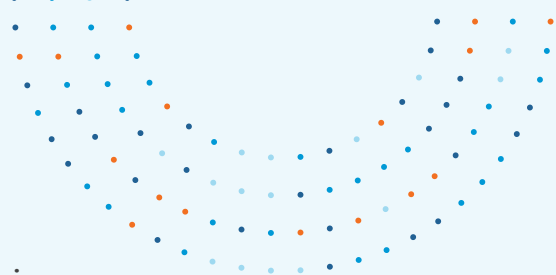


Breathing AIIR:

**What Makes a Great
Coaching Provider and Why
AIIR Surpasses the Mark**



Executive coaching can create incredible impact for leaders and their organizations. Analysis of our own coaching data shows that leaders reported positive outcomes, including:

➤ 83% increased social acumen

➤ 82% improved self-management

➤ 75% increased team performance

➤ 67% reported increased ability to drive change

➤ 67% reported stronger strategic leadership

➤ 66% increased engagement

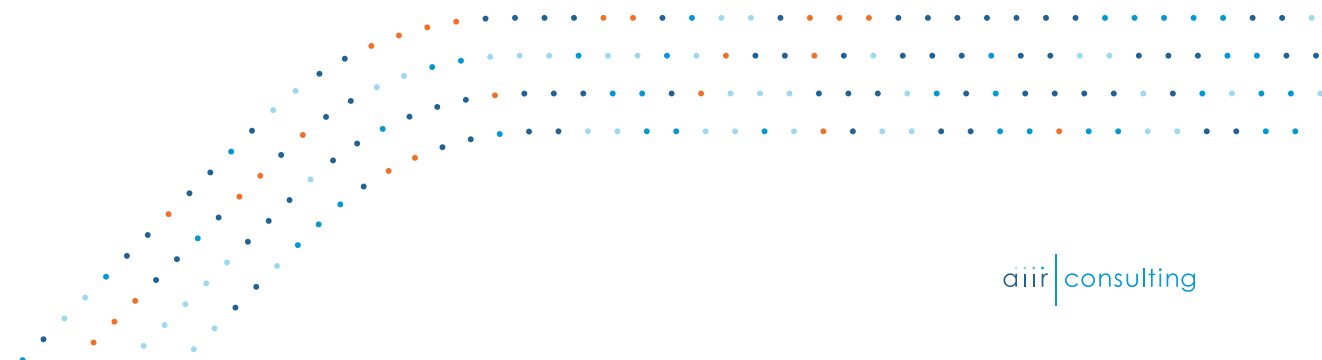
While these positive outcomes are important for the individual leaders who reported them, they are even more impactful for their organizations. A 2009 study by the International Coaching Federation showed that nearly **30%** of coachees reported ROI greater than 10x their investment. At AIIR Consulting, our data points to an ROI of approximately 16x the initial investment. This means for every \$1,000 spent, there is a return of \$16,000.

Given these outcomes, it isn't surprising that companies are expanding their investment in executive coaching or that, in response, the executive coaching industry is experiencing unprecedented growth. Projections indicate that coaching will become a \$25 billion industry by 2031, and startups in the space have raised venture capital funding by promising to expand the ROI of executive coaching by making it available to every member of your organization (you can click here to read more about why they really can't).

But while much about the coaching industry has changed over the past decade, as was pointed out by the Harvard Business Review in its article "[The Wild West of Executive Coaching](#)" and, more recently, by Forbes in its article "[Is the Coaching Craze Over?](#)", one thing hasn't: For every company in the coaching industry creating value for their clients, there are an equal number of come-lately companies doing the opposite.

It makes sense, then, that only about **33%** of business leaders who responded to a Harvard Business Review survey said they were more effective after participating in a coaching or leadership development program. The same study showed that, although organizations pour billions per year into coaching and leadership development, **75%** are unhappy with the results.

How can HR and Talent Professionals find a coaching provider capable of delivering results?



