



Lessons learned from matching coaches to coachees- South African context 🐝

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Introduction



- To share the patterns that emerge on what the coachee takes into consideration in choosing a coach
- To explore possible explanations for these patterns, working with relevant I-O underpinnings
- To discuss possible ways of working with coach-coachee matching in executive coaching projects

Methodology

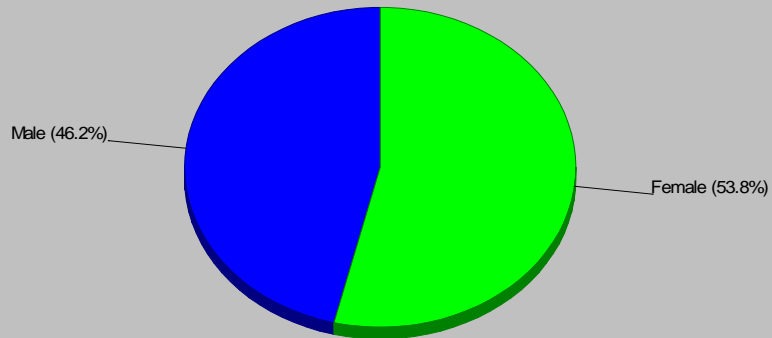


- Work-based research study
 - Has academic research underpinnings
 - But real life work-based data and
- Simple random sampling, no replacement
 - Random coaches and their coachees
 - 50% coaches to coachees- distribution
 - But then coaches are people too!
 - The small sample is 47 people in a survey, and 94 coaches matched with 429 executive coachees from 2008 – 2010 in a coaching practice
- The use of a systems psychodynamic model in group coaching supervision sessions

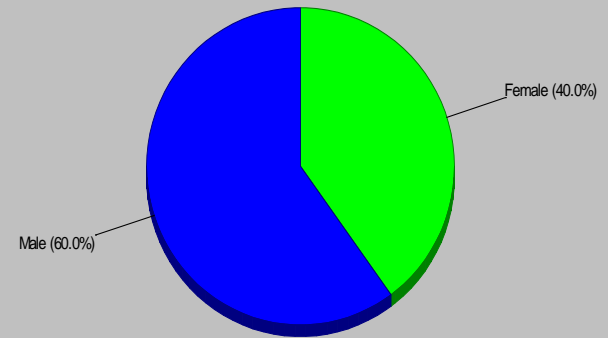
Gender distribution



1. What is your gender?



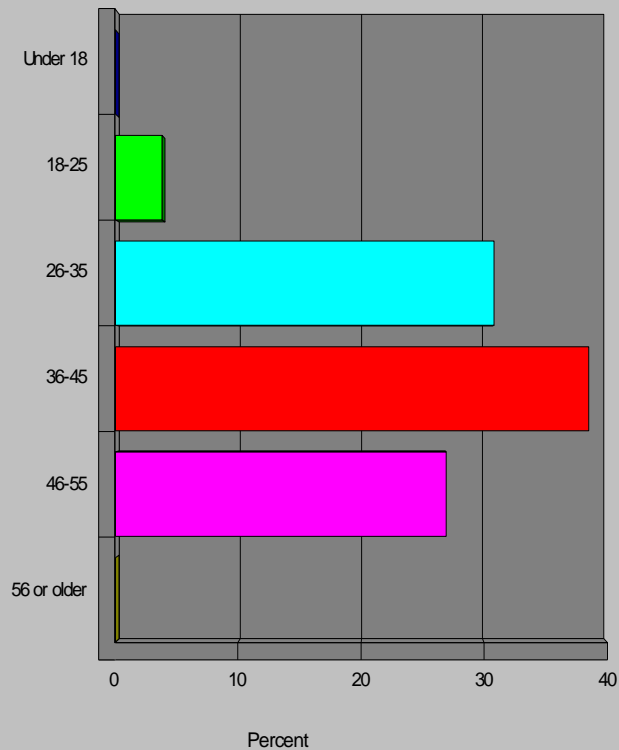
1. What is your gender?



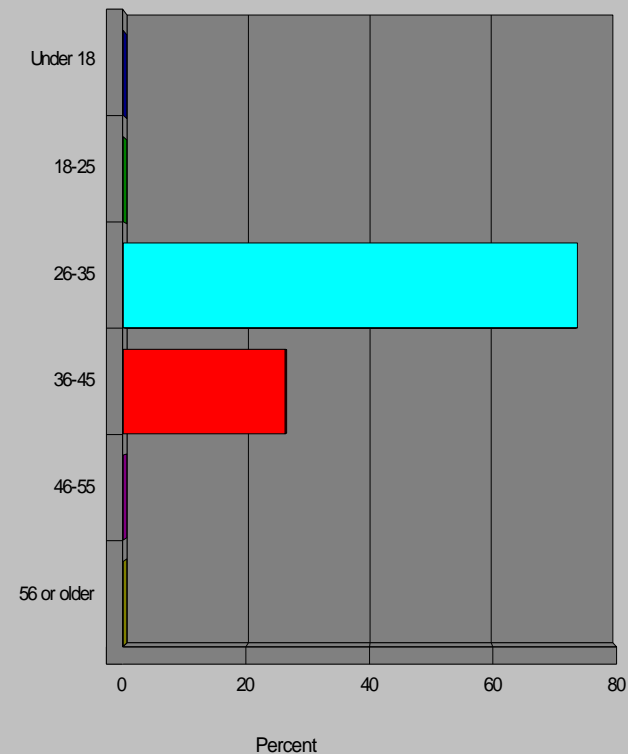
Age distribution



2. Which age range are you?



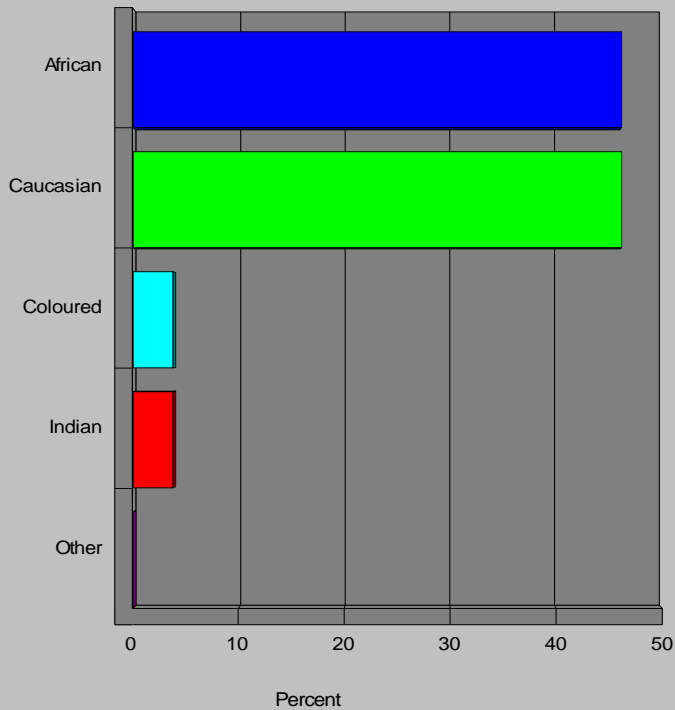
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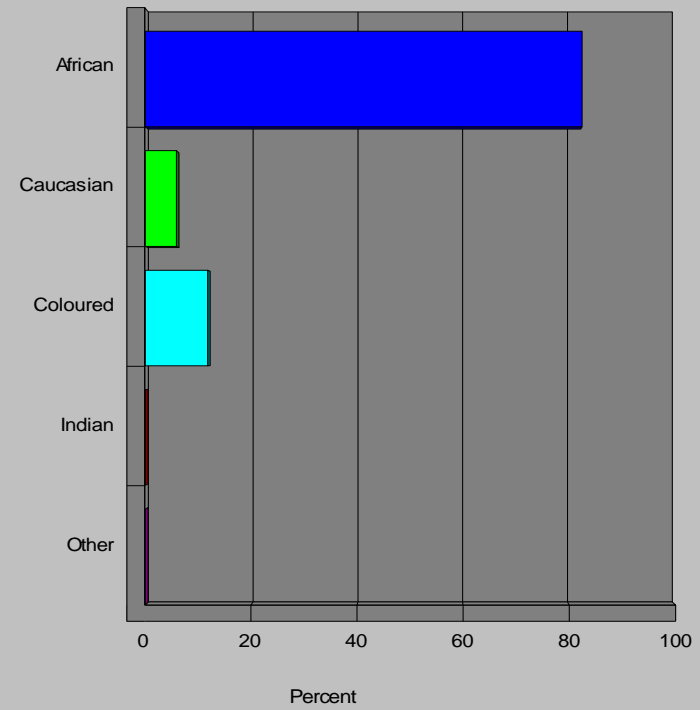
Race distribution



