



Department for Management, Leadership & Organisations; Centre for Enterprise & Economic Development Research

## Executive Summary

Mentoring and Coaching Hub (MCHub) of MSF (Médecins Sans Frontières) Norway:

# INDIVIDUAL COACHING IMPACT EVALUATION

Submission: 27<sup>th</sup> August 2021

Research team:

- Dr Julie Haddock-Millar
- Dr Chandana Sanyal
- Dr Suman Lodh
- Ms Hoang Anh Thi Le
- Professor David Clutterbuck

Middlesex University Business School, Department of Management, Leadership and Organisations; Centre of Enterprise and Economic Development Research



## Executive Summary

In September 2019, Médecins Sans Frontières (MSF) Mentoring and Coaching Hub (MCHub), Oslo, Norway, commissioned a two-year impact study of how coaching supports the personal and professional development of MSF Field Managers and contributes more broadly to the strategic priorities of the MCHub. This final report provides the context and rationale for the research, key literature themes, methodological approach, participation profile and engagement, the results of Phase 1 and Phase 2, opportunities for programme development and recommendations. The intention is that this study will inform the ongoing monitoring of the MCHub's coaching programme and provide a framework and model from which other Operational Centres can implement and adapt to evaluate coaching impact/s. It is hoped that this study and subsequent engagement across the movement will secure the MCHub as a centre of excellence and best practice for coaching programme design, implementation, and evaluation within MSF.

The research team adopted a mixed method, longitudinal approach, encompassing the views of coachees and coaches. Mixed methods included an online survey for coachees and coaches, semi-structured interviews with matched coachees and coaches as well as non-matched participants. Participants were also given the opportunity to provide visual representations as metaphor to demonstrate the impact of coaching. The continued participant engagement from Phase 1 to Phase 2 was high: 39% of coachees and 78% coaches took part in the Phase 1 survey and 62% of coachees and 75% coaches took part in Phase 2. The research team conducted 45 interviews, 23 in Phase 1 with 7 matched pairs and 23 in Phase 2 with 5 matched pairs. Coaches and coachees provided visual representations, with 17 overall, across both Phases of the research.

The research findings highlight the effectiveness of the matching process, approach to coaching including roles and skills, evolution of the coaching relationship, coaching education and application of professional competencies, coaching supervision and continuing professional development (CPD). The impact of coaching from the coachee and coach perspectives and the broader ripple effect on MSF, return on investment (ROI) and the future development of the coaching programme are also addressed.

The data confirms that in the coaching relationship, coaches primarily adopt the role of listener, confidant, advisor and mentor. The overarching coaching approach is client-led and perspective coaching where the coach supports the coachee to consider their particular issue

or challenge from multi-perspectives, building the capacity to relate to own values in decision making and actions. Furthermore, coaches integrate a variety of tools and techniques to support their coachee.

Overall, the results suggest that the coaching programme is having a significant impact on coachees *and* coaches in supporting their personal and professional development. The coaching relationship offers the building blocks to enhance confidence, resilience, self-care, and addresses core professional competencies of the participants.

The impact for MSF, in general, is that the coaching experience inevitably leads to both personal and professional development of the coaches and coachees, addressing core leadership and management competencies. Over the pandemic, with the additional short-term 'COVID' coaching offer, the impact in raising awareness of self-care and the need for rest, time out, avoiding burn-out, and building resilience in a difficult environment have come to the forefront for many.

Opportunities for improvement include the alignment between coaching and other developmental interventions including individual and team coaching, ongoing continuing professional development and specific training and tools to address coachees needs in the field. There is a clear opportunity for the MSF MCHub to continue to work with Operational Centres and Partner Sections to continue to develop and enhance coaching practice; in addition to developing an external facing role, contributing to the coaching community across the globe.

Recommendations include the review of the current Coaching Education Programme, diversity, inclusivity and wider access need to be considered as well further strengthening the reflective and practice elements within the training provision. The process for the closure of a coaching relationship needs to be formalised, a mid-way review of the coaching relationships as well as an overall impact evaluation using the coaching evaluation toolkit will ensure robust impact assessment of the MSF coaching offer. Although it is evident that the MSF coaching provision as a unique offer and distinct from other support services, the ROI appears to be unclear. Agreeing an appropriate ROI model which aligns to the strategic positioning of the coaching offer may become more pressing in the future.

