

# Supporting Research

## The effectiveness of an Integrated Leadership Development Process

Thomas G. Crane in "The Heart of Coaching" on p 24-25 makes the case for integration of Coaching with Leadership Development training based on a study done by Keilty, Goldsmith & Company, 1994. The study compared the perception of effectiveness of leaders who went thru a leadership development program with and without follow-up that included feedback and implementation of an improvement plan based on the feedback i.e. coaching. The results of the study were as follows:

1. When the training was conducted with no follow-up feedback or coaching, the overall effectiveness of the Leaders remained the same (or got worse) in 55% of the leaders, and improved in 45% of the leaders.
2. When the training was conducted with consistent follow-up feedback and coaching, the overall effectiveness of the Leaders remained the same (or got worse) in only 5% of the leaders, and improved in 95% of the leaders.
3. In addition, the study measured the degree of improvement in the overall effectiveness of the leaders. The study found that the follow-up feedback and coaching shifted the percentage of the leaders who showed the highest degree of improvement from 7% to 55%.

So by adding consistent follow-up feedback and coaching the number of leaders who showed improvement in their overall effectiveness more than doubled i.e. 45% to 95%. And of those who improved the number with the highest degree of improvement went up by a factor of almost 8X. i.e. 7% to 55%.

### Studies suggest that training alone is very ineffective

Studies by Cownwell & Dolb, 2004 suggest that no more than 15% of learning transfers to the job in the absence of a follow up system.

On the other hand studies by Longenecker, 2004 showed substantial improvement in effectiveness when mechanisms for observation and coaching were included.