

Coaching and Mentoring in the Workplace 2022



INTRODUCTION

We are pleased to share with you the results of our survey into Coaching and Mentoring in the Workplace.

The specific purpose of this survey was to understand:

What use was made of coaching and mentoring during the pandemic?

What benefits did these interventions achieve?

How are organisations planning to use coaching and mentoring for the post-pandemic period?

This survey was conducted by EduGrowth in conjunction with New World Talent.

STRUCTURE OF REPORT

We have set this report out as follows:

1. Executive summary
2. The context and issues that form the backdrop to the survey.
3. Survey statistics
4. Main findings

Here we set out responses to each of the questions in the survey and make comparisons with other surveys

 - 4.1 During the pandemic
 - 4.2 Post-Pandemic.
5. Conclusions and recommendations

I. EXECUTIVE SUMMARY

The over-arching aim of this survey was to identify the role of coaching and mentoring during the pandemic and make projections about its continuing role in meeting the macro-environmental challenges of the post-pandemic period.

The response rate was 184 responses, of whom 70% employ between 11 and 500 employees, 16% employ more than 500 employees, and the remaining 14% employ 10 or fewer. 66% of the response is from private organisations, 15% from public ones, 12% from Government, 7% from NGOs.

82.6% of respondents are based in the United States and the remainder is mainly in the UK.

In analysing our findings we drew comparisons with other studies, especially ICF (International Coach Federation) surveys.

Findings show that coaching and mentoring continue to be valued and well-used, and grew considerably between 2015 and 2019, holding up well during the pandemic. Most businesses plan on using coaching and mentoring over the next twelve months. During the pandemic, the key benefits of coaching and mentoring were cited as supporting people in developing new skills or grow into a new role.

It seems safe to conclude that coaching and mentoring have a key role to play over the next year in helping businesses stem attrition rates and meet macro-environmental changes. These changes are likely to demand continual development of new skills. Moreover, 'opportunities for personal growth' regularly emerge as a key indicator of employee engagement. Gallup research¹, for example, also indicates this development and, indeed, having a coach is a key driver of engagement.

Our survey, along with the ICF study², show that coach / mentoring training and qualifications are highly valued and required, not just for coaching / mentoring practitioners, but for managers/ leaders who are increasingly required to use coaching skills. We believe that this requirement will increase as hybrid working settles down and new ways of working take hold. These new ways demand a more nuanced style of leadership that is less controlling than previously. In other words, the new leadership style is a coaching style.

A significant number of respondents do not appear to have a formal policy for managing and organising coaching and mentoring. A warning here. This can lead to unfairness in the allocation of coaches and mentors, and a lack of robust evaluation of the different coaching and mentoring interventions.

Our key recommendations from this survey are:

1. Establish a policy and process around the use of coaching and mentoring to ensure fairness and value for money; and to build understanding and consistency across the organisation around how to get the best from these learning solutions. This can also be a first step to embedding a coaching culture, which is highly relevant to today's workplace.
2. Coaching and mentoring offer firms the opportunity to personalise learning to individual, as well as organisational needs. This again needs to be reflected in your policy.
3. Keep training managers and leaders focused on a coaching style and link their training with the new ways of working together with attitudinal changes occurring in the workplace.
4. Coach / mentoring practitioners are advised to seek formal qualifications, where they have none, and to refresh their skills in line with the macro-environmental challenges.

¹ <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx#ite-357473>

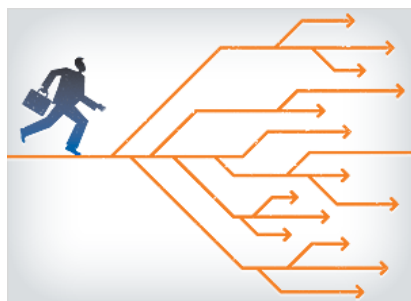
² <https://coachingfederation.org/research/global-coaching-study>

Our heartfelt thanks to those who responded to our survey. We hope the findings will help you and others going forward.

We at EduGrowth offer a range of different coaching and mentoring courses that address the challenges and opportunities identified in the survey and offer qualifications. We would be delighted to work with you. Please contact Joseph at Joseph.Jones@edugrowth.co.uk

2. CONTEXT AND ISSUES

We have conducted this survey just as the world is moving into the post-pandemic period. This is a time of significant upheaval with large numbers feeling it is time for a change of job and much disagreement about the merits of hybrid working and how it should be organised.



