

# Executive Digest

From the Executive Coaching Centre



## The reasons for bad executive coaching

The National Health Service in the UK recently published a large-scale survey on executive coaching with some interesting reasons for bad coaching from which we can all learn:

1. The coach prescribes simplistic solutions to complex organisational or life/balance issues. (This can be avoided if the coach makes his/her expertise clear early on and explains that he/she may not be an expert in the area but someone who provides support, encouragement and resources.)
2. People being coached may have major interpersonal difficulties. (The coach should determine at the outset why this relationship is unproductive e.g. communication style differences)
3. The coach may share his/her opinion too early. (Coaches need to remember that coaching is 80 per cent listening and 20 per cent talking.)
4. The coach may not follow through on monitoring and homework. (It is important to review goals and progress during each session.)
5. The coach may respond to self-imposed pressure or perceived pressure from the person being coached and his/her organisation to achieve quick results. The outcome will be superficial rather than sustained behavioural change. (A major part of a coach's role is to educate not only the person being coached but also the organisation about the nature of coaching and change.)
6. Even apparently successful relationships, where the two parties respect each other, there may still be a negative impact if little is achieved. Both parties may enjoy their discussions but there may be little change. A critical problem in coaching relationships identified in the research literature is that either or both parties lack self-awareness.

For the full report see [http://literacy.kent.edu/coaching/information/Research/NHS\\_CDWPCoachingEffectiveness.pdf](http://literacy.kent.edu/coaching/information/Research/NHS_CDWPCoachingEffectiveness.pdf)

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