



# **Coaching in Partnership's Coaching Development Programme Evaluation of Application and Impact Executive Summary**

**GlaxoSmithKline Irvine Site and  
Coaching in Partnership Ltd.  
Prepared by MetrixGlobal, LLC  
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The Coaching Development Programme, designed and delivered by Coaching in Partnership, represented a comprehensive effort to accelerate the development of leaders at the GlaxoSmithKline Irvine manufacturing site. These leaders were the Site Leadership Team and selected key talent.

The programme included self-assessments and feedback using personal profiling and emotional intelligence mapping; individual coaching sessions; a coaching skills workshop; and coaching skills mentoring.

The purpose of this independent evaluation conducted by MetrixGlobal, LLC and commissioned by Coaching in Partnership, was to better understand what participants learned during the programme, how they applied what they learned in the work environment and the impact that these actions have had to date on the organisation.

The results from this evaluation are intended to support the development of a site coaching strategy and the design and delivery of the next wave of the Coaching Development Programme at Irvine.

Each of the seventeen participants in the programme at the Irvine site was contacted to participate in a 40-minute conversation. Twelve were available to participate in the evaluation (71% response rate).

## *Coaching Programme Evaluation*

Participants reported some profound shifts in how they think about situations with others and how to use coaching approaches to increase their effectiveness. Many reported moving from “controlling or directing” to being more empowering; from giving answers to asking questions. Participants gained new appreciation for taking time for reflection and engaging in open dialogue. They learned how to recognise coaching opportunities, and when these opportunities arise, to open up new possibilities with their direct reports and other colleagues.

Most participants reported using coaching approaches on a day-to-day basis, which was viewed as an important ingredient in creating an empowerment culture. Those who have direct reports noted that coaching has helped clarify what has to be done as a team and to focus on the high priorities for the team and for the customers. Teams are more engaged and bring more enthusiasm to their roles.

Those participants who do not have direct reports indicated other ways in which coaching has been applied very successfully. Those who work with peers or managers reported an increased ability to influence and solve problems. There is an increased focus on priorities and getting to root causes.

Every respondent said that the programme improved their ability to coach and develop others, building upon their earlier comments about what they learned and how they applied what they learned. Between 40% and 60% of the respondents noted that the programme had significantly increased their abilities to give and receive feedback, apply leadership development concepts and handle disagreements and conflicts. About 35% reported a significant improvement in work-life balance, while about 25% reported a significant increase in self-confidence. Many respondents noted, however, that their self-confidence was already very high with little room for the programme to increase it.

Respondents (almost 60%) noted that the most significant impact of the program was on improving performance management. About 40% of the respondents said that coaching had a significant impact on increasing employee engagement and satisfaction, improving decision-making and improving upward communications. About 25% to 30% of the respondents reported significant improvements in communications with employees, teamwork and improved relationships with others. Almost 20% saw significant gains in delegation or accomplishing results through others.

## *Coaching Programme Evaluation*

The greatest tangible impact of the programme reported by the respondents was in the area of increased productivity, with over 90% of the respondents indicating some or significant improvement. Two-thirds of the respondents noted the quality of their work increased, often due to improved decision-making, while about 25% noted cost reductions.

Those respondents who noted that the actions they took as a result of their participation in the Coaching Development Programme had significant or some impact on a tangible benefit area were asked additional questions in order to convert the value to monetary benefits. The total monetary capacity benefits (perhaps, but not necessarily, translating into 'bottom-line' benefits) were £192,848, which are comprised of personal productivity (£25,641) and team productivity (£167,207).

The fully loaded cost of the initiative was £77,000, (all costs including opportunity cost of participant time).

The return on this investment (ROI) was calculated as follows:

$$\text{ROI} = (\text{£}192,848 - \text{£}77,000) / \text{£}77,000 \times 100 = 150\%$$

The benefits/cost ratio (BCR) was calculated as follows:

$$\text{BCR} = \text{£}192,848 / \text{£}77,000 = 2.5 : 1$$

It is clear that the Coaching Development Programme more than paid for itself with productivity benefits identified by the respondents.

The programme had a positive and significant impact on both the participants and on the organisation in which they work. Participants have incorporated coaching into their leadership and communication styles. For those who are using coaching approaches on a day-to-day basis, these approaches are an important ingredient in creating an empowerment culture.

The impact of applying coaching approaches has been felt across a broad spectrum of communication, collaboration and team activities. Performance management has been improved; collaboration and engagement have increased; decision-making and teamwork have been improved. These actions created sustainable tangible value for the organization, producing a return on investment of over 150%.

The full report can be requested from Coaching in Partnership Ltd.  
Email : [info@coachinginpartnership.co.uk](mailto:info@coachinginpartnership.co.uk)