---

*Please scroll down to see the webinar presentation/slides. For access to full report, reach out to Fredrik Magnussen, MCHub Evaluation & Capitalization Manager: [Fredrik.magnussen@oslo.msf.org](mailto:Fredrik.magnussen@oslo.msf.org)*

---

# **COACHING IMPACT EVALUATION STUDY FINAL RESULTS**

**Dr Julie Haddock-Millar and Dr Chandana Sanyal  
Principal Investigating Officers**

**Research Associates: Dr Neil Kaye, Dr Suman Lodh &  
Hoang Anh Thi Le**

**October 2021**

## Facilitators



Dr. Julie Haddock-Millar

Associate Professor of Human  
Resources Management and  
Principal Investigating Officer



Dr. Neil Kaye

Research Consultant



Dr. Chandana Sanyal

Senior Lecturer and  
Principal Investigating Officer



Agnese Pinto

MCHub  
Coaching Project Manager

---

## **AGENDA**

---

Introduction and Context

---

Individual Coaching Programme

---

Research Objectives

---

Methodology

---

Participant Engagement

---

IMPACT: Coachees, Coaches, MSF

---

Outline of Evaluation Toolkit

---

Recommendations

# Introduction and Context

- In September 2018, the MCHub commissioned a two-year evaluation study on how Individual Coaching supports the personal and professional development of coaches and coachees
- This webinar will provide the results of the longitudinal individual coaching impact evaluation project
- Previous studies:
  - Mentoring Evaluation of Impact
  - Team Coaching Impact Evaluation Study

## Individual Coaching Programme

---

### Main objective

Supporting individuals to achieve their professional and personal objectives

---

### Our coachees

We serve the global workforce

Prioritization for coaching is decided by each OC.

