

2018 PROFESSIONAL PRACTICE OF COACHING IN THE PHILIPPINES STUDY

FULL REPORT

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INTRODUCTION


This is a summary of the findings from the 2018 Professional Practice of Coaching in the Philippines Study. The project was commissioned by Benchmark Consulting and undertaken by Kantar Philippines with the objective of depicting the current state of professional coaching in the Philippines, particularly from the point of view of coachees.

The International Coach Federation (ICF) defines coaching as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

From this study, we find out how Filipinos who have experienced professional coaching have benefitted from it. It also determines the prevailing perception about coaching, as well as access to life and corporate coaching among middle and upper class Filipinos.

Finally, it brings to light the most prevalent approaches used by coaches in the Philippines and if they adhere to the global standards set by the International Coach Federation (ICF), the recognized authority and gold standard in the field.

It is hoped that the results of this study would provide research-based information not only to professional coaches, but also to sponsors and coachees themselves, allowing them to derive insights that could help them become more discerning and effective in the use of professional coaching.

The background features a complex geometric design. It includes several overlapping shapes: a large blue diamond-like shape in the upper left, a yellow diamond-like shape in the upper right, and a large blue diamond-like shape in the lower left. A thick, stylized blue line with a white outline forms a large, irregular shape that spans across the middle and lower parts of the page. In the lower right corner, there is a small, semi-transparent image of a modern building with a glass facade and a grid-like structure on top. The overall color palette is dominated by blue and yellow, with white as the background color.

THE SURVEY PROCESS

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The study used Lightspeed, the online mobile panel of Kantar whose coverage in the Philippines spans the entire country. Due to the steep cost of data plans, which is a requirement of being part of the panel, the socio-demographic profile of the panel members is skewed towards the upper and middle classes.

Data collection took place over a period of one week, from 6 September to 13 September 2018.

The survey needed to contact 9,063 individuals to complete the required samples of: N = 100 individuals who received coaching from a life coach; N = 100 individuals who received coaching from an external corporate coach; N = 100 individuals who received coaching from an internal corporate coach.

Participants were both male and female, 21 years and older, residing in the Philippines. All qualified respondents underwent professional coaching in the last three years, either as life or corporate coachees.

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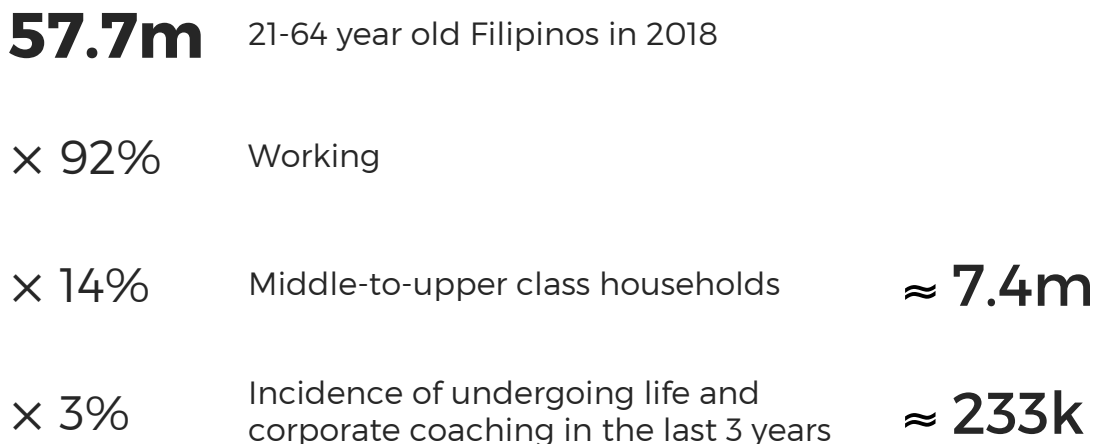
EXECUTIVE SUMMARY

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This 2018 study limited its scope to life coaching and corporate coaching, which included executive, leadership, and team coaching, both internal and external.

Based on the huge number of individuals in the panel that needed to be reached to complete the required samples, it is estimated that the incidence of participation in life coaching or corporate coaching programs in the last three years is only 3% of middle and upper class Filipinos, 21 to 64 years old. This penetration figure translates to **over seven million potential clients** on hand, presenting vast opportunities to widen the reach of coaching professionals in the country today.

Figure 1:



Coachee Profile Across the Different Programs

Most coachees work in corporate settings. Those in mid-level positions are likely to have gone through internal corporate coaching programs, while those occupying top management roles work with external corporate coaches. Life coaching, on the other hand, attracts a wider range of clients – from entry-level employees to department heads.

Coachees come from a wide array of industries, without any single one standing out in particular. However, the study shows a statistical skew among the internal corporate coachees in business process outsourcing (BPO) and telecommunication companies. Similarly, a skew is also observed among external corporate coachees in financial service groups and among life coaching participants in the healthcare industry.

Corporate coaching programs are generally seen as sponsored activities that companies invest in to upgrade the output of their employees. Practices used in corporate programs include executive coaching, leadership coaching, and team coaching. All make use of both external and internal resources, although team coaching is frequently undertaken in-house.

Life coaching programs, on the other hand, reveal no partiality towards corporate sponsorship; expenses may be shouldered independently by individuals or covered by their employers.

The most familiar program among respondents is leadership coaching, which most coachees claim to have undergone. On one hand, this could be true as a matter of practice, with companies wanting to develop as many leaders as they can in their respective organizations. On the other hand, any coaching program that even barely touches on the topic of leadership may be readily – albeit erroneously – interpreted as a leadership coaching program. This could explain why, compared to all the other coaching programs in this study, leadership coaching has the highest cross-program participation.