‘The Great Resignation’ as it known was revealed in US Bureau of Labor Statistics 2021, over 47 million voluntarily quit their jobs⁴. Americans quitting through marking the ninth consecutive

than 4 million quits, this trend slowing. With job openings still near record highs, this signals that struggling to hire and keep workers amid the recovery. A PwC 52,000 workers in the UK in May 2022 indicates that the Great continues in the UK also, with one in four saying they are likely to next year. According to Fuller and Kerr writing in HBR⁵, the Great been accelerated by the pandemic, rather than caused by it, and is a consequence of changes in the labour market, especially the high number of ageing workers who are retiring, and a greater concern about work-life balance that spurs many to reconsider the role of work in their lives, including many who are reluctant to return to a 9-5 day in the office.



has become statistics from the³showing that in Americans With 4.4 million February, month of more shows no sign of businesses are survey of over Resignation switch jobs in the Resignation has

Add to this mix continually evolving technology, attitudinal changes, and the financial and supply consequences of the pandemic and now the war in the Ukraine, plus the macro-environmental pressures are mounting on businesses and managers to rethink how they lead and develop people.

It is against this backdrop that we decided to survey coaching and mentoring in the workplace to enable us to reflect on the role these interventions might have going forward.

³ Bureau of Labor Statistics, author's calculations - that is author of HBR article referenced Source: Bureau of Labor Statistics, author's calculations

⁴ <https://hbr.org/2022/03/the-great-resignation-didnt-start-with-the-pandemic>

⁵ ditto

3. SURVEY STATISTICS

The response rate to this survey has been 184 responses, of whom 70% employ between 11 and 500 employees, 16% employ more than 500 employees, and the remaining 14% employ 10 or fewer.

66% of the response is from private organisations, 15% from public ones, 12% from Government, and 7% from NGOs.

82.6% of respondents are based in the United States and the remainder is mainly in the UK. As the US makes a highly developed and extensive use of coaching and mentoring, we feel confident in being able to draw some valuable conclusions from this survey to help businesses worldwide, especially entrepreneurial, and smaller firms.

The survey was conducted between March and June 2022. The methodology used was to survey by questionnaire.

4. MAIN FINDINGS

We report responses to our questions in themes, rather than by following the sequence in which the questions were asked. This facilitates understanding and analysis.

4.1 DURING THE PANDEMIC

Theme 1: The use of internal and external coaching and mentoring, and the value of qualifications and training

Figure 1

Did your organisation utilise coaching and mentoring during the pandemic?

184 Responses

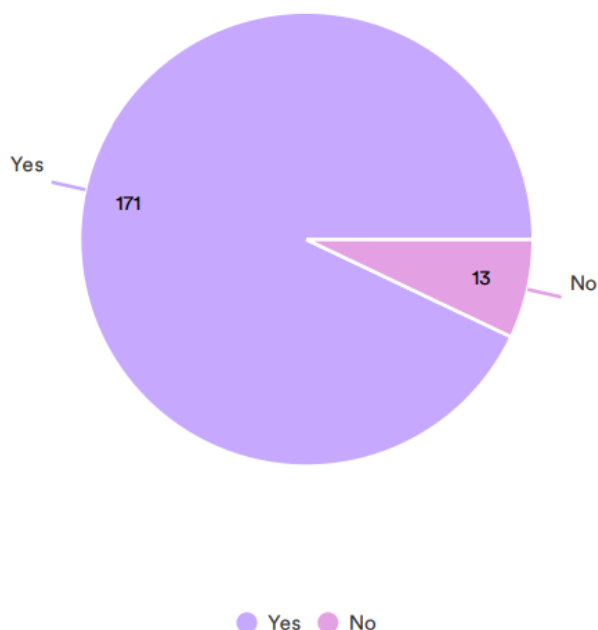


Figure 2

How did the level of coaching and mentoring you provided during the pandemic compare to previous levels?

