



The seven steps to unlocking organisational performance through coaching



The better the question. The better the answer.
The better the world works.

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EY Lane4 is dedicated to creating environments that make high-performance inevitable.

Our purpose at EY is to construct a better working world, one where lasting value is created for our clients, our people, and society at large. We achieve this by driving business transformation through the collective power of people, state-of-the-art technology, and innovative thinking. At the heart of the most successful companies is the human element. Recognising this, we place humans at the centre of organisational strategy, operations, and the reimagining of businesses for the future.

We tap into the rich insights of sports psychology, business psychology, and behavioural science to cultivate champions in the world of business. Our approach is fuelled from the pursuit of elite performance in whichever field, from the competitive arenas of sports to the creative stages of the arts and beyond.

Our commitment to building a better working world is anchored in three key areas: leadership, learning, and culture. We equip leaders with the tools and insights to embrace paradoxical mindsets needed to effectively steer through the complexities of a rapidly evolving global landscape. We scale skill development to empower individuals at all levels of an organisation. We drive behavioural change to forge winning cultures that are not only high-performing but also diverse, equitable, and inclusive. By focussing on finding, nurturing, and retaining the finest talent, EY Lane4 sets the stage for organisations to thrive in today's dynamic business environment.

With our clients, we create leaders that are well equipped and inclusive, to build teams that are high-performing which result in improved performance for organisations during transformations.

Building a better working world where every individual has the opportunity to learn, grow, and succeed.

Contents

| | |
|---------------------|----|
| About this research | 1 |
| Introduction | 2 |
| Step 1: Engage | 3 |
| Step 2: Align | 4 |
| Step 3: Target | 5 |
| Step 4: Select | 7 |
| Step 5: Contract | 8 |
| Step 6: Reflect | 10 |
| Step 7: Evaluate | 11 |
| Conclusion | 13 |



Shaun Scantlebury

EY Lane4 Lead Partner
EY Professional Services
sscantlebury@uk.ey.com



Felix Bramley

EY Lane4 Coaching Lead
EY Professional Services
felix.bramley@uk.ey.com



Caroline Derrett

EY Lane4 Evidence-Based Solutions Researcher
EY Professional Services
caroline.derrett@uk.ey.com

About this research

Despite the growing popularity of coaching, many organisations still struggle to implement it in a way that delivers measurable, strategic value. Coaching is often deployed as a standalone development tool, disconnected from broader organisational objectives. This white paper helps to address that gap by offering a structured, evidence-based approach to coaching that enhances both individual and organisational performance.

We conducted a Rapid Evidence Review of 30 pieces of research published since 2013, focussing on peer-reviewed studies. This included:

- Meta-analyses and systematic reviews
- Case studies from leading organisations
- Industry benchmarking reports

Our research focussed on three core questions:

- ❶ What are the positive and negative effects of coaching interventions?
- ❷ Under what conditions is coaching most effective?
- ❸ How can organisations evaluate coaching impact meaningfully?

This white paper is intended for stakeholders involved in implementing and shaping coaching initiatives within their



organisations, including functional leaders and decision-makers in Learning and Development (L&D) and Human Resources (HR). Through an evidence-based approach, this white paper provides practical insights for organisations to implement coaching that enhances systemic performance. It explores how to:

- ❶ **Engage** the wider organisation to create a coaching culture
- ❷ **Align** coaching with strategic objectives
- ❸ **Target** the right individuals to receive coaching
- ❹ **Select** the most effective coaches
- ❺ **Contract** coaching engagements effectively
- ❻ **Reflect** insights back to coachees to bridge learning and action
- ❼ **Evaluate** coaching impact and effectiveness

Introduction

By focussing on seven areas, organisations can successfully enhance resilience, drive growth, and improve performance through coaching.

Coaching has emerged as a powerful and popular tool to address the demands of today's rapidly changing landscape. The coaching industry is experiencing significant growth, both in the number of coaches and in global revenue^{1,2,3,4,5}. Yet, despite this growth, many organisations fail to realise coaching's full potential.

Often treated as a personal development tool, coaching is deployed inconsistently and not comprehensively, with limited strategic alignment or evaluation. In fact, **17% of organisations report negative effects** from coaching,⁶ with research identifying poor implementation, misaligned expectations, and lack of clarity as key challenges.³

The strategic value of coaching

When implemented strategically, coaching can:

- Strengthen organisational resilience¹
- Contribute to business growth⁷
- Reduce employee turnover intentions⁷
- Significantly influence organisational performance through increased leadership effectiveness,^{3,7} employee motivation and productivity,⁸ and promotion of organisational change¹
- Help to create a supportive and inclusive organisational environment^{3,7}

These are not just "nice-to-have" outcomes; they are strategic advantages.