3. Which race group are you?



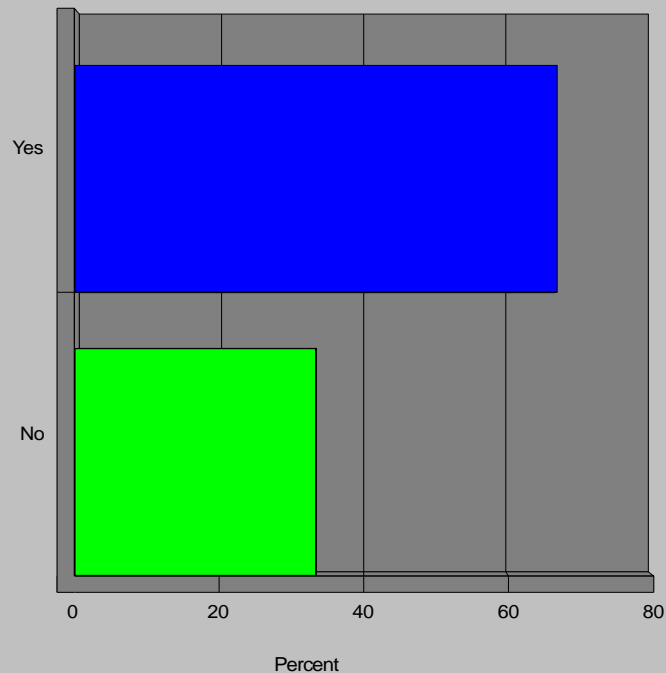
3. Which race group are you?



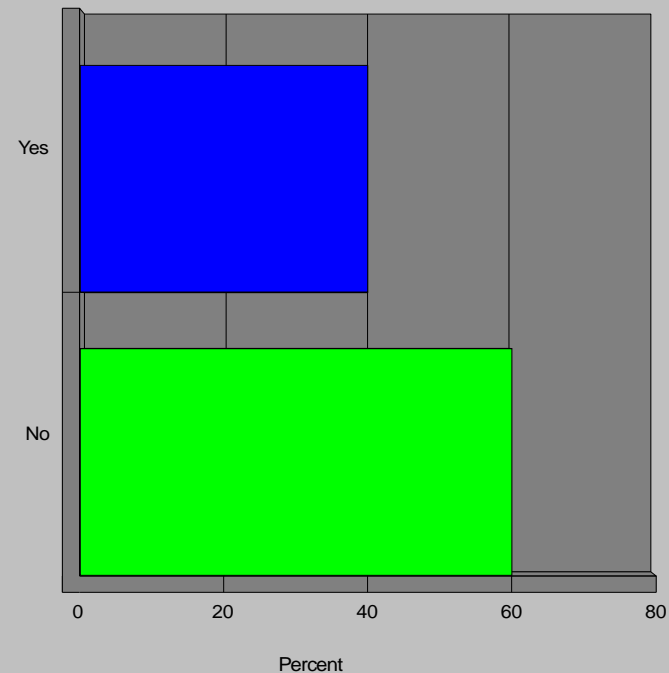
How many selected own coaches?



7. Did you choose your own coach?



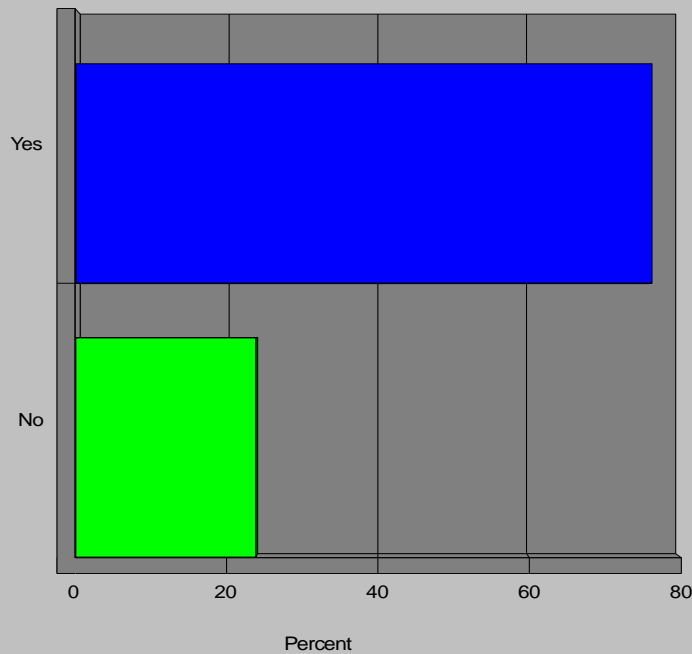
7. Did you choose your own coach?



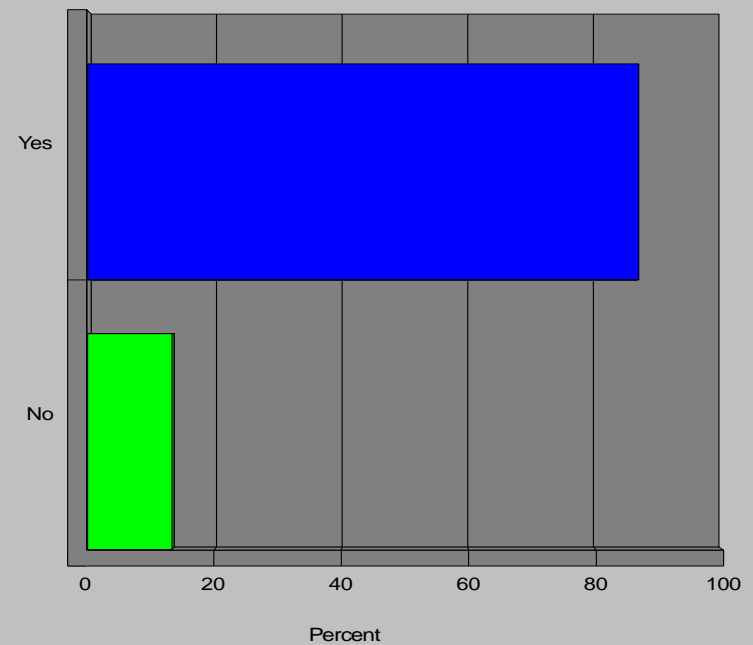
Is it important to choose a coach?



