

EXECUTIVE COACHING: IMPACT & RETURN

HOW LEADERS & COMPANIES
REALIZE MILLIONS BY USING
EXECUTIVE COACHING

A Research Study by Bravanti

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INTRODUCTION

Today's business environment demands a great deal from leaders. Both the world and the work environment have fundamentally changed and continue to change. Leaders must support their workforces as we all navigate massive shifts in work and in life. They must embrace new skills to lead strategically through uncertainty, adapt to change, and find new strength by tapping into their own potential and empowering those they lead. Many of them have found answers and a courageous way forward through executive coaching.

Executive coaching is a \$20 billion industry and growing exponentially. More and more leaders, boards, and organizations are realizing the powerful and lasting impact coaching can have on culture, innovation, productivity, collaboration, and more – all contributing to the organization's success. As you will see throughout this study, leaders we've coached cite multiple positive impacts of their coaching experiences and ascribe specific dollar amounts in savings, cost reallocations, increased revenue, and other financial benefits.





PURPOSE

Bravanti has coached thousands of business leaders over the years, guiding them in developing their strengths, becoming more effective team leaders, inspiring their people and organizations with visionary leadership, and taking their business performance to the next level for the benefit of shareholders and stakeholders alike.

We receive consistently positive feedback about how our coaching has helped leaders and their organizations succeed, with tangible returns on investment and powerful impact to the bottom line. Simply put, executive coaching works. We wanted to find out why and how our coaching was having an impact.

METHODOLOGY

In 2021, Bravanti examined a global cross-section of 100 senior executives we coached between 2015 and 2020, in organizations ranging from privately owned to middle-market to well-known Fortune 500 and FTSE 100 organizations. Our clients are typically high-performing executives seeking to improve their leadership capabilities for greater impact on their organizations, teams, and people, as well as a bottom-line impact for shareholders and stakeholders.

At the beginning of an executive coaching engagement, the leader is asked to discuss with their coach and set realistic and specific goals for three of the most important business impacts they want to focus on. These business impacts are reviewed weekly or bi-weekly to assist in maintaining focus and holding the leader accountable for their goals. As the engagement progresses, these goals often evolve and change, and new goals may emerge. This is all documented as part of the end-of-program analysis.

BUSINESS IMPACT MEASURES

Our analysis for this study measured 10 tangible and 8 intangible impact areas (as defined below) over the time period, recording high, medium, and low impacts experienced as a result of executive coaching, the goals set by each leader, and the business impacts achieved, with dollar amounts assigned where appropriate.

Intangible	
Improved Relationship: Reports	My direct reports
Improved Relationship: Stakeholders	Those who are impacted by my effectiveness
Improved Relationship: Peers	My colleagues (outside of my direct reports)
Improved Relationship: Clients	Those with whom I do business
Improved Job Satisfaction	My overall happiness with my job
Reduced Conflict	Clashes/unproductive disagreements between my team and me, and/or with my clients
Increased Organizational Commitment	The overall dedication of my team and me to improving our business results
Improved Teamwork	The overall willingness of my team/clients and me to collaborate
Other Intangibles	Specified by participant

Tangible	
Productivity	The amount of work my team and I complete for the time we spend working
Quality of Work Products	The overall quality of my/my team's work
Organizational Strength	Overall performance of the organization and satisfaction of employees
Customer Service	The ability to keep my customers satisfied and their willingness to do more business with me
Reduced Complaints	Number of complaints from customers (Service related) and/or employees (job and/or work related) under my responsibility
Own Retention	Definition: The likelihood that I choose to stay in my current role
Cost Reduction	Lowering the cost of conducting business
Bottom Line Profitability	Net earnings
Top Line Revenue	Gross Sales
Reduced Turnover	The attrition rate of employees under my responsibility (excluding promotions or transfers)
Other	Specified by Participant



IMPACT OVERVIEW

Business Impacts: Based on their individual goals, leaders we coached reported high, medium and low impacts (both tangible and intangible) between 2015 and 2020. The highest average impacts are shown here.

