

# HOGAN AND EXECUTIVE COACHING

A recent study “Executive coaching for results” (CoachSource, 2018) is powerful reading. The first study was done in 2005, the second in 2013 and the third study in 2018. There were 950 international participants surveyed from organisation practice managers, external coaches, internal coaches and executives who received coaching. The US and Canada provided 75% of participants.

The results show that 92% of organisations use a 360-survey feedback tool and 71% use Hogan personality assessments. The use of Hogan assessments is far ahead of other assessments including Myers – Briggs and DISC. The report says, “Hogan has easily experienced the fastest jump of any assessment we have studied over the years”.

**The survey pinpoints why executive coaching has continued to grow. Leadership development remains a key focus, followed by transition, executive presence and fixing performance problems.**

63% of organisations reported not linking coaching to business results but would like to do so. There is a trend of internal coaches working more frequently with lower level employees and external coaches working with higher level managers. External coaches are preferred by coachees 82% of the time.

Coaching certification is creating greater legitimacy. 71% of organisations are more likely to use a certified coach. Coaches are typically located from vendors 94% of the time. Coaches are being chosen because of prior business and coaching experience. The typical length of a formal coaching engagement is six months. Either fortnightly or monthly sessions is standard.

Face to face continues to be the leading method of coaching followed by virtual conversations. Measuring coaching impact continues to be challenging. Leader self-report of progress is the most popular followed by assessment by leader’s boss, running a survey, getting promoted, business impact and a follow up 360.

The biggest future trend identified is coaching as part of leadership development programs.

Leadership is observable, measurable and improvable by using the Hogan assessments, the Hogan 360, coaching and deliberate practice. To build new competencies, combining personality assessments with a multi-rater assessment is the most powerful and cost-effective way to gather performance information.

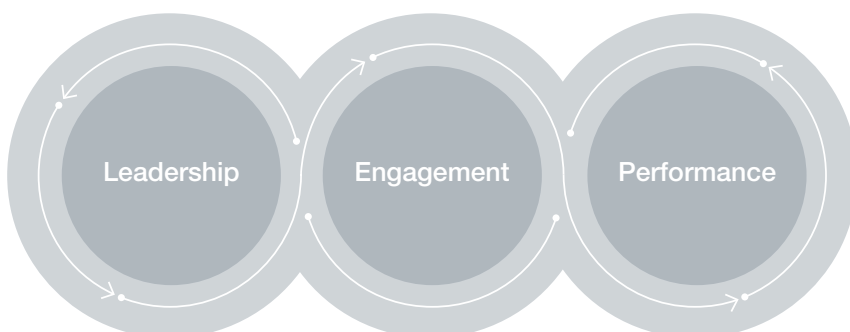
Leadership is about results. Teams deliver results. We should evaluate the leader by the behaviour and performance of the team. Team development must be a key focus of executive coaching for results.

Executive coaching is continuing to grow globally. If it focuses on high performing teams, employee engagement and business results it will provide a very healthy return on investment.

Combined assessment, motivation and hard work culminate in elevated competence, increased confidence, and a better reputation, all of which are measurable through a repeat Hogan 360.

*“Self awareness around core personality and learned behaviours is the key to career success.”*

**Peter Berry**



# THE COACHING CYCLE

To most effectively coach behavioural change that drives improved performance a rigorous coaching cycle should be used. It starts with gold standard assessments that have reliability and validity. We want science to inform the coaching. The goal is to achieve a superior performance through self management around core personality and learned behaviours.

One does not change without being motivated. Motivation can include career success, individual results, team performance and improved personal brand.

Deliberate practice is required to develop new mental muscles so the new competencies become second nature. Confidence from the new competencies is observed by others. So are the improved business results. The successful outcomes include performance, reputation and career.