Objectives of the Coaching Programs

Self-improvement, achieving work-life balance, and making progress on existing conditions or situations are the topmost objectives among life coachees.

Among external corporate coachees, improvement in team interaction tops the key objectives, followed by strategic thinking and enhancement of interpersonal and professional communication.

Similarly, internal coachees also cite better team interaction as their highest objective, with increasing employee engagement and motivation and enhancing interpersonal and professional communication ranking second and third, respectively.

Actual Benefits from the Coaching Programs

For life coaching benefits, the topmost benefits involve equipping the participants to achieve their ultimate goals, rather than the actual achievement of these goals. In addition, it is observed that the clearer and the more managed their expectations are throughout the coaching process, the more likely they are to achieve their specific objectives. Life coaching participants cite as their highest benefits from the coaching program the improvements in their lifestyle, self-confidence and personality, personal effectiveness, and interpersonal skills. Also ranking highly is having someone challenge or push them, and gaining clarity on one's life purpose.

The same critical importance of managing the clients' expectations is present among the external program participants, as some of their anticipated outcomes (such as improving relationships) were not primarily addressed overall. However, practically all expectations haven't been generally met and added benefits reported. The top actual benefits for external coachees are improvements in work performance, strategic thinking, and self-management, as well as enhanced leadership skills. Also scoring highly are improvements in personal organizational skills and improved team effectiveness.

On the other hand, there are indications that the delivery of internal corporate coaching programs needs to be optimized, as many of the primary expectations of participants did not translate into primary actual benefits. Expectations such as advancements in self-management and personal growth, or enabling work-life balance, did not figure highly in the uppermost level of actual benefits. In lieu of these, a few secondary expectations come out as key outcomes such as improved business management skills, time management, and customer service.

Choosing A Coach

As expected, influence on the choice of coaches is highest among life coaching participants, and is diminished among coachees from the corporate programs.

While certification from an established organization figures quite prominently as a salient factor among life coachees when looking for a coach, careful consideration leads them to align with both external and internal participants who are partial towards a coach's confidence and rapport with the coachees, as well as in the manner by which the coach explains the entire coaching process. This leads to the premise that the coach's certification only becomes an important consideration when the participants are made aware or are reminded that there is such a thing in the coaching profession. There also seems to be a misconception in the corporate sector that a coach needs to have some experience in the industry represented by the program participants.

Approaches Used in the Coaching Programs

For life coachees, the most prevalent approach being used in the coaching conversations is the sharing of experiences, followed by influencing/persuading, advising or telling the client what to do, facilitating thought process, and lastly, non-directive questioning. Interestingly, majority of the participants claim that the first three approaches actually help in their thought process, while comparatively few notice whether or not the questioning technique as non-directive. Close to one in two life coachees will want others to participate in similar programs.

Similarly, for both external and internal corporate coaching participants, the most widely used approach in their respective programs remains to be sharing of experiences. However, for both corporate clientele, facilitating thought process ranks second, followed closely by influencing/persuading and advising/telling. Non-directive questioning sits at the bottom of the list for both groups. Both external and internal coachees also show a propensity for recommending similar programs to others.

The background features a white space with abstract geometric elements. On the left, there are blue and yellow shapes, including a blue faceted polygon and a yellow chevron. On the right, there are yellow and blue shapes, including a yellow faceted polygon and a blue diamond. A photograph of a modern building with a glass facade is visible in the lower right quadrant. The text 'SURVEY OUTCOMES' is centered in the upper half of the page.

SURVEY OUTCOMES

SURVEY OUTCOMES

A. LIFE COACHING

Why do Filipinos engage a life coach?

The topmost objectives for seeking a life coach have to do with self-improvement and achieving work-life balance, as well as challenging themselves to make progress on a current condition or situation.

Table 1: Why people participate in Life Coaching Programs

		%
1	To improve my personality	76
	To achieve work-life balance	76
2	To challenge myself to do more	75
3	To improve my lifestyle	72
4	To make a decision	71
5	To determine my life purpose	70
6	To develop self-confidence	69
	To improve my communication skills	69
7	To improve my spirituality	64
8	To know myself better	63
9	To achieve a goal I have set	62
10	To improve my social skills	59
	To manage my emotions better	59
	To find my life's meaning	59

Base: 102 life coaching program participants in the last 3 years

At the same time, there are also coaching objectives that go together, for instance: (1) Improving one's health and wellness reveals a connection to enriching one's lifestyle and personality; (2) Managing a life transition usually necessitates cultivating one's spirituality; and (3) The desire to break one's bad habits is often associated with mending a relationship with someone. This clustering of objectives and issues tell us that coaches should see the coachee in a holistic view, acknowledging the fact that the different areas of the coachee's life are intertwined. Therefore, the coach must attempt to understand all the facets of the coachee's experience.

Who participates in life coaching?

Life coaching attracts both male and female participants, mostly single, typically between 21 to 34 years old. They represent a broad spectrum of the corporate tier from entry-level employees to department heads, living in households with an average monthly income of P40,000 to P80,000. Expectedly, life coachees are likely to personally shoulder their coaching fees, pegged mostly at under P10,000 per hour.

What are the expectations and actual benefits from life coaching?

The primary expectations from participating in a life coaching program include: being challenged or pushed, increasing self-confidence, lifestyle and personality development, and improving interpersonal skills.

Practically all the major expectations from a life coaching program are realized by the coachees. They also acquire added benefits such as enhancing communication skills, time and stress management, improving health and wellness, and having someone available for guidance.