So how can organisations elevate their coaching to derive the most value?

Through our research, we have identified a **seven-step framework** for unlocking systemic performance through coaching. Throughout the coaching journey, each of the following steps is designed to be revisited and refined, reflecting the iterative and non-linear nature of coaching:

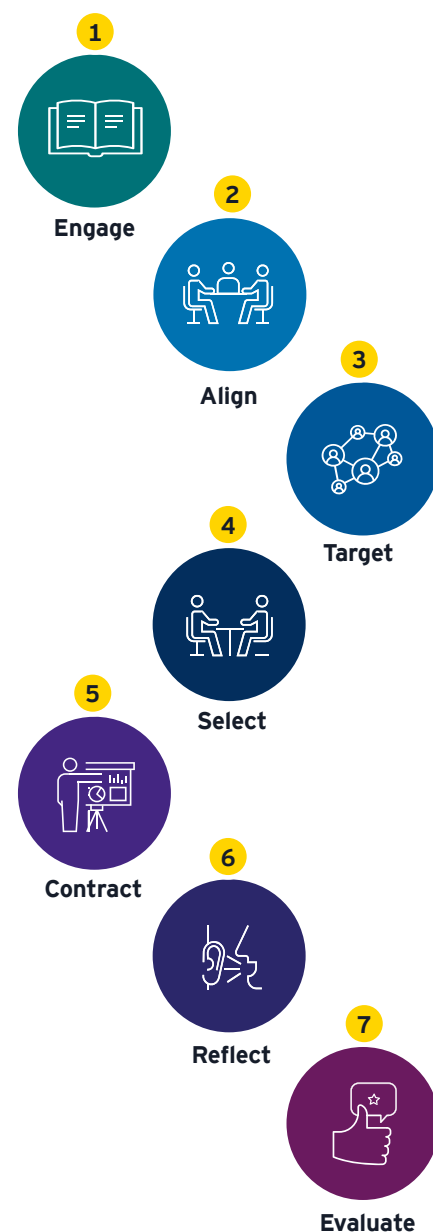
- 1 Engage** - Build a shared understanding of the value of coaching
- 2 Align** - Link coaching to strategic organisational objectives and initiatives
- 3 Target** - Coach individuals who are best placed to drive impact
- 4 Select** - Choose the right coaches with the right skills
- 5 Contract** - Set clear expectations and boundaries
- 6 Reflect** - Create space for coachees to turn insight into action
- 7 Evaluate** - Measure impact and refine continuously

Each step includes:

An overview

Actionable insights

Open-ended reflection questions





Step 1: Engage

Without clear and consistent communication to engage the organisation, coaching may encounter resistance and cynicism.³

One of the most common reasons coaching initiatives underperform is a lack of shared understanding across the organisation.³

The purpose of coaching and how it can provide value is often misunderstood – confused with mentoring, training, or therapy.⁵ This can prevent prospective coachees from approaching coaching with the right mindset – or deter them from accessing it altogether.⁵ Engaging leaders and communicating the value of coaching is critical to driving adoption and building a culture that embraces coaching.

The role of leadership

Senior leaders play a pivotal role in shaping perceptions of coaching. When they visibly support and participate in coaching, they signal its importance to the wider organisation.^{5,9} Top-down endorsement helps to normalise coaching, so that it is interpreted as a valuable practice across the organisation.⁹ Yet, many organisations fail to engage their leaders early or meaningfully in the coaching journey.

Leaders who advocate coaching are more likely to:

- Champion coaching for others⁹
- Create organisational acceptance of the benefit of coaching⁹
- Role-model coaching behaviours⁵

Actionable insights

Communicate the value of coaching across the organisation:

Clearly define what coaching means for your organisation and communicate it strategically.^{5,9} Share success stories that highlight the value of coaching, supported by data and research.

Equip leaders to be coaching advocates:

Position senior leaders as advocates for coaching to create a shared understanding and support for coaching that permeates throughout the organisation.⁹ Leaders can share personal stories about their own coaching experiences, highlighting challenges they faced, lessons learned, and the impact coaching had on their professional growth. Provide training and resources to help leaders confidently discuss coaching and create platforms for leaders to share their stories, enhancing the collective understanding of coaching's value in development.

