



## **Doing More With Less**

Cincinnati, Ohio – February 4, 2009

As organizations cut staff and spending today, they try to reach goals that were established yesterday, when outlooks were more optimistic.

Meeting yesterday's goals demands high performance: great leadership and great teamwork.

One way to improve leadership and teamwork is the use of executive coaches.

- Who gets a coach?
- How much do coaches earn?
- How do you show a return on investment?

Whether you hire coaches, or you're thinking about becoming a coach yourself, these are important questions.

A new survey provides answers. In its fourth year, the Sherpa Executive Coaching Survey comes from Sherpa Coaching in Cincinnati, Ohio, and the executive education departments at Texas Christian and the University of Georgia.

The survey gathered information from coaches, their clients, human resource professionals and executives. In this report, we look strictly at responses from organizations that hire coaches.

Compared to years past, we are seeing trends toward in-person coaching, universal standards of practice, fixed-length engagements and certification of executive coaches.

Some highlights in 2009:

- The value of executive coaching is seen as increasingly high.
- Earnings and billing rates for executive coaches remain steady.
- In-person delivery is on the rise.

See the survey findings from organizations that hire coaches on the following pages. A 24-page report with complete findings is available as a free download at [sherpacoaching.com](http://sherpacoaching.com).

**For more information, contact:**

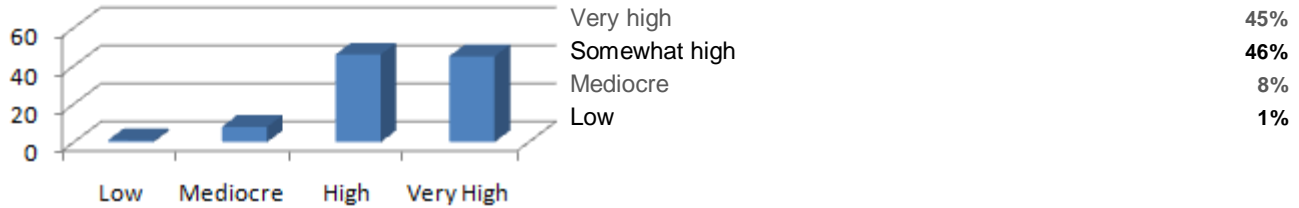
Karl A. Corbett, Managing Partner, Sherpa Coaching / (513) 232-0002, [kc@sherpacoaching.com](mailto:kc@sherpacoaching.com)

Total survey responses was 1,500. This report's sample of over 300 HR professionals, executives, purchasers and clients of coaching services takes our margin of error under six percent. Results have been checked for reasonableness against three prior year's data.

This survey's sponsors define coaching in a way that distinguishes it from training, mentoring and consultation: "regular meetings between a business leader and a trained facilitator, designed to produce positive changes in business behavior in a limited time frame."

## 2009 Sherpa Executive Coaching Survey Responses From Organizations That Use Coaches

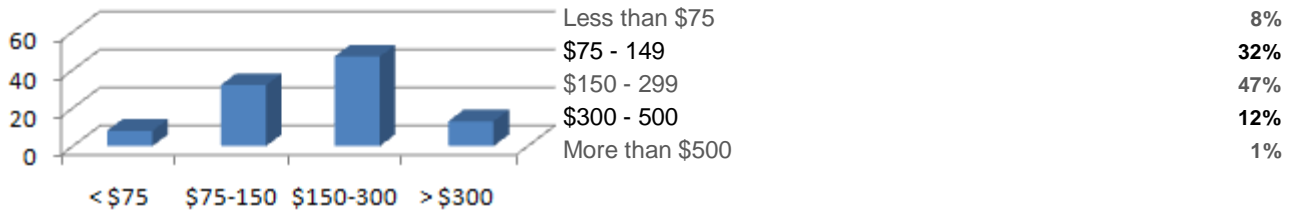
**How would you rate the value of executive coaching, on the whole?**



**How is the value of coaching monitored?**

HR has a formal process to determine effectiveness and return on investment.	16%
Anecdotal evidence from executives being coached and colleagues	52%
No formal monitoring of results or value.	27%
Don't know	5%