Table 2: Expectations from the Life Coaching Program

		%
1	Have someone to challenge and push me	77
2	Help improve self-confidence	76
	Help improve my lifestyle	76
3	Help develop interpersonal skills	74
4	Help improve my personality	73
5	Help improve personal effectiveness	72
	Help maximize my potential	72
6	Help improve emotional management	71
7	Help overcome challenges	68
8	Have someone to listen to me without judgment	65
9	Help give clarity to my life's purpose	64
10	Help achieve my goal	63
	Help improve relationships	63

Base: 102 life coaching program participants in the last 3 years

Table 3: Actual Benefits from the Life Coaching Program

		%
1	Helped improve my lifestyle	74
2	Helped improve self-confidence	73
	Helped improve my personality	73
3	Helped improve personal effectiveness	72
	Helped develop interpersonal skills	72
4	Had someone to challenge and push me	71
5	Helped give clarity to my life's purpose	70
6	Helped overcome challenges	69
	Helped enhance communication skills	69
	Helped improve emotional management	69
	Helped maximize my potential	69
7	Had someone to listen to me without judgment	66
	Helped achieve my goal	66
8	Helped to manage time and stress better	65
9	Helped improve health and wellness	64
10	Had someone who's always available when I need guidance	61

Base: 102 life coaching program participants in the last 3 years

It is interesting to note that many of the expectations from life coaching participants are linked closely together, drawing attention to the reality that humans are complex beings and that rarely do conversations about a specific issue take a linear direction.

Cross-expectations from life coaching include the following scenarios:

- When a coachee expects to be told what to do, it may actually mean merely having a sounding board. This, in turn, could signify variety of related issues, such as seeking help to heal emotional pain, improving relationships, discovering talents, or improving one's relationship with God.

- Seeking help to overcome challenges may also lead to a discussion about maximizing one's potential.
- Coaching that improves health and wellness could be linked to issues on time and stress management.
- A desire for assistance in changing one's civil status (or to find a life partner) could well be related to other needs, such as seeking comfort from someone who would listen in order to heal emotional pain, act as a sounding board for discovering hidden capabilities, or simply provide a solution to their problems.
- The anticipation of new opportunities opening up through life coaching may be coupled with an expectation for help in improving one's lifestyle.

How do clients find a life coach?

Majority of participants are able to choose their own life coaches, largely through referrals from family and friends, company sponsors, and colleagues from work. Other sources of information include social network sites, the coaching supplier's website, and less frequently, the news.

What factors influence choosing a life coach?

Participants cite academic credentials and certification by an accredited body as the most salient qualifications in looking for a coach. However, it is interesting to note that when choosing a coach, the most prominent factors that influence their choice reflect a variety of soft skills, primary of which are: confidence, the ability to explain the coaching process, sense of humor, and personal rapport with the coachee.

Coaching credentials and experience in the industry also appear significantly among the more highly desired factors, while gender and ethnicity rank as least important.

What approaches are commonly used in life coaching?

Participants cite “sharing of experiences” as the most prevalent approach used by their coaches. Typically held once a week, these supposed life coaching sessions appear to have used the mentoring approach instead, as the participants also ranked influencing/persuading, advising or telling the client what to do as among the methods most frequently employed. Established coaching methods of facilitating thought process and non-directive questioning appear to be the least exercised.

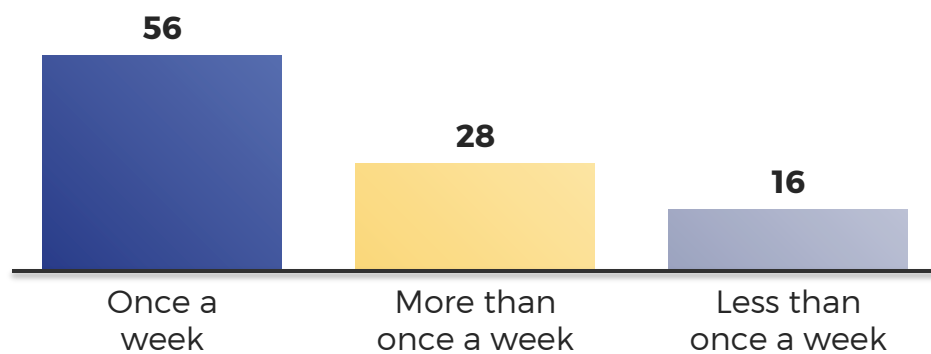
Nevertheless, a greater part of the participants still believe that the program helped facilitate their life process. Close to half of respondents say they will definitely recommend life coaching to others.

Table 4: How the Life Coaching Program was carried out

		%
1	Sharing of experiences	78
2	Influencing/persuading	61
3	Advising/telling	60
4	Facilitating thought process	59
5	Non-directive questioning	30

Base: 102 life coaching program participants in the last 3 years

Figure 2: Frequency of coaching sessions



Base: 102 life coaching program participants in the last 3 years

Practically all the respondents claim engagement in supporting activities for reinforcing and sustaining the impact of their life coaching program. Most preferred among these are setting and monitoring goals, attending further training, and reading books and articles related to the coaching experience.

LIFE COACHING: KEY POINTS SUMMARY

- Life coaching in the Philippines is very much an emerging industry. Barely one out of a hundred middle to upper class Filipinos, 21 years and older, has undergone a life coaching program in the last three years.
- Life coachees are mostly full-time employees who represent a wide spectrum of positions in the corporate tier, from the entry level to department leadership. They are typically between the ages of 21 and 34 years old, mostly single. Many of them come from households that earn P40,000 to P80,000 a month.
- Along with life coaching, majority of the participants have also undergone leadership coaching.
- Payment is almost equally divided between life coachees who shoulder their own program fees and those whose companies cover the expenses, typically less than P10,000 per hour.
- The primary objectives set for life coaching programs involve self-improvement, striking a work-life balance, as well as progressing from their current condition or situation.
- Expectedly, certain objectives expressed by participants are linked together. This proves that the different facets of a person's life are inter-related, and thus coaches should see their coachee as a dynamic whole.
- Managing client's expectations in a straightforward manner is clearly an important attribute in explaining the coaching program. Coachees need to be made aware that coaching is geared primarily towards equipping them to pursue their personal goals and to take responsibility for them, rather than merely attaining the goals themselves.