Integrate coaching into leadership communications:

Include coaching updates in newsletters, meetings, and performance reviews. Make it part of the organisational narrative. When leaders acknowledge and celebrate the successes of individuals who have benefited from coaching, it reinforces its value.

Reflection questions

- How can your organisation use existing communication channels to build a consistent understanding of coaching?
- How can your organisation assess employees' understanding of coaching?
- What types of stories, messages, or resources would help your people connect with the value of coaching?

Case Study: Engaging AstraZeneca people through communication¹⁰

AstraZeneca recognised the importance of clear communication in fostering a coaching culture. They created a compelling global narrative to support their coaching intervention, which was backed by senior leaders. By consistently messaging and showcasing the value of coaching, AstraZeneca transformed perceptions, encouraged participation, and facilitated the widespread adoption of a coaching mindset throughout the organisation.



Step 2: Align

Initiatives that prioritise individual development without aligning with organisational goals miss broader opportunities for impact.⁵

Coaching is most effective when viewed as a strategic enabler rather than a standalone intervention.⁵ Explicitly aligning coaching objectives to strategic objectives helps to deliver greater value for the coachee and the wider organisation.

When coaching is aligned with organisational objectives, it:

- Directs individual development plans towards strategic priorities⁵
- Minimises the risk of divergent efforts and inconsistent results⁵
- Creates synergy with other development programmes^{3,8}

Leaders and managers play a crucial role in bridging the gap between coaching and organisational strategy. They can help to do this by setting the strategic context for coaching and aligning it to organisational priorities.

Actionable insights

Clarify strategic priorities: Define organisational coaching objectives that align with broader strategic priorities. Engage key stakeholders, including senior leadership and department heads, to articulate objectives and get the message out. Clear alignment between coaching objectives and strategic priorities increases the likelihood of traction and sustained impact.⁵

Integrate with other initiatives: Leverage coaching alongside key initiatives relating to leadership development; diversity, equity and inclusion (DEI); digital transformation; and other priority areas. Coaching can complement other initiatives to build a coordinated people development strategy.

Communicate the connection to strategy: Ensure all stakeholders – coaches, coachees, managers, and leaders – understand their roles and the contribution of coaching to the team or organisation's long-term vision.^{5,9} Use internal communications to reinforce this connection.

Measure impact: Track coaching outcomes using metrics that align with strategic priorities, such as employee performance, engagement and productivity.¹ Implement regular check-ins among coaches,

coachees, and supervisors to build alignment on expectations and reinforce coaching's value as a strategic tool. (See 'Step seven: Evaluate' for a deeper dive into effective evaluation)

Reflection questions

- How well are your organisation's strategic priorities understood by those involved in coaching?
- Who is currently influencing coaching objectives in your organisation?
- What tools, guidance, or conversations could help stakeholders to connect coaching to the organisation's strategy?





Step 3: Target

Too often, coaching is offered reactively – based on availability, seniority, or perceived need – rather than strategic potential.

To maximise the return on coaching investment, organisations must be intentional about selecting who receives coaching and why. Target individuals who can drive significant impact within the organisation. Failing to target the right individuals, based on their readiness for coaching and potential performance impact, can dilute the impact and value of coaching investment.^{11,12}

Actionable insights

Prioritise strategic roles: Through talent planning, identify key roles who's performance and influence are critical to strategic outcomes. This may include specific teams, individuals, or those involved in major transformation programmes. Nearly 50% of expert coaching practitioners recommend beginning with senior leaders before extending to other strategic individuals, as their self-awareness and behaviour can significantly influence key decisions and across the entire organisation.⁵

Assess readiness systematically:

Research consistently shows that measuring how individuals respond to coaching and the coaching relationship is crucial for high-quality outcomes.^{11,12} Our research has identified key components

of coachee readiness that organisations should consider when targeting individuals for coaching. Use pre-coaching assessments, manager input, and 360 feedback to evaluate the following components:

| What | Why | How |
|------------------------------|---|---|
| Motivation | Intrinsic motivation drives coachees to engage and pursue growth. ^{3,9,11} | Effectively communicate coaching goals and benefits to emphasise growth opportunities, while selecting individuals who demonstrate a commitment to enhance their performance. |
| Self-efficacy | Belief in one's abilities fosters engagement and a growth mindset. ^{11,13} | Promote autonomy in projects to build confidence, while selecting individuals who show resilience in facing challenges. |
| Receptivity to feedback | Openness to feedback is vital for growth; coachees who embrace it can improve. ¹¹ | Assess individuals' responses to feedback and their ability to act on it through colleague input (e.g. 360 feedback), while providing training on effectively receiving and utilising feedback. |
| Learning mindset | Individuals with a learning mindset view capability as malleable and embrace challenges as learning experiences. ^{11,13} | Cultivate a culture of continuous learning and embracing challenges as growth opportunities, while identifying individuals who show resilience and a willingness to learn. |
| Comfort working with a coach | Comfort in the coaching relationship enhances trust and openness for deeper insights. ¹¹ | Assess comfort in discussing coaching openly through self-assessments and resources that clarify the coaching process, enabling individuals to evaluate their willingness to engage. |

Reflection questions

- How are senior leaders currently shaping – or how could they shape – your coaching strategy?
- What criteria or processes does your organisation use – or plan to use – to identify individuals who will benefit most from coaching?
- How does your organisational culture support or challenge individuals' readiness for coaching?





Step 4: Select

Credentials and experience alone are insufficient; the right coach must also possess a blend of key skills, characteristics, and knowledge.

Coaching effectiveness relies heavily on the coach's qualities, behaviours and credibility. These factors help to shape the coach-coachee relationship, which is the strongest predictor of success.^{9,14,15} A strong relationship fosters trust, openness and psychological safety, which is essential for growth and behavioural change.^{14,15,16,17} A weak coach-coachee relationship can ultimately lead to negative outcomes, such as reduced feelings of competence, performance, and well-being.¹⁶

What makes a great coach?

Effective coaches demonstrate key qualities that empower coachees to achieve meaningful, lasting change, including a blend of:

- **Skills:** Emotional intelligence,^{9,15} active listening,^{8,9,18,15} powerful questioning,^{8,9,18,15} feedback delivery,^{9,13} psychosocial support,¹⁹ and empathy.^{9,15}
- **Characteristics:** Trustworthiness,^{8,9,18,16} commitment,^{9,18} motivation to help others,¹⁸ and a non-judgmental attitude.¹⁸
- **Knowledge:** Organisational context,^{3,20,21} behavioural science,^{15,20} and psychological expertise such as graduate level training in psychology.^{9,15,20}

Internal vs. external coaches

Both internal and external coaches offer unique advantages:

- Internal coaches might better understand the culture, systems, and politics of the organisation.²² They are often more accessible and cost-effective too.
- External coaches bring objectivity and specialised expertise, they have been found to be especially valuable supporting senior leaders and change.^{9,13}
- A blended model can offer the best of both worlds, especially in large or complex organisations.

Actionable insights

Define clear coach criteria: Develop a competency framework for coaches that recognises coaching experience, qualifications, diverse lived experience, knowledge, capability, behaviours and attributes that are aligned to your organisation's strategic objectives.²⁴ Use this framework to guide recruitment and selection of coaches.

Put coachees at the heart of the selection process: Empowering coachees to choose from a shortlist of vetted coaches increases ownership, trust, and engagement.^{23,17}

Onboard coaches effectively: Whether internal or external, coaches should be oriented to the organisation's values, challenges, and strategy.^{22,24} This helps

coaches to connect more effectively with coachees by understanding their broader organisational context.

Evaluate coach performance regularly:

Use feedback to assess coach effectiveness and inform future selection and development of coaches.²⁴

Avoid over-reliance on similarity:

While rapport is important, demographic similarity (e.g., gender, background) doesn't guarantee success. Research finds insignificant links between similar life experiences, personality, or gender and coaching outcomes.^{3,25,26} Focus first and foremost on their competence and ability to build a trusting relationship.^{9,16,23,24}

Reflection questions

- What kinds of expertise and perspectives are most valuable for your organisation's coaching needs?
- What coach behaviours will help to realise your key strategic priorities?
- What criteria does your organisation use – or plan to use – to select coaches who can build strong, effective relationships and deliver strategic value?
- How can your organisation equip coaches to understand and navigate its unique environment and culture?



Step 5: Contract

Striking the right balance in contracting is essential; being too strict can stifle the coach-coachee dynamic, while insufficient organisational engagement in contracting can lead to coachee dependence.

Contracting is interpreted in a variety of different ways by coaches and HR professionals. Some organisations set high-level parameters for the structure of the coaching engagement and leave the rest to the coach and coachee – empowering them to agree how best to work together. Others adopt a more hands-on approach, providing guidance and stipulations on the relational, psychological and professional elements of the coaching engagement (more on this later).

Research suggests that contracting lays the foundation for the entire coaching relationship, serving as a key determinant of a high-quality coach-coachee relationship.²⁶ Given the significance of this, it makes sense for organisations to

stay close to the contracting process and provide guidance to deliver a consistent quality experience for coachees. This is a balancing act. Too much guidance and the coach-coachee dynamic can be inhibited. Too little and coachees may over-rely on their coaches for direction, leading to **coachee dependence**.⁵

A deliberate contracting process empowers coachees to take ownership of their growth, set goals, and pursue strategic achievements during and after coaching concludes. The most effective contracting goes beyond the 'how' and 'when' coaching takes place, to outline:

- **Relational elements:**²⁶ That all parties understand their role in the process

- **Psychological elements:**²⁶ That the coachees' aspirations, concerns, and anxieties are understood
- **Professional elements:**²⁶ That the goals the coachee wants to achieve, how much they're willing to invest, as well as the wider strategic objectives are outlined.

Organisations can deliver value by guiding the relational elements of contracting and involving the coachee's key stakeholders where appropriate. They are more likely to be effective when providing freedom within a framework for psychological and professional elements – which ought to be agreed confidentially between coach and coachee.



Actionable insights

Define roles and responsibilities:

Clarify what is expected from the coach, coachee, and manager, including session frequency, feedback delivery, and confidentiality boundaries.²⁶ Research highlights the importance of personalisation; when coachees agree their specific responsibilities, they take ownership of their development journey, creating a coaching plan that resonates with their needs and boost engagement, motivation, and stronger relationship.^{17,23}



Involve managers early: Managers can help connect coaching to day-to-day work. Consider three-way meetings at the start, midpoint, and end of the engagement to set shared expectations and track progress.^{9,12}

Reinforce confidentiality: Commit to establishing and upholding clear agreements about what will and won't be shared with others.⁹ This builds trust in the coach-coachee relationship and encourages openness and deeper insights.¹²

Make contracting dynamic: Contracting should be an ongoing process.²⁶ Encourage the coachee to revisit the contract periodically and reflect changes in goals, context, coachee readiness, or organisational strategy.²⁶ This keeps the coaching relevant and responsive.

Tailor coaching formats: Match the structure and format of the coaching engagement to the complexity of the coachee's goals. For example:

- One to three sessions: for specific performance enhancement or skill development^{4,13,14}
- Seven to nine sessions: for more challenging goals such as emotional regulation or long-term development^{4,13,14}
- Blended coaching (virtual and in-person) can improve outcomes, including self-reported well-being, job satisfaction, frustration, stress, motivation, and engagement.²⁷

Set goals collaboratively: Use contracting to set goals that correspond to the coachee's motivations and the organisation's strategic objectives.¹⁹ These goals should be:

- **Clear:** Well defined to provide a clear direction.³
- **Pragmatic:** Achievable within the coachee's time and resources.³
- **Relevant:** Consistent with the coachee's needs and aspirations.³
- **Integrated:** Connected to the organisation's strategic priorities.³

Reflection questions

- How can your organisation collaboratively define and communicate clear roles, responsibilities, and boundaries?
- What shared practices and safeguards can your organisation implement to help build psychological safety and confidence that coaching conversations will remain confidential?
- What tools, templates, or conversations could support all stakeholder in co-creating meaningful and adaptive coaching contracts?

Case Study: Clear Contracting Drives Coaching Success at Vancouver Coastal Health²⁸

Vancouver Coastal Health demonstrated impact with effective contracting in coaching. Each engagement started with an introductory meeting to clarify the coaching process, followed by a written agreement that outlines roles, responsibilities, and rights, fully aligned with the ICF Code of Ethics. This clear contracting contributed to rapid improvements in morale and retention, with participants reporting enhanced self-awareness and the ability to navigate challenges effectively.





Step 6: Reflect

Reflection is the essential bridge between insight and action; without it, coachees and organisations risk stagnation.

Having space and time to reflect helps coachees to internalise feedback, recognise patterns, and make intentional changes, promoting accountability, independence, and resilience.^{9,10,13} Reflective practice connects insight and action, helping to deliver impact and make coaching much more than just a 'nice conversation'.