9. Was it or is it important for you to choose your own coach?



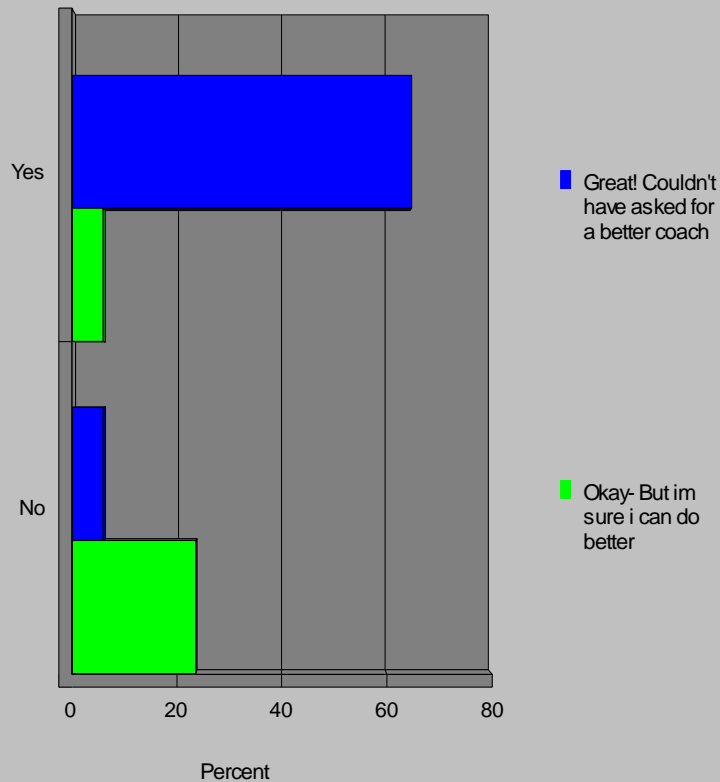
9. Was it or is it important for you to choose your own coach?



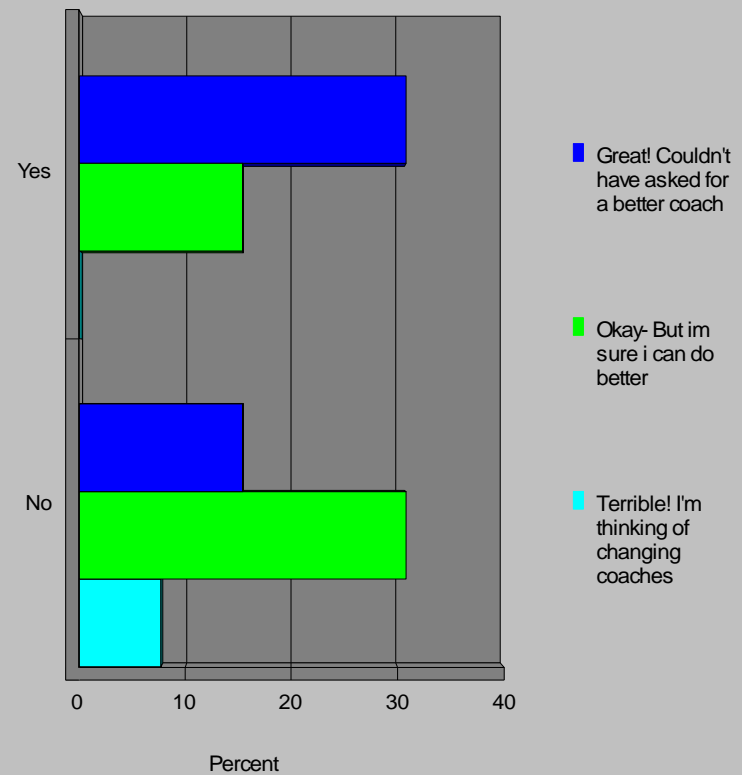
Those who selected own coach are happy



7. Did you choose your own coach? - By - 11. How would you describe your coaching



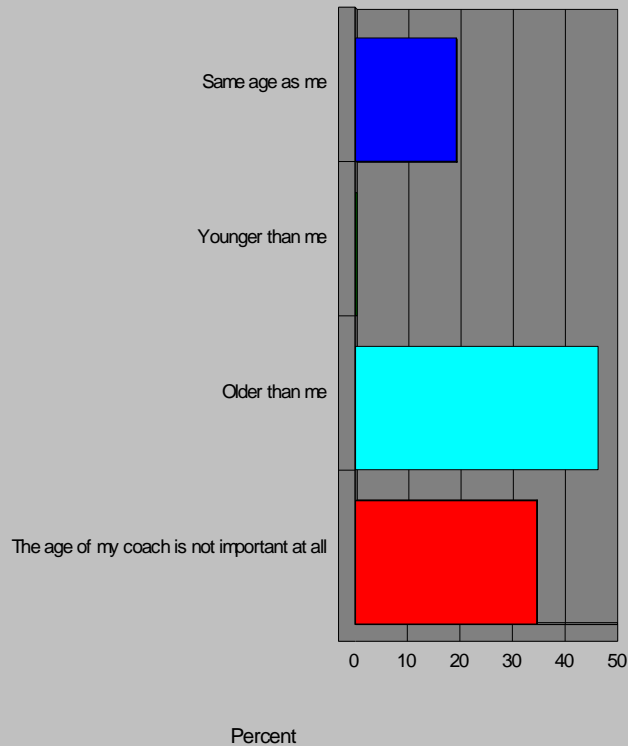
7. Did you choose your own coach? - By - 11. How would you describe your coaching



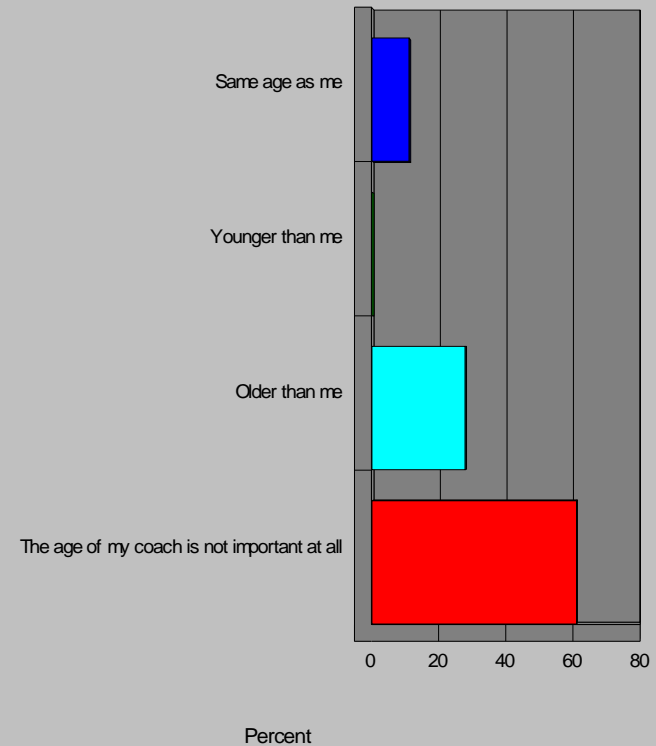
Is age important?



