lingo live

How to choose a coaching vendor and measure program effectiveness

Executive Summary

Organizations struggling with attrition, employee engagement and culture issues are prioritizing talent development and realizing significant business benefits by turning to coaching for both executives and individual contributors. In fact, 86% of organizations that have focused on employee coaching achieved a measurable return on investment, according to the Global Coaching Client Study commissioned by the [International Coaching Federation (ICF)](#). One out of five respondents even said their organization experienced an ROI of fifty times their investment. Just as important, employees valued the opportunity to improve: 96% of coached individuals said they would repeat the process again.

While some organizations maintain a mentoring culture that encourages their own employees to act as internal coaches, many are seeing greater advantages by engaging external coaching providers that can act as objective partners, apply specialized expertise, and assure a standard approach across coaching experiences.

Choosing the right coaching vendor comes down to finding the best fit for your organization. This includes not just matching up as far as budget and program scale, but also aligning coaching expertise with the specific outcomes your organization is seeking. A needs analysis is key to setting the right goals, and selecting the right vendor.

Adopting a business outcome-focused approach in advance of vendor selection also helps guide the measurement of program effectiveness down the line, with the best providers furnishing tools and metrics for demonstrating the day-to-day impact of your program.

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Table of contents

What can my organization accomplish with coaching?

Organizations worldwide are struggling with attrition and lack of engagement. In the U.S. alone, 37.4 million will quit their jobs in 2022, a 20% jump in annual voluntary turnover, according to Gartner, Inc. Also continuing a downward trend since the onset of the COVID-19 pandemic, only 32% of U.S. employees are actively engaged in 2022, according to a recent poll by Gallup. Gallup also reported that fewer than a quarter of employees feel strongly that their organization cares about their well-being.

68%

of employees are disengaged

<25%
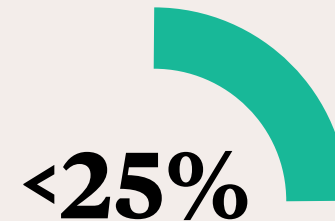
of employees feel their employer cares about their well-being

But there was a glimmer of hope:

The organizations that were identified as consistently improving their cultures also were the ones that consistently upskilled managers to coach their employees through their strengths.

Coaching was once seen as reserved for organizational leaders and "high potentials," but providing coaching opportunities to the entire employee base can empower, upskill and improve engagement and performance across the organization. In fact, establishing coaching as a critical foundation of workplace training can provide significant advantages. In a [Brandon Hall Group Benchmark Report](#) that examined the use and effectiveness of various workplace training modalities, coaching and mentoring were rated as the most effective, ranking higher than more than twenty other forms of training. Coaching is proven to accelerate the development of job-specific skills, improve team effectiveness, and to support employees during transitions.

Coaching is especially effective when organizations are seeking to develop high-potential leaders. When the Human Capital Institute (HCI) and ICF [surveyed HR, learning and development and talent management professionals](#), they found that organizations most often use coaching as a component of their leadership development programs and as a development opportunity for individual contributors. They also use coaching to improve the approach to performance management conversations, to increase employee engagement and strengthen team dynamics.

Providing coaching opportunities to the entire employee base can empower, upskill and improve engagement and performance across the organizations.

What are the advantages of using external coaching?

Organizations that emphasize mentorship and maintain internal coaching cultures often do help facilitate higher engagement and improve motivation. But in terms of creating immediate business impact, often, external coaches can achieve much more, for several reasons:

01. Specialized skill and experience

While some internal executives and managers may have received training in coaching, most lack the deep expertise of a professional, certified coach. By contrast, external coaches have been trained as specialists to bring knowledge across a range of coaching theories and frameworks that might apply to your organization. Their varied experiences working within multiple organizations make it more likely they will be able to identify strategies that work in yours. In addition, their experience with a variety of learning styles can help them adapt the program appropriately for each type of learner in your organization. The aforementioned Human Capital Institute (HCI) and ICF survey indicated that the ability to coach executives effectively was seen as a specific advantage of external coaching by more than 60% of respondents. By contrast, nearly half named executive coaching as a specific disadvantage of internal coaching approaches. The higher frequency of coaching sessions and better accessibility of coaching resources also were seen as big pluses for external coaching.

