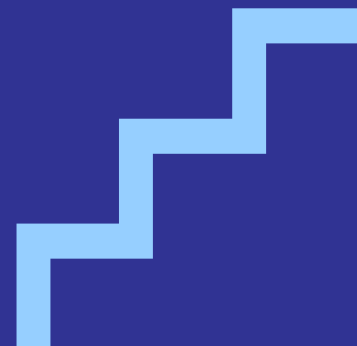


Equipping managers to become great leaders



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INTRODUCTION

In the digital workplace of the 21st century, a company's success is no longer wholly reliant on having a well-thought out strategy. Strategy is nothing without effective, inspiring leaders to build highly engaged, performance-driven teams who execute the corporate strategy. But this is more difficult to accomplish than most organizations realize. The data supports this: According to [Ernst & Young's Global Leadership Forecast 2018](#), 64 percent of the surveyed C-suite executives cited "developing next-gen leaders" as their top challenge, while 60 percent reported "failure to attract/retain top talent" as their top challenge.

These statistics make it crystal clear: leadership plays an important and complex role in driving an organization's growth and success. But all too often, organizations don't have an actual plan for leadership development, which can lead to disorganization, an inability to recruit and retain

strong leaders, inefficiencies in the execution of the strategy, low productivity and poor performance among teams.

This is where business coaching comes into play as a vital and influential tool for developing and retaining effective managers and teams. According to IBISWorld, revenue for the business coaching industry increased to \$15 billion in 2019 at an annualized rate of 5.6 percent. According to the [Executive Coaching for Results study produced by the International Coach Federation](#), app-based coaching platforms will be a significant player in the industry. This growth will be driven by the low costs and efficiencies associated with virtual coaching, as well as the measurement and scalability of ROI through robust data and analytics.



SURVEY METHODOLOGY & OBJECTIVES

We surveyed 1,059 employees in middle and senior management roles in organizations across the United Kingdom, France, Germany, and the United States to better understand the current landscape of learning and development programs as well as the career growth priorities and goals of managers in the workplace. We also examined how professional development shapes and impacts the ability and success of managers in building trusting, engaged, performance-driven teams. The survey was fielded in January 2020 and the surveyed respondents came from the following business industries: banking/finance, consumer packaged goods, telecommunications, automotive, information technology (IT), insurance, manufacturing, and healthcare.





KEY FINDINGS & TRENDS

Self-Doubt Is Inevitable: The Way Forward Is Honest Feedback and Guidance from an Outside Perspective

Being an effective and inspiring leader in today's workplace is no easy feat. Just because employees hold managerial roles doesn't mean they know everything. And it certainly doesn't mean they possess and embody the necessary strategies, mindsets, and behaviors to build highly engaged, performance-driven teams.

As history has shown time and time again, some of the most famous and successful leaders in history have battled self-doubt and confidence issues before making history. Take, for example, Richard Branson. The British business magnate, investor, author, and philanthropist founded the Virgin Group in the 1970s, which controls over 400 companies, including Virgin Atlantic, Virgin Mobile, and Virgin Money. Despite being one of the most respected and successful businessmen in the world, Branson grappled with self-doubt when he first launched Virgin Atlantic. He candidly shared this in a [blog](#), where he wrote: "We faced many obstacles when we took on the airline industry. Virgin Atlantic began with just one plane and we struggled to get backing from the banks as we had no experience. We were the underdog and faced many logistical nightmares and were up against competitors with huge budgets."

Self-doubt is an underlying emotion and driver that can impact the effectiveness and success of managers. For example, 24 percent of the surveyed middle- and senior-level managers reported that their top fear of being in a managerial role is related to managing team performance and accountability. Meanwhile, adjusting to managing people and displaying authority sparked fear among 16 percent of the respondents. According to our study, terminating/laying off employees (10 percent) and being accountable to senior management (9 percent) were close behind as fears that could hamper a leader's ability to build and nurture highly engaged and performance-driven teams.

These are all worthy concerns for even the most qualified, seasoned leaders. Oftentimes, leaders struggle with some, if not all, of the aforementioned fears, but may be too nervous or scared to admit it.

For example, a leader who has trouble receiving or providing critical feedback may struggle with managing people and displaying authority amongst the team. On the other hand, a leader who doesn't know how to handle confrontation (or tries to avoid it whenever possible) could find it difficult to terminate/lay off employees. And for some leaders, the fear of guiding team performance and accountability can stem from self-imposed pressure to do excellent work and deliver optimal results for the team and the business.