- While academic credentials and certification are the most salient factors in searching for a life coach, it is important to note that when participants spend more time in considering all other factors that could influence their decision, the most predominant features that emerge are soft skills such as confidence, clarity in explaining the coaching process, a sense of humor, and personal rapport with the coachees. Most participants claim they hold influence over choosing their coaches, and their primary source of information in finding these coaches is word of mouth – mainly referrals from friends, relatives, corporate sponsors, or colleagues at work.
- Frequency of life coaching sessions is usually once-a-week, with the predominant approaches being “sharing of experiences” and “giving advice” rather than the established coaching methods, such as facilitating thought process or thought-provoking, non-directive questioning.
- Majority of participants claim to undergo supporting activities like setting goals and monitoring progress, attending adjunct training, and reading books related to the subject, in their efforts to sustain the benefits they derived from coaching. One in every two life coaching participants is willing to recommend the same coaching program to others.
- There are rich and vibrant opportunities to grow life coaching programs in the Philippines, whether it be in attracting more participants or in upgrading the quality of both the programs and the processes by which they are implemented. With such positive response to existing program offerings, despite their evident weaknesses and limitations, the proper implementation of ICF-accredited approaches and adherence to the ICF Core Coaching Competencies can be anticipated to gain more ground in helping a greater number of individuals that need life coaching.

B. CORPORATE COACHING (EXTERNAL)

Leadership coaching is the topmost developmental program taken among external corporate coachees. Training and team coaching take the third spot, mentoring and executive coaching occupy the middle tiers. Life and sports coaching are the least taken.

Why do Filipinos engage in an external corporate coaching program?

The topmost objectives of external coaching program participation gravitate towards enhancing team interaction, strategic thinking, and interpersonal and professional communication.

Moderately important are expanding capabilities, increasing employee engagement and motivation, addressing areas of improvement, upgrading technical skills, managing organizational changes, developing executive presence, dealing with conflict, and enhancing business acumen.

Table 5: Objectives of External Corporate Coachees

Objectives	Total	Leadership and Executive	Team Coaching	Mentoring and Training
<i>Base</i>	<i>100</i>	<i>85</i>	<i>53</i>	<i>68</i>
To enhance the interactions of a team	69	72	70	72
To enhance strategic thinking	67	68	70	69
To enhance interpersonal and professional communication	67	67	72	72
To develop capabilities further	66	67	70	68
To increase employee engagement and motivation	64	64	60	69
To address an improvement area	61	61	58	68
To improve technical skills	56	58	47	56
To manage organizational changes	54	55	62	57
To develop executive presence	52	55	45	50
To deal with conflict	48	52	45	51
To improve business acumen	45	48	45	43
To facilitate a transition in or up	39	39	42	43
To act as sounding board on strategic and organizational matters	37	39	40	46
To address non-work issues	17	20 C	11	19

Who participates in external corporate coaching?

Typically, external corporate coaching participants work full-time, either as mid-level managers or department heads. Ages tend to be between 25 and 44 years old and majority are likely to be married. Many come from households that earn P40,000 to P80,000 a month, with a considerable portion making P80,000 to P150,000.

What are the expectations and actual benefits from external corporate coaching?

Compared to life and internal corporate coaching program participants, external corporate coachees put across more stand-alone expectations. This is likely to be motivated by the fact that participation in the program is mostly a deliberate choice towards professional advancement. The list of expectations include building self-confidence, improving relationships, enhancing communication skills, enabling work-life balance, and strengthening corporate culture, among others.

Additionally, there are also some cross-expectations which can be strategically addressed in the coaching conversations. These may involve the following: (1) Developing interpersonal skills that can translate into increased productivity; (2) Improving work performance that leads to improving team effectiveness; (3) Promoting overall wellness that include managing emotions; (4) Increasing productivity that may involve interpersonal skills development; (5) Opening up new opportunities through coaching conversations about career change; (6) Investment planning that may likewise involve financial management, communication skill enhancement, and guidance from the coaches' experiences; (7) Meeting educational objectives that may need to delve into emotional management and increasing self-awareness; (8) Financial management programs that may also discuss investment planning and improving customer service, if relevant; (9) Emotional management that eventually promotes overall wellness; and (10) Healing of emotional pain that requires addressing relevant peripheral issues such as personal growth and achieving educational objectives, as well as financial and emotional management.