---

### Our coaches

Total 55 active coaches

Intersectional, from various profiles and contract types

---

### Our coaching offer

Team coaching

Individual coaching

Coaching Skills Workshops

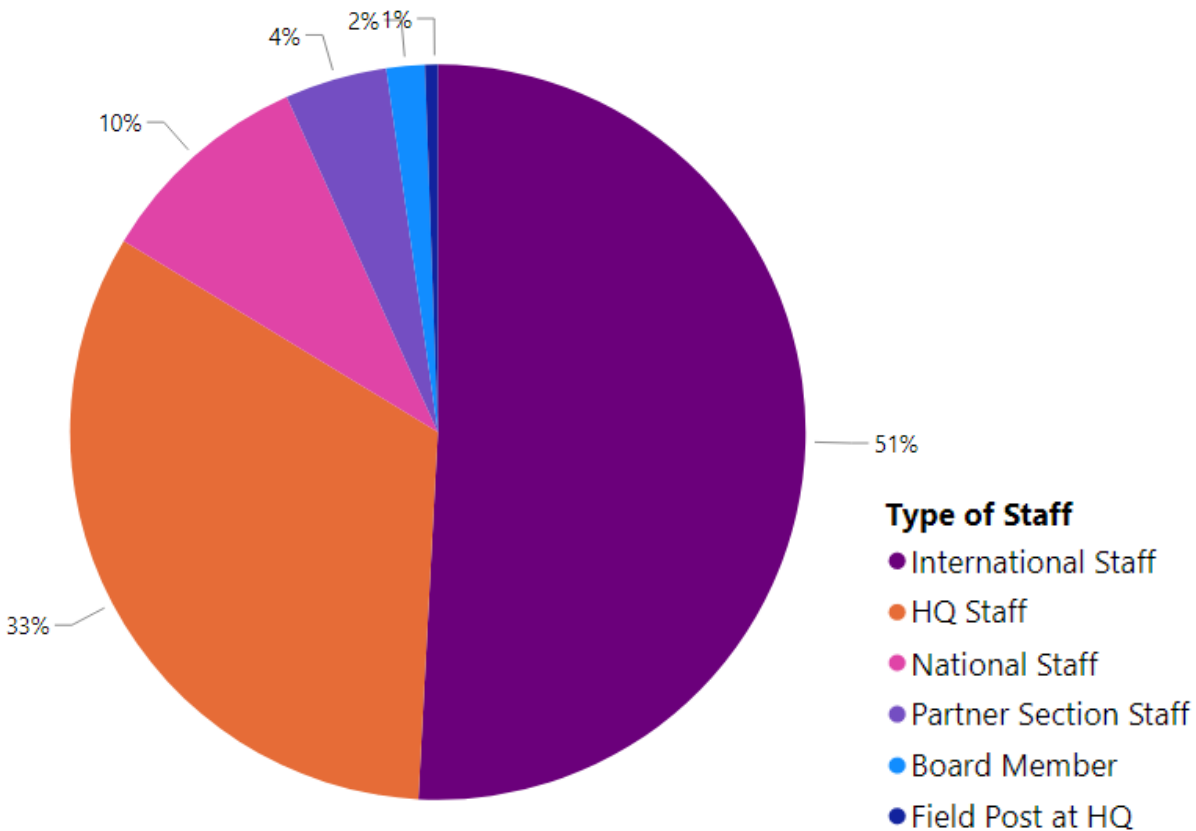
---



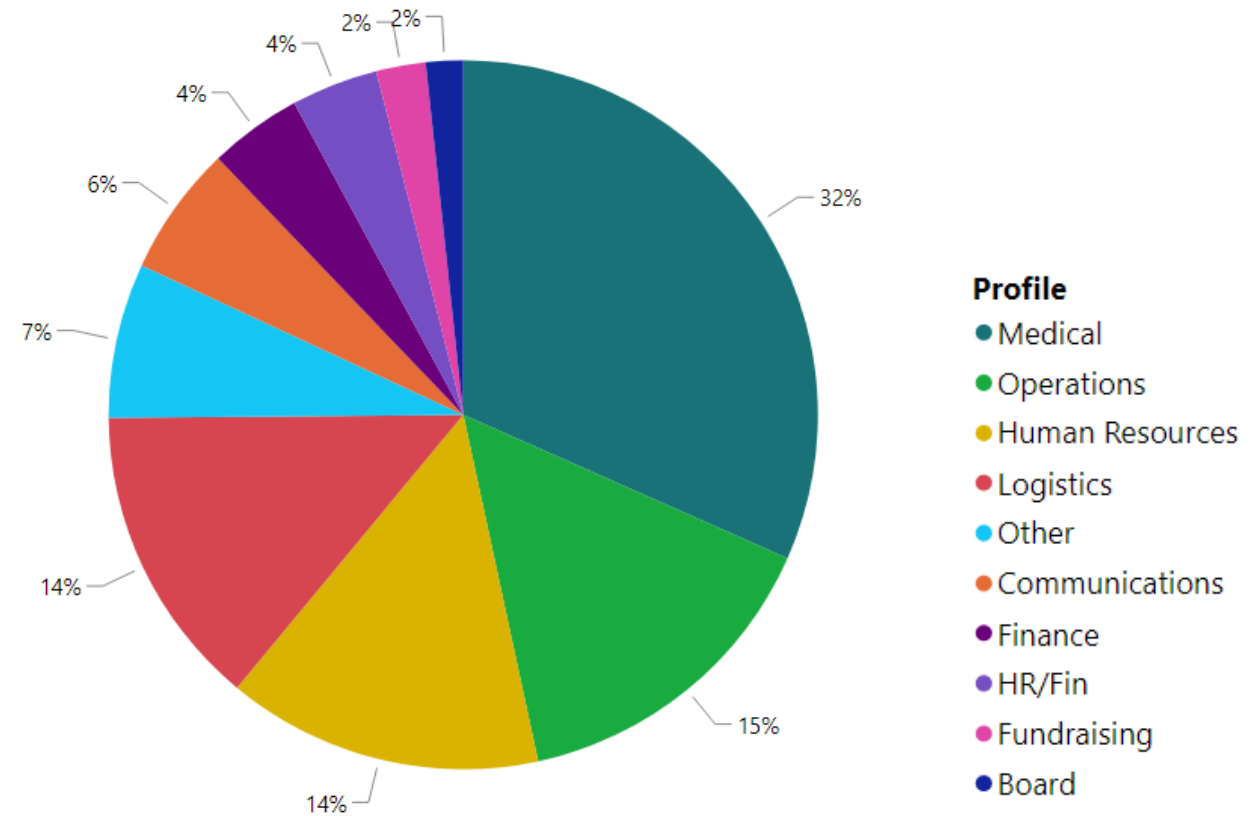
# Statistics

Total of 370 coachees received our support (2017-2021)