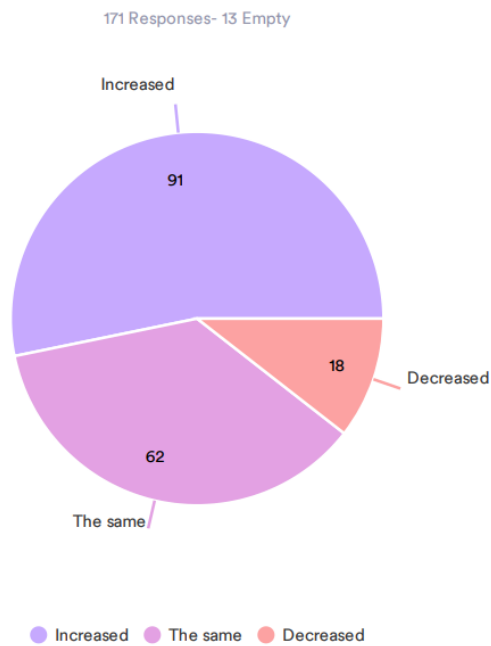


Figure 3

Did you use internal or external coaches? Please check all that apply

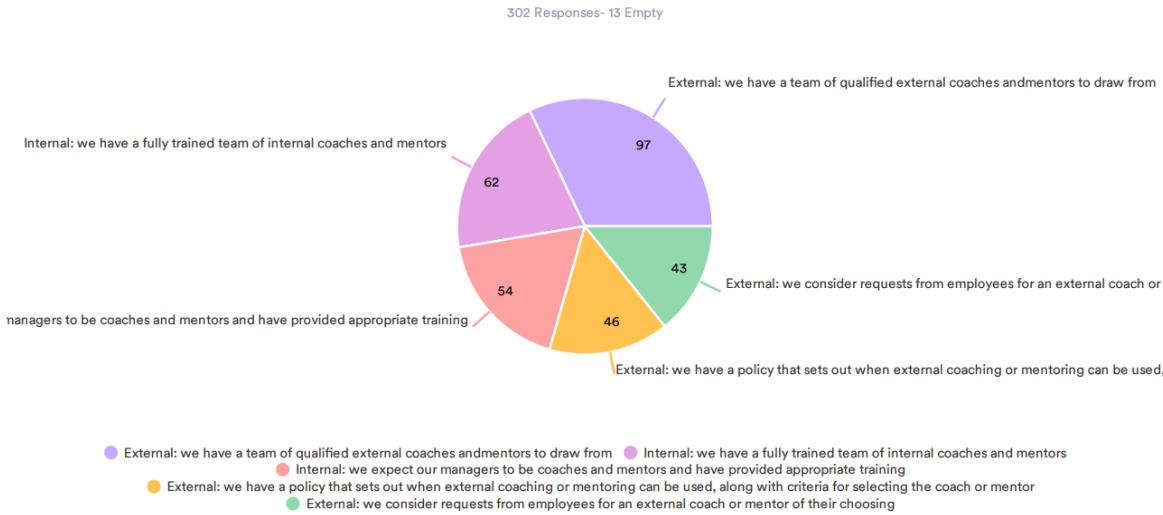
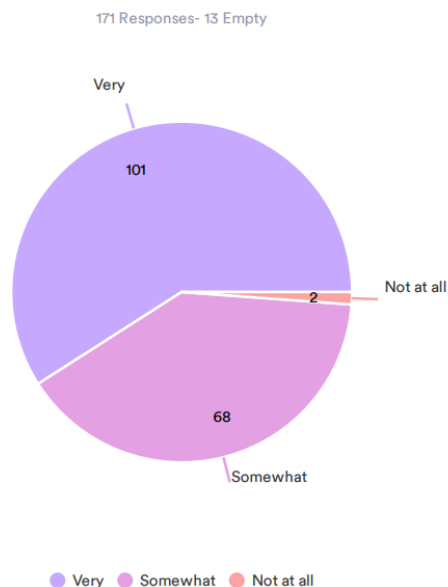


Figure 4

If you used external coaches and mentors, how important is it to you that they hold coaching or mentoring qualifications?



The responses reported above suggest that coaching and mentoring have held up well through the pandemic and that the industry continues to grow. Businesses seem to use internal and external coaches in almost equal measure and value qualifications for all, including managers and leaders.

Our responses fit well with findings from the ICF (International Coaching Federation) survey, conducted by PwC; “‘The COVID-19 and the Coaching Industry 2021 Snapshot Survey’”. This study showed that although coaching and mentoring dipped early in the pandemic, it then moderated.

ICF’s Global Coaching Study 2020, conducted prior to the pandemic, revealed an increase in the number of coaching practitioners of 33% since 2015. In this same period, the number of managers/leaders using coaching skills is estimated to have risen by 46%.

Another noteworthy finding from the ICF study shows that 99% of coach practitioners report that they have completed some coach-specific training. Among managers/leaders using coaching skills, 93% have received training, and around 78% of these received 60 or more hours of coach-specific training. This matches well with the responses we report in figure 4 above.

