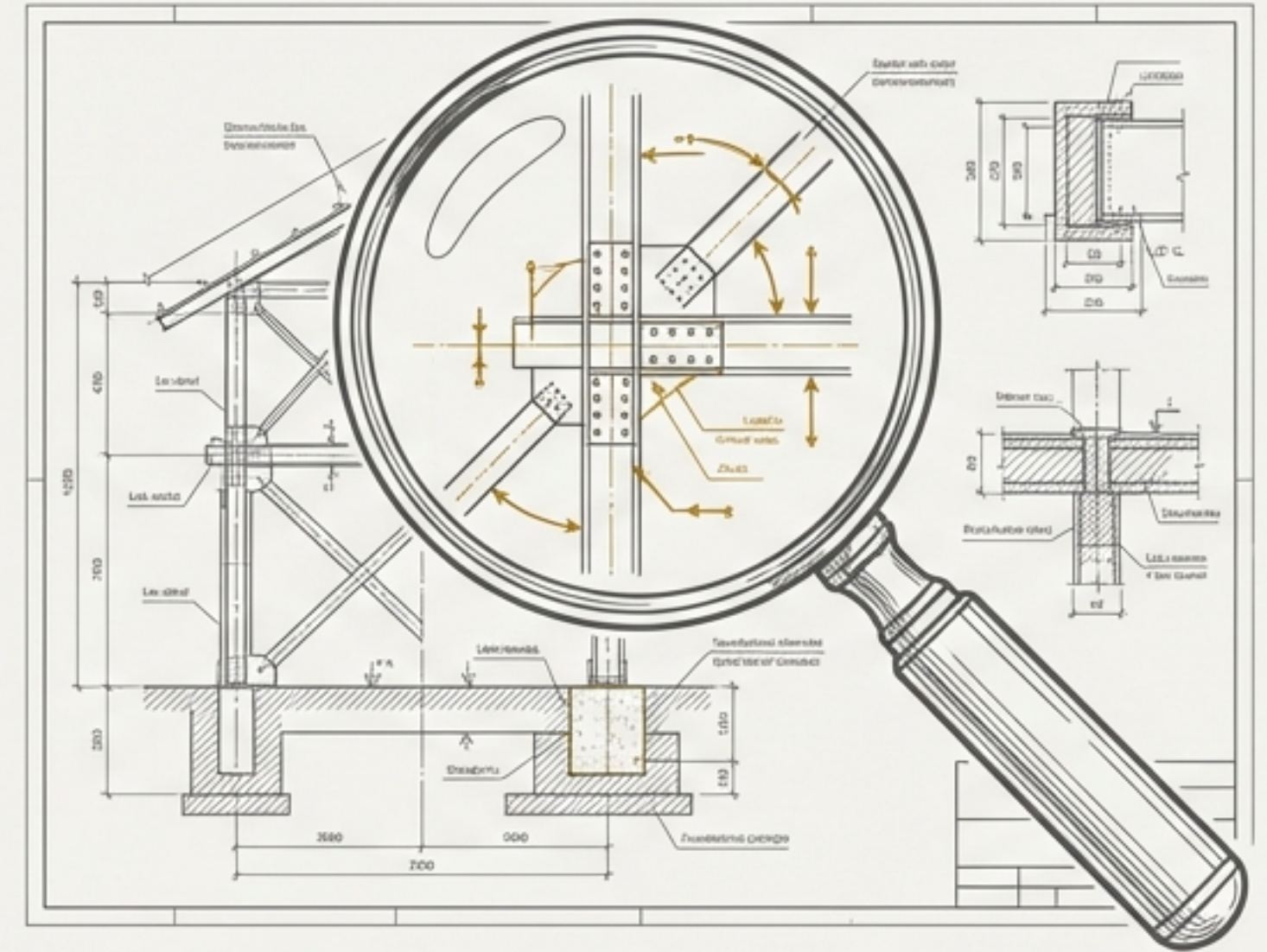


Workplace coaching is a multi-billion dollar investment. Are we maximizing its return?