70% IMPROVED
RELATIONSHIPS
W/STAKEHOLDERS

68% IMPROVED
RELATIONSHIPS
W/DIRECT REPORTS

67% IMPROVED
TEAMWORK

62% IMPROVED
RELATIONSHIPS
W/PEERS

58% ORGANIZATIONAL
STRENGTH

49% PRODUCTIVITY

43% INCREASED
ORGANIZATIONAL
COMMITMENT

Average percentage of leaders coached who reported high impact for these areas, based on their goals



POWERFUL ROI

100% of the executives we analyzed for this study identified significant financial benefits.

In fact, with an average investment for a coaching engagement of \$25,000, and an average return of \$2.1 million, the leaders we coached realized a return of nearly 84 times the investment on average from 2015-2020.

SPOTLIGHT: COACHING IN ACTION

The CEO of a large healthcare subsidiary had experienced great success with his own executive coaching and sought executive team optimization to support the company's leaders in adapting to change while developing healthier team dynamics.

Bravanti's approach focused on:

- Self-awareness and effective communication
- Improved partnership and collaboration
- Trust, connection, and openness among the executive team
- Healthy conflict and challenging the status quo
- Refocusing strategic goals at all levels

Results

- \$14.2 million in ROI
- \$7 million in cost reallocation
- 90% of participants rated improved team dynamics as "great" or "very great"

ROI SNAPSHOTS

"The combination of individual and team coaching was beneficial to me and the organization. The coaching increased awareness that impacted quality of collaboration, decision making and commitment to results within the team. It reduced unnecessary conflict by giving us a framework to communicate and work out issues we are facing."

Value: \$5M

"I was able to bring together a cross-functional group of leaders to support solutions pertaining to a health plan operation. The approach I took to managing this effort has averted an increase to medical spending and identified a way to solve a problem for a particular client."

Value: \$10M

"I was able to coach a direct report to formulate and apply a different distribution model in our group. As a result, we merged two teams and we are taking the synergies of that effort to increase sales through distributors."

Value: \$2M

GOALS & ACCOMPLISHMENTS

“My goals were executive confidence, extending my network, contributing beyond my professional area, and giving my team more accountability.”

All of the leaders evaluated for this study reported success in making changes to improve their leadership and all reported some or significant progress towards their goals, especially in the areas of self-awareness, confidence, improved leadership presence, communication, teamwork, delegation skills, and strategic focus.

SPOTLIGHT: COACHING IN ACTION

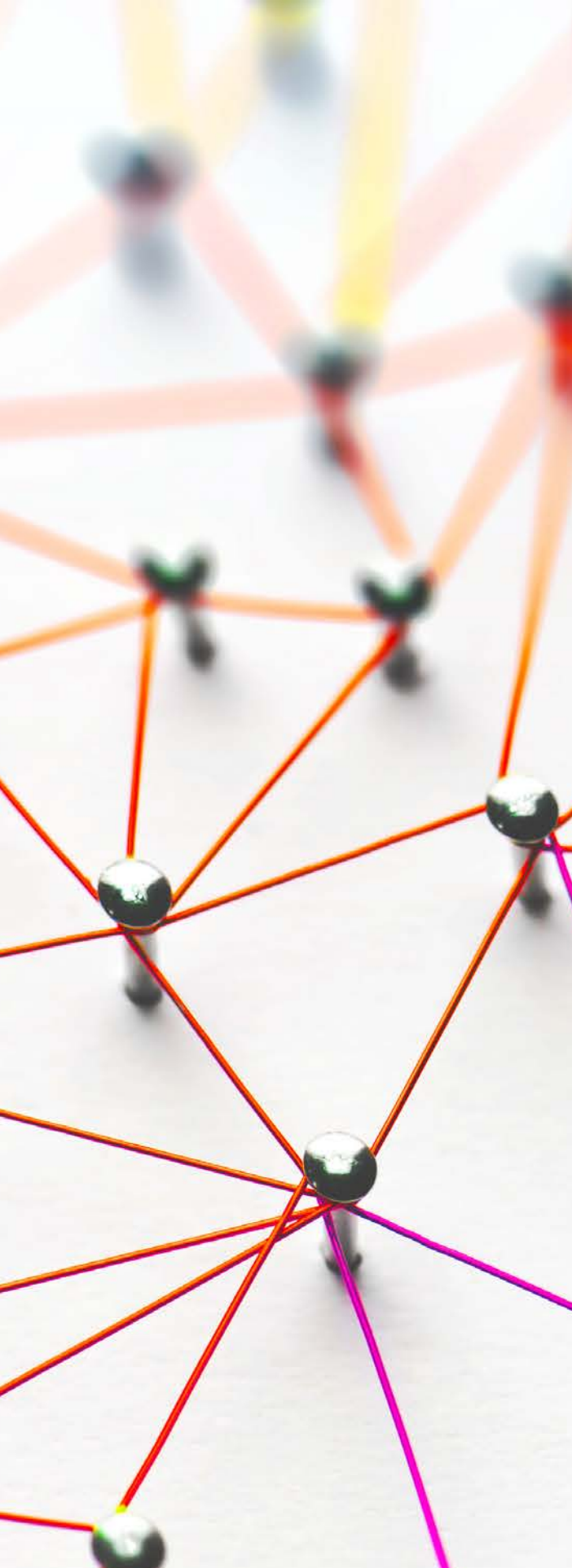
A global consulting firm wanted to develop three high performers (of widely different backgrounds) into stronger leaders. The firm was also adjusting after a large-scale merger. We formed a peer-coaching “pod” for collaborative learning and coaching.