It seems reasonable to conclude here that coaching and mentoring remain highly valued and the industry as a whole continues to grow.

A key point to pick up on from the responses shown in figure 3, is that the statement “External: we have a policy that sets out when coaching or mentoring can be used.” received a very low response at just 15%. As a formal policy leads to greater fairness in the allocation of coaching and mentoring, and better measurement of results, we suggest this is an area for improvement.

Theme 2: The benefits of coaching and mentoring

Figure 5

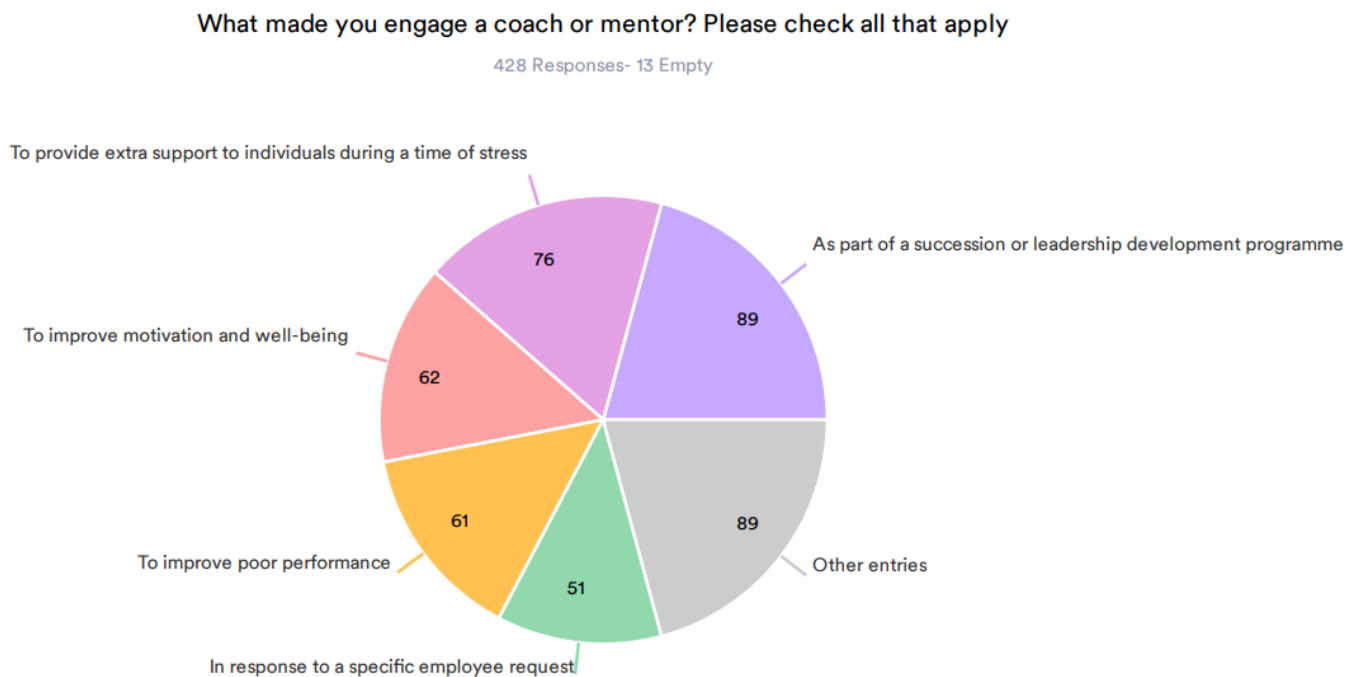
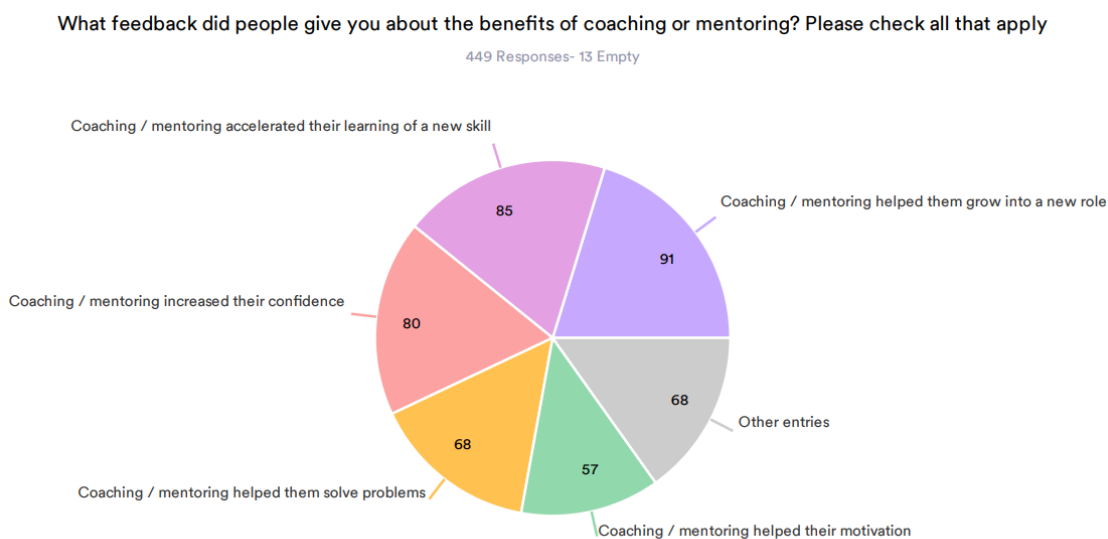


