

# **STYBEL PEABODY & ASSOCIATES, INC.**

MIT SLOAN MANAGEMENT SCHOOL:

OVERVIEW OF THE COACHING INDUSTRY: a diagnostic framework to evaluate coaching service providers.

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## STRUCTURAL/ECONOMIC REASONS FOR THE RISE OF THE COACHING INDUSTRY.

“Just-in-time” philosophy of talent management combined with lack of in-house time/resources to rapidly get people up to speed.

Talent Upgrading/Rehabilitation is less expensive and has less risk than Replacement.

Research indicates poor transfer of learning between classroom experiences and leadership performance.

Some people learn best “in the field” versus “in the classroom.”

Some people refuse to learn if they think they are smarter than their teachers. You need a coach that the employee will respect.

Coaching Outcome Research Studies.

DIAGNOSTIC MODEL FOR COACH SELECTION: (a) Select Type of Outcome Desired (b) Select Type of Coach Style

A. Desired Outcome.

1. Rehabilitation.
2. Upgrade.
3. Do Not Do Rehab/Upgrade. It confuses things.
4. Do not use coaching as a litigation risk management tool.
5. Use a Likert Scale to take pre-post measures.

B. Coach Style

1. Nondirective Orientation vs Directive Orientation.
2. Insight Orientation vs Cognitive Behavioral Orientation.
3. Individual Focused vs Systems Approach.

II. SUGGESTIONS FOR BEING A MORE SOPHISTICATED SHOPPER.

- A. Work with coach to create measurable outcome objectives.
- B. Insist on a 30 day no-fault opt-out. Not everyone will benefit from coaching.
- C. Be clear about Outcome and Style preferences.
- D. Give coachees a selection of options of coach candidates with different approaches.

III. FUTURE OF COACHING

- A. From generalist questions (help me lead a balanced life) to specialists (reduce turnover among your subordinates; provide evidence that you can make a strategic contribution; express yourself in meetings more forcefully).
- B. Public perception of Coaching will move from “like a psychotherapist” to “like a golf coach.”
- C. From emphasis on a 1:1 relationship to team-based and web-based systems.
- D. On the web, the question is not “who is best in town” but “who is best and available on Planet Earth for me. Now.”
- E. The word “coaching” may become discredited. The work done by coaches will continue under different names.
- F. U.S. versus other countries.

#### IV. USE A LIKERT SCALE TO EVALUATE CHANGE.

##### EXAMPLE OF A LIKERT SCALE THAT CAN BE USED TO DETERMINE MEASURABLE COACHING OUTCOME:

Dennis is perceived to make a strategic contribution to top management team discussions:

- 0=Never
- 1=Hardly Ever
- 2=
- 3=
- 4=
- 5=
- 6=
- 7=
- 8=
- 9=Almost Always
- 10=Always

Dennis' boss rated him as a 3, whereas Dennis rated himself as a 7. Our mission was to move Dennis' boss ratings up to 6.

We anchor coaching into measurable outcomes so that corporate sponsors and users of our service can say "you succeeded" or "you failed."

Note the subtle change in the focus. We are not trying to change Dennis' leadership we are trying to change the boss' perception of Dennis' leadership. This is easier for Dennis to sign on to, given his initial perception of himself as a '7.'

Dennis is perceived to hold his people accountable

- 0=Never
- 1=Hardly Ever
- 2=
- 3=

4=

5=

6

7=

8=

9=Almost Always

10=Always

Again, Dennis rated himself as a 7 and the boss rated Dennis as a 3. Our coaching mission was to change the boss' rating of Dennis to a 5 within six months.

Notice the emphasis on the word "perceive." Coaches cannot change personality. They can help employees manage perception in the eyes of others.

"Sell" coaching the way you might sell a batting coach to a professional baseball player. Do NOT say, "You need to improve your success when at bat." Do say, "We want you to help the team even more by increasing your Runs Batted Inn."

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