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02. No conflicts from other organizational responsibilities

Regardless of their level of commitment to a coaching program, when employees are tasked with coaching other employees, it takes time away from their other operational responsibilities. Not surprisingly, often, their day-to-day work tends to take precedence over working with their coachees. Because external coaches' primary responsibility is coaching, their time is squarely focused on each employee's individualized coaching objectives and they each maintain a professional stake in their coachee's success.

03. Speed, scale and coach quality

An external coaching vendor saves learning and development leaders significant program setup and management time because they do not have to recruit and manage coaches. Because maintaining a diverse group of highly qualified coaches is central to their business, coaching vendors are better positioned than HR leaders to maintain the number and quality of coaches, as well ensure the pool of coaches has the variety of specializations required for success.

04. Neutral, confidential third-party feedback

When working with internal coaches, sometimes coachees are guarded about their shortcomings and unwilling to question existing organizational thinking. Because external coaches are unaffected by the internal politics of the organization, they are able to offer an unbiased perspective about the terrain and to provide advice that is centered on the coachee's needs. With external coaching, coachees generally have more confidence in the privacy of their discussions and are more willing to discuss their shortcomings. They are also more likely to see advice as neutral and motivated solely by a desire to help.

05. Assuring use of a common approach to coaching

With an external coaching provider, it's less likely that coaching will become an ad hoc affair. Coaching vendors bring a fresh perspective and can assure that all participants and coaches follow the same process and approach. Each coachee, regardless of geography, business unit or level, benefits from a centralized development plan and uses the same tools as other employees.

8

What questions should you ask before you choose a coaching vendor?

It's important that your coaching program is rooted in

a broader organizational context and aligned with its overall business strategy. To do so, you need to focus on enhancing the specific capabilities most likely to advance the organization's vision
and mission.

One great way to start is by performing a needs analysis

in order to identify where the skills gap lies within your organization.

A needs analysis can answer these important questions.

01. How can executives and individual contributors benefit from coaching?

02. How will it help your business? How can coaching help advance company goals?

03. How do company goals relate to personal learning and development objectives?

04. What business impact can coaching make on the organization and on individual development?

05. Where does coaching fit into your learning and development budget?

Coaching needs analysis chart

Step	Questions to answer
01. **Establish context**	How and why has a need for coaching been identified? What are the expectations around the breadth and duration of the program? How will business leaders support the effort?
02. **Delineate the organization's short and long-term goals**	Where does leadership plan to take the business in 2, 5, and 10 years? These goals can often be derived from existing business plans and one-to-one conversations with business leaders.
03. **Define achievable performance outcomes**	What knowledge, skills and job behaviors are required for success in advancing the business objectives? Field a survey across business leaders to zero in on the most important.
04. **Conduct skill assessment**	What is our current level of capability in those knowledge, skill and behavior areas? This can be captured by aggregating data from existing performance reviews and from fresh surveys.
05. **Determine skill gap**	What is the gap between current and desired skills?
06. **Estimate resources**	What budgetary resources will support the program? What are the agreed levels of time for business leaders and coachees to invest?
07. **Create evaluation criteria**	What constitutes success and how will you measure it? How will you determine whether the skills are being developed? What analytics and measures can my coaching platform furnish?

What are some good ways to find and evaluate coaching vendors?

It's possible to get a good read on coaching vendors' approaches and differentiators by reviewing materials they make available through their websites. Usually, they will list prominent clients and often include specific brand endorsements – this can be useful in identifying specialties. It's also worth examining the resources they make available to coachees and taking a peek at their support mechanisms – look for online links to FAQs, troubleshooting, and resources for coaches and learners.

While online directories from sources like SHRM and ICF can provide a useful list of coaching providers, the fastest pathway for many human resources, learning and development (L&D) and organizational development (OD) leaders may be to seek referrals and recommendations from other colleagues in the field. For example, OD professionals often form guilds associated with their graduate study programs, their industries and/or their geographies. These groups often comprise useful referral sources as well as discussion centers on the topic of coaching.

The leading coaching vendors work hard to demonstrate their expertise by regularly sharing best practices and highlighting specialization areas.