Table 6: Expectations from the External Corporate Coaching Program

		%
1	Enhance leadership skills	91
2	Improve work performance	86
3	Help to maximize personal and professional potential	83
4	Improve ability to manage change	81
5	Promote personal growth	80
	Improve self-management	80
6	Improve strategic thinking/planning	79
7	Develop interpersonal skills	78
	Improve team effectiveness	78
8	Improve time management skills	76
9	Build self-esteem/self-confidence of participant	75
	Enhance business management skills	75
	Increase productivity	75
10	Improve relationships	74
	Improve personal organizational skills	74
	Help to assess an organization's practices and find solutions for improvement based on expertise in a specific area	74

Base: 100 external corporate coaching participants in the last 3 years

Table 7: Actual Benefits from the External Corporate Coaching Program

		%
1	Improved work performance	87
	Improved strategic thinking/planning	87
	Enhanced leadership skills	87
	Improved self-management	87
2	Improved personal organizational skills	86
3	Improved team effectiveness	85
4	Helped to maximize personal and professional potential	81
5	Developed interpersonal skills	80
	Improved time management skills	80
	Improved ability to manage change	80
6	Promoted personal growth	78
7	Enhanced business management skills	76
	Helped to assess an organization's practices and find solutions for improvement based on expertise in a specific area	76
	Increased productivity	76
8	Built self-esteem/self-confidence of participant	75
	Enhanced communication skills	75
9	Increased self-awareness	74
10	Strengthened corporate culture	71

Base: 100 external corporate coaching participants in the last 3 years

In general, practically all expectations from the external corporate coaching programs are met. Extra benefits were also derived from participation in these programs, among which are enhanced communication skills, self-awareness, and strong corporate culture.

However, in terms of specific corporate coaching expectations, only a few are realized as actual benefits as most items are seen as by-products of going through the program.

Table 8: Specific external corporate coaching expectations versus actual benefits

	%
Higher than average level of delivery against expectation	Ave = 83.4 SD = 4.2
Improved personal organizational skills	97
Improved strategic thinking/planning	96
Improved work performance	94
Improved self-management	92
Improved time management skills	91
Improved team effectiveness	91
Enhanced leadership skills	89
Developed interpersonal skills	88
Built self-esteem/self-confidence of participant	87
Improved customer service	87
Promoted personal growth	86
Enhanced communication skills	85
Increased self-awareness	85
Strengthened corporate culture	84
Helped meet educational objectives	84
Improved ability to manage change	84
Increased productivity	84

Base: All those who expected specific benefits, varying sample sizes

Highlighted in green: expectation is same as highest benefit

Highlighted in blue: expectation is same as lowest benefit

Table 8: Specific external corporate coaching expectations versus actual benefits (cont.)

	%
Lower than average level of delivery against expectation	Ave = 83.4 SD = 6.6
Enhanced business management skills	83
Helped to maximize personal and professional potential	83
Promoted overall wellness	81
Assisted in job/career change	81
Improved emotional management	81
Helped to assess an organization's practices and find solutions for improvement based on expertise in a specific area	81
Enabled work-life balance	80
Supported investment planning	79
Improved relationships	74
Offered guidance from one's own experience	73
Opened up career opportunities	72
Supported financial management	70
Healed emotional pain	59

Base: All those who expected specific benefits, varying sample sizes

Highlighted in green: expectation is same as highest benefit

Highlighted in blue: expectation is same as lowest benefit

How do clients find an external corporate coach?

While majority of external corporate coaching participants claim they have some influence over the choice of their coaches, the numbers are significantly lower than among those who engage in life coaching. This is most likely shaped by the fact that more than half of this clientele acquire their coaches through the companies that sponsor their program, as well as through references by colleagues at work. Other sources of information in finding a coach are social media networks, family and friends, the coaching suppliers' website, and less significantly, the news.

What factors influence choosing an external corporate coach?

From a list of credentials that could influence the selection of an external coach, the respondents cite personality and proven leadership to be the most salient qualifications. Experience, education, and certification are not given as much preference.

In choosing a coach, those who claim to have influence look for confidence and clarity in explaining the coaching process. They are also partial to coaching credentials and certification, as well as work experience and training.

Those who did not exert any influence in choosing a coach refer to work and industry experience as among their primary considerations, along with confidence and the way the coaching process is explained.

What approaches are commonly used in external corporate coaching?

Typically conducted once a week, the corporate coaching sessions with external coaches are conducted primarily through a sharing of experiences, which is more widely regarded as a mentoring technique. This may indicate a confusion on how coaching is defined according to the ICF and how it compares to other helping professions.

Facilitating thought process, an established coaching method, is also widely utilized but ranks closely with influencing/persuading, as well as advising or telling the client what to do. Non-directive questioning is the least cited approach.

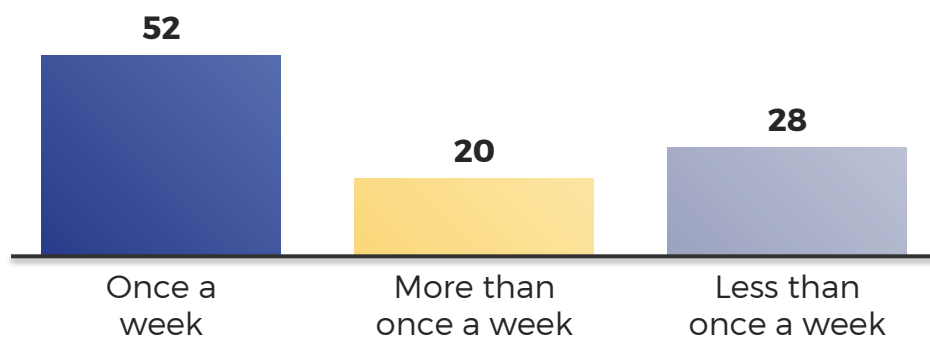
More than half of the respondents say they will definitely recommend a similar coaching program to others.

Table 9: How the External Coaching Program was carried out

		%
1	Sharing of experiences	83
2	Facilitating thought process	71
3	Influencing/persuading	69
4	Advising/telling	60
5	Non-directive questioning	15

Base: 100 external corporate coaching program participants in the last 3 years

Figure 3: Frequency of coaching sessions



Base: 100 external corporate coaching program participants in the last 3 years

How do clients sustain the impact of their external corporate coaching experience?