Coaching has become a mainstream intervention for developing talent and driving performance.

Yet, despite widespread adoption, many organizations struggle to answer a fundamental question: What *actually works*?

How can we move beyond anecdotal success stories to build coaching programs grounded in scientific evidence?



This presentation unpacks the latest meta-analytic research to reveal the blueprint for high-impact, psychologically informed coaching.

The most effective coaching is grounded in the science of human behavior.

We define “psychologically informed coaching” as a goal-oriented process that applies empirically supported techniques from psychology to enhance performance and well-being. Unlike purely skills-based coaching, it focuses on the underlying cognitive patterns and motivational drivers of sustainable change.



Cognitive Behavioral Coaching

Identifying and modifying unhelpful thinking patterns.



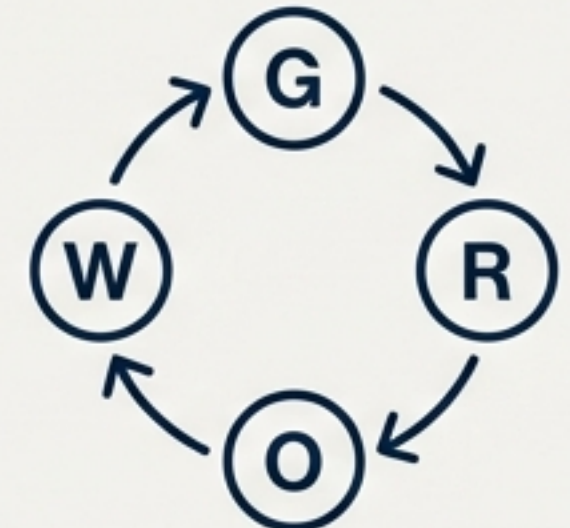
Solution-Focused Coaching

Constructing solutions rather than analyzing problems.



Positive Psychology Coaching

Leveraging personal strengths and cultivating well-being.



GROW Model

A structured process for goal setting and action planning (Goal, Reality, Options, Way Forward).

Our investigation is built on a solid foundation of meta-analytic evidence.

The insights in this deck are synthesized from comprehensive meta-analyses—the gold standard of research evidence—that aggregate findings from dozens of high-quality studies. This allows us to identify consistent patterns of what drives coaching effectiveness.

Wang et al. (2021)

The first meta-analysis focused *specifically* on psychologically informed coaching.

Scope: 20 studies
Participants: n = 957

Jones et al. (2016)

A broad meta-analysis identifying key moderators of coaching success.

Scope: 17 studies

Theeboom et al. (2014)

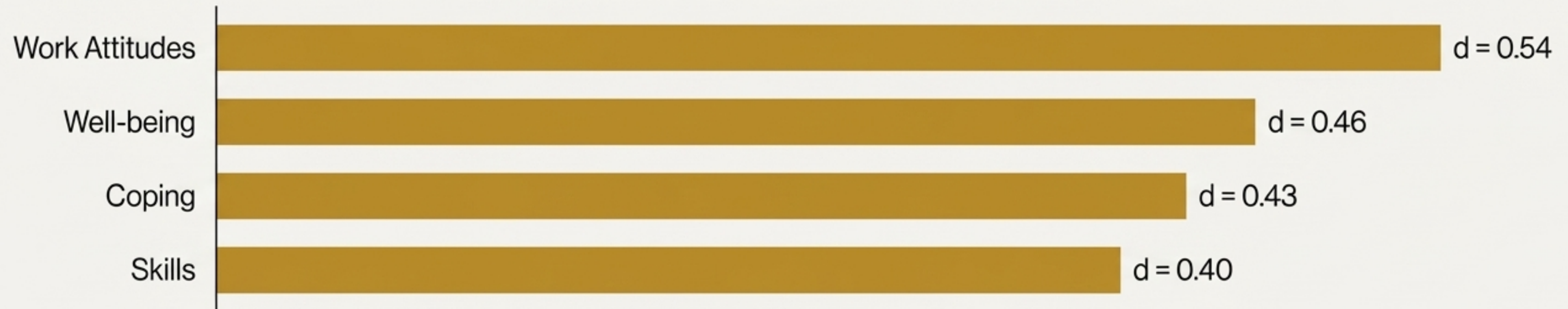
Confirmed coaching's effectiveness across multiple outcome categories.