12. I prefer that my coach is....



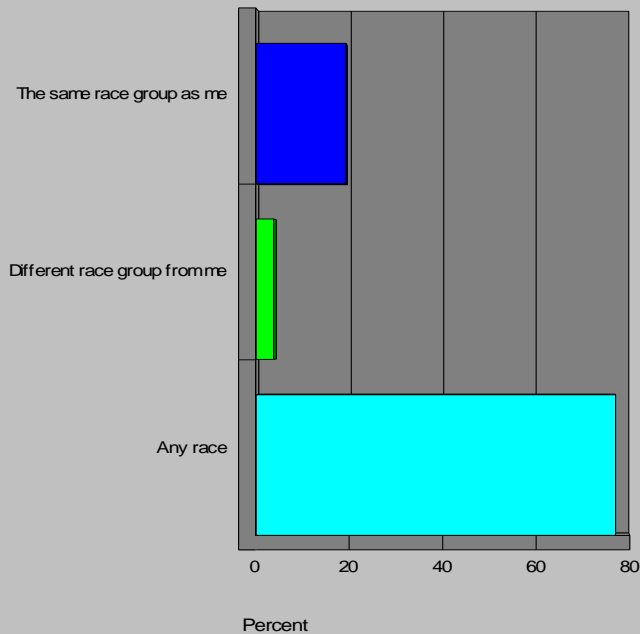
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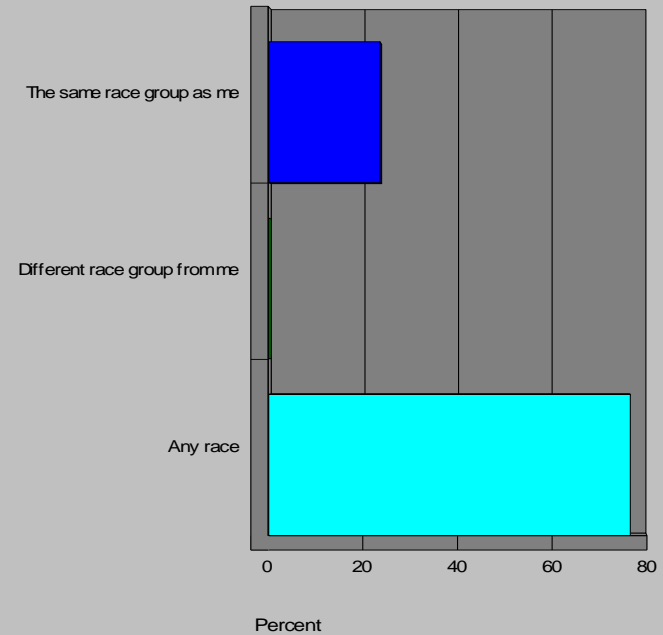


Is race important?

13.I prefer that my coach is....



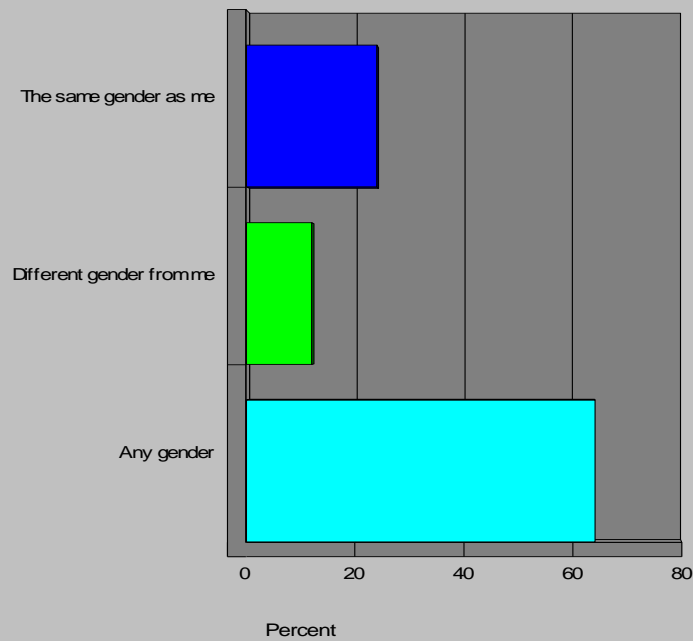
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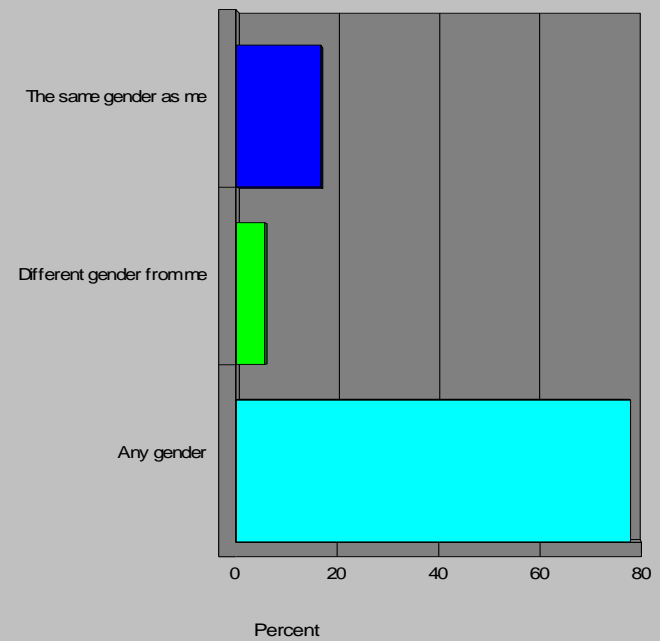


Is gender important?

14. I prefer that my coach is....



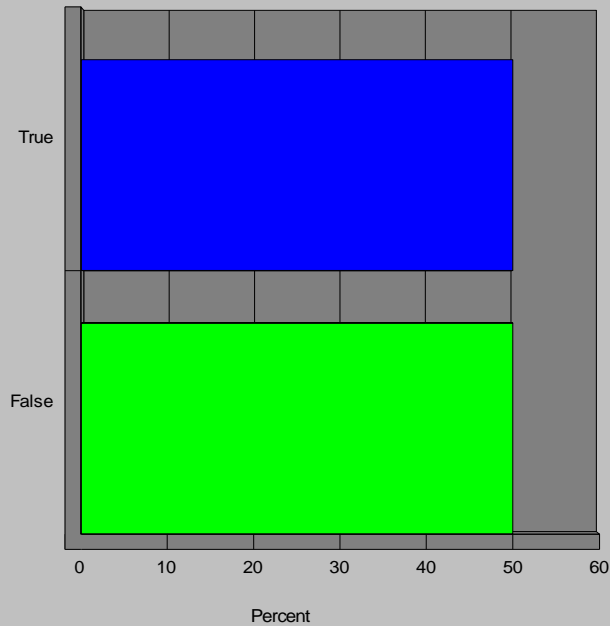
14. I prefer that my coach is....