**On average, I pay an hourly rate for business coaching of (US\$)**



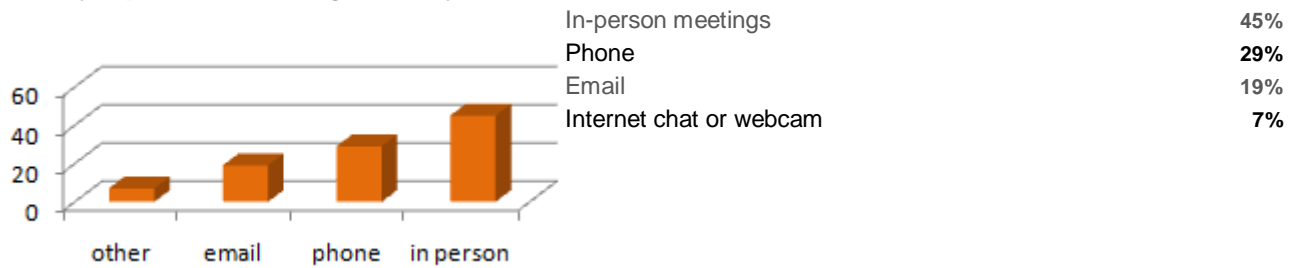
**Coaching engagements should typically last:**

Begin with a limited scope (90 days or less)	32%
Take between 3 and 6 months	39%
Take 6 months or more	6%
Be open-ended	23%

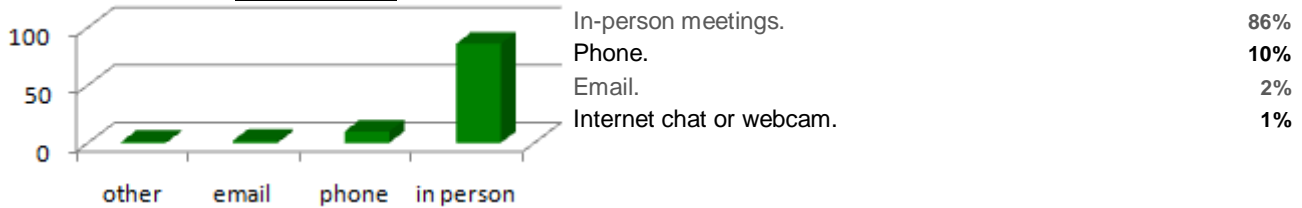
**People who receive executive coaching, in my experience, are:**

Top-line executives	27%
Senior managers	35%
At all levels in an organization	34%
Individuals who privately engage a coach	5%

**In my experience, coaching is usually delivered via:**



**Which method is most effective?**



**For a business or executive coach, the most appropriate background is:**

Business or Consulting experience	42%
Training and certification as a coach	33%
Training as a coach	14%
Industry-specific experience	9%
Therapist or counselor	2%

**Having a recognized, standard process for coaching, similar to those in accounting or financial planning, is:**

Absolutely essential	22%
Very important	51%
Somewhat important	21%
Not necessary	6%

(Only 55% of executive coaches say a recognized, standard process is 'very important' or 'absolutely essential'.)

**Formal certification for executive coaches is, in my view:**

Absolutely essential	33%
Very important	44%
Somewhat important	20%
Not necessary	3%

(72% of executive coaches say formal certification is either 'very important' or 'absolutely essential'.)

## 2009 Executive Coaching Survey Sponsors

### Sherpa Coaching

in Cincinnati, Ohio, USA, conducts the only executive coaching certification offered by multiple universities. Seven universities have sanctioned the Sherpa curriculum, which is currently offered at Penn State, Texas Christian and the University of Georgia. In 2005, Sherpa founders Brenda Corbett and Judith Coleman authored *The Sherpa Guide: Process-Driven Executive Coaching*, called “the most detailed coaching process in print.” Training and certification is also offered on site, to internal coaching teams that have included Toyota and US Bank. Certified Sherpa Coaches attend an annual recertification conference for continuing education.



Sherpa’s class: “Coaching Skills for High Performance” is offered on site, or on university campuses, and has attracted high-profile clients which include The Human Genome Institute.

Sherpa leadership training is also offered in a DVD series available at [www.sherpacoaching.com](http://www.sherpacoaching.com) .

### TCU’s Tandy Center for Executive Leadership

at Texas Christian University, Fort Worth, Texas, USA. Provides executives with training and development opportunities to help them advance their professional and leadership effectiveness.



The Center provides high-level training customized to client needs; consulting services that produce relevant results, and executive coaching to help achieve tactical goals. More information is available at <http://neeley.tcu.edu/default.asp?NodeId=1820> .

### The University of Georgia Center for Continuing Education

in Athens, Georgia, USA. Provides educational programs and services which connect the University with lifelong learners throughout the world. The Center designs, develops and delivers a variety of educational programs to meet the learning needs of a diverse population.



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