Scope: 18 studies

The evidence is conclusive: Psychologically informed coaching delivers significant, measurable results across the board.

Across 20 studies, this approach demonstrated a moderate-to-large positive effect on key workplace outcomes (Overall $g = 0.51$).

This impact is felt across critical domains for individual and organizational success. The data shows consistent gains in performance, skills, well-being, and attitudes.

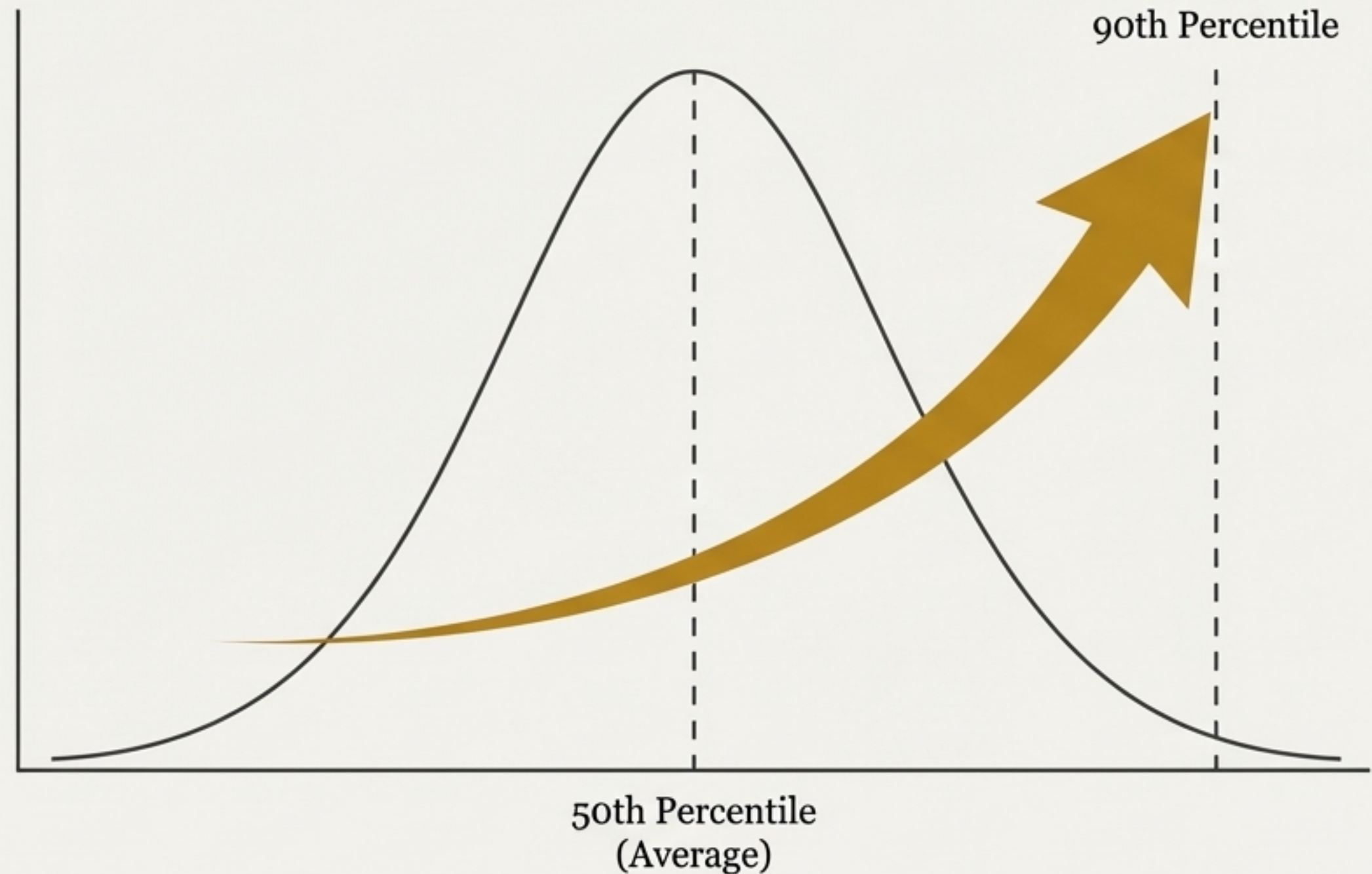


Coaching's single greatest impact is its ability to supercharge goal attainment.

$$g = 1.29$$

What does this mean? It's the equivalent of moving an individual's goal achievement from the **50th percentile (average)** to the **90th percentile**.

The research shows that coaching is exceptionally effective at enhancing an individual's capacity to set, pursue, and achieve meaningful objectives. This "meta-competency" is a powerful driver of both individual success and organizational performance.



Effective coaching builds the psychological engine for sustained learning and adaptation.

Beyond achieving specific goals, coaching develops the internal resources that enable individuals to thrive in dynamic environments. It strengthens their sense of agency and their ability to learn.



1. Boosts Self-Efficacy

Significantly improves an individual's belief in their ability to succeed.

$g = 0.59$ (Wang et al., 2021)