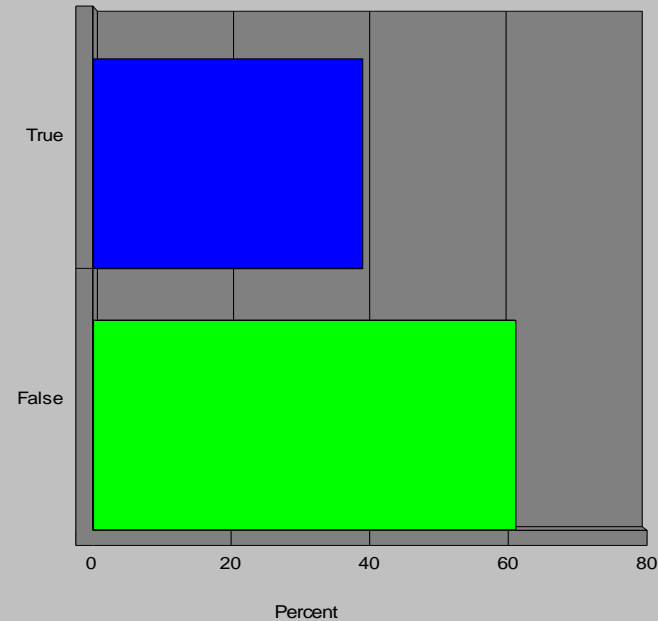
Is language important?



15. I prefer that my coach speaks the same language as me



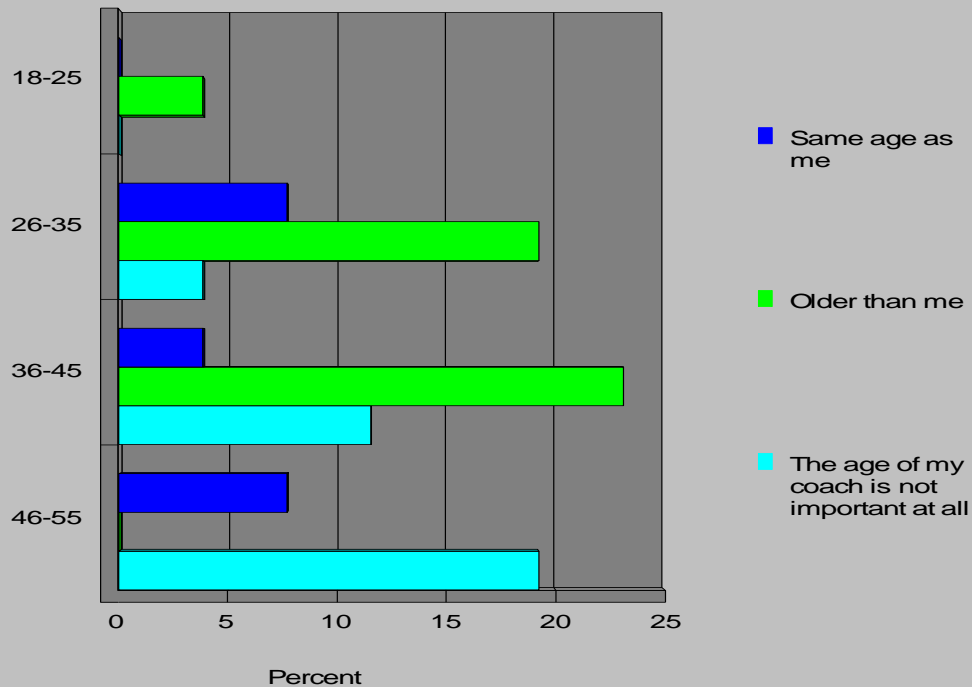
15. I prefer that my coach speaks the same language as me





Does age preference differ by age?

2. Which age range are you? - By
- 12. I prefer that my coach is....

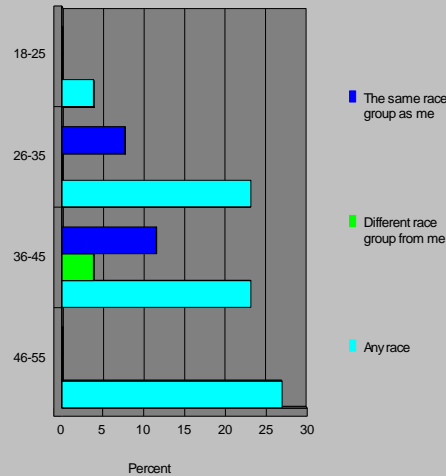




The older the coaches, the less important the race preference



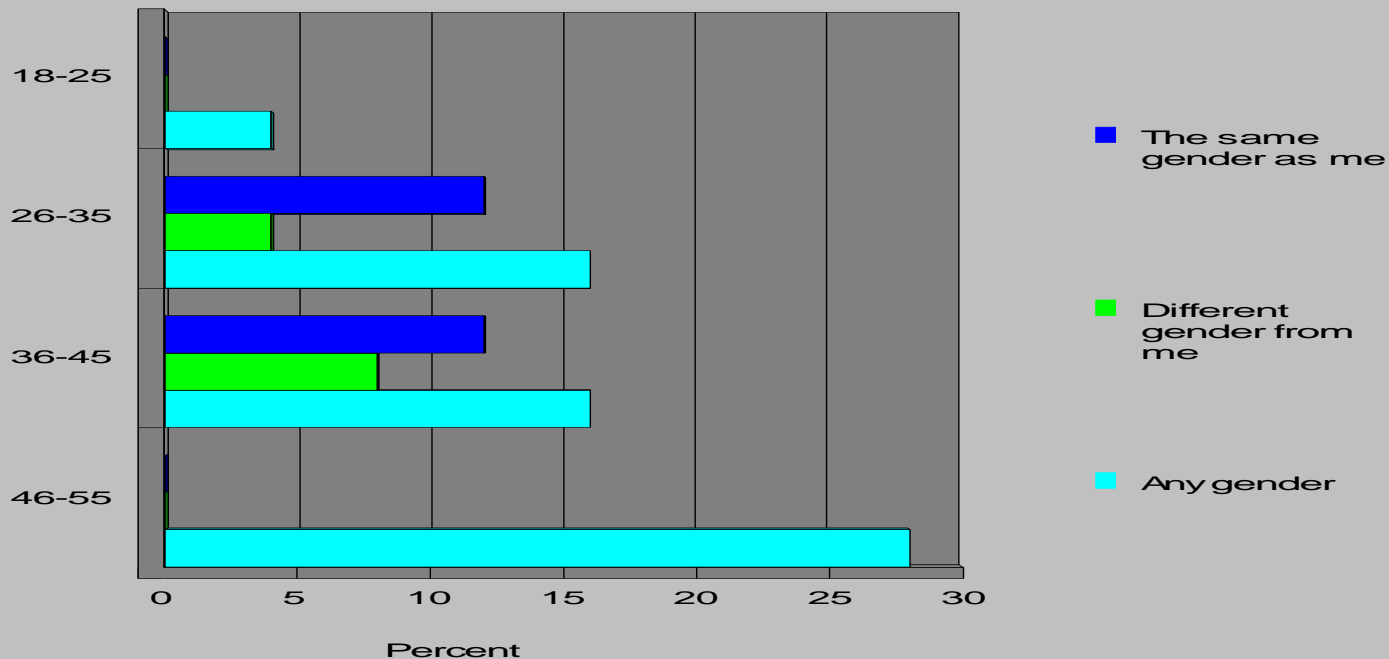
2. Which age range are you? - By
- 13. I prefer that my coach is....