Effective reflection should invite coachees to pause, process, and plan forward, serving as valuable feedback for their development.^{13,23,29} While coachees often value coaching because of this opportunity for reflection, some struggle to continue

reflective practice when their coaching ends. Through ongoing reflective practices at the organisational level, coachees can continue their journey of learning and transformation between sessions and after coaching concludes.

Actionable insights

Embed reflection into everyday work:

Promote ongoing reflective practices by encouraging coachees to journal, debrief, or summarise key takeaways after coaching sessions and critical moments.³ Use structured prompts to guide their thinking and make this a regular practice.

Use 360-degree feedback

strategically: Gather input from the coach, managers, peers, and direct reports to provide a complete view.^{3,17} Feedback should highlight progress, reinforce strengths, and offer clear next steps that the coachee can reflect on and continually look to address.

Create space for self-assessment:

Encourage coachees to rate their own progress and compare it with external feedback.¹ This reflection builds self-awareness and ownership of their growth.



Reflection questions:

- How can your organisation foster a culture where reflection and feedback is embraced as a continual tool for learning and growth?
- Who should be involved in providing feedback to offer coachees a well-rounded view of their progress and impact?
- How does your organisation recognise and reinforce coachees' growth?



Step 7: Evaluate

By neglecting proper evaluation, many organisations not only fail to measure coaching impact but also miss valuable opportunities for improvement.

Despite increasing investment in coaching, many organisations still struggle to measure its impact. Evaluation is often an afterthought. Only 44.2% of coaching engagements evaluate impact after the final session, and just 10.2% of coaching engagements formally evaluate impact at the end of each session.³⁰ Structured evaluation is crucial for identifying areas that need improvement and justifying continued investment, as it helps to eliminate biases and gaps in insights.

When evaluation is structured well, it helps organisations:

- Understand what's working and why
- Adjust coaching strategies in real time²⁹
- Align coaching with evolving business objectives

No single metric can capture the full impact of coaching. That's why effective evaluation is:

- Continuous: Built into the entire coaching journey, not just at the end, allowing for real-time refinements that enhance effectiveness¹
- Multi-source: Includes diverse feedback from coachees, coaches, managers, and peers³
- Contextualised: Aligned with the organisation's objectives⁵

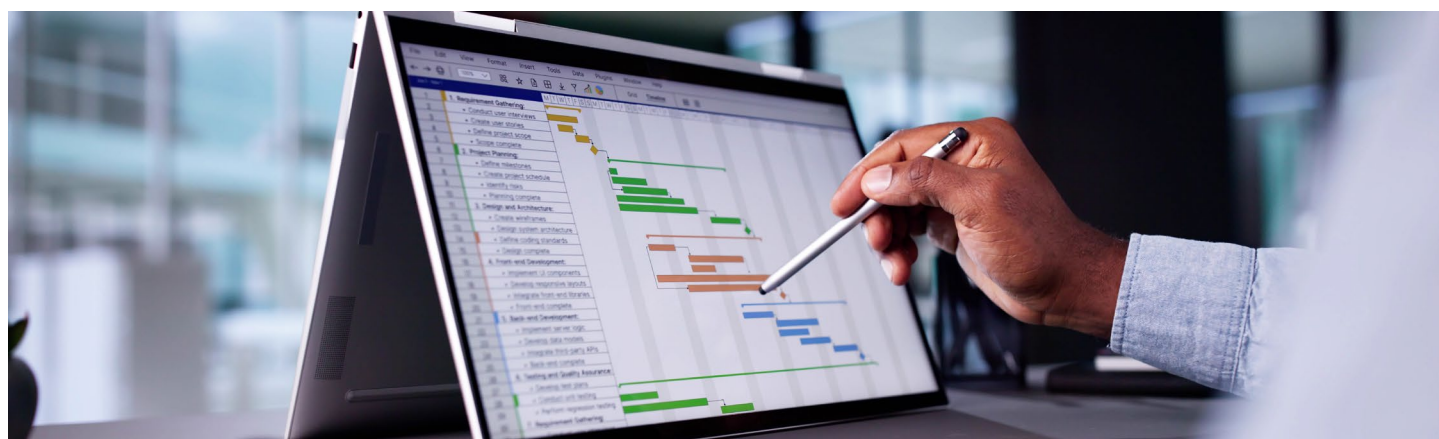
Only **44.2%** of coaching engagements evaluate impact after the final session, and just **10.2%** formally evaluate impact at the end of each session.³⁰