Most vendors are eager to shed light on their capabilities and differentiators and will be happy to schedule a conversation about their offerings and in some cases, demonstrations of their platforms. It's useful to schedule these sessions to help determine not only capabilities, but also to get an initial read on the fit with the provider, your budget and the goals you have in mind for your program.

Some organizations prefer to begin with a pilot program or a smaller cohort in order to demonstrate effectiveness prior to a full-scale rollout. While a pilot is not always possible, vendors should be willing to scale up their program over time. An initial project can serve as a useful test ground for determining whether the vendor is attentive, delivers on time, demonstrates flexibility and whether employees engage with the program.

While certainly not necessary for all organizations, many companies require a formal request for proposal (RFP) for all vendors. If using an RFP, create one that details technical, budget and timeframe requirements and that can be answered uniformly. Define the deliverables that must be included as well as those that are desired if possible.

Also, be clear about expectations for support and reporting. When possible, limit the RFP's distribution to a shortlist of vendors that you've pre-qualified through research and referral, as it can be unnecessarily time-consuming to include more than a few vendors in an RFP response process. Although coaching programs can be complex and each provider will vary the approach to pricing, creating an RFP that allows apples-to-apples comparisons as much as possible can help guide decision making.

What qualities should I seek in an external coaching vendor?

01. Solid coaching credentials

Do their coaches hold third-party credentials in coaching? Several organizations provide certification in coaching. The most well recognized are credentials from the International Coach Federation. This nonprofit organization is the largest global resource for business and personal coaches. Considered the gold standard in coaching credentialing, ICF offers an Associate Certified Coach (60+ hours of training, 100+ hours of coaching experience), a Professional Certified Coach (125+,500+) and a Master Certified Coach

credential (200+, 2500+). Other organizations that offer coaching credentials include the Worldwide Association of Business Coaches, the College of Executive Coaching, the National Career Development Association (NCDA), the Center for Creative Leadership, and the Center for Coaching Certification.

02. A full roster of qualified coaches

Credentials are one indicator of coach quality, but a coaching vendor should go beyond that single checkbox to assess and qualify coaches. There are thousands of coaches doing business in the marketplace, and dozens of companies that claim to manage coaching programs at scale. Some providers don't have the sheer number of qualified coaches necessary to scale programs for larger companies.

Others, in an effort to increase the numbers of coaches in their rosters, are not as selective or consistent as others.

Foremost, your coaching vendor should be able to furnish the volume of coaches that have the domain expertise you need. It's an advantage if they have experience in your industry. It can also be helpful if the provider has often worked with company cultures similar to yours.

It's important that only highly qualified and constructive coaches influence your employees and impact your organization. Your coaching vendor should demonstrate to you that it maintains careful standards and manages a rigorous process for qualifying coaches. Coaches should bring significant experience in professional coaching and ideally will have held leadership positions with similar demands to those made of their coachees.

When assessing potential providers, ask about their processes for certifying and training coaches.

01. Do they require that coaches undergo just a few hours of training or are potential coaches required to invest more time and effort before attaining certification?

02. Do the coaching providers continually work with their coaches on coaching best practices, methods, and approaches?

03. Do they maintain a diverse coaching community?

04. Do they train coaches specifically on cultural nuance?

03. Ability to build and measure programs based on business priorities

Your organization's business priorities should determine the objectives of the coaching program, and your coaching vendor should be able to provide you with the content and metrics required to meet those objectives and measure them. These goals could be centered on improving profit, strengthening culture and reputation, delivering more innovation to the marketplace, or improving recruitment and retention.

Once you've done the hard work of prioritizing the most urgent goals for your organization and getting them validated by leaders, your coaching vendor should be able to explain how the program will assure these skills will be coached in, practiced and applied to everyday work. The program should be built to deliver the knowledge sets, skills, and job behaviors required for success at your organization. The ROI conversation with your coaching vendor begins here.

Measuring impact requires understanding what your organization is trying to accomplish with coaching and translating those into individual and group objectives. Earning advanced leadership buy-in that those training objectives do in fact ladder up to the larger business goals helps ensure the program will be seen as a success down the line.

