

Coaching Research Institute LLP Makes Presentation Titled “Organizational Development through Coaching, and Evaluation of One-on-one Coaching” at the Academy of Management

Tokyo, Japan - Coaching Research Institute LLP (CRI), a research agency established through financing from COACH A Co., Ltd. has made a presentation titled “Organizational Development through Coaching, and Evaluation of One-on-one Coaching” at the Academy of Management (AOM) held in the U.S. on August 3, 2012.

■ World’s largest academic conference in the field of management

Considered to be the world’s largest academic conference in the world in the field of leadership and organizational development, AOM attracts members from all over the world. In this conference, Musashi Bansho of CRI, along with other presenters including Toshihiro Kanai of Kobe University, jointly made presentations in a workshop titled “Challenges and Prospects of Coaching Research: Application of Leadership Theory to the Coach–Coachee Relationship”.

■ Presentation on case study of organizational development and performance measurement through coaching

The title of Bansho’s presentation was “Organizational Development through Coaching and Evaluation of 1-on-1 Coaching”. Using case studies, Bansho has demonstrated coaching endeavors and performance measurement aimed at organizational development in the Japanese corporate world. He has also stated that he wishes to unlock the mechanism of coaching by quantitatively measuring coaching results, and in turn developing coaching methods that lead to better performance. Session discussant, Lotte Bailyn, Professor of Organization Studies at the MIT Sloan School of Management, commented that Bansho’s presentation on the mechanism of coaching was unique and intriguing.

■ Aspiring to make coaching a global standard

Bansho, after attending numerous sessions at AOM, observed that there is yet to be a global standard in the realm of coaching definition and performance measurement methods. He was, however, able to witness a high level of interest in the world of management, as business schools started to embrace coaching in their curricula in earnest. As for future prospects, he reaffirmed that COACH A, as a research institute arm of a global coaching firm, aims to further enhance the level of evidence gathered through practice both in terms of quality and quantity, and in turn promoting the standardization of coaching definition and performance measurement methods in the fastest way possible.

***Academy of Management (AOM)**

- World’s largest academic conference in the field of management founded in 1936
- Possesses approximately 19,000 members in 109 countries

- Over 10,000 attendees from North America, Asia, Europe, the Middle East, and Africa gather in its annual meeting consisting of 1,800 sessions and spanning over five days

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Reference: Summary of Presentation

“Organizational Development through Coaching and Evaluation of 1-on-1 Coaching”

Coaching started in the U.S. with the aim of achieving personal goals. It was introduced to Japan in the late 1990s, and began to be adopted by Japanese corporations in the early 2000s as a method for organizational development. In recent years, not only do people who have been coached demonstrate higher performance, but entire organizations within corporations have been transformed as a result of others in the organization receiving coaching from previously coached personnel. In accordance with the increase in number of corporations adopting coaching, the trend to visualize the quantitative results of coaching performance for the purpose of clarifying ROI is becoming increasingly popular.

According to the 2012 ICF Global Coaching Study, a global study on coaching, the biggest challenge in the coaching industry is unraveling the effects of coaching. COACH A's current efforts in Japan to address this challenge are sure to make positive contributions to the coaching community worldwide.

COACH A measures the impact of coaching in corporations at the following four levels.

1. Client feedback
2. Changes in actions taken by client
3. Changes in individuals surrounding the client
4. Changes in organizational performance benchmarks

In regard to Level 1, the development of the Standard Coaching Evaluation (SCE), an assessment tool capable of quantitatively measuring feedback from the client, helped resolve the challenge presented by the inability to store and visualize information other than conversations between the coach and the client.

The following findings have been revealed through data analysis of records of 261 individuals who have undergone SCE.

- In coaching, the “clarification of goals and visions” is the one impact most strongly felt by the client.
- The “setting of tangible goals measurable using external standards” is the one action that most enhances the influences of coaching.
- By having individuals surrounding the client carry out a 360 degree assessment of the client before and after coaching, those clients with relatively high SCE scores show more significant changes in action when comparing scores before and after coaching.

Research on corporations has also been implemented in regard to levels 2, 3, and 4. At one particular corporation, when annual sales figures between one group which had embraced coaching and another without coaching were compared, the performance of the group with coaching exceeded the group without coaching by 1.42 times.

COACH A and its research arm, Coaching Research Institute, continue to engage in research that shed light on the influences of coaching, and actions of coaches that generates higher efficacy through evidence-based coaching.