Supporting activities to the external corporate coaching program are a norm and appear to be effective in sustaining the benefits derived by their participants. Almost all the respondents claim they are able to sustain the impact of their coaching program, primarily through attending adjunct trainings or by setting and monitoring their goals.

EXTERNAL CORPORATE COACHING: KEY POINTS SUMMARY

- Corporate coaching is very much an emerging industry in the Philippines. Less than one out of a hundred middle to upper class Filipinos, 21 years and older, has participated in an external corporate coaching program in the last three years.
- Among those who have participated in external corporate coaching programs, most are full-time employees working as mid-level managers or department heads. They are typically between the ages of 25 and 44 years old, and are likely to be married. Many come from households with a combined monthly income of P40,000 to P80,000, while a considerable portion earn P80,000 to P150,000 a month.
- Most participants are sponsored by respective companies. Corporate program fees are slightly more variable than life coaching, with prices ranging from less than P10,000 per hour to as much as P30,000 per hour.
- The primary objectives set by external corporate coaching participants are mainly about enhancing team interaction and strategic thinking, as well as improving interpersonal and professional communication.
- There is a long list of specific expectations that can be used as reference in introducing the benefits of coaching as experienced by the survey participants. These include building self-confidence, improving relationships, enhancing communication skills, enabling work-life balance, and strengthening corporate culture, among others.

Additionally, there are also some cross-expectations which, when strategically addressed, could make the external corporate coaching programs more effective.

- Despite having their respective companies sponsor the coaching programs, seven out of 10 participants claim they have influence over choosing their coaches. This may reflect the authority or empowerment that these individuals enjoy within their organizations. Nevertheless, since these programs are corporate, the numbers are still lower as compared to life coach participants.
- The primary sources for finding external corporate coaches are company sponsors and work colleagues. All other resources rank lower in the hierarchy of communication touch-points.
- Factors to consider in choosing a coach appear to become simpler and more focused following participation in a coaching program. Those who did not have influence in the choice are more clear-cut in what they require from their coaches: experience in their industry, confidence, and mastery in explaining the coaching process. Meanwhile, those who claimed influence in selecting a coach appear to be more discriminating. This is reflected in the qualities that are most important to them, such as the coach's overall personality and proven leadership.
- External coaching participants report that the approach most frequently employed in their programs involves sharing of experiences. This is followed by facilitating thought process, which may have most likely used non-directive questioning as well. Nonetheless, the latter approach goes largely unnoticed. There is also a high incidence of persuading and advising by the corporate coaches. This indicates a low awareness of how coaching is defined by the ICF and how coaching methods differ from those of other helping professions like mentoring or counseling.
- Attending training and monitoring of set goals are the top supporting activities among external corporate coaching participants, majority of whom claim to sustain the impact of their respective programs.

C. CORPORATE COACHING (INTERNAL)

Of the various types of development intervention programs on hand in the last three years, leadership coaching is the most frequently availed internally. Team coaching ranks second, followed by training and mentoring programs. While life and sports coaching did not figure significantly, they did rank slightly higher in this group than executive coaching, which is commonly given by external coaches to coachees that occupy higher positions in the organizational tier.

Why do Filipinos engage in an internal corporate coaching program?

Just like in external programs, internal corporate coaching participants consider the enhancement of team interaction as their primary objective, reinforced by an increase in employee engagement and motivation. Enhancing interpersonal and professional communication likewise figured prominently. However, strategic thinking, which ranked high among external coachees, was only moderately important to the internal coaching participants.

Least important considerations for internal coaching were facilitating transitions within the organization and improving business acumen.

Table 10: Objectives of Internal Corporate Coachees

Objectives	Total	Leadership and Executive	Team Coaching	Mentoring and Training
<i>Base</i>	<i>100</i>	<i>85</i>	<i>53</i>	<i>68</i>
To enhance the interactions of a team	76	75	81	85 B
To increase employee engagement and motivation	67	68	75	83 BC
To enhance interpersonal and professional communication	63	65	64	71
To develop capabilities further	62	64	64	80 BC
To address an improvement area	58	63	59	62
To improve technical skills	58	57	59	57
To enhance strategic thinking	56	62	55	60
To deal with conflict	48	53	55	54
To manage organizational changes	44	51	41	52
To act as sounding board on strategic and organizational matters	33	38	31	34
To develop executive presence	33	37	31	37
To facilitate a transition in or up	29	33	25	29
To improve business acumen	28	31	30	32
To address non-work issues	21	17	25	20

Who participates in internal corporate coaching?

Internal corporate coachees work full-time, occupying positions as mid-level managers or department heads. Their ages range from 21 to 44 years old and are almost equally likely to be single or married. They are also evenly distributed over a wider monthly household income bracket of between P15,000 to P80,000 a month.

What are the expectations and actual benefits from internal corporate coaching?

Overall, quite a number of primary expectations do not translate as primary actual benefits for internal corporate coaching program participants. However, there are a few added benefits that are not initially among the primary expectations.

Table 11: Expectations from the Internal Corporate Coaching Program

		%
1	Improve team effectiveness	84
2	Improve strategic thinking/planning	81
3	Enhance leadership skills	76
	Improve self-management	76
	Improve personal organizational skills	76
4	Promote personal growth	75
	Increase productivity	75
5	Improve work performance	73
6	Develop interpersonal skills	72
7	Build self-esteem/self-confidence of participant	71
	Improve ability to manage change	71
8	Help to assess an organization's practices and find solutions for improvement based on expertise in a specific area	70
	Enhance communication skills	70
9	Enable work-life balance	69
10	Help to maximize personal and professional potential	69

Base: 100 internal corporate coaching participants in the last 3 years

Table 12: Actual Benefits from the Internal Corporate Coaching Program

		%
1	Enhanced leadership skills	80
2	Improved ability to manage change	79
3	Improved team effectiveness	77
4	Improved work performance	76
	Improved strategic thinking/planning	76
5	Improved personal organizational skills	75
6	Enhanced business management skills	73
7	Built self-esteem/self-confidence of participant	72
	Increased productivity	72
8	Improved time management skills	71
9	Helped to maximize personal and professional potential	70
10	Improved customer service	68

Base: 100 internal corporate coaching participants in the last 3 years

Even fewer expectations are realized as primary actual benefits compared to external coaching programs. However, none of the expectations came out as bottommost benefits; most other benefits appear to be by-products of going through the programs.