Unfortunately, our study indicates that support isn't always available to help employees navigate their way through the transition into leadership roles. In fact, 23 percent of the respondents reported that no support was provided at all by their organizations, while only 14 percent said their HR departments were available for questions.

So how can managers find a way forward out of their self-doubts and confidence issues? Getting honest feedback and non-judgmental guidance from an outside perspective can do wonders. That is exactly the purpose of coaching to unlock a person's potential to maximize their own performance and help them to learn rather than teach them. As our study reveals, 73 percent of the surveyed middle- and senior-level managers would gladly welcome being given access to free, personalized digital coaching as a means of minimizing their fears and motivating them to pursue managerial roles.

It's important to understand that self-doubt doesn't necessarily have to be associated with something negative. It can be a useful ally. When managers acknowledge the existence of self-doubt, it can increase their self-awareness of their strengths and weaknesses.



This increased self-awareness will then prompt managers to pause, identify challenges they may face, and identify specific actions and behaviors that can help them move forward. On the other hand, managers who are overly confident and don't acknowledge their flaws or imperfections can be seen as egotistical and domineering, which can result in low morale, distrust, disengagement, and turnover. Without access to honest feedback and guidance from an outside perspective (who isn't employed by the organization), many 'bad' or ineffective managers will struggle to lead a team of A-players that directly contribute to the organization's innovation, growth, and success.

Chart 1

What was your biggest fear about being in a managerial role?

Adjusting to managing people and displaying authority
 Managing team performance and accountability
 Being accountable to senior management
 Setting and managing metrics
 Managing internal stakeholders and politics
 Giving performance feedback and reviews
 Motivating and empowering team members
 Terminating/laying off employees
 None
 Other

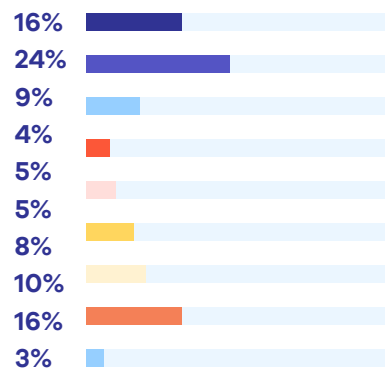


Chart 2

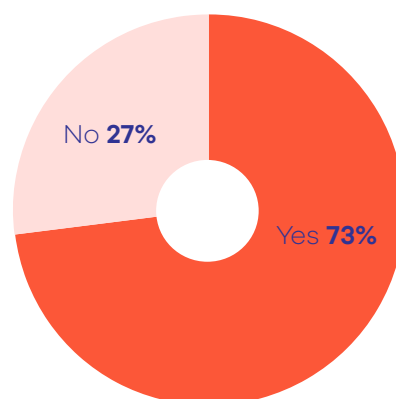
How did your company help you navigate through the process to reduce your fears and transition into a managerial role?



- **14%** HR department was available for questions
- **36%** Senior management/direct boss was available for questions/feedback
- **21%** I was provided with access to ongoing personalized coaching to process how I felt about the change/develop leadership skills
- **23%** No support was provided
- **6%** Other

Chart 3

If your company provided you with access to free, ongoing personalized coaching (interactive video sessions, progress dashboard) every month, would that minimize fears of being a strong leader and motivate you to pursue a managerial role?





Silent, But Deadly: The Absence of Psychological Safety Spurs Distrust of HR

Psychological safety is the belief that employees are free and safe to take risks around their colleagues, team, managers, and senior leadership - essentially, speaking up and being honest. Unfortunately, our study reveals that many middle- and senior-level managers don't always feel comfortable or safe enough to speak up and discuss their concerns with the HR department. In fact, 15 percent of the respondents admitted they wouldn't reach out to HR because they are fearful of being seen as unqualified, ineffective leaders. On top of that, 36 percent said that they are somewhat comfortable speaking to HR, but wouldn't share as openly or honestly.

When organizations lack a culture of psychological safety, it results in an invisible silence. In a [recent article in HR Magazine](#), Amy Edmondson, Novartis professor of leadership and management at Harvard Business School, explored the impact of this type of invisible silence on organizations. She explained, "Because silence is invisible, problems go unreported, improvement opportunities are missed, and occasionally tragic failures occur that could have been avoided." This invisible

silence can have damaging effects on employee engagement because people will typically hold back, even if what they have to say is important and could be a great idea that could positively impact the business.

