

Determining Competencies of Effective Coaches

An Opportunity to Participate in Cutting Edge Research with

Dr. Richard Boyatzis and his research team at Case Western Reserve University (CWRU)

What is this research project exploring?

The purpose of the research is to determine a competency model of coaches that is linked to client outcomes.

The field of competency research has become the center of human resource management in most organizations with more than 100 employees. Much research to-date has focused on managers, leaders, and even engineers. The proposed study would be the first longitudinal study of coach competencies of its kind and hopefully, stimulate replication and expansion of such longitudinal studies.

More information on the study is available in the study brief.

What is a competency?

In 1982, Boyatzis claimed that to be classified as such, a competency should have: (1) a definition of a group of behavioral indicators organized around an underlying intent; (2) be empirically linked to effective performance; and (3) be characteristics of a person, not a job. The “competency models” of coaches in use today by many certification agencies and organizations fail on all three criteria.

What is important and new about this research?

The three largest world-wide coaching organizations, the International Coach Federation (ICF), the Center for Credentialing & Education (CCE) and the Worldwide Association of Business Coaches (WABC) each have a “competency model” and assess applications against it, yet there is no published, scientific evidence that the items in their models are characteristic of effective coaches. Despite a consistent call for research, and the fact that coaching has functioned as a practice in organizations since the 1960’s, there are no existing studies validating these or any competencies.

This research project seeks to address this gap by identifying competencies grounded in research that are linked to client outcomes.

Who is Dr. Richard Boyatzis?

Boyatzis is professor in the departments of organizational behavior; psychology; and cognitive science at Case Western Reserve University, as well as the H.R. Horvitz Chair in Family Business. He is also an adjunct professor at the international ESADE Business School. Boyatzis has won special awards at Case Western Reserve for research, two awards for teaching, and two awards for service. He is a Distinguished University Professor at Case Western Reserve.

Using his well-established Intentional Change Theory (ICT) and complexity theory, Richard Boyatzis, PhD, has continued to research how people and organizations engage in sustainable, desired change. The theory predicts how changes occur in different groups of human organizations, including team,

community, country and global change. Ongoing research supporting this theory includes developing new and better measures of an individual's emotional, social and cognitive intelligence as well as studies that demonstrate the relationship between these abilities and performance. His latest research includes fMRI studies to establish neuro-endocrine arousal of coaching to the Positive Emotional Attractor and resonant leadership.

<https://weatherhead.case.edu/faculty/richard-boyatzis>

How do I sign up to participate?

The link to the sign-up sheet and access to the questionnaires is:

https://cwru.az1.qualtrics.com/jfe/form/SV_1Cf1PX7ttwFFxNX

You will be asked to read and electronically agree to a Informed Consent Document to participate in the research. The research team at CWRU administers the sign-up sheet, thus we will not know who is participating and who is not.

What are the criteria for coaches to be included in the study?

- Be fluent in English
- Have a minimum of 2 years coaching experience
- Be willing to provide up to 10 clients' names and contact information.

What does participation entail?

For you: It is estimated to take about one hour of your time in which you will be asked to complete 5 assessments/questionnaires. You will also be asked to provide contacts for up to 15 peers (5 – 8 would be acceptable) who will be asked to make observations about your behavior. You will also be asked to provide contacts for up to 10 people with whom you are about to start a coaching relationship – new clients. For this, even 1 or 2 potential new coaches is acceptable to submit. *Note: existing clients with whom you have an existing relationship are not eligible for this project.*

For the peers, they will receive an email an email with all details on the study, and if willing to participate, will be asked to complete an informed consent agreement followed by a 15 - 20minute questionnaire.

For the new coaching clients, they will receive an email an email with all details on the study, and if willing to participate, they will complete an informed consent agreement and then be asked to complete a 20-30 minute series of questionnaires at the start of the coaching and then again one year later.

You or they can choose to withdraw at any time should you decide you no longer wish to participate.

Refer to the full study description for more details on the assessments/questionnaires and other aspects of the study.

How will confidentiality be maintained?

The data will be held as confidential for the duration of the study with the following proviso:

- research records will be kept in a locked file and access will be limited to the researchers, the University review board responsible for protecting human participants and regulatory agencies.
- Once a coach's data has been entered into the database, it will be assigned a random ID number. The name will remain until a sufficient number of clients have completed the Time 1 testing at which point the coach's name will be removed.
- The names of the clients and their contact information will be kept until data collection at Time 2 is completed, at which time random IDs will be assigned and all names and identifiers removed.
- A separate file will be created of coaches and clients' emails who request specific benefits offered so they can be fulfilled after Time 2. This list will not be linked to the data files in any way.
- The coaches will not receive any of the test results about their clients.

What are the potential benefits to the coach or client to for participating?

For coaches:

Besides helping to advance the field, coaches participating in the study will be offered the following non-monetary benefits. No money shall be offered. If they desire, a coach participating can receive any or all of the following:

- (1) a copy of the research study once completed;
- (2) their own ESCI results, not those of their clients, sent after Time 2;
- (3) participation in a free webinar specifically for participants in this study about the results; and
- (4) a copy of the new book on coaching by Professors Boyatzis, Smith and Van Oosten (which should be published by the completion of the study).

For clients:

Besides helping advance the field, clients participating in the study will be offered the following non-monetary benefits. No money shall be offered. If they desire, a client participating can receive any or all of the following:

- (1) a copy of the research study once completed;
- (2) their own ESCI results, with both Time 1 and Time 2 data which are not available to the coaches;
- (3) participation in a free webinar specifically for participants in this study about the results; and
- (4) a copy of the new book on coaching by Professors Boyatzis, Smith and Van Oosten (which should be published by the completion of the study).