This first means looking at which skills will be most helpful in advancing top business goals. From there, identifying the behaviors that people with those skills exhibit can be extremely helpful for measuring impact after coaching.

At Lingo Live, we've identified seven key business outcomes that many organizations would like to see employees achieve:

01. Increased Engagement

02. Increased Innovation

03. Improved Productivity

04. Improved Quality of Work

05. Improved Team Performance

06. Promotion

07. Reduced Conflict

Most coaching platforms can furnish metrics around the number, duration and frequency of coaching sessions, but to prove program effectiveness, they should also zero in further on whether skills are being developed. The best coaching vendors start by obtaining baseline measures prior to the program beginning. This is accomplished through both self-assessment and surveys of coworkers that help highlight which skills represent the most significant growth opportunities for each coachee.

The coaching provider should work with you to connect goals with the skills and behaviors that need to be acquired. Coaches working with a dedicated platform often draw from a knowledge base or methodology that allows them to associate a range of positive behaviors that people with each of the sought-after skills regularly demonstrate. Then, as the coaching program takes hold, the coaching vendor should be able to execute regular 360-degree feedback surveys that examine whether managers, colleagues, and direct reports are observing the coachee demonstrating these positive behaviors as part of everyday work.

Lingo live skill table:

Communication	People	Thought	Emotional Intelligence	Performance
Speaking Clearly and Concisely	Building Relationships	Thinking Critically	Being Self-Aware	Taking Initiative
Delivering Strong Presentations	Coaching & Developing Talent	Cultivating Innovation	Being Confident	Planning & Directing Work
Writing Effectively	Having Difficult Conversations	Forming a Clear Vision	Being Resilient	Focusing on Execution
Active Listening	Influencing People	Defining Key Outcomes	Being Open	Ensuring Accountability

The best providers also assure that you have visibility of the coaching activity across the organization. They will also help you create transparency via active feedback mechanisms among coachees, their managers and colleagues and their coaches. This feedback loop helps support a results-based approach to scaling the program.

04. Ability to personalize programs for coachees

While classroom-style learning has its place, most organizations turn to one-to-one coaching because it can be so effectively personalized. Employee-driven learning in a one-to-one coaching orientation makes it easier for coachees to explore personal challenges, show vulnerability, and develop individualized action plans for improvement. This is because it focuses squarely on the skills and behaviors that each coachee needs to develop and helps them apply them directly to their day-to-day work. Because of this, leaders that are seeking personalized and tailored development often prefer it. Employees are often the best at knowing what's holding them back within their organizations.

Coaching programs are shown to be more effective when each employee's coaching experience can be personalized. Coaching vendors should offer coaches with a range of specialties in order to help create the best match possible. Sometimes, this can even include those with hands-on experience in the same role. In any case, the vendor should have a defined process for determining which subject matter experts would best help each employee with skill and behavior goals. Look for a provider that has designed an approach to examining individual employees' challenges and strengths and that can personalize the program for each, even at scale.

Employee-driven learning in a one-to-one coaching orientation makes it easier for coachees to explore personal challenges, show vulnerability, and develop individualized action plans for improvement.

A key component of this is the intake process that the provider uses for matching coaches and coachees. The best providers concentrate on assessing how each individual prefers to be coached and on understanding the areas the coachee believes they need to improve most. This is accomplished in some cases via live intake, but most often through self-assessment forms. Beyond subject matter, the best vendors have other ways for matching learners with the right coaches. They might create coaching program goals depending on which skills the coachee is looking to build on their own and which new skills might be necessary for an outside coach to help provide.

Another key way in which coaching can be personalized is by using applied learning methods and addressing specific scenarios the coachee is encountering. Rather than learning about the scenarios only in the abstract, as is often the case in classroom-style learning, coaches drill the specific skills individuals are working on in private practice sessions, and then encourage the employee to use the same behavior in a real work setting. As a result, coachees apply tailored knowledge and practiced skills directly to real-life, hands-on settings in their organizations.

05. Flexibility and scalability

Time is always at a premium across the employee base, and can be especially difficult to book for global and remote workforces. So how does your provider contend with managing availability across dozens of coachees?

The best providers concentrate on assessing how each individual prefers to be coached and on understanding the areas the coachee believes they need to improve most.