According to the "[Global Study of Engagement](#)" by ADP Research Institute, only 16 percent of employees are fully engaged - and this number hasn't changed much since 2015. That means that a staggering 84 percent of workers aren't being empowered to do their best work and aren't finding a sense of purpose from their roles/employers.

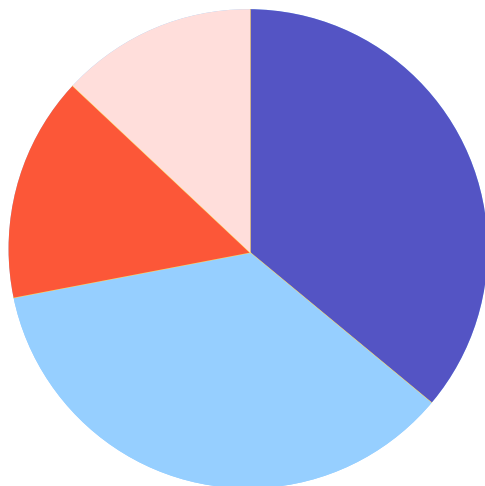
Conversely, workers are 12 times more likely to be fully engaged if they trust the team leader, according to the ADP Research Institute report. This is where [coaches can act as a reliable intermediary between employees and their managers](#). Digital coaching platforms open the door to a safe, easily accessible space for employees to seek guidance, advice, and reassurance from qualified coaches, who can help them address behavioral goals, improve soft skills, and find alternative ways to manage stress and anxiety.





Through digital coaching, middle- and senior-level managers can improve their leadership abilities without the fear of being viewed or labeled as unqualified or ineffective, without taking significant time out of their workdays and without reducing their own productivity. At the same time, they can set clear milestones and track their progress over time. For managers, this is a critical element of tackling and overcoming the fears that may be holding them back from becoming the kind of inspiring, effective leaders they want to be. It can also be an important way to mitigate the daily stresses and anxieties associated with being a manager, such as guiding team performance, being accountable to senior management, and making hiring/firing decisions. The more managers acknowledge and accept the challenges of leadership, the more inclined they will be to focus their mind, energy, and behaviors on how they lead their teams to success.

Chart 4



How do you feel about speaking to the HR department candidly and honestly about your leadership struggles and personal development goals?

- **36%** Very comfortable speaking to HR and can say what I think/feel honestly
- **36%** Somewhat comfortable speaking to HR, but won't share as openly and honestly
- **15%** Fearful of being seen as an unqualified, ineffective leader
- **13%** Don't have an opinion either way

Communication, Empathy, Problem-Solving, & Conflict Resolution Top the List of In-Demand Professional Skills & Development Goals

Soft skills have been found to play a more influential role than technical skills in a leader's success. This is supported by our study's findings, which found that 32 percent of the respondents rate soft skills as having a significant impact on their job performance as managers, while another 49 percent believe they have a moderate impact. Moreover, communication (27 percent), teamwork (21 percent), empathy (12 percent) and problem-solving (10 percent) are the most frequently used soft skills by middle- and senior-level managers.



When we asked the respondents to cite their number one goal for professional development and growth, handling conflict resolution (16 percent) came in as the top answer. Conflicts can arise for a number of reasons. Each employee has a unique personality, which often influences their behaviors and actions. For example, an employee who is an introvert and isn't very sociable could be mistakenly viewed as arrogant or even rude. This could cause problems in their collaboration with team members, other departments and even customers, which could hinder both team and business productivity.

Meanwhile, a change in management or the arrival of a new member on a team can spark tensions. Collaboration is a critical component of engagement within organizations. But this can become problematic when managers and leaders have different leadership styles that clash with one another. If one team member is more commanding and takes the lead, while another team member is more flexible, it can be confusing for the team and cause tension. For example, a manager who displays a more authoritarian style of leadership ('do as I say') could cause the team to feel micromanaged or even bullied into doing projects/tasks that don't align with their personal values and work ethic. Conversely, a manager with a hands-off leadership style may fail to give the team enough guidance and direction on projects/responsibilities, which in turn, could lead to an inability to complete projects efficiently or result in poor quality of work from team members.