Figure 6



The results here show that the reasons for providing coaching and mentoring are well spread, as are the benefits. This perhaps bears out the idea that one of the main benefits of coaching and mentoring is to enable an organisation to personalise learning to individual needs, as well as organisational ones. It is noteworthy that more weight is given to tangible benefits, such as 'learning a new skill, and growing into a new role, than to less tangible ones such as increasing confidence and motivation.

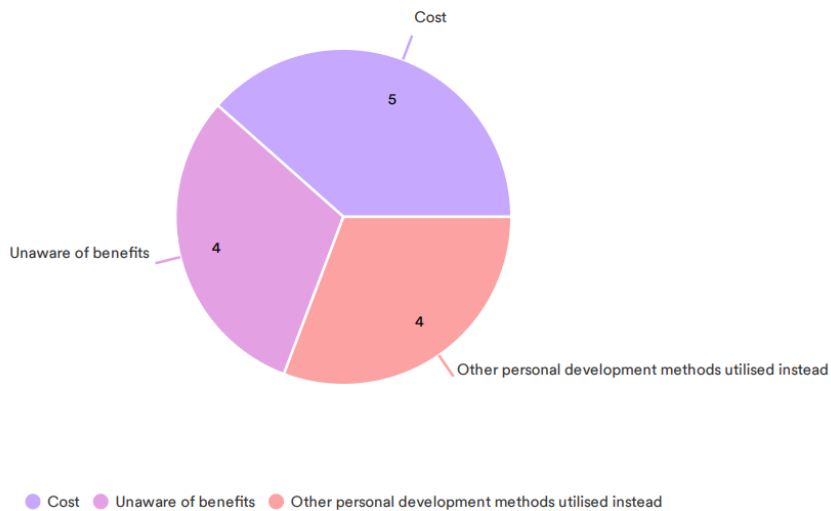
Theme 3: Why was coaching and mentoring not used?

In this next theme, we are looking at the just 7% of respondents who said they had not used coaching / mentoring during the pandemic. The reasons vary but cost appears to have been the biggest concern.

Figure 7

Why was coaching/mentoring not used in your organisation during the pandemic?

13 Responses- 171 Empty



4.2 POST-PANDEMIC

Theme 4: Forecast utilisation of coaching and mentoring

In this next theme, we are looking at the projected use of coaching and mentoring over the next year. We especially seek to identify if the use of coaching and mentoring is likely to increase or decrease, and how important it is to businesses for coaches and mentors to be trained and qualified.

Figure 8

Is your organisation planning to utilise coaching and mentoring over the next 12 months?