First, there needs to be a large enough pool of coaches to assure every employee is matched with the right one. But it's also important to use a provider that allows coachees to book sessions on their own schedule, or sessions may not happen at all.

Because organizations turn to one-to-one coaching in the first place because it can be so effectively personalized, it's an understandable expectation that your coaching vendor facilitates ongoing flexibility during the program. This can impact areas like coach-coachee matching, skill focus shifts or rules about enrollment.

Questions to ask in advance before getting started .

01. What happens if there is a coach-coachee mismatch?

02. Can a coachee easily change coaches?

03. Are there a minimum number of coaching sessions that must take place before changes are allowed?

04. Are there deadlines after which no changes can be made?

05. What happens from a cost perspective if employees leave your organization early in the program?

06. Can your organization add other coachees to the program to take their place? How easy is it to add new goals for coachees?

07. For the organization at large?

How can I measure whether my coaching program is working?

One globally recognized method for evaluating the effectiveness of learning programs which can also be applied to coaching programs is the Kirkpatrick Model, created by Donald Kirkpatrick, Ph.D. during the 1950s. It assesses programs at four levels – reaction, learning, behavior and business results.

Kirkpatrick summary table

ROI evaluation in four levels

LEVEL 1
Satisfaction & Engagement

LEVEL 2
Skill Development

LEVEL 3
Behavior Change

LEVEL 4
Business Results

	Key question answered	How to measure
Level 1: Satisfaction and Engagement	Did coachees enjoy training and find it valuable?	Review session usage stats. Survey coachees after coaching.
Level 2: Skill Development	Did coachees prove they learned the material?	Coachees complete assessments prior to, during and after coaching.
Level 3: Behavior Change	Did coachees apply within their working environment what they learned?	360-degree feedback survey of coachee's manager, colleagues and direct reports – before program, mid-flight, upon completion, and 3 months after.
Level 4: Business results	Did behavior change positively impact business metrics?	Examine outcome-focused business data (i.e, attrition) prior to and after coaching.

At Lingo Live, we solicit 360-degree survey feedback from managers, colleagues and direct reports of participants in our coaching programs as part of an initial phase to establish baselines. Then, at key intervals throughout the program, the same insight providers are asked about the areas in which they saw improvement, and the business outcomes that resulted from them. Combined with regular coachee feedback about the effectiveness of each coaching session and coach, our customers are able to pursue use of the Kirkpatrick and other models for evaluating their coaching programs.

The best coaching platforms can provide direct alignment with models like Kirkpatrick even as your program is in flight, furnishing program metrics and visuals that act as dashboards for tracking progress.

For Kirkpatrick Level 1 assessment, Lingo Live provides continually updated views into engagement and satisfaction. This includes average coach ratings based on survey responses, as well as showing the number of active coachees and how many sessions they have convened.

Example:

Average coach rating

★★★★⯨

4.5 / 5. Based on 35 survey responses

Active learners

14

See all current learners

Session status

140	60
Used	Remaining

For Kirkpatrick Level 2 assessment, the focus is on whether the coachees are learning the specific skills that were targeted. Aggregated views of the cohort's coaching emphases can provide an excellent overview of development progress.

Example:

Planning & Directing Work
50 Sessions on This Skill

Speaking Clearly & Concisely
40 Sessions on This Skill

Having Difficult Conversations
30 Sessions on This Skill

Being Self-Aware
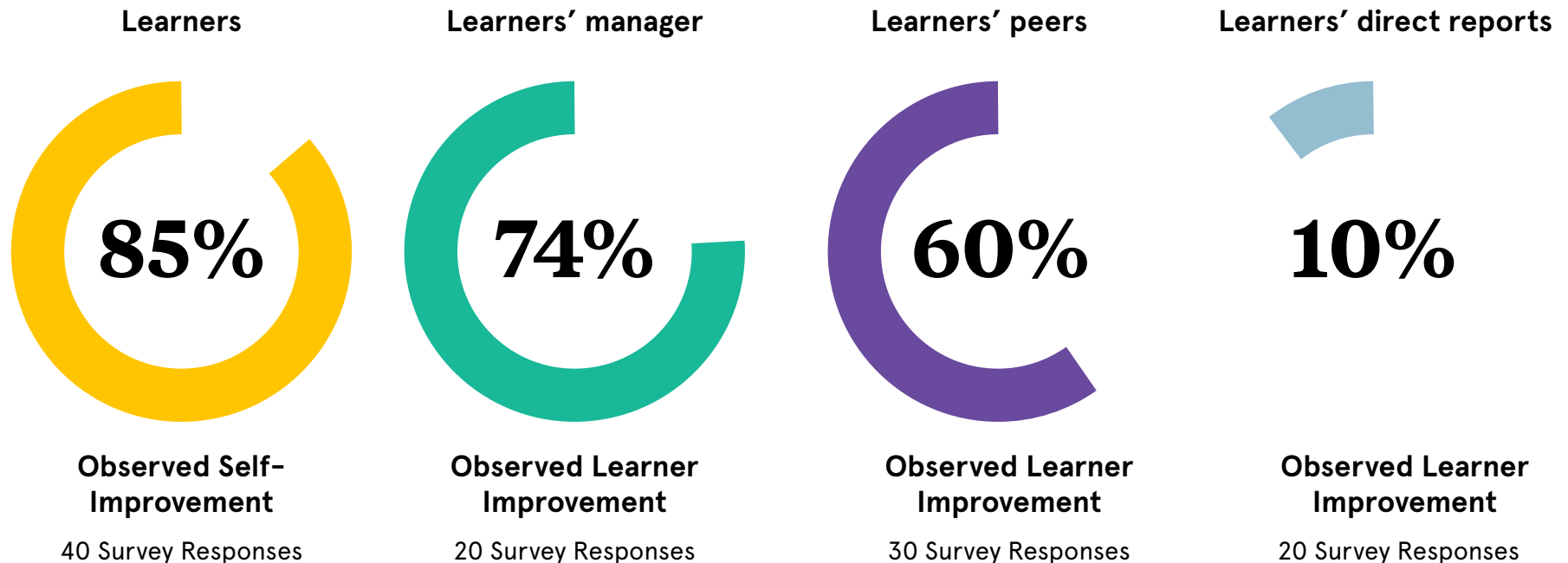20 Sessions on This Skill

Delivering Strong Presentations
10 Sessions on This Skill

Kirkpatrick Level 3 assessment is arguably about measuring whether the rubber is hitting the road - are coachees taking these skills into their everyday work? Behavior change should be measured at multiple intervals throughout the program. Lingo Live typically surveys employees and their managers, peers and direct reports at least four times – before the program begins, at its midpoint and completion, and three months after it ends. This provides the coachee and organization ways to gauge both immediate and long term effectiveness. The key question to be answered is whether the coachee exhibited improvement around the skills and behaviors they trained.

Example:

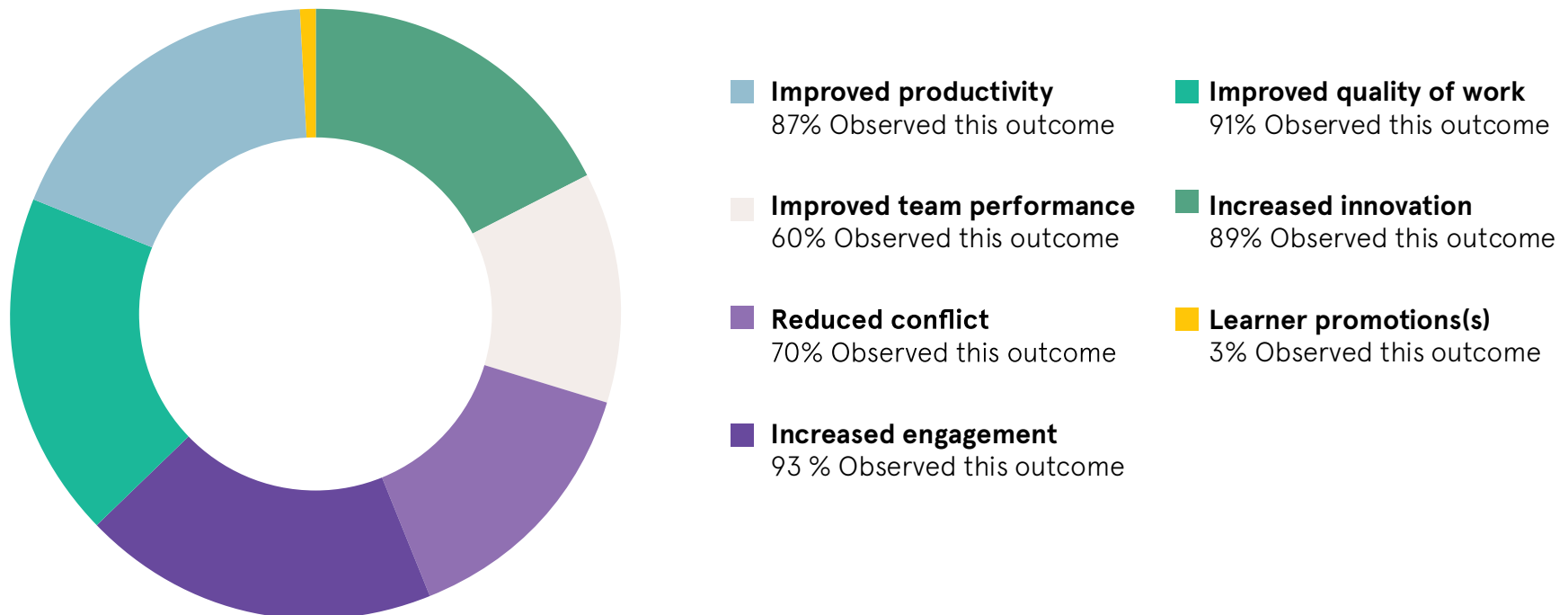| **Learners**	**Learners' manager**	**Learners' peers**	**Learners' direct reports**
85%	74%	60%	10%
Observed Self-Improvement	**Observed Learner Improvement**	**Observed Learner Improvement**	**Observed Learner Improvement**
40 Survey Responses	20 Survey Responses	30 Survey Responses	20 Survey Responses

Ultimately, the driver for most coaching programs is to improve business results, which is also the focus of Kirkpatrick Level 4. While Level 3 shows whether employees have improved skills like planning and directing work or having difficult conversations, Level 4 sets out to determine whether these improvements create business impact.

Determining success in this regard goes back to the initial coaching needs analysis, and the business outcomes that your organization set out to achieve. Did productivity actually improve? Is team performance getting a boost? The best learning programs provide insight into these questions.

Example:

Improved productivity
87% Observed this outcome

Improved quality of work
91% Observed this outcome

Improved team performance
60% Observed this outcome

Increased innovation
89% Observed this outcome

Reduced conflict
70% Observed this outcome

Learner promotions(s)
3% Observed this outcome

Increased engagement
93 % Observed this outcome

There are a range of other evaluation models that can be applied to coaching programs, and each has their strengths and weaknesses. The Phillips ROI Model for learning evaluation, for example, has proponents among HR and L&D thinkers who value its attempt to quantify the impact of training in dollars. Detractors point out the difficulties in gathering relevant impact data and the impracticalities in creating calculations that isolate the impact of coaching versus other factors. Another common critique of ROI-focused evaluations is that they're often applied after the program has been delivered, too late for positive changes. That said, some organizations find it useful to try to quantify the impact of the program in the ultimate unit of business - the dollar.

Organizations looking to calculate ROI should focus squarely on the business outcomes the coaching program set out to achieve from the start. For example, for software or programming-driven organizations, the battle for talent is intense and retaining employees is often the key goal. As part of both program measurement and regular employee engagement surveys, coachees should be asked whether the coaching program is important to their choice to remain with the organization. For one Lingo Live customer, 67% of surveyed team members said they were more likely to stay at their company because it offered coaching. Another way to help isolate the effect of coaching on retention is by comparing retention rates among teams who have participated in a coaching program, versus those who have not.

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There is also a calculable cost associated with replacement. According to the Society for Human Resource Management (SHRM), it costs a company an average of 6 to 9 months of an employee's salary to replace him or her. If we estimate that an entry level software engineer earns $107,515 annually, when one leaves, the cost of the person replacing them would be at least $161,272 for the year. For one Lingo Live customer, a large software organization employing hundreds of software engineers, improving retention was estimated to have saved the organization nearly $15 million over a three year period.