There are several ways to spot workplace conflicts. People often show their emotions on their faces first. Do employees look unhappy or stressed? Are employees avoiding eye contact when being spoken to by their managers? Are employees gossiping about their managers or other departments?

Regardless of the type or cause of conflict, a manager who excels at problem-solving and communication will be better equipped to resolve conflicts, break down walls of mistrust, and forge stronger relationships/bonds among the team. Below are helpful tips to resolve conflict if and when they should arise in the workplace.

9

Tips for Resolving Conflicts in the Workplace

- Don't look for a person to blame - look for the root cause
- Get your emotions in check (and be self-aware of them)
- Don't focus on being right or winning
- Communicate calmly and clearly
- Listen actively - and ask questions to better understand the other side's perspective
- Avoid digital/phone conversations - meet face-to-face to avoid misinterpretations
- Be humble - admit when you're wrong
- Create an action plan and ways to improve communication long-term
- Know that conflict won't be resolved in one conversation - make space for continued discussions



Chart 5

What level of impact do soft skills (i.e. emotional intelligence, empathy, resilience) have on your individual job performance as a manager?

- Significant impact ● 32%
- Moderate impact ● 50%
- Minimal impact ● 10%
- No impact ● 8%

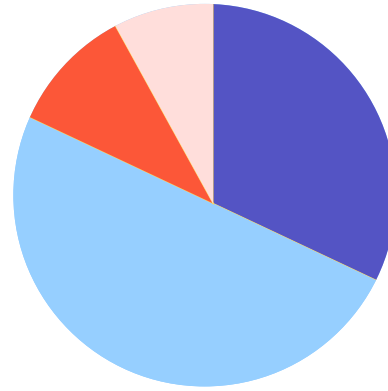


Chart 6

Which soft skill do you use most frequently in your role as a manager?

- 21% Teamwork
- 27% Communication
- 12% Empathy
- 7% Adaptability
- 10% Problem-solving
- 4% Attitude
- 3% Critical thinking
- 3% Creativity
- 4% Interpersonal skills
- 1% Resilience
- 3% Emotional intelligence
- 2% Work ethic
- 3% Time management

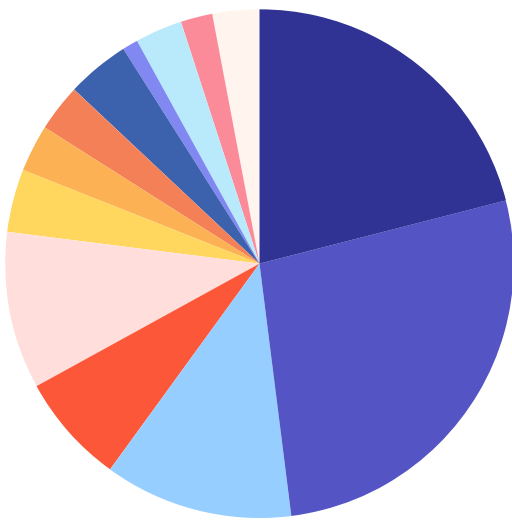


Chart 7

What is the number one goal you have when it comes to your professional development and growth?



Note: Figures may not add to 100 due to multiple responses being selected.



Managers Wrestle with High Rates of Voluntary Turnover Due to Poor Leadership & Stalled Career Development

Finding, hiring and retaining top-notch talent is one of the biggest priorities - and challenges - for HR teams today. To understand why, let's look at the relationship employees have to their work and how it has evolved over time.

Historically, employees looked to work as a means of earning a salary and being able to provide a stable source of income to care for their families. In these times, employees were loyal and stayed in the same roles/companies for longer periods of time (10+ years) simply for the sake of continuity and stability. But as new technological advancements have emerged, employees now want opportunities to grow and develop, crave a sense of purpose, and expect managers and leaders to be inspiring and motivating. These are not nice-to-haves, but instead are viewed as essential components of a positive experience. This is especially true for millennial and Gen Z employees, who have garnered a reputation as a job-hopping generation over the years. According to [data from Gallup](#), 59 percent of millennial job seekers report that opportunities to learn and grow are extremely important to them when applying for jobs, compared to 44 percent of Gen Xers and 41 percent of baby boomers.