6 Key Considerations that Characterize a Great Coaching Provider and What Sets AIIR Apart

As the coaching industry becomes more diluted and disorganized, AIIR Consulting has held steady for more than a decade of providing excellent coaching and leadership development to its clients. We believe that every successful coaching provider is characterized by six factors:

- Intentional Alignment
- A Predictable, Proven Method
- A World-Class Coaching Community
- True Partnership
- Tech-Enabled Human Services
- Commitment to Results

INTENTIONAL ALIGNMENT

If the goal of coaching is to achieve organizational outperformance, then the goals of a coaching engagement have to align with the needs of the organization. To succeed, a coaching provider must demonstrate understanding and alignment.

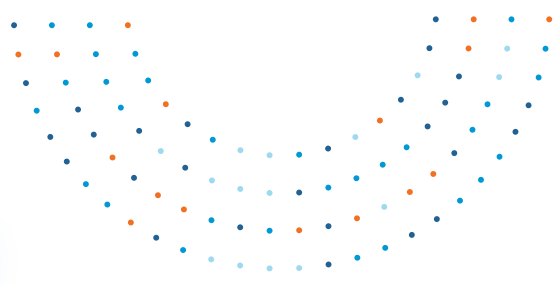
As noted in the [Consulting Psychology Journal](#), in order for coaching to be successful, there must be a “shared understanding about significant business, organizational and operational issues, challenges, and opportunities for future success.”

Without these factors, leaders may be satisfied with the coaching they receive (99% of leaders are), but it will do little to enhance their effectiveness or the effectiveness of the organization. This is why we believe that stakeholder involvement is central to a successful coaching engagement.

From our first conversation, AIIR works to understand the challenges our clients face and how (or whether) coaching can help their organization overcome these challenges to achieve outperformance. Then, we help our clients **design a program that meets their needs.**

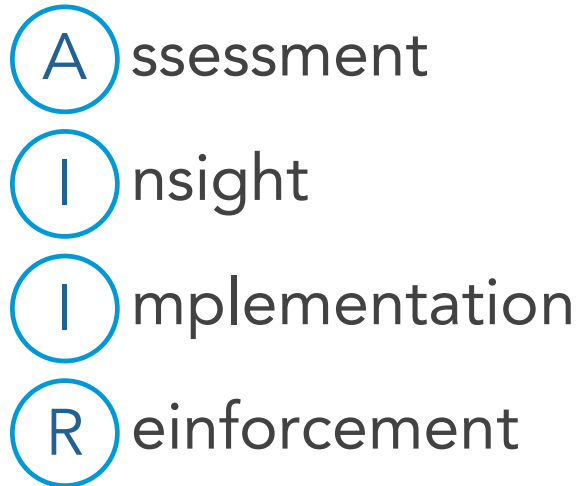
Each of our coaching engagements begins with an Agenda Setting Meeting (ASM), or what can be thought of as a coaching kickoff. This meeting aligns the coach, leader, and organizational stakeholders (typically the leader’s direct manager and a representative from HR, such as an HRBP) around the purpose of the engagement, boundaries of confidentiality, preliminary coaching objectives, and desired outcomes. Organizational stakeholders ensure that the coaching engagement is consistent with the organization’s goals.

“ I appreciate how methodical your approach is to problem-solving. Your ability to come into a business and very quickly achieve a deep understanding of the problems and their intricate underpinnings is uncanny. ”



A PREDICTABLE, PROVEN METHODOLOGY

Creating sustained behavior change requires rigor. At AIIR, all of our coaching engagements follow the AIIR® Method, a rigorous four-phase methodology based on decades of research in cognitive psychology, behavioral psychology, psychodynamics, and psychoanalysis that is proven to create lasting behavior change. The AIIR Method gives our coaches a proven, repeatable process for helping leaders achieve sustained behavior change.



ASSESSMENT

AIIR coaches start with a comprehensive Leadership Assessment. Psychometric tools and 360 data reveal strengths, derailers, and external perceptions. A comprehensive understanding of the leader's context and background is uncovered through a Developmental History Interview.

INSIGHT

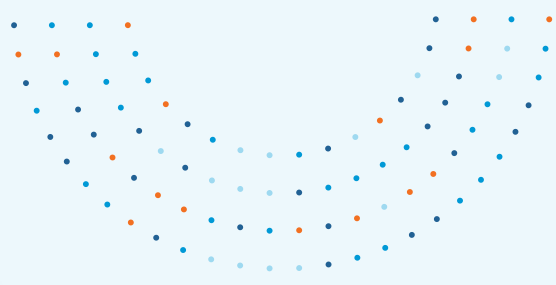
An Assessment Feedback Session yields key development opportunities. The leader and coach then create a formal Strategic Development Plan linked to the organization's business goals.

