



## Coaching Report

February 2017

### Directors' Corner

**This month we're focused on leadership assessment.** Tom Peters, the famous management consultant and author, once said, "If you're not confused, you're not paying attention." Was he talking about leadership assessment? No, but he could have been. A definition of *assessment* from our own website, '*the systematic gathering of data regarding areas of human functioning*,' simply and broadly captures the basic idea. In practice, however, this definition belies the breadth and complexity of the process in which multiple variables – the coach's interaction with the leader and organization, the number and types of assessment instruments, managing the data, what outcomes to consider, and other factors - interact to either facilitate or hinder an effective assessment of the leader, and by extension, the success of the coaching engagement.

**Our resources this month are aimed at three practical goals:**

- Helping you to appreciate the phases and range of options for a leadership assessment process: from engaging leaders on the assessment goals, through to measuring the effects of the assessment and refining the assessment process.
- Helping you to understand both the upside and risks of assessment choices.
- Giving you some tools for either getting started with conducting leadership assessments or finessing your approach.

We start with our [webinar on February 27<sup>th</sup> with Tricia Naddaff](#) on the risks and benefits of using coaching assessments. With three decades of assessment and coaching experience, Tricia has the requisite expertise to

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- **RESEARCH:**  
When Does 360-Degree Feedback Create Behavior Change? And How Would We Know it When It Does?
- **BOOK:**  
Psychometrics in Coaching: Using Psychological and Psychometric Tools for Development
- **WEBINARS:**  
Feb 27<sup>th</sup> 1:00 - 2:15pm  
**Using Assessments in Coaching: The Risks and Benefits**  
Tricia Naddaff, President of the Management Research Group

highlight some key choices in assessment selection and use, as well as common blind spots and how coach and client can work together to reveal and mitigate these.

**Our featured research paper**, chosen for its broad appeal and readability, describes the challenges of orchestrating 360-degree feedback to produce sustainable behavior change. It provides a simple, research-based taxonomy to not only improve your client's chances of effecting behavior change, but to also detect and measure this change. See this article, "[When Does 360-Degree Feedback Create Behavior Change? And How Would We Know it When It Does?](#)"

**Our suggested book** [Psychometrics in Coaching: Using Psychological and Psychometric Tools for Development](#), serves as an excellent resource on the selection and application of psychometric tools that are of value in leadership and other coaching contexts. It is aimed at both beginners and experienced practitioners.

Finally, please check out our [online resources related to assessment](#), including master classes, podcasts, and research articles.

The complexity and work around leadership assessment might be daunting. But conducted effectively, the rewards speak for themselves: self-awareness, team alignment, and behavior change that serve both the individual and the organization.



Chip Carter  
IOC Director of Operations and Marketing

- **IOC ROUNDTABLES:**  
DC, Feb 24<sup>th</sup>  
11:30 to 2:30 pm EST  
**Chip Carter and Jan Rybeck**

**HARNISCH GRANTS:**  
Next Grant Deadline:  
May 1<sup>st</sup>

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## Research You Want to Know

Bracken, David and Rose, Dale. (2011). [When Does 360-Degree Feedback Create Behavior Change? And How Would We Know When It Does?](#) *Journal of Business Psychology*, 26: 183 – 192.

*Summary and Implications for Practice by Chip Carter, IOC Director.*

### SUMMARY

This conceptual article surfaces the promises and pitfalls of 360-degree feedback methods and designs. What are the design elements of the feedback processes that facilitate behavior change? What are the conditions needed to detect those changes when they do occur? The authors effectively illustrate the complexities of 360-degree feedback, noting that “...it’s meaningless to make any kind of blanket statement about the effectiveness of 360-degree feedback in creating [sustainable] behavior change since 360-degree feedback processes vary so widely.” In fact, many studies suggest that behavior change is unaffected or even *adversely* affected by feedback designs which don’t respect feedback complexities and organization circumstances.

To avoid those outcomes, a **systems view of behavior change** is necessary; using feedback design factors that will increase the probability of realizing two goals. The first is **aligned, sustainable behavior change** across the most leaders in the organization. The second is **sustaining the 360-degree process** long enough to allow for repeated administration of it.

**Four critical feedback design factors** will promote these two objectives (sustainable behavior change and sustainable 360 process):

- 1. Relevant content:** Design and use instruments (custom, if necessary) tailored to the business and people strategies of that organization. By exposing raters and ratees to organizational values, desired leadership behaviors, and so on, engagement and motivation can increase.
- 2. Credible data:** Encourage reliable data and the perception of good data through the careful selection of enough raters, professionally constructed instruments, appropriate rating scales, rater training, etc.
- 3. Accountability:** This is essential in moving ratees from “acceptance” (accepting that the feedback is accurate and valuable in guiding future behavior) to sustained behavior change. Accountability is bolstered by leader follow-up and other factors, but difficult to observe and measure.

4. **Census (organization wide) participation:** Integrate 360 process into the culture as a powerful tool to communicate and instate future change, as opposed to being part of a “one-time” initiative.

Finally, the authors describe factors that optimize detection of behavior change, such as reliable measurements (the type of response scales, for example) and understanding the interaction of feedback design factors.