For all employees, the quality of management and relationship with managers can also directly impact - positively or negatively - the employee experience. As a [recent study by Qualtrics](#) shows, the employee-to-manager relationship can affect the employee experience, with 18 percent of the respondents saying they intend to stay with their company for one year or less. It's the basis for the adage: "Employees don't quit jobs; they quit their bosses." So if managers don't get the necessary professional development tools, guidance, and feedback to become better leaders, it could lead to tension, conflict, stalled career development, and disengagement among teams. As a result, an organization's best performers and innovative talent could end up walking away for other job offers.



Our study's findings support this. For example, 14 percent of the surveyed middle- and senior-level managers confirmed that employees have voluntarily quit due to a lack of career development/growth opportunities, while poor relationships with managers were cited as a primary cause for turnover by 10 percent of the respondents. To make matters worse, 41 percent of the respondents admitted that between one and five team members have voluntarily quit in the last two years due to a lack of professional development and growth opportunities.

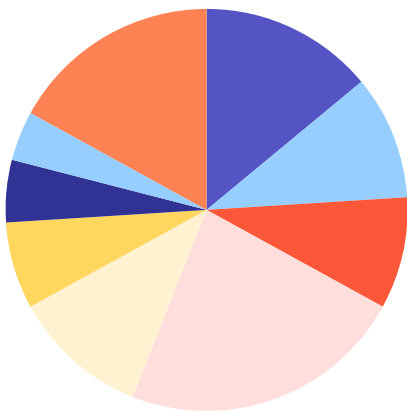




Retention will continue to be a roadblock for HR teams unless a new approach to professional development is taken. Retention won't be reduced by organizing a mass group of employees into a room and showing them a static, generic PowerPoint presentation about a new HR policy or outlining the company's culture and values. And it certainly won't be fixed by sending out an employee engagement survey or NPS survey once or twice a year to gauge how happy employees are and what they like/don't like about the work environment. To truly tackle and reduce turnover, organizations must embrace more interactive, measurable, and scalable tools, such as digital coaching, to give employees more power and control over their professional development and career growth.

Chart 8

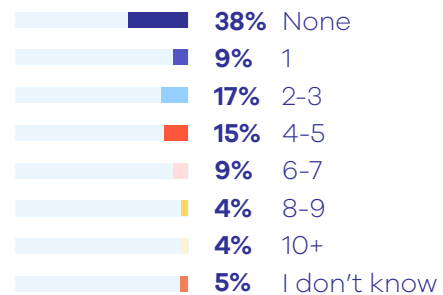
When team members have voluntarily quit your organization, what was the primary reason?



- 14% Lack of career development/growth opportunities
- 10% Poor relationship with manager
- 9% Misalignment with company values
- 23% Higher salary/title with job offer
- 11% Better work/life balance
- 7% Personal reasons (not related to work)
- 5% Pursuing a passion project/dream role
- 4% Other
- 17% I don't know

Chart 9

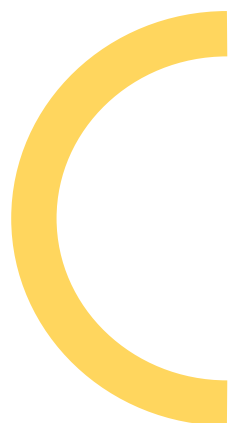
How many of your team members (direct reports) have voluntarily quit due to a lack of professional development and growth opportunities in the last two years?



Note: Figures may not add to 100 due to multiple responses being selected.

Without Personalized Learning and Development, Organizations Stand Little Chance of Building a Culture of Trust, Collaboration, and Innovation

Culture can directly shape employee satisfaction, align employees with the company's values, as well as cultivate trust and loyalty among workers. More importantly, workplace culture often influences how employees behave amongst themselves inside and outside the organization. But all too often, organizations fail to proactively define and build their workplace cultures, which can have disastrous consequences for their employee engagement and retention.





According to the Corporate Executive Board (CEB), a learning culture is defined as an environment that supports an open mindset, an independent quest for knowledge, and embraces shared learning directed toward the mission and goals of the organization. The benefits of a learning culture go far beyond employee satisfaction and engagement. According to [Deloitte](#), high-performing learning organizations are 92 percent more likely to innovate.