IMPLEMENTATION

To execute the Strategic Development Plan, the coach and leader meet regularly in focused coaching sessions. The coach challenges and supports the leader to move away from their comfort zone and experiment with new leadership behaviors.

REINFORCEMENT

In order to strengthen and refine a client's new knowledge and skills, the coach shifts focus towards creating strategies for sustained success. The coach and leader will then identify long-term leadership development goals.



A WORLD-CLASS COACHING COMMUNITY

In the [aforementioned article](#), author [Michael Schein](#) writes that “setting up shop as a coach can make a lot of sense. It requires no credentials and little overhead to get started. The downside to this trend, however, is that it enables many less-than-qualified individuals” into the market. “What’s needed are ways to distinguish the real pros from the empty vessels.”

That’s why we built the AIIR Global Coaching Alliance, a network of over 200 coaches and consultants around the world. Two key differentiators set AIIR’s coach management philosophy apart:

1. **Credibility**
2. **Commitment to a Community of Learning and Supervision**

Credibility

Achieving and sustaining results, especially at the upper levels in an organization, is complex. It requires experience and expertise. At AIIR, we require every member of our global network of coaches and facilitators to have some combination of professional accreditation, executive-level business experience, and advanced training in the behavioral sciences.

Professional Accreditation

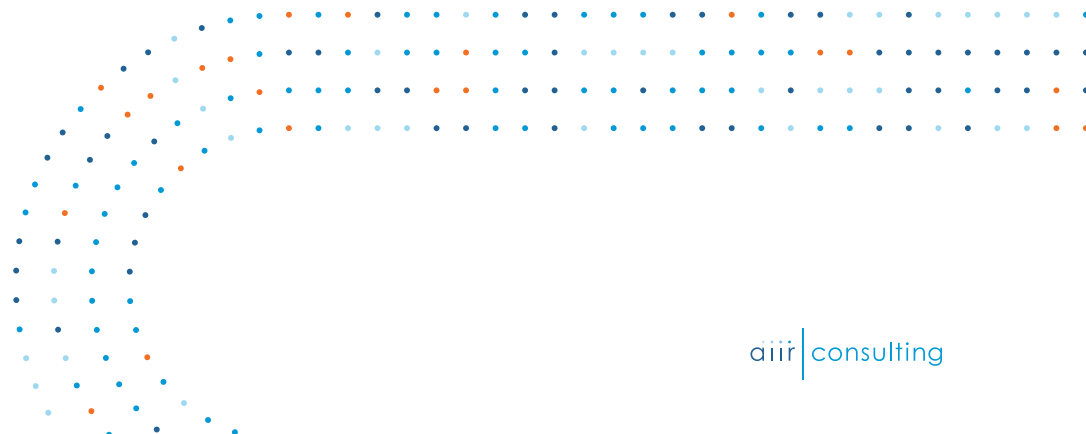
Unlike other high-stakes professions like psychology, there is no governing body that decides who can and can’t call themselves a coach. However, there are a few organizations that offer professional accreditation.

Business Acumen

According to research by the [Conference Board](#), business knowledge is the most critical criterion for selecting an external coach. AIIR’s coaches have extensive experience in high-ranking roles within global Fortune 500 organizations, including former C-suite leaders at well-known corporations.

Behavioral Sciences Education

Many of AIIR’s coaches hold master’s or doctoral degrees in psychology or the behavioral sciences, bridging the gap between business and psychology.



Commitment to a Community of Learning and Supervision

The coaches selected to become part of the AIIR Global Coaching Alliance undergo a comprehensive onboarding process that includes training in the AIIR Method and ongoing development. Once onboard, they are hardly on their own. Rather than **treating coaches like a commodity**, we provide unparalleled support and development to our coaches.

Part of that support is building a community of continuous learning, where coaches collaborate with each other to sharpen their craft and offer the very best to our clients. To this end, our coaches attend a monthly group supervision meeting called Discovery. Coaches present current coaching cases for the group's feedback and support. This discussion leads to a rich, insightful dialogue on

the coach's case. In this way, coaches are able to receive ongoing support and learn from each other, borrow best practices, pick up new resources, and bond over their shared practice. This is a truly special time that many of our coaches cherish deeply.

