to coaching suggesting that coaching is not the “top-of-mind” solution for many clients. A key challenge for the industry is that three of the top five alternatives to coaching are not commercial services. They include confiding in colleagues, confiding in family and mentoring. These are natural “free” first steps that the industry cannot really compete effectively against; but it is important to know that they are part of the path the client follows to eventually end up at a coach’s door.

- **In-person coaching is the most preferred coaching method, but telephone coaching is gaining ground.** Globally, a significant one third of clients prefer telephone coaching; but this varies by region. The preference for telephone coaching is highest in North America and lowest in Latin America. Coaches should be aware of and prepared to accommodate their client's preferences.
- **Coaches are generally providing services using their clients' preferred method.** The vast majority of clients (85%) reported that they receive coaching services through their preferred method. Furthermore, when compared to findings from the *Global Coaching Study*⁹, the results show that the portion of coaches primarily using each method (in-person or telephone) is similar to the portion of clients who indicated a preference for each. This holds true both globally and by region.
- **A code of ethics is significantly more important than regulation of the industry.** Almost all clients indicated that it was important for coaching to be conducted in accordance with a formal code of ethics; in fact, most indicated that it was very important. On the other hand, while four in five clients felt regulation was important, less than half indicated that it was very important. In other words, clients do not necessarily feel the need for a "watchdog" but do want to ensure their coaches follow professional guidelines.
- **Public education is needed to dispel the many misconceptions about the industry and its clients.** Several focus group participants indicated that, prior to experiencing it themselves, they had negative perceptions of coaching and the people who use it. In many cases, it was perceived to only be for people with problems or those who can't "do it on their own" rather than a tool that can help people excel and teach them new skills. Importantly, while participants in the focus groups did hold some negative views on coaching prior to commencing coaching themselves, these negative views were dispelled once the coaching process started and all ended up viewing the process positively. It is also worth noting that the negative views did not prevent the participants from engaging in coaching. Clearly there is an education process that has to happen for these preconceptions to be changed.
- **Self-esteem/self-confidence and work/life balance are both core reasons for seeking coaching in general and key benefits of coaching.** While the primary reason for seeking coaching varies by type of coaching, results show that these two reasons are important to the vast majority of clients regardless of the type of coaching. These core areas should be addressed (directly or indirectly) in the "action plan" for virtually all coaching engagements. Importantly, a significant majority of all clients also indicated they saw positive changes in these areas. Clearly they are benefits that are common to all coaching types regardless of the primary objectives.
- **General comfort with the coach is the overriding consideration in selecting a specific coach.** The most important coach attributes in the selection process are personal rapport, personal compatibility and the coach's confidence. The degree to which coaches can "read" a potential client will help them make minor adjustments to these traits to match what the client is looking for. The effectiveness of the coaching process is also a critical selection consideration.

⁹ICF Global Coaching Study can be found at: <http://www.coachfederation.org>

COMING SOON

ICF members will be provided a complimentary copy of the *ICF Global Coaching Client Study – Marketing Companion Guide*. This accompanying document will provide tips to members which will allow them to utilize the data contained within this Final Report for their local marketing efforts and promotions. More information on the companion guide will be posted on Coachfederation.org.

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