This is where personalized development comes into the equation. It is an effective way to create a customized, relevant, and continuous learning culture. It allows employees to get timely and frequent support to manage job-related challenges, conflicts, and stress. Employees can also practice and hone their skills regularly, while setting goals and mileposts for improvements over time. Plus, leaders can identify and improve upon behavioral strengths and weaknesses to foster greater trust, productivity, and relationships on their teams. So the more personal the learning and development experience is, the more relevant they are to each employee's skills, strengths, challenges, priorities, and goals. And with increased relevance comes higher satisfaction and engagement.

Personalized development experiences can also be useful in attracting and retaining top talent,

as it demonstrates a clear commitment to, investment in and culture of continuous learning. Being offered access to free digital coaching sessions every month can carry far more sway and influence over a candidate's decision to accept a job offer than being provided with superficial perks, such as free lunches, access to games (i.e. table tennis, video games) and subsidized gym memberships. While the latter style of perks can be seen as fun and exciting, their value is short-term and they have very little to do with workplace culture. And they certainly don't cultivate a long-term sense of purpose, fulfillment, and belonging. These are the values that matter most to employees in the modern workplaces of today.

Despite the clear benefits, our study indicates that organizations aren't doing enough to create a culture of continuous learning and development. We asked the respondents how well their HR departments prioritize their professional development needs to match their personal expectations, priorities, and goals. The responses were both disappointing and eye-opening. Only 17 percent of the respondents said their HR departments make it a top priority. Meanwhile, 18 percent admitted that HR doesn't make it a priority at all, while 24 percent admitted it's only mentioned during new hire orientation/onboarding.





Furthermore, we asked the respondents to clarify how access to personalized, digital coaching sessions would impact their success as managers. Interestingly, 22 percent of the respondents said coaching would result in more trust and productivity among the team and 16 percent cited improved team relationships. Meanwhile, 17 percent of the respondents believe personalized, digital coaching would foster a stronger sense of fulfillment and purpose among their teams. When teams are given access to the robust digital tools, coaches, and data, to grow both as professionals and human beings, they will become more personally invested in their roles, which will empower and inspire them to do great work, which in turn, leads to higher productivity and trust.

Chart 10

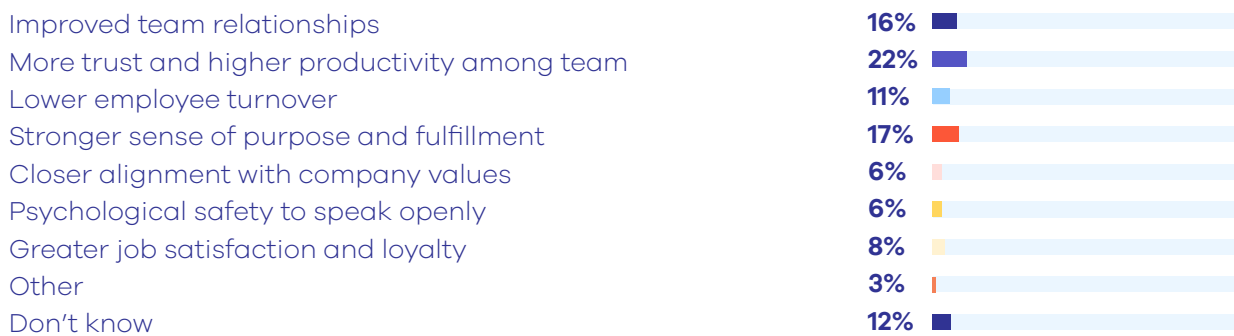


How does your HR department prioritize your professional development needs to match your personal expectations, priorities, and goals?

- 17% Makes it a top priority
- 32% Provides seminars occasionally
- 24% Only mentioned during new hire orientation/onboarding
- 18% Doesn't make it a priority at all
- 9% Don't know

Chart 11

If you were given access to free, ongoing personalized coaching sessions (interactive video sessions via mobile app), how do you believe it would impact your success as a manager?



Note: Figures may not add to 100 due to multiple responses being selected.

Move Over Remote Work: Coaching Is Now the Most Coveted HR Benefit

Over the last few years, remote work has become one of the most coveted employee benefits in organizations around the world. According to a recent [Harvard Business School study](#), when organizations allow and encourage their employees to work from anywhere and whenever they want, employees are likely to be more loyal and productive. But as organizations face an ongoing struggle to recruit and retain top talent, remote work isn't as in-demand as some HR teams may think.



