



The Big Blue Box Ltd

A Coachee's Evaluation

Measuring the impact of coaching is problematic. Outcomes can vary by degree, timing, the scale and scope, breadth and depth, and they can be personal and unexpected. This case identifies the outcomes, measured intuitively by the coachee, across the areas that matter most to the coachee, but also have an immediate impact upon his performance.

Background

E is a function Director within a multinational and responsible for leading a substantial operational team. His boss has offered him coaching to enhance his potential for promotion as he is held back by *'unfounded issues... of self confidence and self belief'*. The culture is 'assertive' and there is substantial pressure from peers with whom E has to negotiate.

The Process

We were drawing to the end of our third coaching session, having met twice over the preceding 6 weeks. Those 2 sessions had clearly been of great value to E and he was buzzing with enthusiasm. He described the immediate impact he achieved at a meeting he attended straight after leaving our second coaching session.

'I left the session feeling really good, and went into the meeting where I had to make a presentation. My boss was there and he noticed the difference ... that I was really confident. I told him what I had learned. He said he'd like to have some coaching too!'

This was a good moment to pause for reflection.

The Outcomes

In our conversation E had listed a number of areas where he felt he had seen some changes, so we used his own list of impact areas as a basis for some evaluation. We worked to quantify the impact.

'OK so let's try to measure the impact in your list. On a scale from 0 – 100% what's your 'gut feeling' about how some of those issues on your list have changed as a result of the work you have done in these coaching sessions?'

Consider your 'Self Perception' – how comfortable are you now being yourself?	<i>From 25 to 50%</i>
And 'Caring what others think'?	<i>90 to 50% – it's manageable now</i>
Self Assured?	<i>60 to 80%</i>
The weight of 'baggage' – from the past that you are now carrying?	<i>80 down to 40% – that was about my Dad and (personal issues) ...but [I now see that] it was my decision [to carry it]!</i>

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Confidence?	<i>From 50 up to 75%</i>
Self worth?	<i>60 to 70%</i>
Self awareness?	<i>60 to 75%</i>
Your negative outlook?	<i>From 85 down to 30% - it's gone away! I'm now assessing others and planning, taking actions.</i>
Beating myself up?	<i>50 to 25%</i>
Strategic thinking...being political?	<i>40 up to 80%</i>
So, talk about trust, trusting of others?	<i>80 to 60% I have a more realistic assessment of others, particular my [key peer group], and I'm much less 'dependent'.</i>
Trusted by others?	<i>No change</i>
Trust of yourself?	<i>75 to 90%</i>
Clarity of purpose?	<i>From 50 to 75% I didn't know where I was [in the organisation] or what I was doing. I was thinking 'not my responsibility'... now I take responsibility! My plan is now clear. I feel calm, self assured... it's actually quite good being me!</i>
Able to achieve results?	<i>80 to 90%, the difference is my ability to achieve MY results, which is 60 to 80%. I needed a plan for ME, I can deliver my plan.</i>
Energy?	<i>Re-energised... 60 to 80%, I'm motivated!</i>
Engagement, fitting in?	<i>50 to 70%</i>
Able to influence?	<i>60 to 80%</i>
Awareness of Others?	<i>75 to 90% I'm making time to think...for example the [difficult client] meeting</i>
Self management?	<i>I'm planning, I'm disciplined, and I'm thinking about things...thoughtful, I'm proactive and calm. Proactive?- 50 to 65%, Reactive? – no change</i>
And what about at home?	<i>Yeah, I think my family will have noticed a difference, but I'm going to bring my wife into our next session if that's OK!</i>