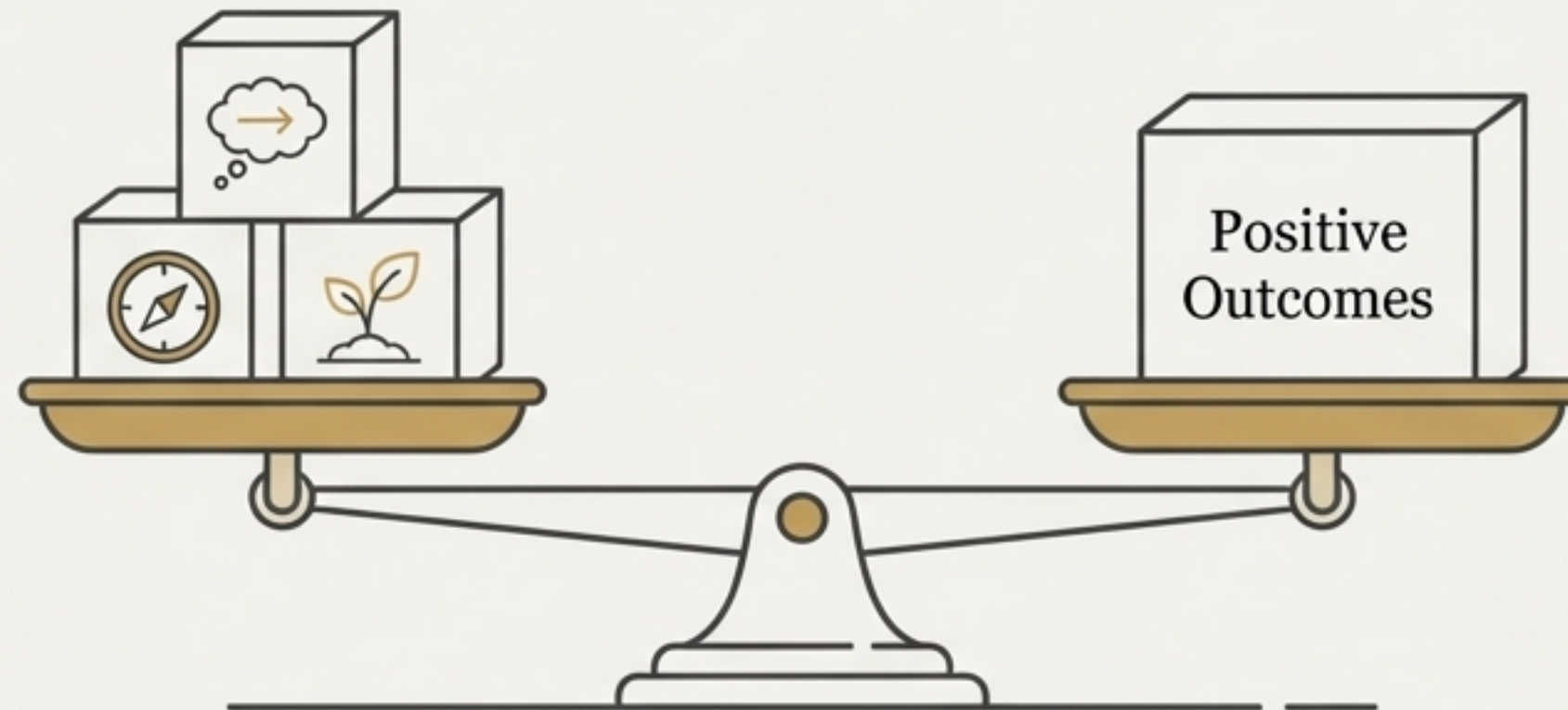
2. Develops Metacognition

Enhances the ability to reflect on one's own thinking and behavior, a key 'learning to learn' capability.

"Metacognition is a central mechanism through which coaching generates sustainable change." (Grant, 2001)

A surprising finding: No single psychological framework is demonstrably superior to others.

The meta-analysis revealed “framework equivalence.” Cognitive Behavioral, Solution-Focused, and Positive Psychology coaching all produced statistically similar positive outcomes.