We asked employees in middle- and senior-management roles across the United Kingdom, France, Germany, and the United States to choose between being able to work remotely or being given access to free, personalized digital coaching sessions every month. As our study reveals, digital coaching trumps remote work as the most desired employee benefit, with 52 percent of the respondents choosing it over remote work (48 percent). On top of this, 83 percent of the surveyed respondents said personal development is either extremely important or moderately important in their roles as managers.

To understand why coaching is set to become the new must-have HR benefit, let's look at the numbers. According to the International Coach Federation, Western Europe spent \$898 million on coaching in 2017 and in the United States, this figure was \$2.35 billion. Coupled with our study's findings, these figures point to a strong demand for coaching as a critical and strategic tool in building highly engaged, productive, and fulfilled workforces. This also signals a shift in the perception and acceptance of coaching programs in the workplace. Historically, coaching was only adopted as a last-resort remediation tactic to curb behavioral challenges or to improve poor performance among individuals and teams. But with employee retention being one of the biggest challenges faced by organizations today, a new light is being shined on digital [coaching as a vital, impactful, and scalable tool](#) to improve workforce productivity, relationships, engagement, and retention.

When music and audio streaming provider [SoundCloud](#) came to us for help in building out a [coaching program](#) for their global workforce, they had very specific needs and criteria that needed to be met. As a company with offices and teams spread across Europe (Berlin, London, and Cardiff) and the United States (New York), SoundCloud found itself in need of a digital coaching solution that would increase its visibility into the productivity and engagement levels of its employees.

After allocating time, resources, and budgets to provide their employees with more traditional professional development opportunities, SoundCloud realized that these methods were not delivering the kinds of results they hoped to see. These methods were problematic for the following reasons: they were generic; they relied on static, uninspired presentation formats; they were time-consuming and inefficient due to the reliance on face-to-face interactions with employees; and it was difficult to measure the impact and ROI.

Once the core HR challenges were identified, CoachHub's team worked closely with SoundCloud to build and implement a multi-tiered digital coaching program - with one tier dedicated to the senior management team and another tier dedicated to helping employees across all other departments/seniority levels of the organization. As a technology-first company, it was also vital that the coaching program was digitally enabled, efficient, and matched the mobile-first behaviors and lifestyles of SoundCloud's globally distributed workforce.





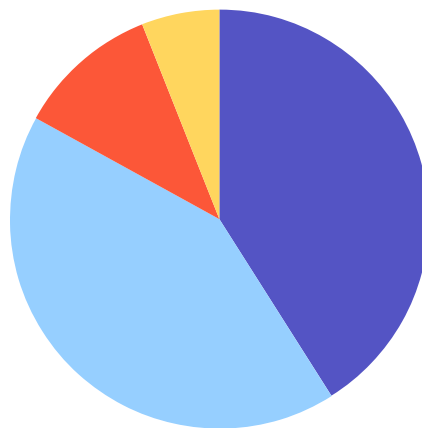
Chart 12

If you were given the choice between being able to work remotely or being given access to free, personalized digital coaching sessions every month, which would you choose?

- 48% Remote work
- 52% Free personalized digital coaching sessions every month

Chart 13

How important is personal development and fulfillment in your role as a manager?



- 41% Extremely important
- 42% Moderately important
- 11% Slightly important
- 6% Not important

Current L&D Programs Don't Match Employee Expectations & Digital Behaviors of 21st Century

In 2014, Gartner defined the digital workplace as “an ongoing, deliberate approach to delivering a more consumer-like computing environment that is better able to facilitate innovative and flexible working practices.” Today, Gartner’s definition has evolved - describing a digital workplace as one that “enables new, more effective ways of working; raises employee engagement and agility; and exploits consumer-oriented styles and technologies.”

One of the key drivers of digital workplaces is the use of technologies to enable worker mobility and flexibility, without sacrificing productivity. This has led to the emergence of the cloud in the workplace, collaboration tools for internal teams, digital communications tools/apps, enterprise social networks, web/video conferencing and, more recently, digital coaching platforms. For example, employee communication and collaboration tools like Slack, WhatsApp for Business, and Trello have risen in popularity and adoption in the workplace. Meanwhile, digital conferencing tools, such as Zoom and GoToMeeting are used frequently to conduct meetings with colleagues, vendors, partners, and customers across various teams, offices, cities, and countries. It’s clear that the traditional ways of working have been replaced and optimized by new technologies and mobile devices.