For smaller organizations, ROI calculations may be less practical or useful. In this regard, many experts feel the Brinkerhoff Success Case Method (SCM) can be helpful in combination with other evaluation models like the Kirkpatrick model. In 2003, Robert O. Brinkerhoff introduced the Brinkerhoff SCM as a new way to assess the impact of coaching and other organizational training initiatives. He called it "a carefully blended balance of the ancient art of storytelling with more modern methods and principles of rigorous evaluative inquiry and research."

Because it focuses on qualitative analysis and drawing out stories from employees about how coaching has impacted work, it is highly actionable in organizations of all sizes, not just those with large sample sizes or heavy data cultures. In contrast to other methods that determine how effective a program is on average, it focuses on diving deep to detail the stories of the most and least successful participants. Anecdotes, verbatims, and individual stories from peers all form the constellation of evidence about a program's effectiveness.

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By identifying the best and worst cases within a coaching program and studying them in detail, the method helps answer the questions, "How well does my coaching program work when it's at its best?" and "When it's not working, what's the reason?" In this way, Brinkerhoff SCM can be useful for the continuous improvement of coaching programs.

It's worthwhile to query coaching vendors about their methods for measuring program effectiveness to determine whether they align with your organization's thinking.

Ultimately, few measurement frameworks are one-size-fits-all – each organization's coaching and coaching measurement goals ultimately come down to its stakeholders and their requirements.

While your coaching vendor should provide tools that enable your organization to follow the core nucleus of best practices around program impact and effectiveness, L&D leaders should layer in what works best for each organizational culture.

Conclusion

Employee coaching is a powerful tool for organizations taking on a range of challenges in their workforces, including low employee engagement, poor retention and even declining job performance. While many organizations pursue a coaching culture from within, external coaching vendors are gaining popularity due to their specialized expertise, because of their unbiased guidance, and for their ability to help rapidly scale one-to-one coaching programs.

Finding the best coaching vendor for your organization requires aligning budget, program scale and goals. A thorough needs analysis with a focus on the business outcomes your specific organization seeks is a key first step to inform requirements around vendor selection. Engaging business leaders in this process helps assure adequate resources and time are allocated and that advance agreement is reached about the definition of program success.

The best coaching providers delineate the specific business outcomes they expect to help achieve and many furnish a specific catalog of skills on which to advance and measure talent. They draw upon large, diverse pools of coaches that bring both a wide range of coaching specialties and cultural fluency.

The strongest coaching vendors also rely upon rigorous coach qualification, thoughtful client intake and solid coach-coachees matching processes. This helps them customize their programs to meet the needs of each coachee, and even tailor each session to the real-life requirements of the employee, creating applied learning opportunities on a near-daily basis.

Measuring coaching program effectiveness entails demonstrating that coachees engage with and enjoy coaching sessions, that they learn new skills and that they apply those skills via observable behavior in their daily working lives. While varying levels of utility and complexity accompany academic methodologies for evaluating program effectiveness, each of the Kirkpatrick, Phillips and Brinkerhoff SCM models includes elements that HR, L&D and OD leaders can leverage, depending on cultural fit. Through a combination of self-assessment, 360-degree feedback and curated verbatims and case stories, organizations are able to assess the impact of their programs and continually improve their approach to coaching.

About Lingo Live

Lingo Live is the coaching platform that helps organizations drive innovation and revenue and improves employee engagement and retention through skills-based coaching and applied learning. Our mission is to empower leaders to contribute their unique potential in the workplace, allowing them to drive success across teams and organization-wide. We do this by creating custom coaching programs by mapping our Skills Catalog to the needs of L&D teams' unique program design. Each coachee up-levels their skills through coaching, and then applies those skills in the workplace to achieve tangible behavior change.

Lingo Live is a globally distributed, remote-first organization with hundreds of coaches teaching thousands of professionals across 27 countries. It is trusted by fast-growing global companies Slack, Zillow Group, and Stripe. Learn more about personalized Skills-Based Coaching at LingoLive.com.