Additionally, we offer coaches access to a private listserv that encourages collaboration, knowledge sharing, and community support among AIIR coaches. And, once a year, we bring our coaches and internal team together for an annual summit.

We also offer our coaches access to frequent learning opportunities and complimentary certifications, and make master supervisors available for on-the-spot supervision when needed, ensuring the highest quality coaching.

TRUE PARTNERSHIP

We understand the challenges our clients face. We know the HR and talent leaders we work with not only understand the needs of their organizations and leaders, but are best positioned to meet those needs. But, we also know that the HR and Talent Leaders we work with are stretched to their breaking point. Recent surveys show that:

➤ 36% feel overwhelmed by increased role responsibilities

➤ 31% worry they won't be able to meet expectations

➤ 16% are overwhelmed by vendor management

The coaching vendor you work with should be as invested in your success — they should work to develop a deep understanding of the unique challenges and organizational currents you face, provide the resources and support to navigate those currents, and invest in your development as a strategic leader.

Your success is our success. At AIIR, we go above and beyond the services we offer to build a true partnership with the individuals we work with.

Consultation

At AIIR, we strive to meet you where you are, and to help you get where you need to go. That means taking the time to understand your business, and the challenges you face in your organization and your role.

Capacity

We know you're stretched. That's why our leadership experts help you manage your coaching program, meeting with individuals across the business to understand their needs, and to help them understand how they can leverage coaching to meet those needs.

Collateral

Leaders need quick, easily accessible one-pagers to help them understand how to best benefit from coaching and navigate the various stages of coaching like the chemistry call process. AIIR also offers targeted collateral for stakeholders to help them understand their role and responsibility in the coaching engagement.

Learning Opportunities

AIIR provides regular learning opportunities exclusive to our client community, covering everything from what coaching is, how to leverage coaching for maximum impact, and how to know when coaching is (and isn't) the best solution. AIIR also provides development opportunities around consultation skills, critical thinking, and change management.

TECH-ENABLED HUMAN SERVICES

For decades, coaching was conducted through a series of in-person meetings between a coach and coachee (as recently as 2008, nearly **75%** of coaching engagements were conducted in-person). It wasn't unusual for an experienced executive coach to catch an early-morning flight, deliver a two-hour in-person session to a high-stakes leader, and then catch an evening flight back home.

As technology advanced, it provided opportunities to deliver coaching with increased efficiency and lower costs. Now, as artificial intelligence (AI) advances at an incredible rate, companies are leaning in and looking for ways to **replace human coaches** altogether.

At AIIR, we know that coaching is a human business. Research shows that the relationship between coach and coachee is key to creating meaningful, sustainable change. That's why, as we mentioned earlier, we work to ensure that each of our coaches and facilitators has a combination of professional accreditation, executive-level business experience, and advanced training in the behavioral sciences that is unmatched in the industry.

It's also why, as we continue to innovate and leverage technology to enhance coaching effectiveness, we take pains to ensure the human experience is alive and present in every engagement.

AIRR's best-in-class technologies are designed to enhance the coaching experience and its outcomes for both leaders and their organizations. Coaching Zone®, for example, gives individual leaders a single, secure platform from which they can manage their engagement, and gives HR and talent leaders the ability to see, track, and manage coaching engagements across the entire organization:

- > Visibility into all AIIR coaching engagements within the organization
- > Progress tracking for all engagements and programs
- > Automated reporting on coaching impact through AIIR's Business Impact Survey
- > Organizational insights derived from aggregate goal and outcome data

Aiiron™, AIIR Consulting's AI coaching assistant, combines artificial intelligence (AI) with principles of behavioral psychology to support leaders between coaching sessions — helping them reflect, integrate

new behaviors, and stay motivated. This technology will never replace our human coaches, it can enhance the human coaching experience and lead to even greater outcomes.

COMMITMENT TO MEASURING RESULTS

A recent study by the **Conference Board** showed that when it comes to measuring results, most coaching providers don't measure up. A separate study showed that a huge majority of leadership development firms evaluate a single metric: customer satisfaction.