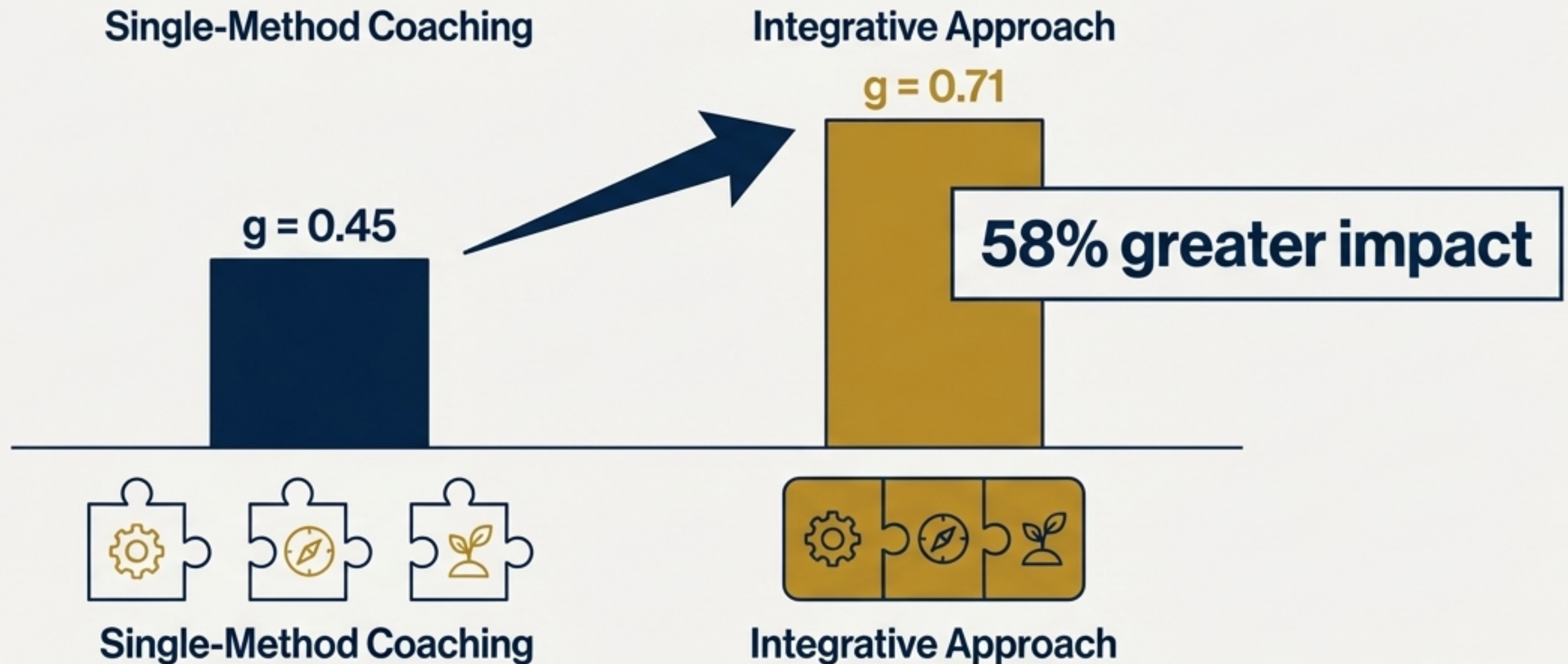


$F(3, 6.27) = 0.78, p = 0.54$ (Wang et al., 2021)

Implication: This suggests that the *quality of the coach* and the *coaching relationship* are more critical than adherence to a specific theoretical brand.

The real performance differentiator is integrating frameworks for comprehensive impact.

While single methods are effective, approaches that deliberately combine multiple psychological frameworks generate meaningfully larger effects.



Gold-standard trials confirm integrative coaching drives performance and resilience in high-pressure roles.



Case Study: Executive Coaching RCT (Grant et al., 2009)

Methodology

41 executives were randomly assigned to either an integrative coaching program (10 sessions combining cognitive behavioral, solution-focused, and GROW) or a control group.