184 Responses

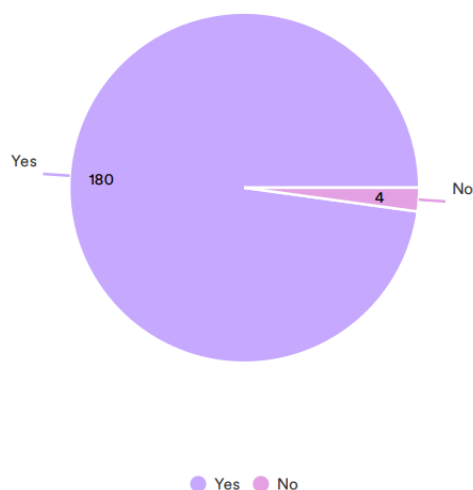
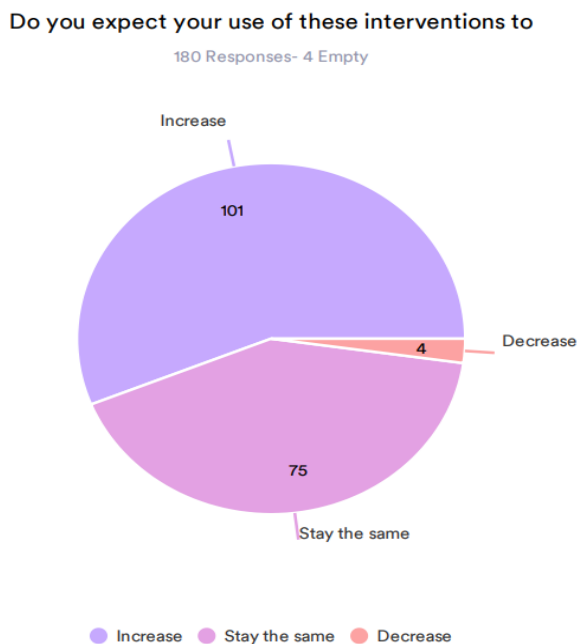


Figure 9



The results here are striking, with 98% planning on using coaching and mentoring and 56% planning to increase their use of these activities and with just 2% expecting a decrease.

This again matches findings from the ICF survey which found that “Coach practitioners remain cautiously optimistic that coaching will emerge stronger from the pandemic over the next six months, with 40% saying they are ‘somewhat confident’ and 29% ‘very confident’”. Moreover, the ICF survey also reveals that over two in three (67%) internal coach practitioners and those who practise both internal and external coaching felt that the role of coaching within their organisation will become more important over the next six months.

Figure 10

How likely are you to provide internal coaching and mentoring training?

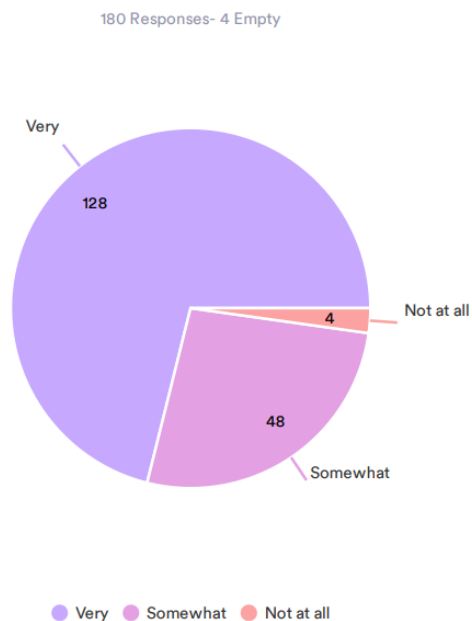
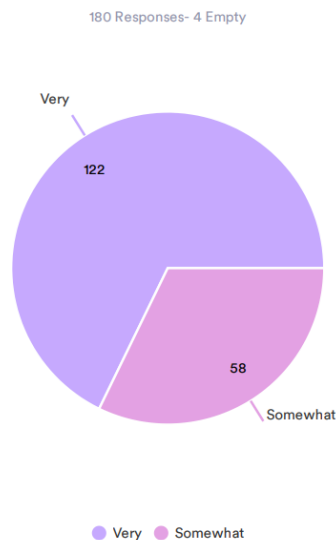


Figure 11

How important is it to you that managers and other internal coaches and mentors are appropriately trained?



Here again, our results match ICF survey findings that showed that 74% of practitioners held a credential or certification from a professional coaching organisation, and 45% of manager/leaders held a credential. The ICF findings might be inflated by the fact that the survey was conducted amongst their members, that is people more likely to hold credentials, or find them important. Nonetheless, these results show that qualifications are valued.

Theme 5: Business reasons for using coaching and mentoring

This all-important question seeks to identify the reasons why coaching and mentoring will be provided.

Figure 12



Our findings here show that the reasons for using coaching and mentoring are well spread. This matches responses to earlier questions about the use of coaching and mentoring during the pandemic, again giving weight to the notion that one of the benefits of coaching and mentoring is to provide personalised, just-in-time learning.

It is interesting to note that 19% aim to improve employee motivation / behaviour, but during the pandemic, this was cited as a benefit by only 13%.

