

## Evaluation of an Executive Coaching Program

Showing the value of an executive coaching program may seem to be a challenging proposition. How to quantify the value of improving the quality of leadership through coaching leaves many organizations in a quandary. Our approach to evaluating coaching includes a multilevel evaluation plan that provides the details and structure to see the benefits or changes needed.

**Level 1:** Our evaluation begins with measuring the perception of the coaches and participants in the relevance, importance, value, and effectiveness of the program and on the confidence to recommend the program to others.

**Level 2:** Coaching objectives that will be evaluated include improved skills of participants in areas such as interpersonal skills, communication, collaboration, translating feedback into action and enhanced personal effectiveness.

**Level 3:** Once a coaching program has been conducted, the third level of evaluation would be looking at the executives' abilities to complete and modify action plans as needed, improvement in the leadership skills based on the coaching objectives, and identifying barriers and enablers to the coaching process.

**Level 4:** Our level 4 evaluation effort will look more specifically at the possible improvement of at least three measures out of a selection of measures including productivity, operational efficiency, direct cost reduction, retention, or customer service.

**Level 5:** If it is desired to have a calculated return on investment (ROI), our evaluation plans include this option of calculating an ROI. Additionally, we can offer a qualitative analysis on the intangible benefits that may not be quantifiable monetarily.

For more information about our approach to coaching program evaluation, contact Denise Madaras at 301-972-2626 extension 108.