The Results



Exceptional Goal Attainment: **$g = 1.61$**



Significant Improvement in Resilience: **$g = 0.90$**

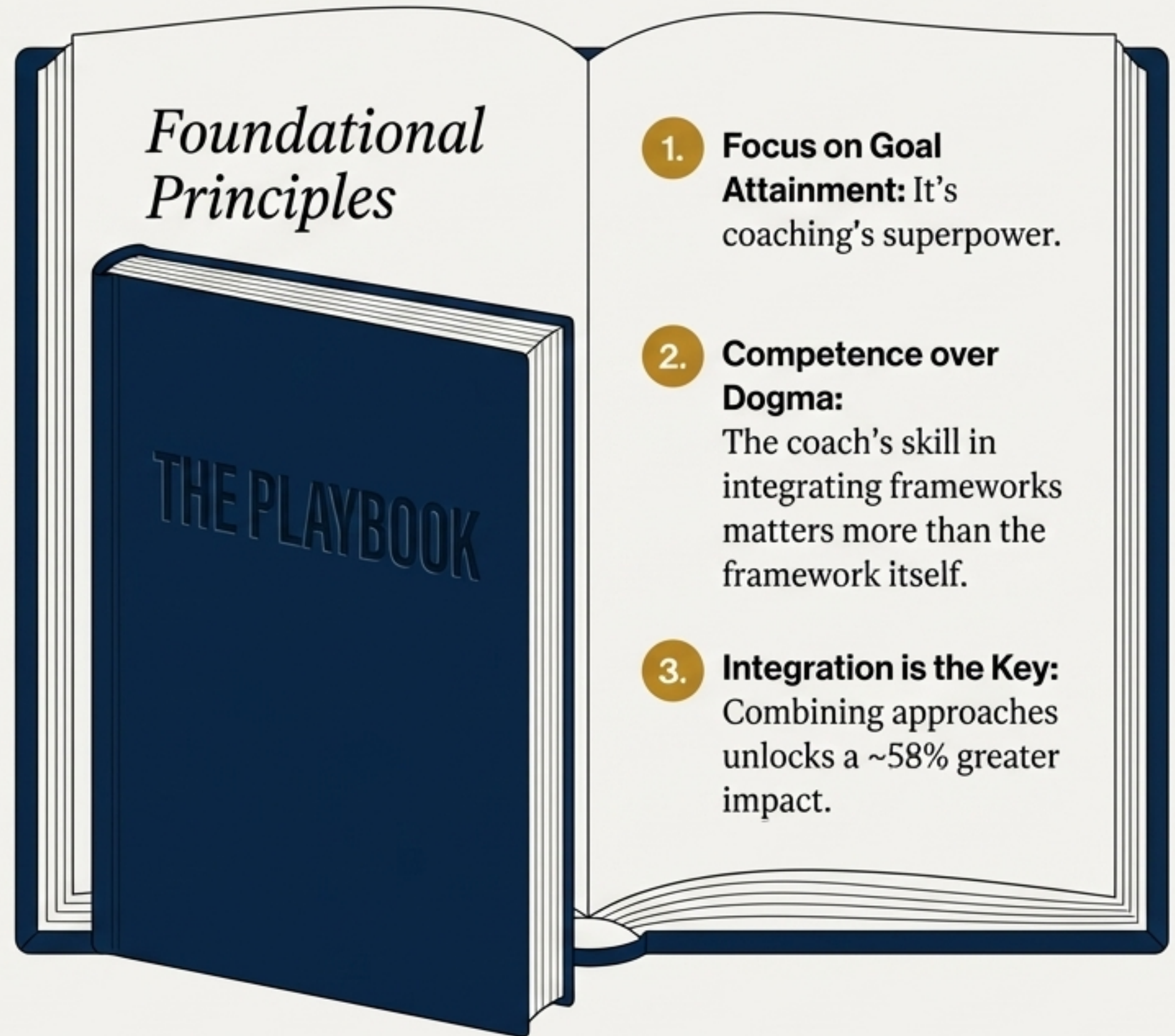


Enhanced Workplace Well-being: **$g = 0.47$**

The study proves that an integrative approach can simultaneously drive hard performance objectives and build the crucial psychological resources needed for sustained leadership.

The Evidence-Based Playbook: How to design and implement high-impact coaching

The research provides a clear roadmap. Moving from insight to action requires a strategic shift in how we select coaches, design programs, and measure success. The following principles translate the science into an actionable playbook for your organization.



Playbook Principle 1: Select coaches for their competence and flexibility, not for a single method



Traditional Approach

Focuses on specific, branded certifications.