Table 13: Specific internal corporate coaching expectations versus actual benefits

	%
Higher than average level of delivery against expectation	Ave = 83.4 SD = 4.2
Enhanced leadership skills	90
Healed emotional pain	90
Enhanced business management skills	89
Improved ability to manage change	89
Improved personal organizational skills	86
Improved strategic thinking/planning	86
Improved work performance	85
Improved team effectiveness	85
Increased productivity	84
Built self-esteem/self-confidence of participant	83
Improved relationships	83
Increased self-awareness	83

Base: All those who expected specific benefits, varying sample sizes

Highlighted in green: expectation is same as highest benefit

Highlighted in blue: expectation is same as lowest benefit

Table 13: Specific internal corporate coaching expectations versus actual benefits (cont.)

	%
Lower than average level of delivery against expectation	Ave = 83.4 SD = 6.6
Enabled work-life balance	80
Improved customer service	80
Enhanced communication skills	79
Improved time management skills	79
Developed interpersonal skills	78
Promoted personal growth	78
Assisted in job/career change	78
Improved self-management	78
Supported investment planning	77
Improved emotional management	77
Opened up career opportunities	76
Helped to maximize personal and professional potential	76
Helped to assess an organization's practices and find solutions for improvement based on expertise in a specific area	75
Promoted overall wellness	74
Offered guidance from one's own experience	74
Strengthened corporate culture	73
Helped meet educational objectives	71
Supported financial management	58

Base: All those who expected specific benefits, varying sample sizes

Highlighted in green: expectation is same as highest benefit

Highlighted in blue: expectation is same as lowest benefit

Similarly, there are hardly any meaningful connections among the internal coachees' expectations, save for a few like helping meet educational objectives that could in turn enable work-life balance or supporting investment planning, strengthening corporate culture as a means to maximize personal and professional potential, and advocating investment planning, which can extend to meeting educational objectives, improving financial management, and even healing emotional pain.

How do clients find an internal corporate coach?

Participants of internal corporate coaching program reveal a lower incidence of having influence over the choice of coaches, as compared to those who undergo life coaching and external corporate coaching programs. However, as 6 out of 10 claim they exert some influence in choosing their coaches, this still reflects a majority.

What factors influence choosing an internal corporate coach?

Similar to life and external corporate coachees, the most salient choice factors among internal corporate coaching participants are the coaches' overall personality, proven leadership, and professional experience. Education and certification do not figure as prominently.

Whether or not they had any influence in choosing their respective coaches, the topmost factors in choosing an internal corporate coach are self-confidence, mastery in explaining the coaching process, industry experience, and level of coach-specific training. While personal rapport ranks high among participants who originally had influence over the choice of coaches, those who did not considered having a sense of humor as a more desirable quality.

What approaches are commonly used in internal corporate coaching?

Similar to life and external corporate coachees, internal corporate participants indicate that their once-a-week coaching sessions revolve primarily around the sharing of experiences, which is more widely considered a mentoring technique. The second approach most frequently used is facilitating thought process, an established coaching method. Influencing and advising, however, also rank prominently, while non-directive questioning occupies the bottom of the tier. This indicates a low awareness of how coaching is defined by the ICF and how coaching methods differ from those of other helping professions like mentoring or counseling.

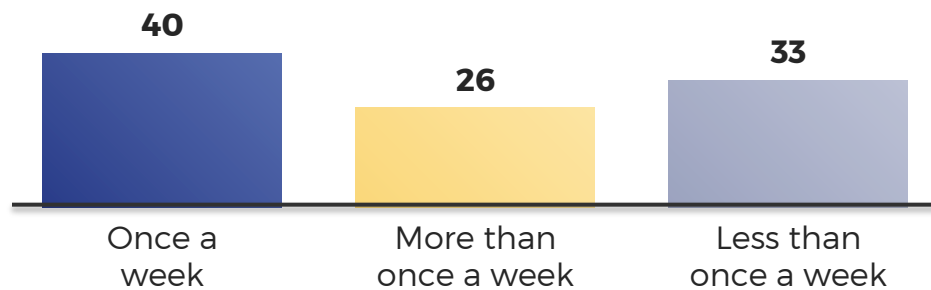
More than one in two internal corporate coachees will want others to participate in similar programs.

Table 14: How the Internal Coaching Program was carried out

		%
1	Sharing of experiences	77
2	Facilitating thought process	65
3	Influencing/persuading	56
4	Advising/telling	44
5	Non-directive questioning	29

Base: 100 internal corporate coaching program participants in the last 3 years

Figure 4: Frequency of coaching sessions



Base: 100 internal corporate coaching program participants in the last 3 years

How do clients sustain the impact of their internal corporate coaching experience?

There are remarkably more supporting activities available to internal corporate coachees, and these appear to be quite effective in sustaining derived from their program participation. The topmost supporting activities include: setting and monitoring goals; attending or being sent to trainings; being given a project to work on; being assigned to a new task; and receiving regular feedback from others. A good number also report being given a mentor and joining either a professional or special interest group. Practically all respondents appear to be engaged in a supporting activity.