This included:

- Assessments and key stakeholder feedback
- Bi-weekly coaching and learning assignments
- Alignment meetings
- Peer coaching

Results

- Combined \$2.8 million in ROI
- Increased top-line revenue of \$1 million+
- Improvements in leadership skills, communication, collaboration, retention and organizational strength
- New solutions for clients
- Improved client relationships and stakeholder buy-in



NEW BEHAVIORS & APPROACHES

“I am listening more, delegating more – letting go and giving myself and others space to demonstrate their skills, which also empowers others to be better and develop more.”

Many leaders were aware of their changed behaviors, often highlighting the intentional changes in behavior with objectives in mind. Across the years, leaders commented on being aware of how their behavior impacted others (see next section). This awareness helped the focus on improving communication, working collaboratively, and working to improve relationships.

IMPACT ON OTHERS

“The coaching has given increased accountability for the whole team to perform and allows each individual to better understand what the organization really needs from them.”

A crucial outcome of the coaching process is the impact on others. Participants regularly identified improvements in workplace culture. The more effective leadership resulted in improved communication, better relationships, and as a result, improved corporate outcomes.





SURPRISES

In the course of program evaluations, we sometimes hear themes about executive coaching having unexpected or surprising results.

“I was surprised that I actually liked it! I just didn’t know what it was all about ... it helped me see how I could be better, and in turn how the company would be better.”

“I never imagined that I would be the calm, wise influence that I am with peers. I’ve never been that.”

“I was surprised at how consistent the feedback was from a variety of stakeholders. I went into this process hoping to find some blind spots but didn’t expect all the individuals interviewed to be so aligned on the feedback.”

“I have recognized that I devalue praise, and my management style did not take this into account. While I believe I have long been considerate of people’s individual styles and preferences, I do not believe I have been as sensitive to their motivations.”



OWN RETENTION

Many of the leaders we coached credited their executive coaching experiences with their own retention and placed an ROI value on the savings or revenue opportunities that were created.



“I feel more energized and less stressed because I came to realize that I have to develop others and trust them to lead the business. I also needed to be more explicit in coaching them to think differently about their businesses. I am now able to focus on new sources of growth for the company, including a very large multi-million-dollar opportunity.”

Value: \$2M

“Before starting my coaching program, I was close to giving up and looking for other opportunities; today I'm again happy every morning to wake up and go to work. The company has savings of potential recruitment fees.”