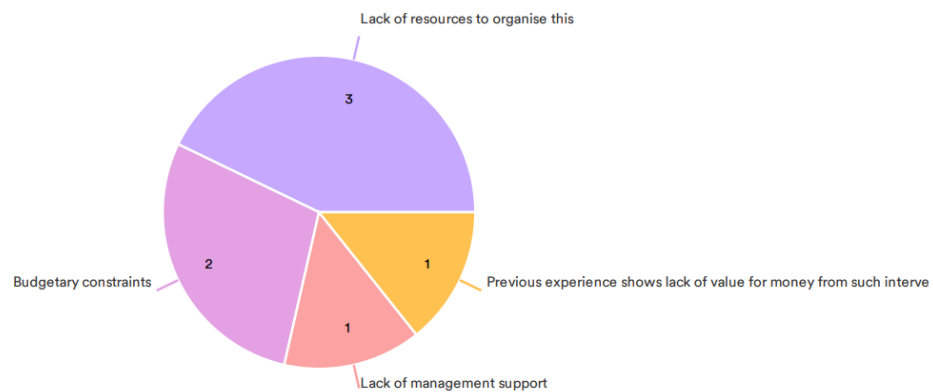
Theme 6: Reasons for not using coaching and mentoring and alternative options

Our aim here is to identify the business challenges faced by organisations that are not planning to use coaching and mentoring and the learning and development alternatives they will use to meet these challenges.

Figure I3

What are your reasons for not using coaching and mentoring? Please check all that apply

7 Responses- 180 Empty



● Lack of resources to organise this
 ● Budgetary constraints
 ● Lack of management support
 ● Previous experience shows lack of value for money from such interventions

Figure I4

What key business challenges are you facing? Please check all that apply

11 Responses- 180 Empty

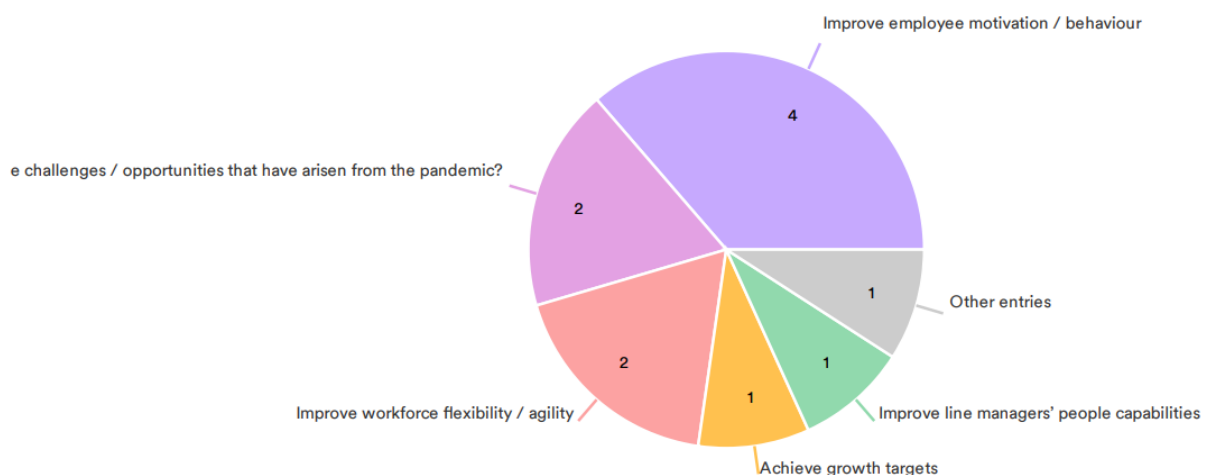
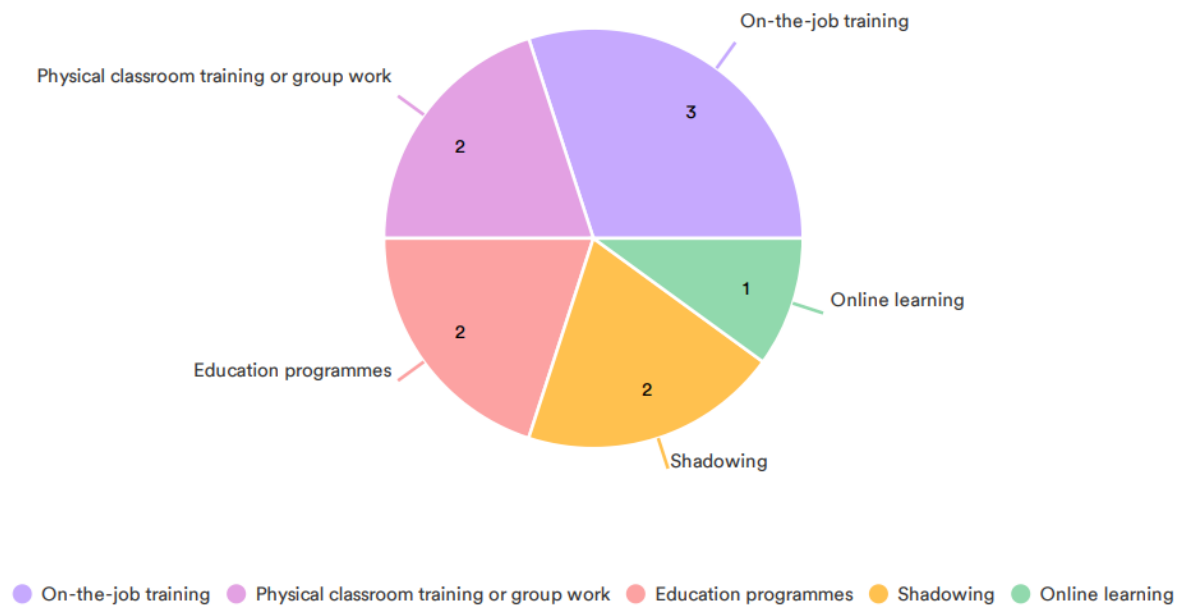


