



**COACHING
CODE**



How to increase the **impact of coaching** within your organization.

Coaching contributes to better results. It increases the sustainable employability and well-being of people. Coaching also helps retain talent, prevents dropout and has a positive effect on the growth of employees and managers.

We have **5 recommendations** to increase the effectiveness of coaching:

1 Ensure a genuine connection and personal click between the coach and the employee. Yet, take it a step further by selecting a certified professional coach who upholds ethical standards and is associated with a reputable professional organization.

2 A three way conversation between employee, coach and manager increases the effectiveness of coaching. A four way conversation, in which HR is also involved, can help translate the coaching question into a learning question.

3 A clear coaching question promotes the effectiveness of coaching. The coaching question is agreed in the coaching contract, in addition to other matters such as the number of conversations, evaluation and confidentiality.

4 The coaching question is leading when choosing an internal or external coach. An internal coach is often used for onboarding, developing skills and practical questions. An external coach is more suitable for personal development questions, career development and questions of a confidential nature.

5 Invest in a careful start and end of the coaching process. Knowledge of the organization, through 'onboarding' of the external coach, is important. Knowledge of the coach's working method also contributes to an effective process.

This is how you make a **business case** for coaching in your organization:

STEP 1:
Determine the goal and the expected result.

eg 1: preventing an employee from being absent for a long period of time. Savings €20.000.

eg 2: reducing absenteeism in a department by 1%. Savings €30.000.

STEP 2:
Calculate the expected investment.

To achieve the above objectives, investments are made in coaching colleague (**eg 1**) and from the manager (**eg 2**).

Both examples assume 10 hours of individual coaching with an hourly rate of €200. The total investment is €2000.

STEP 3:
Calculate the return

Return on Investment (ROI) = (savings or return on the investment - cost of the investment)/cost of the investment x 100.

Eg 1. ROI = $(20.000 - 2.000)/2.000 \times 100 = 900\%$ (Every € invested in employee coaching yields €9).

Eg 2. ROI = $(30.000 - 2.000)/2.000 \times 100 = 1400\%$ (Every € invested in coaching of the employee yields €14. The actual saving in this case is €28.000).

Appendix: How to create more impact with **coaching**?

1

The professionalism of the coach

Research into the effectiveness of coaching shows that the working alliance between coach and coachee plays a major role. They do not have to look alike, but it is crucial that there is mutual respect and trust. Check whether the coach is affiliated with a professional organization and therefore works according to an Ethical Code, is certified and is subject to an independent complaints procedure. There are 4 levels of certification; foundation, practitioner, senior practitioner and master.

2

Three or four way meeting

Schedule a three or four way meeting with a manager and/or HR, coach and coachee. This will involve the manager/organisation and guarantees follow-up after the coaching process. The reason for the coaching may determine whether this conversation is desirable. In case of an improvement trajectory, there will probably be a stronger need than when an employee uses the coaching from his or her own personal development budget. Confidentiality is an important principle. The coach should not share information about the content of the conversations with the organisation. Therefore, in a three or four way conversation, the coachee mainly does the talking.

3

A crystal clear coaching question

A coaching contract provides clarity about the subject of the coaching and prevents surprises with regard to the objective, confidentiality and costs. If the contract is concluded between coach and client (possibly via a coaching intermediary), a separate contract should be agreed between coach and coachee. Because shared and jointly formed objectives are an important factor for a successful coaching process.

Internal and external coaches

Make a conscious choice for an internal or external coach

An **internal coach** can be a full time assignment or someone who is available for coaching part time. Coaching by a manager is not considered coaching because there is a relationship of dependency here. The advantage of an internal coach is knowledge of the organization and accessibility. The disadvantage is that confidentiality can be an issue and a conflict of interest may arise.

4

In case of **external coaching** a coach from outside the organization is deployed. The advantage here is that external coaches have a broader perspective and are not part of the system. The disadvantage is that the costs for external coaching may be higher.

In practice, we see that internal coaching is mainly used for more simple or practical coaching questions and external coaching is used more for higher positions and on deeper personal themes.

5

Invest in onboarding the coach and the organization

Coach and organization exchange relevant information with each other. The strategic direction of the organization and the desired management culture may be relevant to the coach. External coaching may be good for the organization if there is knowledge about the preconditions of a coaching trajectory and the background and working method of the coach.

This **HR Coaching Code** was created through a collaboration between:

