



THAILAND COACHING SOCIETY PRESENTS...

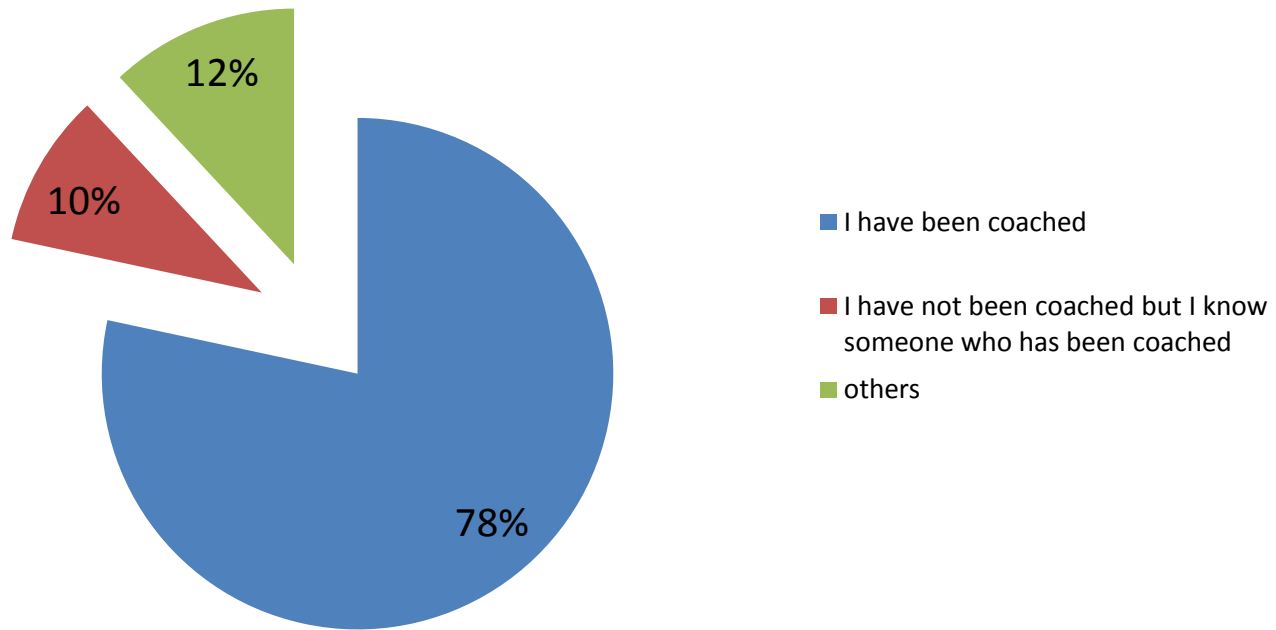
SURVEY ON EXECUTIVE COACHING EFFECTIVENESS IN THAILAND
KEYS TO SUCCESS

OCTOBER 2010

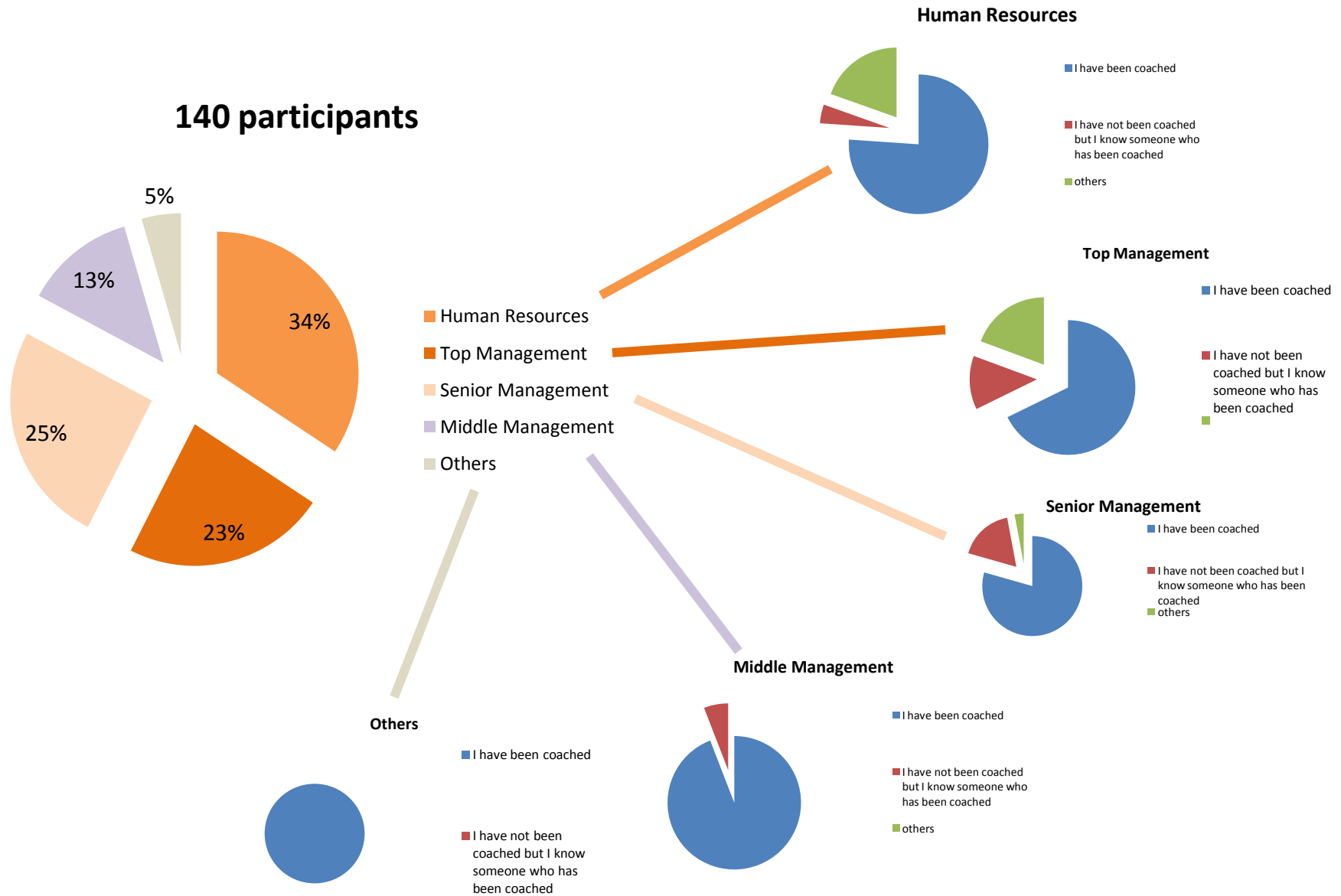
Executive Summary

- The 140 participants to the survey stem from all areas of management.
- A majority of them has been coached.
- Executive Coaching is used even more for pure talent-development than for performance or behavioral issues.
- On-the-job training & 1-on-1 coaching were assessed as the 2 most effective ways to improve *performance*.
- 1-on-1 coaching was assessed as the most effective way to improve *behavior*.
- 93% of participants would use Executive Coaching again.
- 2 main pitfalls in coaching : coachee's fear of change and coach's lack of experience/credentials.
- Lack of involvement of hierarchy is also a significant obstacle to success in coaching.
- Most participants predict growth of Executive Coaching.
- Coaches' certification and accreditation are not well known, yet critical.

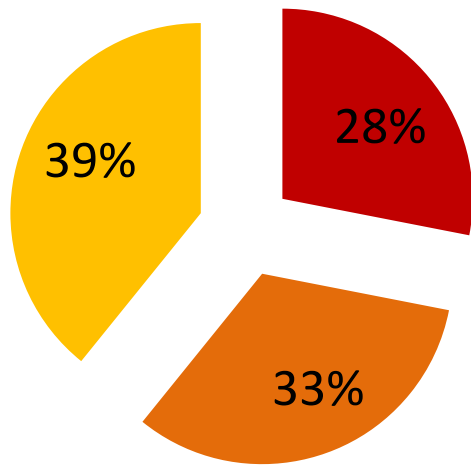
140 participants
a majority has been coached



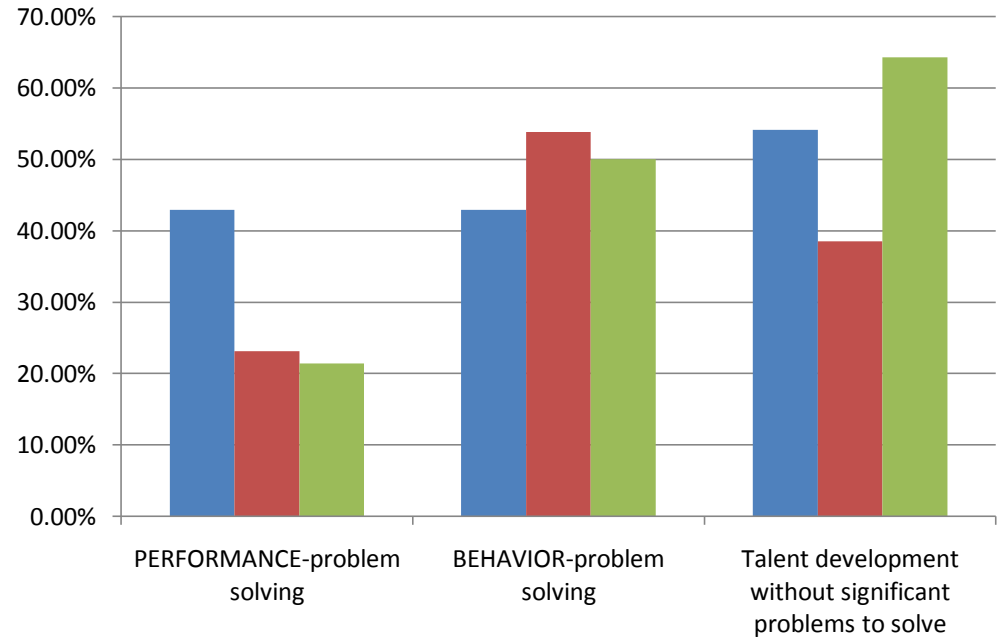
Participants stem from all areas of management



Executive Coaching is used even more for pure talent-development than for performance or behavioral issues



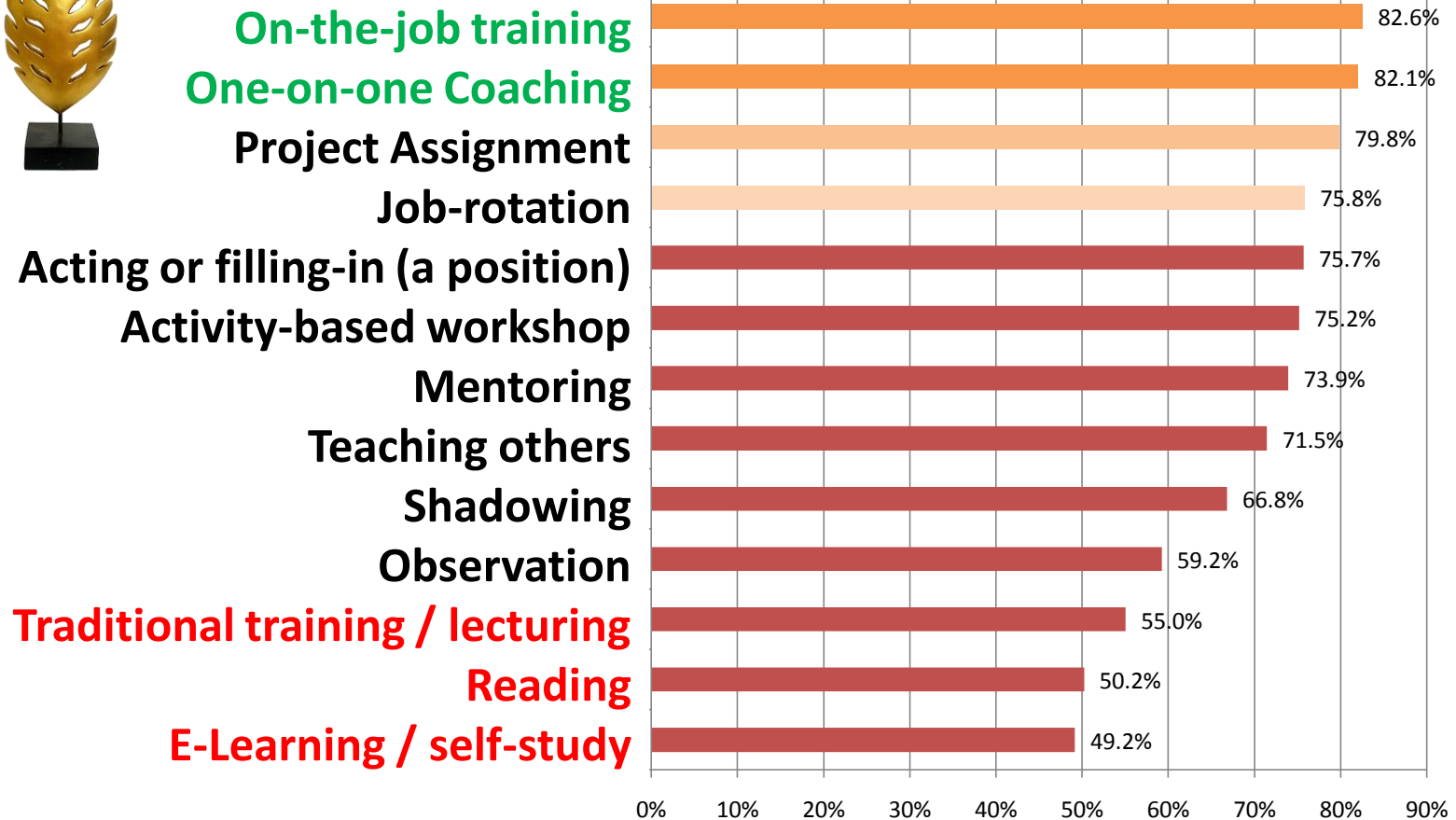
- PERFORMANCE-problem solving
- BEHAVIOR-problem solving
- Talent development without significant problems to solve



- I have been coached
- I have not been coached but I know someone who has been coached
- others

On-the-job training & 1-on-1 coaching assessed as most effective ways to improve performance

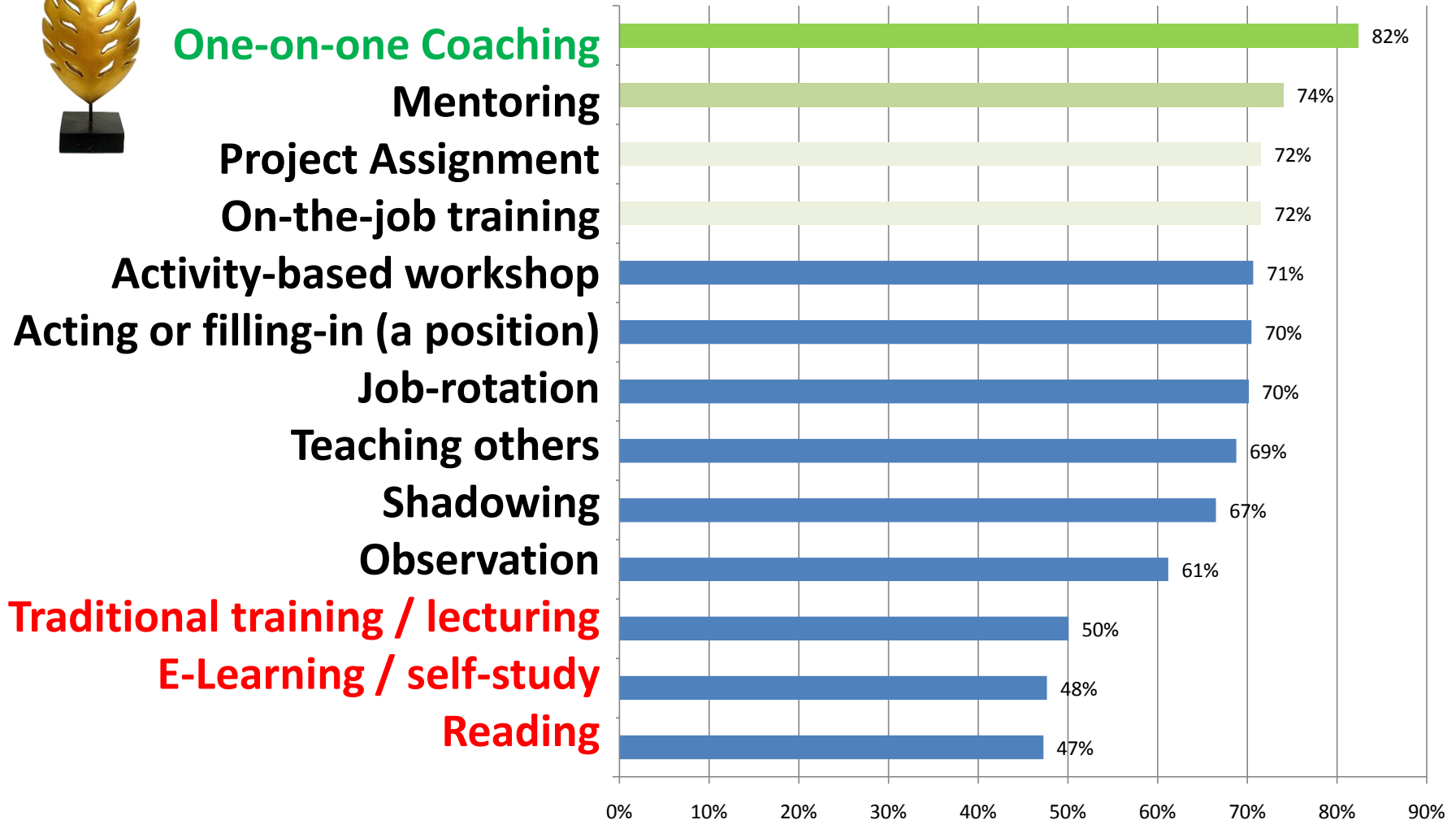
Effectiveness / **performance** improvement



1-on-1 coaching assessed as the most effective way to improve behavior

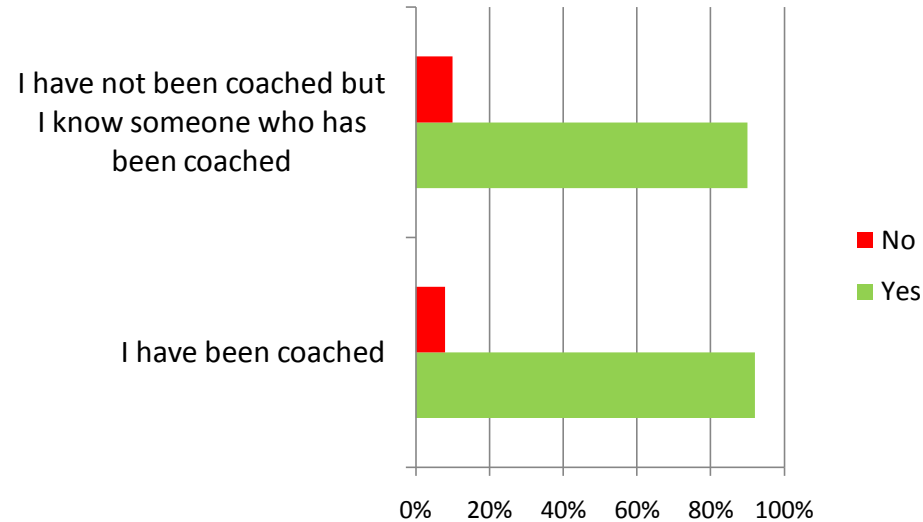


Effectiveness / **behavior** improvement



93% of participants would use Executive Coaching again

Would you use coaching again?



Reasons for "no" answers:

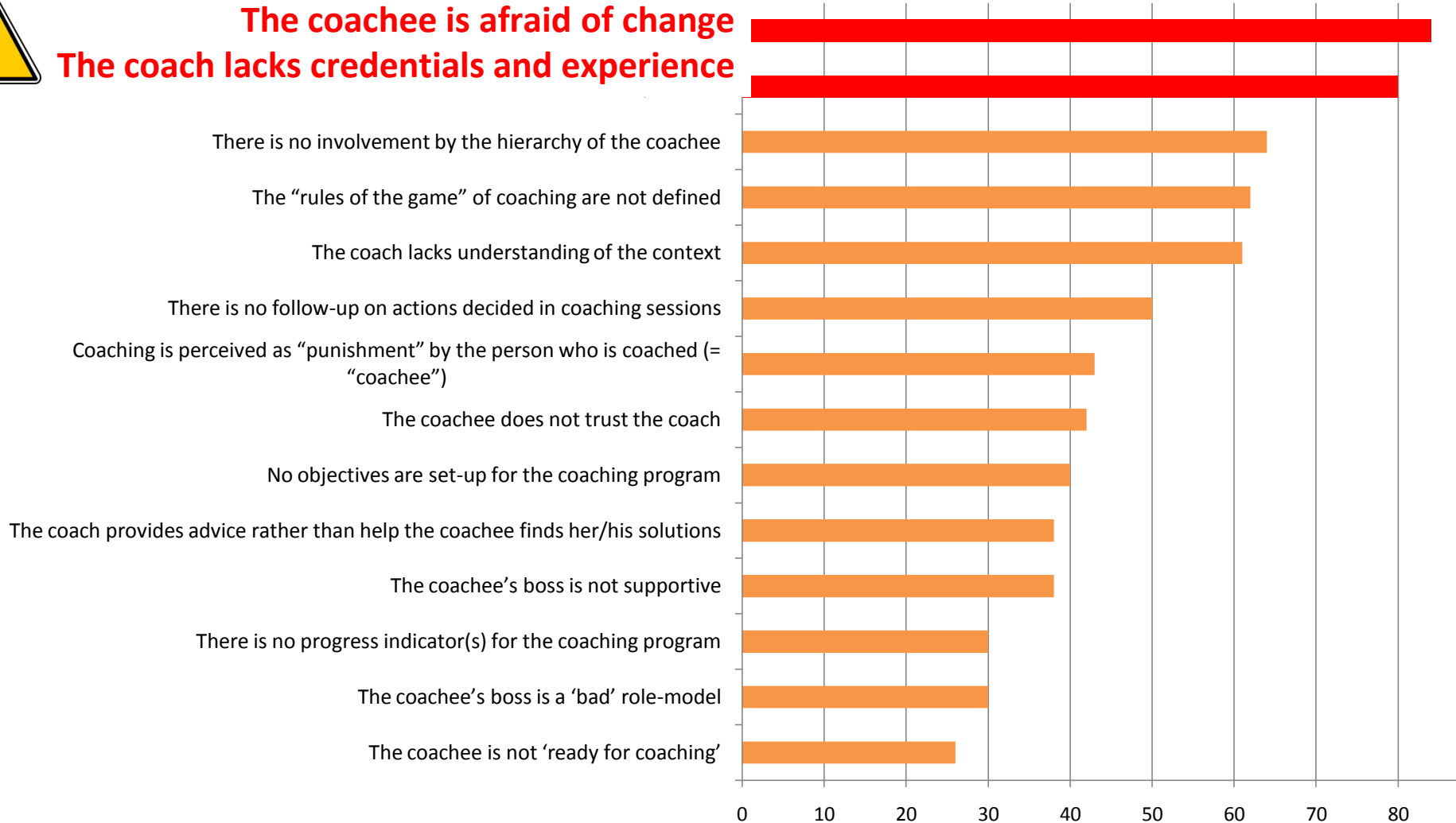
1. high cost at the moment
2. the cost of service is too high for SME/Sometimes we believe we can coach our team by ourselves (from our experience).
3. do not see the need for it at the moment
4. depends on case by cases & situations
5. In my company they have Internal Coaching Program which certified and strong experience.
6. **It will not last long and after the coaching period completed, everything might be at square 1.**

2 main pitfalls in coaching : coachee's fear of change and coach's lack of experience/credentials

Pitfalls

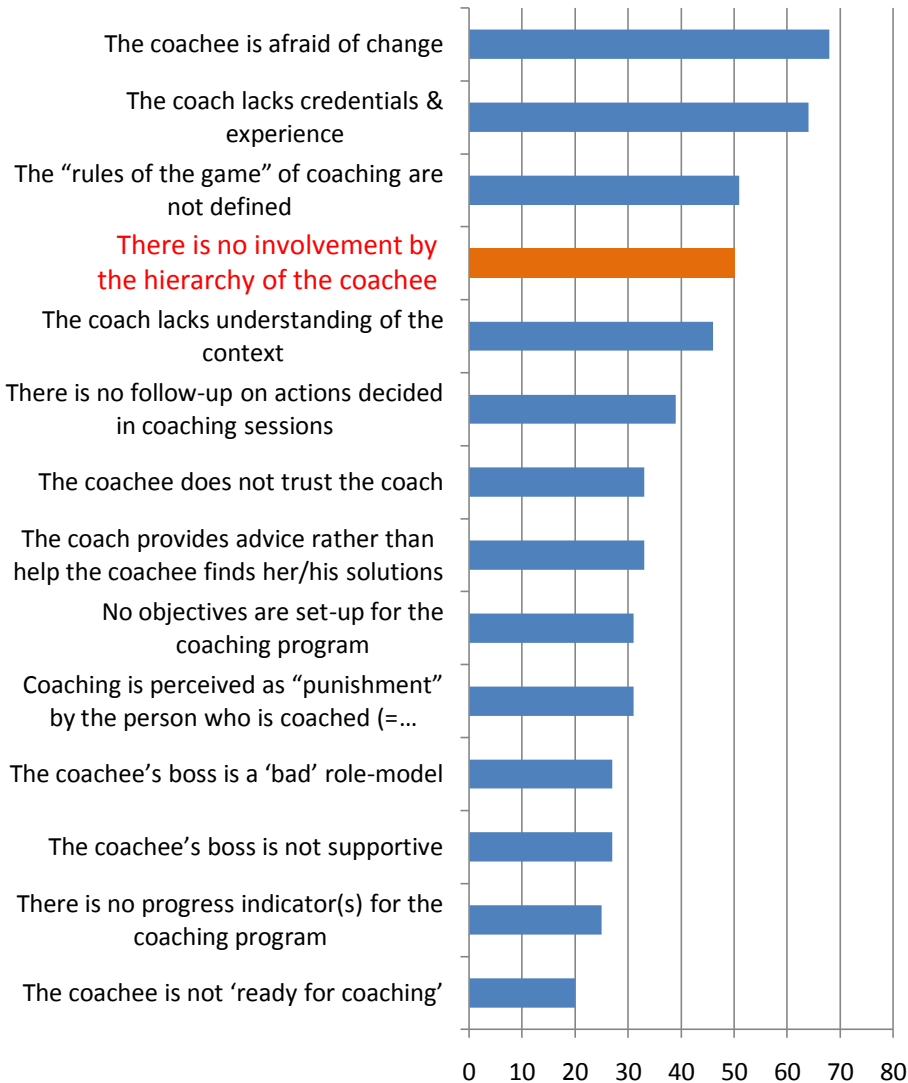


The coachee is afraid of change
The coach lacks credentials and experience



Lack of involvement of hierarchy is also a significant obstacle to success

I have been coached; pitfalls are:



I have not been coached but I know someone who has been coached; pitfalls are:



Participants shared their ideas of 'good practices' (1/3)

- ✓ Coach asks proper questions.
- ✓ Provide solution by asking right questions
- ✓ Ask coachees to think by themselves what they should do.
- ✓ When the organization itself has good role models of coaches who are successful because of that. Often times, the immediate manager of the coachee is the one with the most influence on how best to develop people.
- ✓ Setting Question Skill and Deep Listening Skill
- ✓ Coaching by helping coachee to find her/his solutions rather than provide advice
- ✓ Build-up trust
- ✓ Having evaluated 360 Degree before starting coaching i.e. boss, subordinates, peers etc.
- ✓ Trust, setting boundaries, confidentiality
- ✓ Know objective, listen, analyse, get involved, get solution.
- ✓ Being with the coachee in the real situation
- ✓ Advise and closely monitor
- ✓ Always let the coachee find the solutions him/herself
- ✓ Trust and Safe environment with less ego. I would take this as 1st cardinal rule.
- ✓ Role play Game: simulation of coachee to play as subordinated person
- ✓ Commitment, follow up and a good mirror
- ✓ Working out step by step solutions towards a problem rather than talk big picture.
- ✓ Ice breaking , discuss how to get the best solution
- ✓ Be available and approachable. Demonstrate how to reduce conflict in the work environment and boost teamwork
- ✓ Review previous coaching session before going on
- ✓ Provide critical or evidence-based feedback
- ✓ Trust, openness, support from boss
- ✓ I can open my mind with coach and get advice from my coach
- ✓ 360 degree survey
- ✓ Really understand the coachees and encourage them to go the extra miles

Participants shared their ideas of 'good practices' (2/3)