### **IMPLICATIONS FOR PRACTICE**

- **Coaches should center the design and administration of 360 feedback process around coaching client / organization goals.** 360-degree feedback is an extremely complex process requiring many nuanced decisions in its design and implementation. The relative effectiveness in creating behavior change depends on those decisions. Compare standard and custom instruments, and consider custom instruments and partnering with specialists, depending on the nature and scope of the assessment.
- **To achieve sustained behavior change, consider designing feedback around the four critical factors:** 1) relevant content; 2) credible data; 3) accountability; 4) census participation. These factors will also improve measurement and the detection of change in the organization.
- **Rater selection and involvement – who should participate in providing feedback – is a key contributing element for achieving all four critical factors and sustained behavior change.** Coaches should work with clients to be inclusive rather than exclusive, with managers, peers and direct reports involved. Consider which rater sources provide the best feedback, the optimal number of raters for each rater type, and how to effectively support raters with training, technology and other means.

## **An Important Book for Coaches**

### ***Psychometrics in Coaching: Using Psychological and Psychometric Tools for Development (2012)***

by Association for Coaching, edited by Jonathan Passmore

With a growing demand for psychometric testing in the coaching profession, coaches and practicing managers alike need to understand the psychology underpinning these tests as well as how to select and apply them effectively. Written by an international team of global coaching practitioners and

psychometricians, *Psychometrics in Coaching* provides an overview of psychometrics use and offers clear explanations of the key models and tools used in coaching today.

Equally useful for either those who are new to using psychometric tests or for experienced practitioners, this book provides a deep understanding of the models, the theory and research behind tests, their reliability and validity and how to implement them as part of a wider coaching and development program. *Psychometrics in Coaching* is an essential resource for professionals seeking expert guidance from the leading writers in the field, as well as students on psychology, psychometrics, business and human resources programs.

[This new edition](#) is completely updated with two new chapters, one on designing questions and the other on using and selecting questionnaires.

## **Live Webinars for IOC members**

[View our Calendar section](#) for all our latest events and offerings, including our IOC Roundtable events!

### **February**

#### **Using Assessments in Coaching: The Risks and Benefits**

with Tricia Naddaff, President of the Management Research Group

**Date:** Monday, February 27th

**Time:** 1:00 - 2:15 pm EST

A well-chosen assessment can be an invaluable coaching tool, facilitating deep insight and exploration and inspiring eye-opening reflection. An assessment administered ineffectively, however, could send the wrong message – making a subject feel that they are being judged and evaluated rather than supported and encouraged.

Tricia Naddaff brings nearly three decades of assessment and coaching experience to offer practical guidance for effectively selecting and incorporating assessments to maximize the benefits to you and to your clients.

In this stimulating and interactive webinar, you will learn:

- The benefits of using effective assessments in coaching, from developing a shared language to revealing blind spots inherent to observation alone
- The potential pitfalls and risks associated with assessments – from misinterpretation to over-reliance – and how to avoid them
- The root causes of unconscious biases, and how assessments can help reveal them
- The ways supporting research can provide context and deeper insights
- 10 quick tips you need to know to effectively coach using assessments

[Join us!](#)

## CoachX Video

### Haesun Moon on Powerful Coaching

[Our CoachX video this month](#) features [Haesun Moon](#), an IOC Fellow and one of Canada's leading educators and advocates for Solution Focused Brief Coaching. Haesun explores how the use of language can impact the coach-client collaboration to negotiate the meaning of what the client wants. See Haesun's accompanying [blog post](#).

## IOC Roundtables

### Learning Event – DC (members only)

**Date:** February 24<sup>th</sup>

**Time:** 11:30am – 2:30pm EST At our fourth Roundtable event in DC, Chip Carter -- the Director of Operations & Marketing for the IOC -- will facilitate a discussion around the future of coaching from two angles; coaching as a business and coaching as a practice. Click [here](#) to register.

## Save the Dates!

Our next [Annual Coaching in Leadership and Healthcare Conference](#) – the “conference that never ends” – is set for **October 13-14, 2017**. Save the date and join us in Boston, MA for this one-of-a-kind 10<sup>th</sup> anniversary event.

### Research Sessions at the Conference

We invite you to share your research on all aspects of coaching during the 2017 Annual Conference. We invite submissions of proposals for:

- **Oral Paper presentations:** Accepted papers will be presented in oral sessions according to topics.

- **Posters:** Accepted posters will be arranged in an exhibit during the poster session, with opportunities to interact with authors and audience.

The purpose of these sessions is to have a stimulating exchange of information and discussions about coaching theory, research and its relevance to practice, as well as to expand the network of coaching researchers.

Visit the [IOC website](#) for more information and for the link to the submission site, which will open on March 1<sup>st</sup>, 2017. The deadline for the receipt of paper and poster applications will be **May 15<sup>TH</sup>, 2017.**

## Offerings for IOC Members

Not a member? [Join us!](#) The Institute of Coaching provides the best tools (thousands of on-line resources, webinars, coaching reports/digests), a sell-out annual conference, thought leaders and an exceptional community to help advance your coaching practice. Join our growing international membership.

[Learn more about IOC membership](#)