- ✓ Certified in “X” Model



Evidence-Based Approach

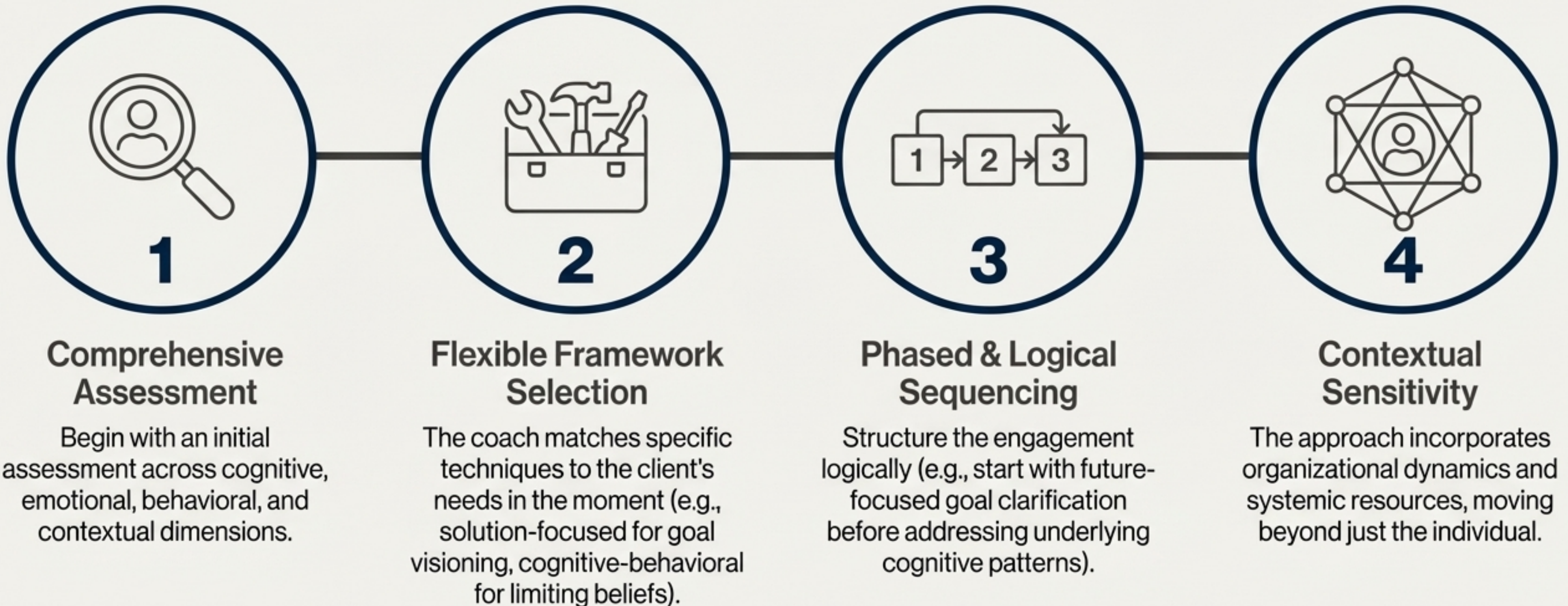
Focuses on a portfolio of skills and an integrative mindset.

- ✓ **Deep Psychological Foundation:** Training and credentials in evidence-based frameworks (e.g., CBT, Positive Psychology).
- ✓ **Demonstrated Relational Skills:** Ability to build a strong working alliance is a key “common factor.”
- ✓ **Integrative Approach:** Experience in flexibly combining multiple frameworks to meet client needs.
- ✓ **Commitment to Evaluation:** Uses systematic methods to track progress.

Strategic Consideration: For senior leaders or complex challenges, external coaches often generate larger effects due to confidentiality and independence (Jones et al., 2016).

Playbook Principle 2: Design integrative programs that are flexible and context-sensitive.

Blueprint for an Integrative Engagement



Playbook Principle 3: Measure what matters to capture the full return on investment.

To understand coaching's true impact, evaluation must be multi-dimensional and track changes over time. Relying on a single metric will miss a significant part of the story.

 <p>Behavioral Goal attainment, objective performance ratings (360-degree feedback)</p>	 <p>Cognitive Self-efficacy scales, self-awareness assessments</p>
 <p>Affective Job satisfaction, organizational commitment surveys</p>	 <p>Well-being Standardized scales for resilience, stress, or mental health</p>

Measure at both the end of the engagement and **3-6 months post-coaching** to capture sustained impact (Jones et al., 2016).
Reference for framework: Kraiger et al., 1993 & Wang et al., 2021

Playbook Principle 4: Embed coaching into your culture to build long-term organizational capability

While expert external coaching is critical, its benefits can be amplified by creating a distributed coaching culture. This democratizes development and builds leadership capacity at all levels.



The Science is Clear: Psychologically Informed Coaching is a Strategic Lever for Sustainable Performance.



Coaching delivers its most dramatic results in **goal attainment ($g=1.29$)**, moving people from average to the 90th percentile.



The greatest impact comes from **integrative approaches** that combine frameworks, boosting effectiveness by **~58%**.



The ultimate value lies in building lasting **cognitive resources** like self-efficacy and metacognition.

By strategically investing in competent, integrative coaching and measuring its full impact, you are not just developing individuals—you are building a more agile, resilient, and high-performing organization.