# Is Coaching an Indulgence?









It has long been acknowledged by much of the business community that coaching is what sets exceptional organisations apart from the rest. Yet when coaching initiatives fail to deliver desirable levels of performance many organisations withdraw investment, or simply allow their initiatives to fester. When this happens, then yes, coaching is indeed an indulgence.

So what can organisations do to make sure that coaching delivers show stopping levels of engagement, productivity and performance, rather than be seen as an indulgence?

### Be in it for the Long Haul

It's worth noting, first of all, that coaching is about a process of change – and change doesn't happen overnight. If organisations perceive coaching as a quick fix then they are setting themselves up to fail. When coaching is simply 'slipped into the middle' somewhere it cannot achieve the levels of behaviour change that it is capable of, at an organisational level. Organisations that acknowledge the ongoing nature of personal, organisational and financial growth, will ready themselves for the long haul, and are far more likely to experience success.

## **Keep An Eye on the Prize**

Knowing that coaching may take some time to bed into the culture of an organisation doesn't mean organisations can take their eye off the prize. Without clearly defined goals nothing will change. Developing goals which are specific to the context of the organisation is an essential part of achieving exceptional results. Making these as measurable as possible will continue to drive success.

The Chartered Institute of Personnel and Development (CIPD) have noted that "coaching which focuses on performance seems to be productive and grounded in business reality."

When organisations get clear about their goals, identify specific actions, and set tangible measures it will be easier for them to track progress and take steps to make sure that they stay on course.

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#### **Expect Hard Results**

The ROI of coaching CAN be quantitatively measured yet many organisations fail to do so. Instead, qualitative data is often used to describe the value of coaching and whilst some of that information is useful and interesting, it can also be distracting.

There is no point in organisations introducing a coaching programme with the mere hope that it will have a positive impact on performance, productivity and engagement. If that is what they want to achieve then these must be the performance indicators that they measure in hard, commercial terms.

Notion's Coaching Director, Laura Ashley-Timms remarks, "people often make out that setting business ROI targets for coaching is, at best, a dark art. It isn't. It's logical and straightforward. Is it 'easy'? Well, what in business today is easy? What I can say is that any FD worth their salt would be very keen to shine a light into the coaching cupboard and ask, "Actually, what are the outcomes? I mean the ones that would make sense to me?"

Here are just some of the impressive commercial results that Notion's clients have achieved.

Frankly, there is no longer any scope for indulgence. In today's turbulent environment, organisations need to be able to justify all expenditure in hard terms. And when, organisations have streamlined as much as they can productively do, it will be the way it unleashes the value of its people that really gives them that competitive edge. So, far from being an indulgence, coaching is not only commercially viable, it is a commercial

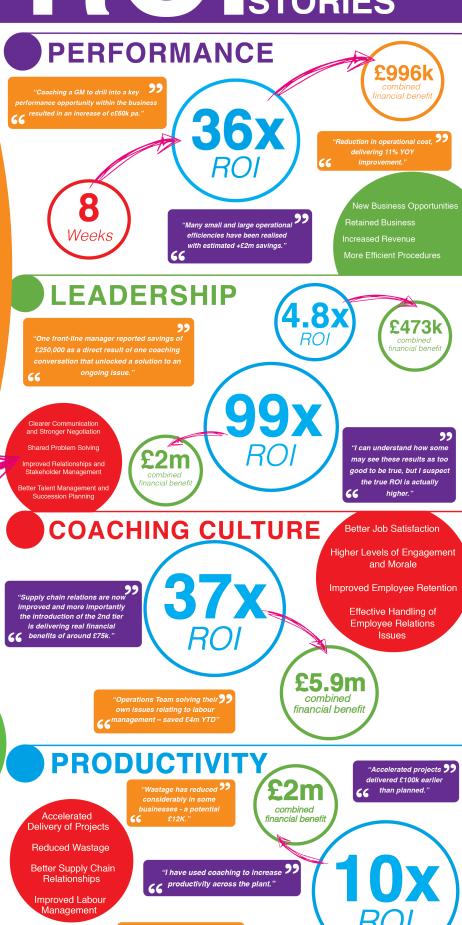
imperative - so it's worth getting it

right.

here to download the Infographic

Notion is a global expert in behaviour change. For more information about how we can help your organisation develop a coaching culture that also delivers exceptional ROI please visit us by clicking here or call us for an informal chat on +44(0)1926 889 885.

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