Why is that a problem? Because **99%** of individuals who engage with a coach are "somewhat" or "very satisfied" with the process. So while a low satisfaction score may indicate a problem, a high satisfaction score doesn't indicate success.

How do you know that your executive coaching programs are actually producing results? AIIR Consulting places measurement at the forefront of its philosophy.

Business Impact Survey Results

AIIR's proprietary Business Impact Survey assesses the results of coaching engagements, including business impact, monetary impact, leadership effectiveness KPIs, and the coaching experience.

Development Plan Goal Insights

AIIR's extensive study of coaching outcomes goes beyond ROI and satisfaction. The company's data science team developed a proprietary leadership framework to measure essential leadership skills. All development plan goals are aligned with this framework, providing clients with actionable insights.

Coach Insights

AIIR's expert coaches provide valuable insights through surveys and special group sessions for organizations, enabling HR and talent professionals to make informed decisions.



REAL-WORLD EXAMPLE: PARTNERING FOR SUCCESS

AIIR frequently provides consultation to global leaders to set them up for success on their coaching journey. For example, AIIR Consulting collaborates closely with a large global pharmaceutical organization to enhance the leadership skills of its mid- and senior-level leaders. This partnership seeks to make coaching accessible across the organization and provide insights to inform talent development initiatives.

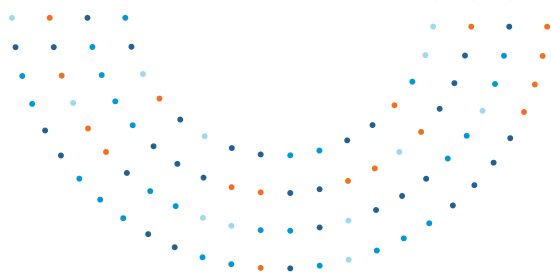
The partnership began with a thorough Discovery process to understand the organization's unique needs, challenges, values, and competencies. From there, customized coaching workflows, processes, collateral, and service level agreements (SLAs) were developed to support HR leaders and talent managers in facilitating coaching for leaders and their teams.

The coaching program includes monthly reporting on coaching insights, direct access to coach insights through meetings between talent leaders and the coaches, and thematic reporting. To date, the partnership has yielded impressive results, including:

- ▶ An exceptional Net Promoter Score (NPS) of 88.
- ▶ An average return on investment (ROI) of 31x.
- ▶ Measurable improvements in essential leadership skills, such as self-awareness, influence, and executive presence.
- ▶ An outstanding 85% improvement in team performance.

One of the client's Talent Leaders shared that AIIR is quick, brilliant, and inventive. "The partnership with AIIR has been amazing for my group. They

have helped us identify and correct some of the key issues my [leadership development program graduates] have when leaving our program."



Participant Feedback

But numbers don't tell the whole story. That's why we request qualitative feedback — to better understand the value we provide beyond what we can measure. Here are just a few things the leaders we have coached have to say about us:

"Coaching has equipped me with new tools, skills, and insights to lead my team effectively."

"My manager has noticed increased confidence in my interactions with difficult stakeholders."

"My manager has noticed a difference in my domain expertise through the types of questions I'm asking in tech reviews. My team has given feedback that they experience me as holding them accountable."

"I'm a stronger communicator, better at setting priorities and strategy, following up with those who are underperforming, and having more regular feedback sessions."

"I have Improved time management, efficiency, and stress management."

"My manager shared that I have better management of difficult discussions. I've been more effective and less contentious than anticipated. My body language and verbal cues with stakeholders have changed from tense to welcoming."

COACHING FOR ORGANIZATIONAL OUTPERFORMANCE

AIIR Consulting is distinguished by its commitment to delivering credible, results-driven coaching solutions that drive organizational outperformance. With a roster of top-tier coaches, rigorous measurement methodologies, innovative technologies, and a dedication to shaping a better future, AIIR sets the standard in the coaching industry.

With AIIR Consulting, you are not just choosing a coaching provider; you are selecting a strategic partner dedicated to your leadership development and organizational transformation. Join us in breathing fresh AIIR into your leadership journey.

For more information on how AIIR Consulting can support your leadership and coaching needs, please [visit our website](#) or contact us directly. Together, we can shape a better future through leadership excellence.