Figure I5

Are you providing other forms of learning support in respect of these challenges? If so, which. Please check all that apply

10 Responses- 180 Empty



Lack of resources and budgetary constraints are the two key reasons from this very small sample for not using coaching and mentoring. Interestingly, the biggest challenge these organisations face is to improve employee motivation and behaviour.

Only one of the respondents who are not planning to use coaching and mentoring in the next 12 months is not using any other form of learning and development.

5. CONCLUSIONS AND RECOMMENDATIONS

Coaching and mentoring continue to be valued and well-used. The industry grew considerably between 2015 and 2019 and held up well during the pandemic. Most businesses are planning on using coaching and mentoring over the next twelve months. During the pandemic, coaching and mentoring that aimed to support people in developing new skills or grow into a new role were cited as key benefits.

It seems safe to conclude from our survey and the comparisons we have made with others, especially ICF, that coaching and mentoring have a key role to play in helping businesses stem attrition rates and meet macro-environmental changes. These changes are likely to demand continual development of new skills. Moreover, 'opportunities for personal growth' regularly emerge as key indicators of employee engagement. Gallup research⁶, for example, shows that development and, indeed, having a coach are key drivers of engagement.

Our survey, along with the ICF study, show that coach / mentoring training and qualifications are highly valued and required, not just for coaching / mentoring practitioners but for managers / leaders who, increasingly, are required to use coaching skills. We believe that this requirement will increase as hybrid working settles down and new ways of

⁶ <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx#ite-357473>

working take hold. These new ways demand a more nuanced style of leadership that is less controlling than previously. In other words, the new leadership style is a coaching style.

A significant number of respondents do not appear to have a formal policy for managing and organising coaching and mentoring. A warning here. This can lead to unfairness in the allocation of coaches and mentors and a lack of robust evaluation of the different coaching and mentoring interventions.

Our key recommendations from this survey are:

1. Establish a policy and process around the use of coaching and mentoring to ensure fairness and value for money, and to build understanding and consistency across the firm around how to get the best from these learning solutions. This can also be a first step to embedding a coaching culture, which is highly relevant to today's workplace.
2. Coaching and mentoring offer firms the opportunity to personalise learning to individual, as well as organisational needs. This again needs to be reflected in your policy.
3. Keep training managers and leaders in a coaching style and link their training with the new ways of working and attitudinal changes occurring in the workplace.
4. Coach / mentoring practitioners are advised to seek formal qualifications, where they have none and to refresh their skills in line with the macro-environmental challenges.

Our heartfelt thanks to those who responded to our survey. We hope the findings will help you and others going forward.

We at EduGrowth offer a range of different coaching and mentoring courses and qualifications and would be delighted to work with you.

Report authors:

Janice Caplan

Dr Michelle Selinger

Joseph Jones

Contact Us

Joseph Jones – joseph.jones@edugrowth.co.uk

Janice Caplan – janice52@mac.com