INTERNAL CORPORATE COACHING: KEY POINTS SUMMARY

- Corporate coaching is very much an emerging industry in the Philippines. Less than one out of a hundred middle to upper class Filipinos, 21 years and older, has participated in an internal corporate coaching program in the last three years. Most of them undergo either leadership or team coaching programs.
- Internal corporate coaching participants may be characterized as full-time employees, working mostly in mid-level positions with some in department leadership. They are typically between 21 and 44 years old, with almost equal probability of being single or married. Likewise, they are almost evenly distributed across monthly household income brackets ranging from P15,000 to P80,000 a month.

- Like the external corporate coachees, their primary objective for participating in the internal corporate coaching program is to enhance and promote team interaction. On the other hand, an objective that differentiates them from external coaching participants is their goal to increase employee engagement and motivation via these internal programs.
- Unlike their external counterparts, expectations of internal corporate coaching program participants do not display meaningful interactions, save for a few that are seem either too obvious or a bit too remote.
- Compared to external corporate coaching programs, internal programs do not seem to address most of the participants' expectations. Nevertheless – and perhaps due to the additional benefits they derive from the coaching experience – one of every two participants will eagerly recommend the same programs to others.
- Influence in the choice of coaches is much lower compared to life and external corporate coaching program participants. Nonetheless, the yardstick that these internal coachees use is very similar when it comes to choosing their coaches – overall personality, confidence, proven leadership, and experience in the industry. What sets them apart, though, is the specific attention given to the coaches' sense of humor.
- The approach most frequently employed in the internal corporate coaching programs involves the sharing of experiences. This is followed by thought process facilitation, which is likely to use non-directive questioning that goes largely unnoticed. There are also high incidences of persuading and advising by the internal corporate coaches.
- While majority of participants claim to have attended weekly sessions, a third reported frequency of less than once a week. This indicates some degree of laxity in internal coaching programs.
- There are more supporting activities available to internal corporate program participants, which allow them to sustain the impact of their coaching experience. Topmost of which are the setting and monitoring of goals, attendance in training programs, being assigned to new projects and tasks, as well as receiving regular feedback from others.

The background features a white space with abstract geometric shapes in blue and yellow. These shapes include various polygons, lines, and a large diamond shape. A photograph of a modern building with a glass facade is partially visible on the right side. The text is centered in a bold, black, sans-serif font.

**KEY INSIGHTS &
RECOMMENDATIONS
FROM THE STUDY**

KEY INSIGHTS & RECOMMENDATIONS

FROM THE STUDY

- The 2018 Philippine population figures tell us that there are an estimated 57.7 million Filipinos between 21 to 64 years old, of which 92% are employed and 14.4% belong to the middle and upper socio-economic brackets. With only 3% of this number claiming to have undergone life or corporate coaching in the last three years, this means that there are over 7 million prospective coachees in the country today. The growth potential of professional coaching in the Philippines is as huge as the opportunity to educate Filipinos about coaching based on ICF standards.
- At the moment, the approach used by coaches in the Philippines is predominantly “telling”, which is not aligned with the ICF coaching definition and global standards. This may mean that most coaches in the Philippines do not adhere to the global standards set by the ICF or may not really be qualified to practice coaching at all but call themselves “coach”.
- The campaign to use approaches that adhere to ICF Global Standards does not only need to be sustained but also to be ramped up more vigorously to contend with prevalent practices that go against established ICF principles like non-directive questioning and facilitating thought process.
- Coaches need to provide clarity as to what coachees can potentially benefit from coaching and, at the same time, manage the expectations of coachees in a straightforward manner so that they can set goals that are realistic and workable.

- When choosing a coach, the attention given to the coach's confidence and ability to explain the coaching process undermine the requirement for certification, which usually comes into serious consideration only when the coachee is reminded and prompted. This reveals the Filipinos' low awareness level in terms of coaching qualifications that also need to be taken into account with prudence and care. This is completely understandable at the moment, given that the coaching industry is in its infancy stage in the Philippines. As professional coaching continues to grow and expand in the country, the expectations of coaching clients may also increase and the coach's credentials or certification may also rise in importance.
- In the case of corporate coaching programs, a significant number of coachees do not have influence in the choice of their coach, which means that their sponsor did the selection. Given obvious differences in some of their criteria in choosing a coach, it is important that both sponsor and coachee are aligned in their standards for selecting the right coach.

GLOSSARY OF TERMS

Life Coaching

A type of coaching where an individual receives coaching on anything related to life issues

Life Coach

An individual who provides life coaching services

Life Coachee

An individual who receives coaching on anything related to life issues in general

Corporate Coaching

A type of coaching where individuals receive coaching on anything related to their developmental needs based on their job and business requirements

Internal Corporate Coaching Program

Refers to corporate coaching programs delivered by an internal coach

Internal Coach

An individual whose job or task is to provide coaching to fellow employees

Internal Corporate Coachee /

Internal Corporate Coaching Participant

Refers to an individual who receives coaching from a co-employee who serves as an internal coach for the company

External Corporate Coaching Program

Refers to a corporate coaching program delivered by an external coach

External Coach

An individual whose coaching services are hired by companies or by other individuals

External Corporate Coachee / External Corporate Coaching Participant

Refers to an individual who receives coaching from an external coach

Sponsor

A company (or its representative) that pays and/or arranges for coaching services being rendered

International Coach Federation (ICF)

The International Coach Federation (ICF) is the leading global organization dedicated to advancing the coaching profession by setting high standards, providing independent certification, and building a worldwide network of trained coaching professionals.

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