Actionable insights

Start with the end in mind: Define what success looks like before coaching begins. Complement evaluation metrics with strategic objectives such as engagement, retention, or leadership effectiveness. Establish a structured evaluation timeline from the outset to ensure the right individuals are assessed at the appropriate time.^{1,3}

Use a mix of methods: Combine surveys, interviews, 360-degree feedback, and performance metrics to get a holistic view.³

Tap into existing metrics: Utilise existing performance metrics that hold significance for the organisation's definition of success.^{31,32} These might include employee reviews, productivity statistics, retention rates, engagement scores, and sales performance. Use of existing metrics



allows you to benchmark the impact against comparative data from previous periods.

Identify underlying themes: Establish mechanisms to gather and analyse insights from coaching conversations, while adhering to strict confidentiality provisions. By identifying recurring themes, organisations can uncover performance risks and opportunities, informing proactive strategies that enhance the effectiveness of coaching and drive improvements.

Track progress over time: Don't wait until the end. Coaching requires ongoing refinement.¹ Regularly evaluate progress and make necessary adjustments to adapt to the evolving needs of the coachee and organisation.

Reflection questions:

- What existing data sources can your organisation use to evaluate coaching impact more effectively?
- What outcomes does your organisation want coaching to influence, and how are those outcomes currently being measured or observed?
- How might your organisation evolve its evaluation approach to better capture coaching's impact over time?

Case study: Award winning Intel sets the tone for coaching evaluation³³

Intel exemplifies strong evaluation practices. By prioritising evaluation, they integrated feedback from coachees and managers, and utilised varied existing metrics such as retention metrics. This comprehensive approach not only assessed the success of their coaching initiatives, allowing them to fine-tune coaching throughout, but also contributed to a 2.7 times higher promotion rate among leaders and a significant annual contribution of approximately \$1 billion USD to operating margin.



Conclusion

Coaching is more than just a developmental tool – it is a strategic performance asset.

This white paper has outlined a seven-step framework for unlocking systemic performance through coaching. Based on a comprehensive review of 30 studies, our framework enables the effective design, implementation, and evaluation of coaching to deliver measurable strategic impact.

Key takeaways:

- Coaching must be strategically **aligned** with business goals to deliver value beyond individual development.
- **Leadership** engagement is critical to building a coaching culture and driving adoption.
- **Targeting the right individuals** to receive coaching, based on their readiness and potential impact, maximises value.
- **Selecting** the right coaches is key to creating more impactful coaching relationships.
- Clear, dynamic, and collaborative **contracting**, supported by the organisation, helps to minimise coachee dependence and cultivate strong coaching relationships.
- Structured **reflective** practice, during and after coaching engagements, helps coachees and organisations to turn learning into meaningful action.
- **Evaluation** must be continuous, multi-dimensional, and linked to strategic outcomes.

Organisations are increasingly investing in coaching. By following these seven steps, investment can be transformed from an isolated initiative to a lever for organisational performance.

Continue for next steps →



Next steps

How can organisations use this white paper to drive more value from coaching?

Assess the organisation's coaching maturity



Begin by leveraging the white paper to assess your current approach against the seven-step model. This assessment will help you identify strengths and areas for improvement in your coaching.

Develop an action plan to enhance coaching effectiveness



Based on the assessment, prioritise specific actions that will have the most significant impact on the effectiveness of coaching in your organisation.

Implement the action plan



Once you have identified and prioritised your actions, assign responsibilities, and set timelines to deliver the action plan.

To accelerate this process and drive even more value, EY Lane4 have developed the Organisational Coaching Maturity Assessment (OCMA). This EY Lane4 tool provides organisations with a precise framework for assessing coaching maturity by:

- Defining a strategic vision for coaching within an organisation's context
- Detailing how coaching will deliver their key strategic outcomes
- Assessing the quality of the existing coaching offer against that vision

As well as identifying opportunities for value creation, the OCMA enables organisations to reduce and rationalise coaching spend by providing insights into the competitiveness of the rates they pay their coaches.

For more information on leveraging this assessment for your organisation, please get in touch.

Key takeaway: Drive the most value from coaching by assessing the organisation's current position against the seven-step model, prioritising impactful actions, and developing a clear action plan for implementation and evaluation.

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