But as our study reveals, many organizations aren't as quick to adapt to the digital workplace and are still latching onto old-school learning and development methods. When we asked the respondents to cite the types of professional development currently provided by their companies, seminars/workshops ranked highest (39 percent), followed by conferences (33 percent), on-the-job training/shadowing (32 percent), and online courses (31 percent). What do all of these professional development methods have in common? Not one of them provides a personalized approach to career growth and development. Instead, each offers information in a generic, one-size-fits-all format and is presented to a large group of employees in limited frequency. But no two employees are identical and no two employees have identical personality traits, professional development priorities, and career goals.

It's disappointing to see that [digital coaching](#) ranked so low on the list, at 14 percent. On the one hand, this shows that organizations may lack a full understanding of the concept, framework, role, and impact of business coaching on their strategic growth and success. It could also be attributed to certain misconceptions about the costs and ease of implementation of digital coaching platforms. Another reason organizations may not fully embrace coaching yet is that their employees may be hesitant about taking part in coaching programs. This could be for a number of reasons. Perhaps employees are worried that coaching sessions will interfere with or disrupt their workloads, which could make it difficult to complete projects on time or reach targets. Another reason could be that employees misconstrue coaching as a sign of poor performance or a form of punishment for bad behavior. But these are misconceptions and don't reflect the true nature and purpose of coaching as a long-term talent development and retention strategy.

As recent articles in the [Financial Times](#) and [Forbes](#) have shown, the demand for business coaching is extensive and growing at a fast rate. And digital coaching is far less expensive than face-to-face coaching; it's easier to integrate into employees' daily work schedules (without sacrificing too much time); and success can be measured against key objectives and goals. By offering digital coaching sessions to employees, organizations can tap into the existing mobile-first behaviors and lifestyles of their workforce, while simultaneously helping them become the best versions of themselves and transforming employees into loyal contributors to the company's bottom-line growth.

Chart 14

Which of the following types of professional development are currently provided by your company? Select all that apply.



Note: Figures may not add to 100 due to multiple responses being selected.



CONCLUSION

With more authority comes great responsibility. That is the cross that managers and leaders have to bear. It's simply not good enough to have exceptional expertise in a field of work or to be a good project manager. Effective, inspiring leadership comes down to attitude, collaboration, teamwork, trust, and the ability to coach employees to tap into their strengths, talents, and creativity to do great work - and enjoy it too.

But the reality is that many organizations today are stuck in their ways and implement traditional, generic, and ineffective professional development methods. While these methods may have been sufficient for employees back when work meant little more than earning a salary and being able to support one's family, they are not fit to match employees' expectations for a positive employee experience.

It's clear that the demand for and value of business coaching exists - and is set to grow even faster over the next several years. But for coaching to be truly effective, both the employees and the organizations that implement such programs must be ready and willing to undergo the mindset and behavioral changes that will follow. A successful coaching program is also heavily reliant on the quality and qualification of the coaches themselves. When you have employees who are ready to embrace change, coupled with passionate, qualified, and invested coaches who are accessible via digital/mobile tools that employees use in their daily lives, the results can be tremendous for both employees and their organizations.





ABOUT COACHHUB

Founded in 2018 by entrepreneurs Yannis Niebelschuetz and Matti Niebelschuetz, CoachHub is a talent development platform that enables organizations to create a personalized, measurable and scalable coaching program for the entire workforce, regardless of department and seniority level. By doing so, both organizations and their employees are able to reap a multitude of benefits, including increased engagement, higher levels of productivity, improved job performance, acquisition of new soft and hard skills, a stronger sense of purpose and alignment with company values, improved retention and more meaningful relationships with colleagues, managers and customers.

CoachHub's global pool of coaches is comprised of over 500 certified business coaches in 42 countries across six continents with coaching sessions available in over 30 languages. Our coaching pool has been rigorously vetted and selected based on our evaluation of their competencies, skills, values, attitudes, passion and commitment to empowering employees to become their best selves. The company's headquarters are based in Berlin, Germany, with additional teams in London, Dublin, Copenhagen, Stockholm, Amsterdam and Brussels. For more information, you can visit www.coachhub.io.

To learn how digital coaching can help organizations build highly engaged, performance-driven teams, [request a product demo](#).

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