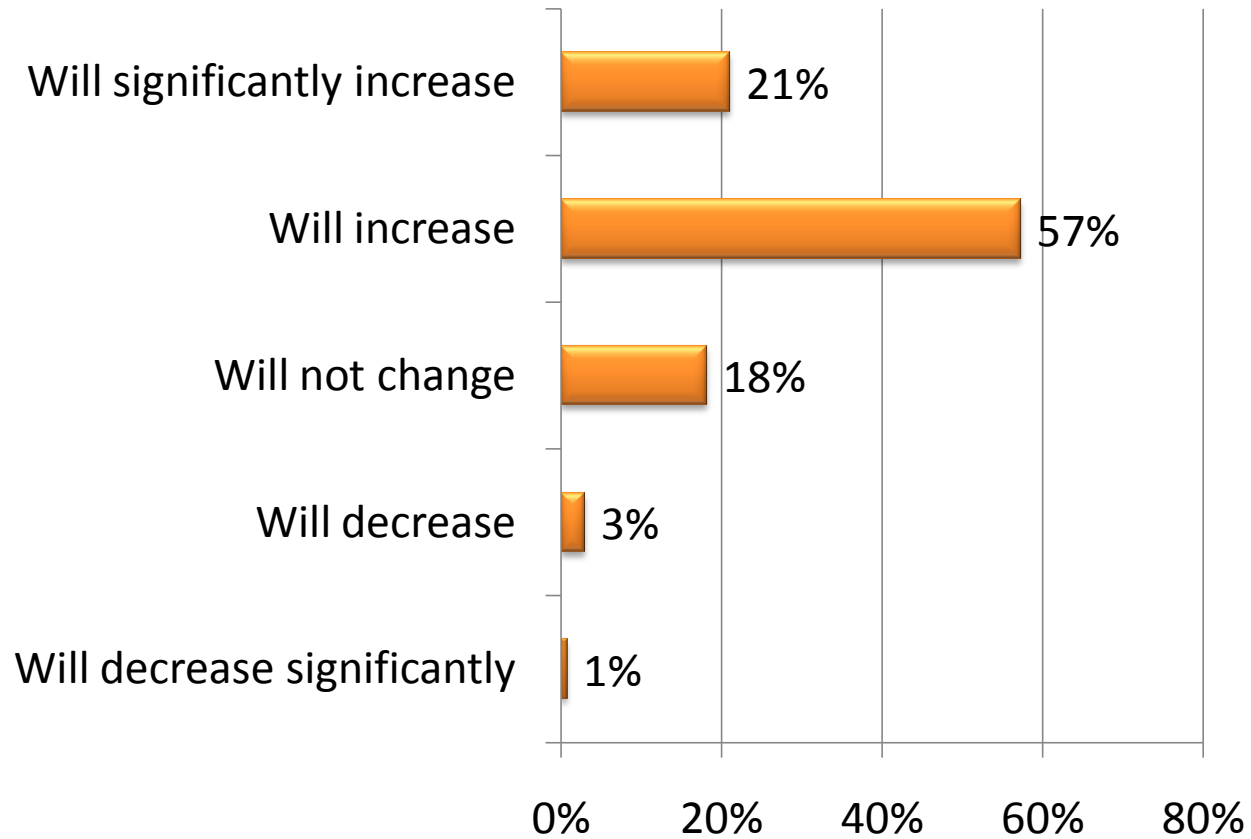
- ✓ 3-way involvement (Coachee, Coach and Boss)
- ✓ No crash coaching, write the objectives, prepare next session, no taboos
- ✓ The Coachee's boss walks the talk. Enforcement by the boss.
- ✓ Follow-up regularly
- ✓ Coachee agrees about the choice of Coach, feels confident
- ✓ The coachee defines the action plan by himself after input from the Coach. The coach role is to help the coachee to take his own decision.
- ✓ The coach guides, observes, advises and follow up
- ✓ Respectful, honest, common goal-oriented relationship between Coach and Coachee
- ✓ Coaching from Coachee's work issues is more effective
- ✓ Coach should be independent
- ✓ Cross functional knowledge and opportunity to explore
- ✓ Clear goals, partnership, and good communication
- ✓ Listen and advice
- ✓ Honesty, mutual trust, listening, open-mindedness, non-judging, supportive
- ✓ Trust between coach & coachee
- ✓ Listen - get a clear understanding of the actual way of working/managing - and as well as the objectives of the executive
- ✓ 1) Keep confidentiality so that the coachee feels comfortable to share his point of view. Then the work done with the coach is representative of the actual situation.
2) give some feedback to the coachee. Some negative when necessary to make him change, some positive to motivate him
- ✓ Disciplined approach: R.I.V.A.S. (s.m.a.r.t.)
- ✓ Ability of the coach to empathise and yet challenge. There is also a need to set clear goals at the beginning of each session
- ✓ Have someone that we can consult with, get some good ideas for futher step
- ✓ Regular practice and follow-up
- ✓ Let the coachee talks as he wants
- ✓ Need for immediate practice situations

Participants shared their ideas of 'good practices' (3/3)