Gender is more important for mid age than older coachees

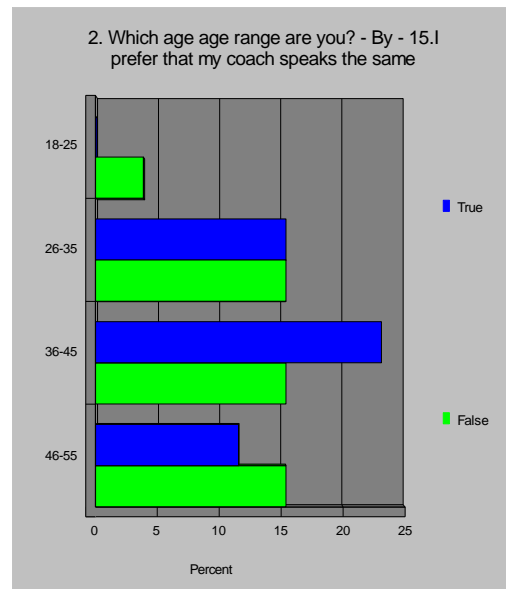


2. Which age age range are you? - By
- 14. I prefer that my coach is....





Does language preference vary for people of different ages?

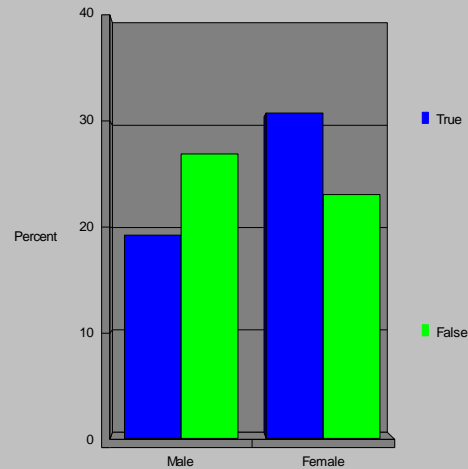




Does language preference differ by gender?



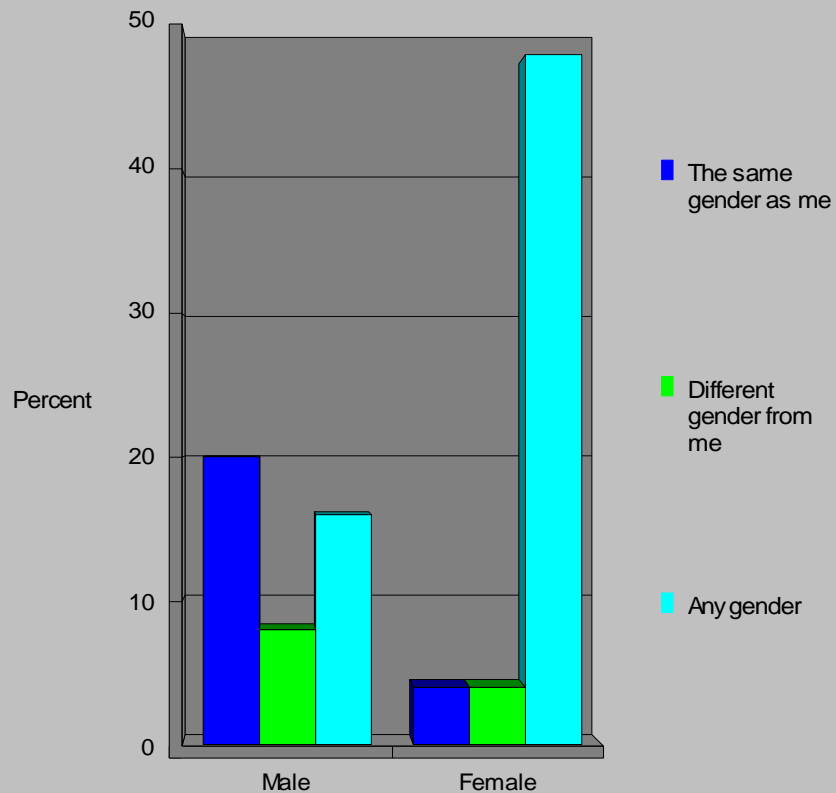
1. What is your gender? - By - 15. I prefer that my coach speaks the same language





Gender to gender preference

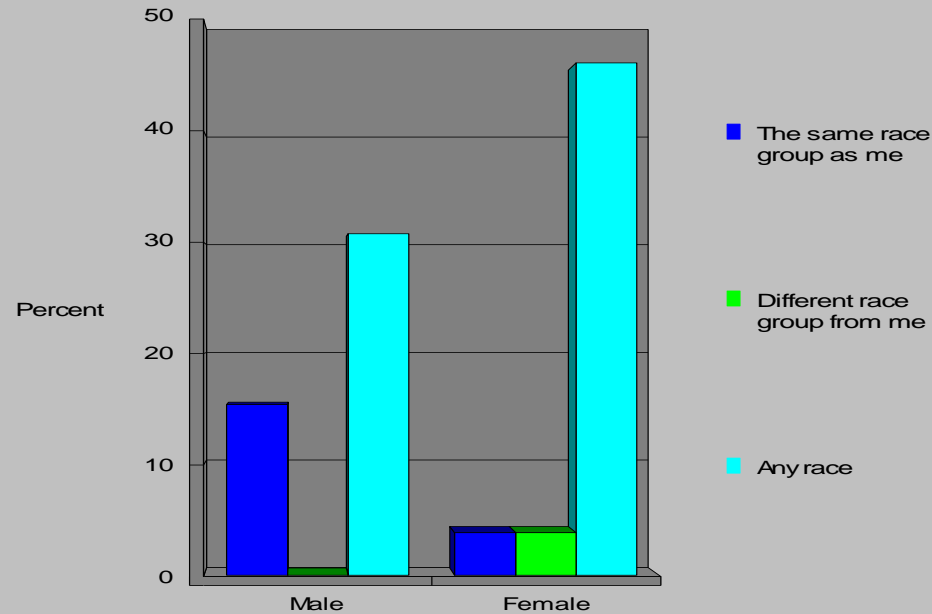
1. What is your gender? - By - 14.1
prefer that my coach is....



Is there variation between men & women for race preference?



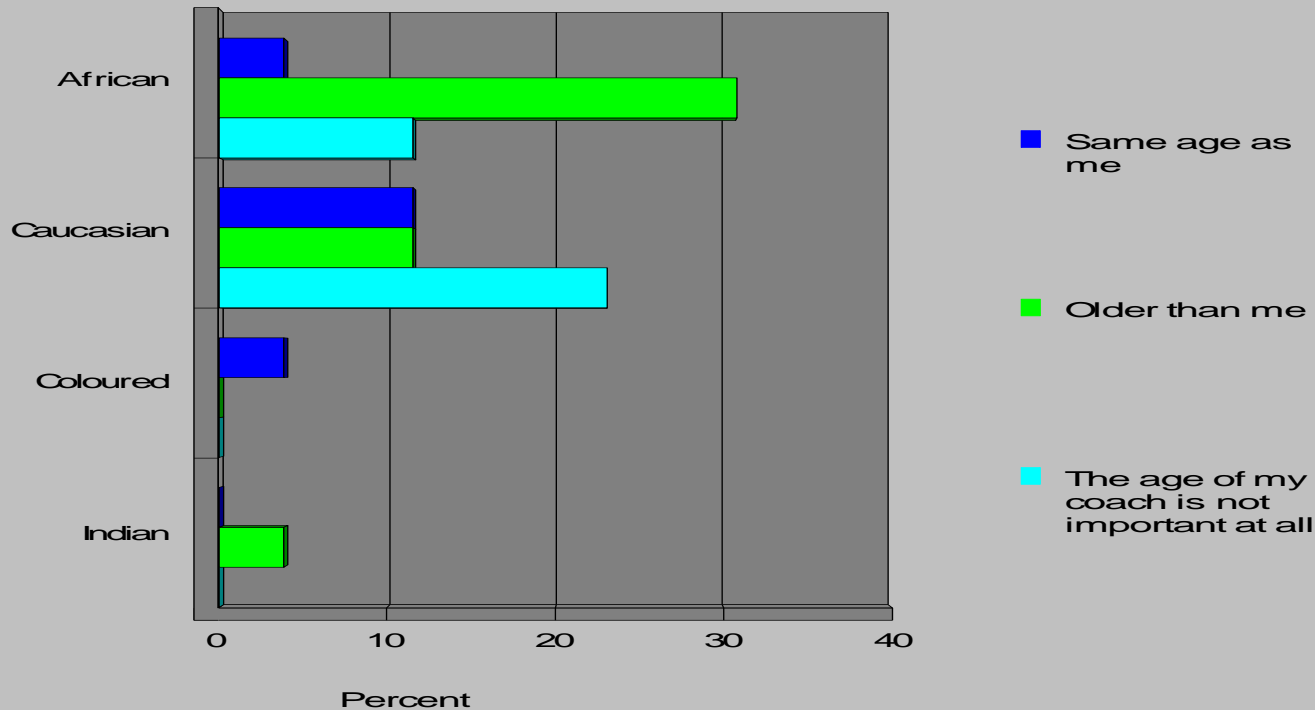
1. What is your gender? - By - 13.1
prefer that my coach is....





