

How to choose the 'Right' Coaching Provider for you and your Organisation

By Tiffany Bowles, Head of Consultancy – HDA Associates

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Q: I'm looking for a coaching provider, but they all seem to be offering the same thing so it probably doesn't matter who I choose, right?

A: Not at all; there is a recognised 'best practice' standard of coaching, known, understood and supported by well-trained coaches. Many coaching providers are excellent, however many buyers of coaching programmes have not themselves been trained in coaching, let alone know how to recognise the nuances surrounding the different types and which would be the most suitable for the individual concerned.

Q: What different types of coaching are there?

A: Coaching is a structured process of careful questioning which helps guide the individual's thinking. It is therefore limitless when it comes to types of conversations possible, as you could use coaching in an informal, short situation or have a long, formal session. What we've noticed is that sometimes when an organisation says they want coaching for an individual they really mean or want something different, (eg. mentoring, management/leadership training, performance management etc.)

Q: Does it really matter, if what is being delivered helps the individual improve their performance?

A: Yes and no. It's ideal if what is requested/delivered is what the coachee needs, but if it's not necessarily the 'coaching' that the client organisation thought they were paying for, that's not good business. If an organisation thinks and says they're buying one thing and receives another, that's not sustainable for the supplier long term, the organisation's position of being a quality, honest developer of people is then in question and the reputation of coaching is potentially damaged and confusing.

Q: What should the decision-making process be then?

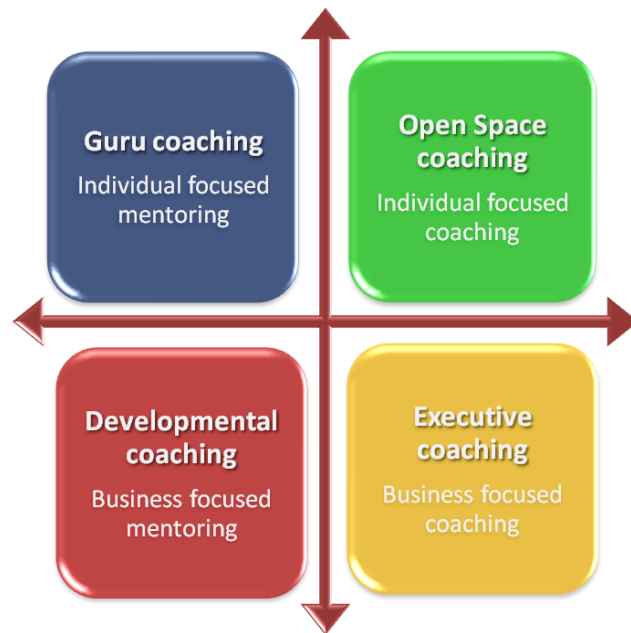
A: The level of organisation/sponsor involvement must be decided up front and the different types of coaching programme should be clearly articulated and explained so everyone

knows the pros and cons; can make an informed decision about what they are signing up for; and know what to expect in terms of inputs, outputs, process and confidentiality.

Q: Sounds like an obvious thing to do

A: It is, but many coaching providers don't do this, so at HDA we've tried to make it simpler to understand by clearly articulating the different types of coaching that we offer. The essence of the coaching relationship and the confidential, structured, mostly non-directive nature remains the same, but there are other variables which will influence the type of programme chosen.

See [here](#) for the 4 most common types of coaching programmes requested by clients. This doesn't mean that others aren't possible, of course they are, but this is a good conversation starting point.



At HDA we recognise that the 'ideal' best practice coaching model is not always the best solution for the organisation (even if it might be for the individual) so we have got options for you to help you (and us) articulate the exact type of coaching that's required. That way everyone knows what to expect - you, us, the coach and especially the coachee. See examples of successful coaching programmes [here](#).

Sandra is a CFO of a financial institution and is struggling with stress to the extent that her work is starting to suffer and she is snapping at colleagues on an increasingly regular basis. The organisation want to be supportive and help Sandra, so have arranged for **Guru Coaching** with a stress management coach. The coach will help Sandra understand the physiological as well as psychological aspects of stress by giving directive expert input. This is in addition to the their coaching to help Sandra manage her emotions and workload more effectively. The organisation won't be talking to the coach about Sandra, they are trusting her to make the best of the opportunity and the improvement in her reported ability to cope is the measure of success.

Philip is a highly valued senior manager at a manufacturing firm, he joined with the graduate scheme and has gradually worked his way up the organisation benefitting from all the organised development along the way. He has no performance issues or particular skill gaps but has agreed with his manager that he would gain from working on his managerial style. The firm has used coaches for several years and feel comfortable enough with the process and ROI to give Philip **Open Space Coaching**. Philip will identify the specific areas for development with his coach and agree together how they address them. Philip's manager is content to leave him to it as his engagement and self empowerment are more important than monitoring progress.

Alex is underperforming, he has had lots of input from his manager but has not improved. There are some specific skill deficits with regards to his communication and time management skills and his manager is losing patience. Before embarking on a more formal programme of performance management, the organisation wants to see if **Developmental Coaching** will help. The sponsor and line manager will meet with Alex and his coach and outline the issues so that everyone is clear from the outset of what changes are required and what the measures of success will be. The coach and Alex will then work together (in confidence) but will re-convene with the sponsor/line manager to review progress

Maggie has identified 2 development areas which would benefit from coaching (self confidence and assertiveness) so her organisation has agreed to fund an **Executive Coaching** programme for her. As an organisation they are new to coaching and would like definitive proof that their budget will be well spent. Maggie and the HR sponsor will initially get together with the coach to ensure they have agreed coaching objectives and pin down the ROI measures. Maggie and her manager believe she probably loses 1 in every 4 opportunity due to this issue so this is used as a benchmark figure against which to calculate the ROI of the coaching.

Please do get in touch if you would like to know more. You can email me directly at Tiffany.Bowles@hda.co.uk

Look forward to speaking you,
Tiffany Bowles
Head of Consulting at HDA

For more information contact: info@hda.co.uk