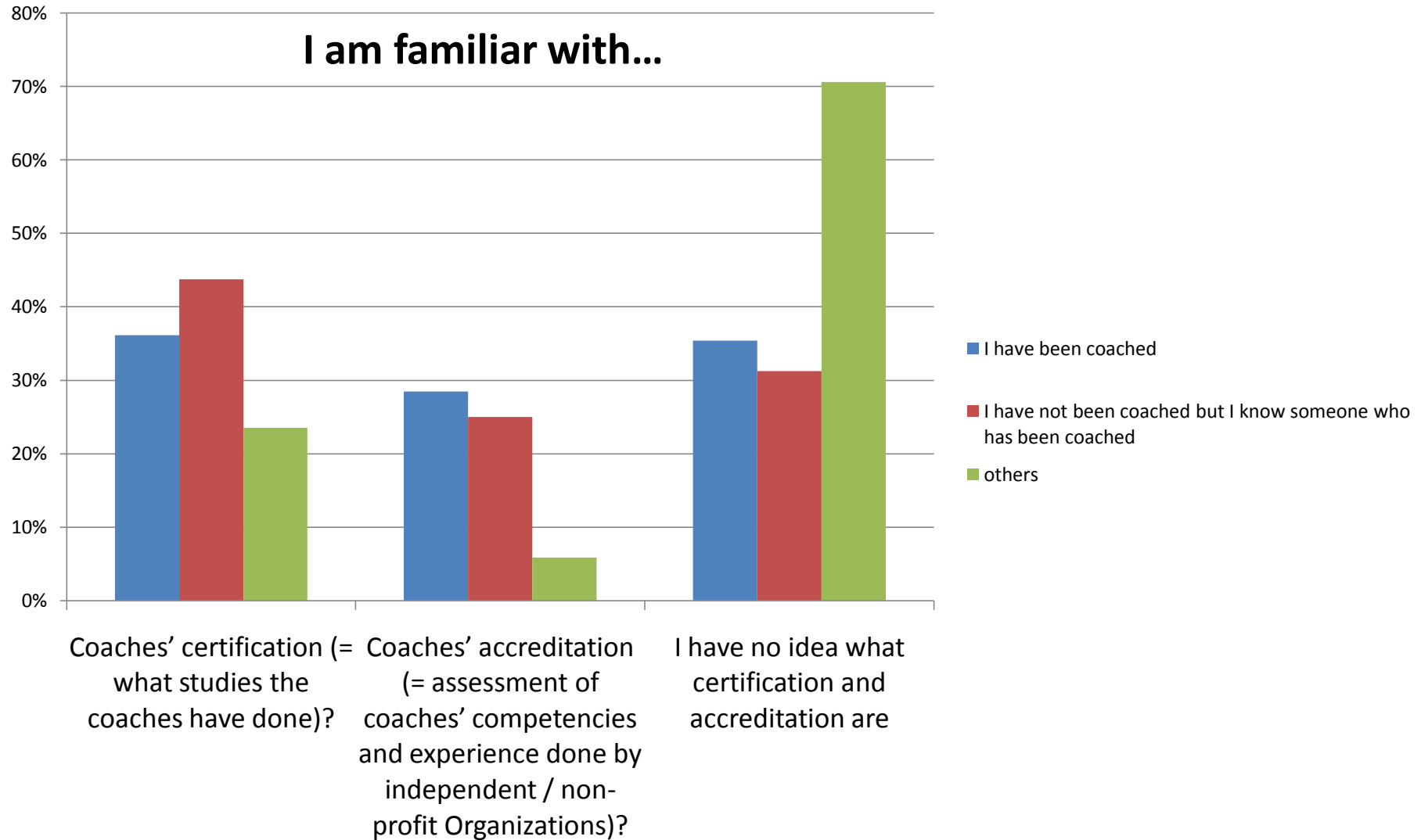
- ✓ Strong coaching skill and knowledge of the coaching content
- ✓ Consistent and continuous open-dialogue
- ✓ In-depth knowledge and persuasive manner of coaching
- ✓ Having a different perspective on the problems you are facing.
- ✓ Professional skill
- ✓ Keep recorded of coachee performance and review during coaching
- ✓ On the job training by senior in my work.
- ✓ Coach provide constructive comments and practical advise
- ✓ Objective set up and result achievement indicator
- ✓ Advice and follow-up
- ✓ Practice what you coach
- ✓ Get them some choice to do in different way
- ✓ Coach must have more experience and knowledge
- ✓ Supporting from the Boss.
- ✓ It's improve performance
- ✓ Get trust from coachee
- ✓ Using the third party
- ✓ Coaching with close monitoring
- ✓ Coachee understanding, specific coach for need, positive&
- ✓ Ability to lead coachee to see concrete problems by his/herself and suggest or lead to compromising solutions
- ✓ Assessment of coachee's competence for the collective goal setting
- ✓ Learning not Leading
- ✓ Trust and truth
- ✓ Trust should be created between coach and coachee
- ✓ The coach follow up and superior is involved

Most participants predict growth of Executive Coaching

Use of Executive Coaching...



Coaches' certification and accreditation are not well known



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