How does age preference differ for different race groups?

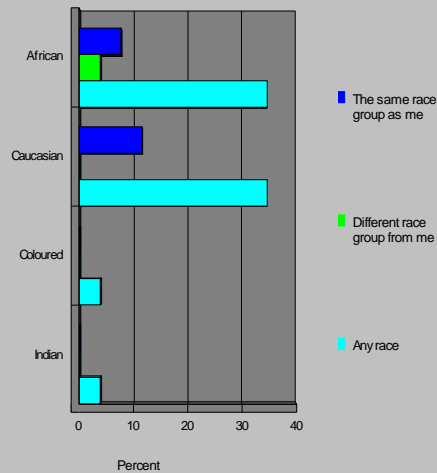
3. Which race group are you? - By - 12. I prefer that my coach is....





Does race preference differ per race group?

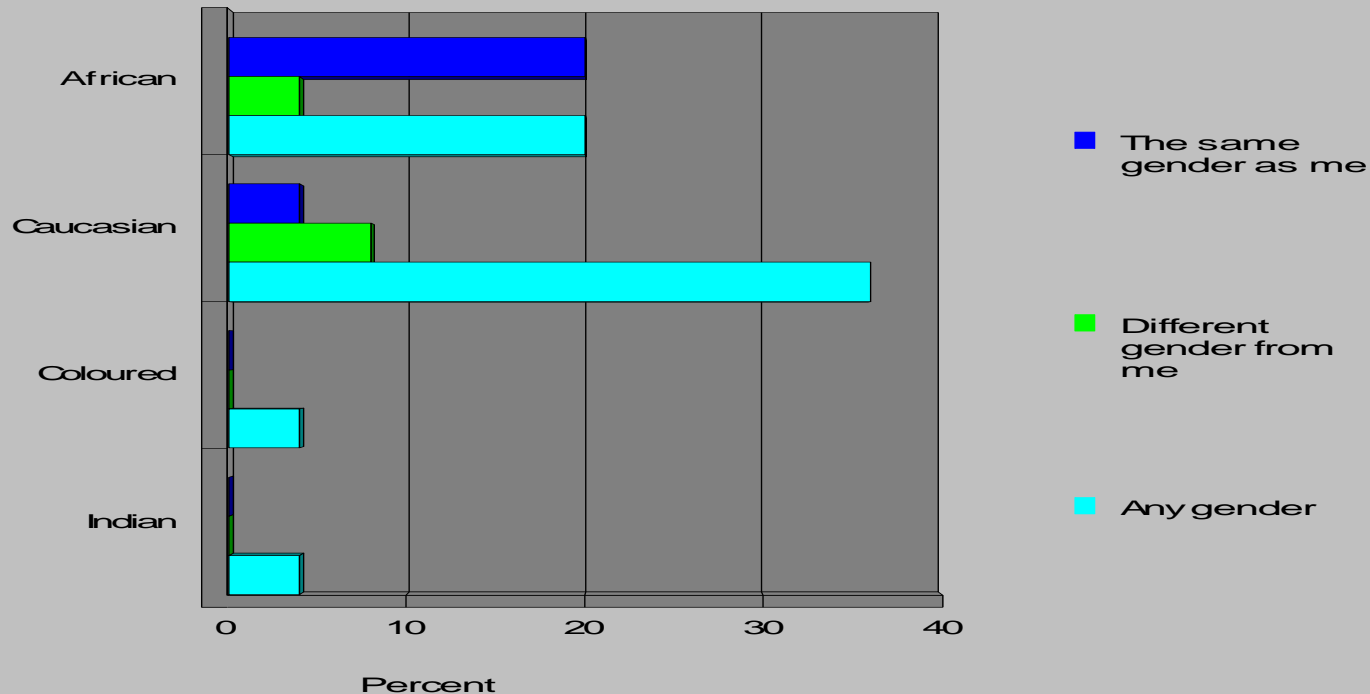
3. Which race group are you? - By
- 13.I prefer that my coach is....





How does gender stand for different races?

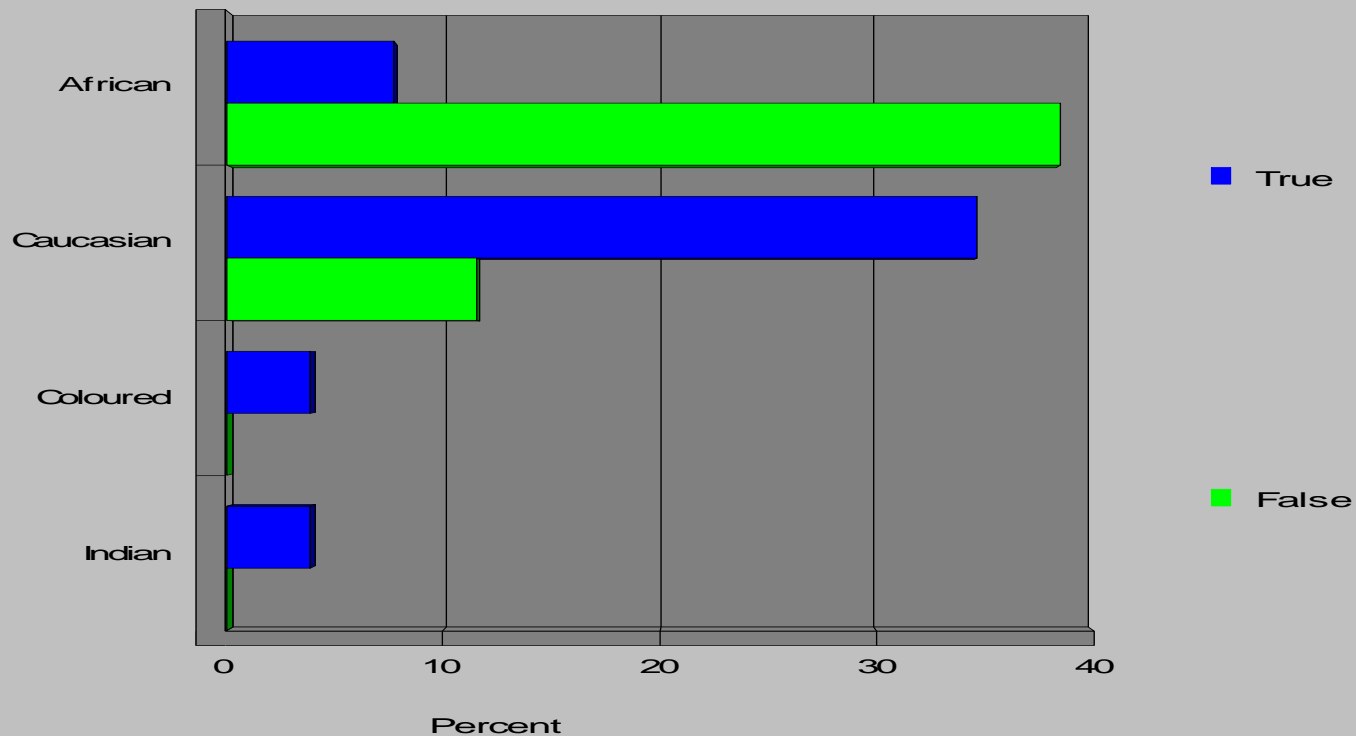
3. Which race group are you? - By - 14.I prefer that my coach is....