Value: \$100K+

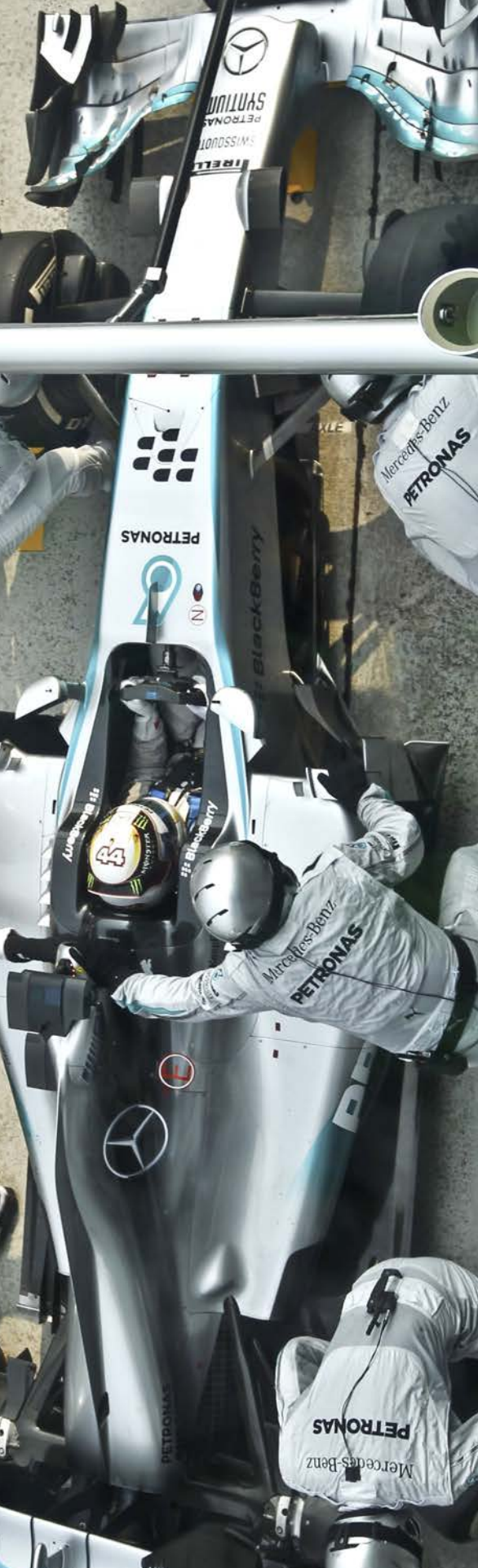
“Continued commitment to job/department/company, deepened level of engagement. Gratitude for the personal investment. Approximate costs include salary, benefits and possible recruitment costs if recruited externally.”

Value: \$450K



SUSTAINING COACHING RESULTS

Executive coaching is not a “one-and-done” formula. All the leaders we coach recognize their own responsibility for sustaining coaching results, and they continue to hold themselves accountable; apply their learnings; periodically review their achievements against goals; and practice ongoing self-evaluation, reflection, and feedback. Leadership is a lifelong journey of learning.



MOVING COURAGEOUSLY FORWARD WITH EXECUTIVE COACHING

Our research recorded the powerful impact of executive coaching on the individuals coached, the teams they led, and their organizations as a whole. We see this every day in our work with clients, who emerge from coaching as stronger, more strategic, more visionary, more empathetic, and more effective leaders.

The proof is in the numbers. Consistent with this research, we continue to see leaders driving increased productivity, better collaboration, reduced costs, and achievement of business goals. Our work has measurable, tangible outcomes, including financial returns.

As the future unfolds and leaders continue to face the most complex workplace issues on record, executive coaching will continue to be of great value to leaders as they tap into their own potential to move courageously forward.

TO LEARN MORE

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Bravanti [Executive Coaching case studies](#) are also available for more insights.



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Bravanti helps leaders, teams, and organizations find the power within to lead bravely and be prepared to meet challenges and seize opportunities in a continually uncertain business environment. Our services include executive coaching, leadership acceleration, and outplacement/career transition.

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