Is there a difference in Language preference for different races?



3. Which race group are you? - By - 15.I prefer that my coach speaks the same language



What do coaching clients prioritise? Comparative research



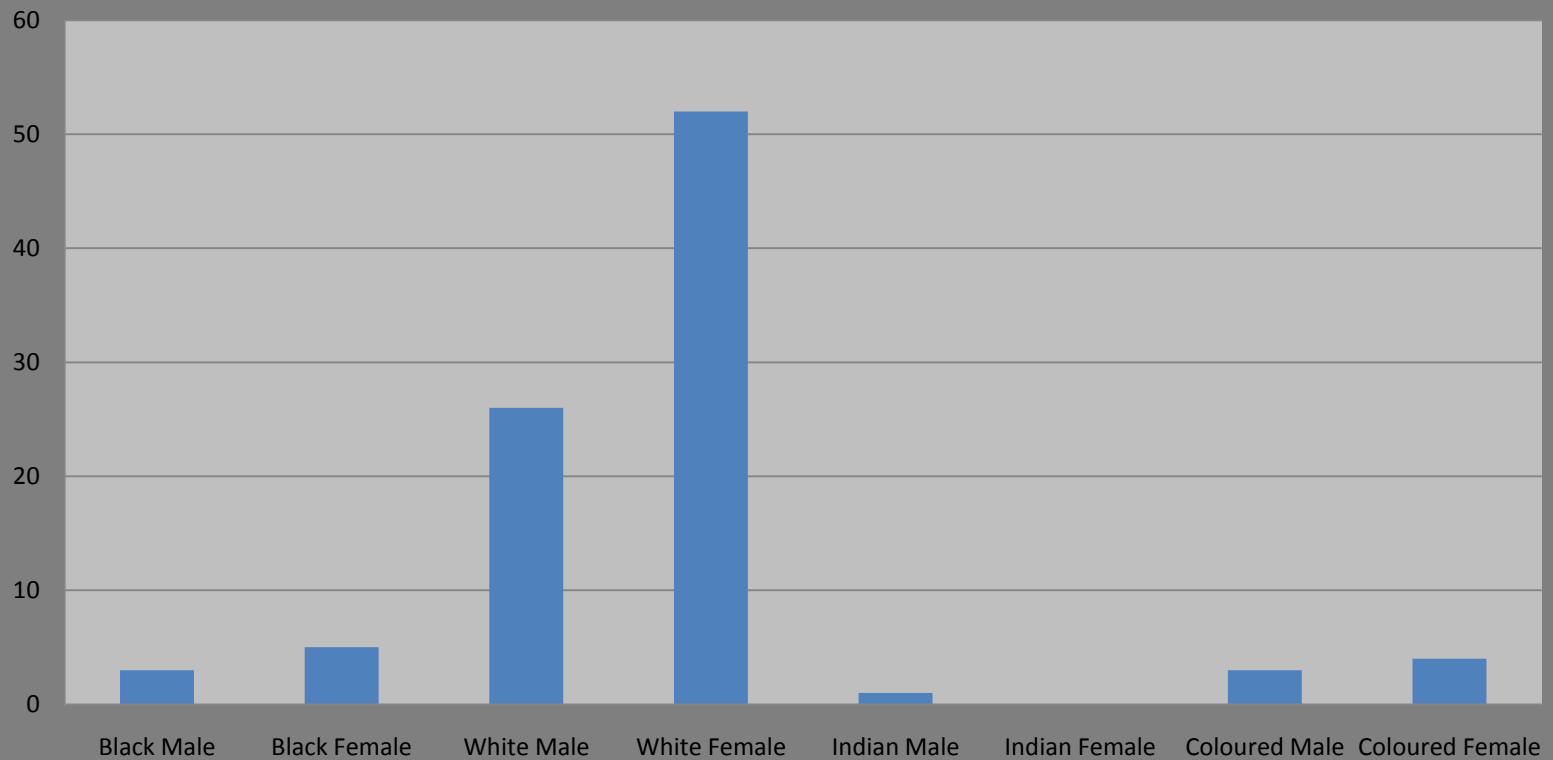
- **Credentials**
 - Some form of training/Graduate Training in Psychology (Aus)
 - Understanding of Business
 - Reputation as a coach
- **Personal Characteristics**
 - Ability to form a strong working alliance/relationship
 - Professionalism
 - Use of clear and sound methodology
- **Indicators of success**
 - Behaviour change
 - Increased awareness
 - Improved leadership

*Executive Coaching: An Outcome Study. Consulting Psychology Journal:
Practice and Research, Vol. 55, No2, 94-106*

Coaching panel race and gender distribution



Coaching panel by race and gender





Summary of survey results



- A significant portion of participants preferred to select their own coaches
- The age of the coach is relatively important in the selection of the coach, especially in cases where the coach is older or same age as coachee
- *Race is not a "conscious" factor in selection, however the research on the actual selection shows the unconscious elements in the selection of the coach*
- Gender does not seem to be of importance to the coachees, at least at a conscious level



Summary of survey results

- The language capability of the coach appears to be of importance
- The attributes of the coach as well as their experience seem to be more important than their qualifications in the selection process
- The process of matching is just as important in maximising proper selection, including escape clauses upfront
- Financial implications of the coaching relationships were interestingly highlighted by only 9% of the participating coachees



Summary of an actual practice matching results

- Black male and female coachees choose white male coaches, then black male coaches
- White male and female coachees select white male coaches, then black female, and white females coaches
- Indian females coachees select white female coaches
- Coloured males and females coachees select white male coaches

Practical application?



- Allow the coachees to select their own coaches
- Give coachees a variety in terms of race, age, gender and languages
- Create a matching process such that the coachee is exposed to the skills, knowledge and attributes of the coach
- Frame the matching process properly, looking at factors of purpose, process and place
- Coaches should highlight their commercial skills experience and attributes more than just focus on the qualification



Questions





Please help with the research



- Please complete the survey **at**

<http://www.thecoachingcommunity.co.za>

- Please leave anecdotes and stories and thoughts on our website