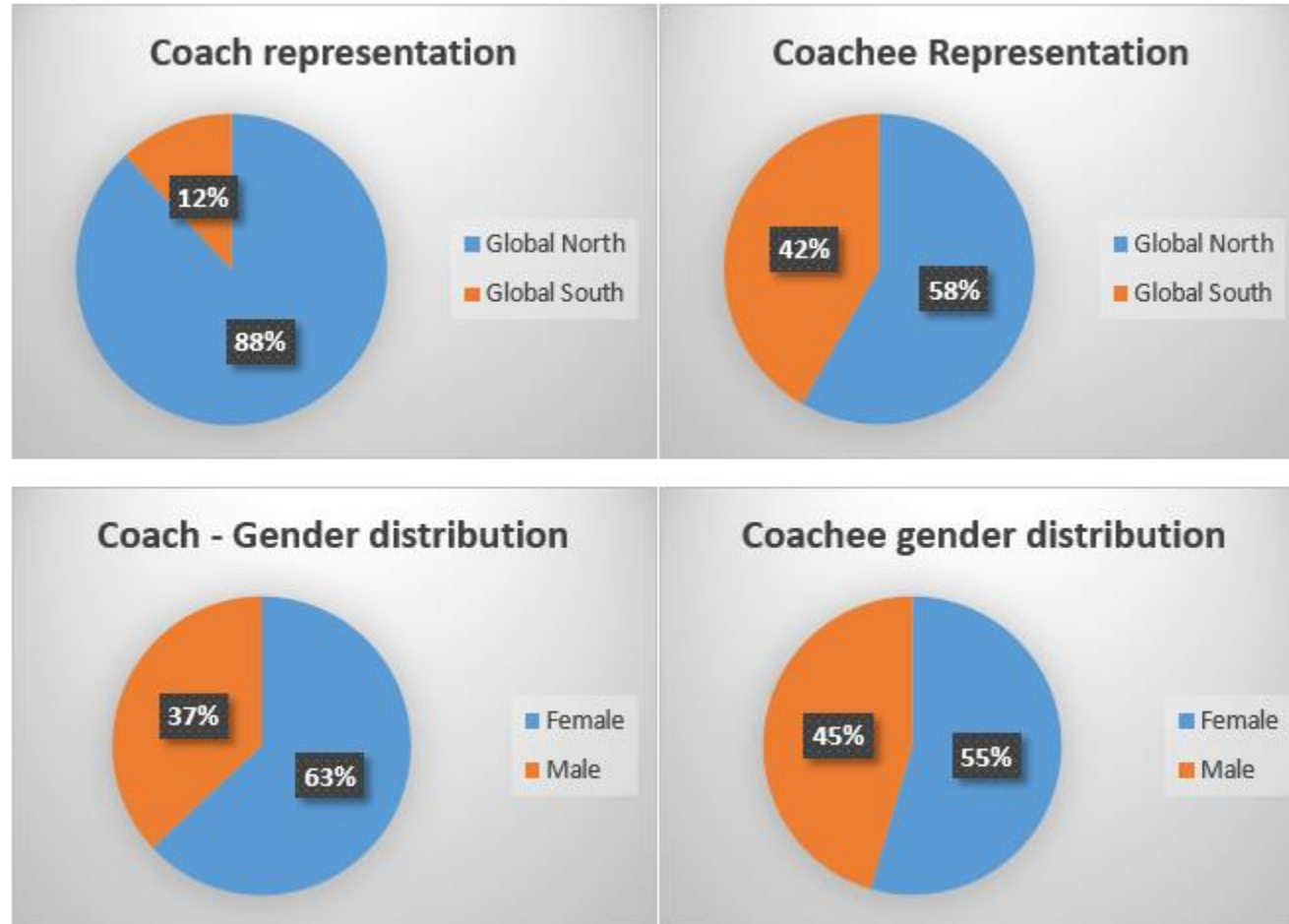
*Coaching processes by type of staff*



*Coaching processes by profile*

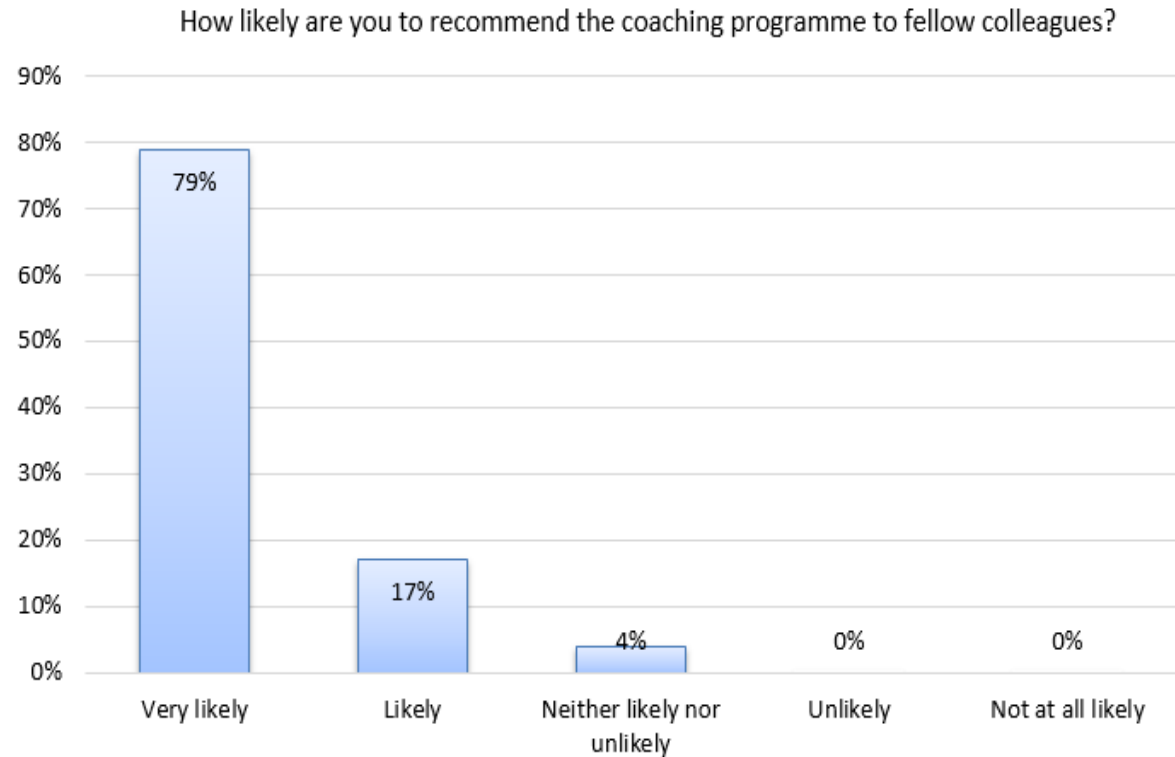


## Statistics (2)



## Surveys / feedback

- End of relationship survey already launched (Jan-Sept 2021)
- Coachee survey: 81% response rate
- Highlights (coachee survey)
  - Application process & matching process: 94 % satisfaction rate
  - Coaching relationship: 96 % satisfaction rate
  - Overall positive results on individual and professional development

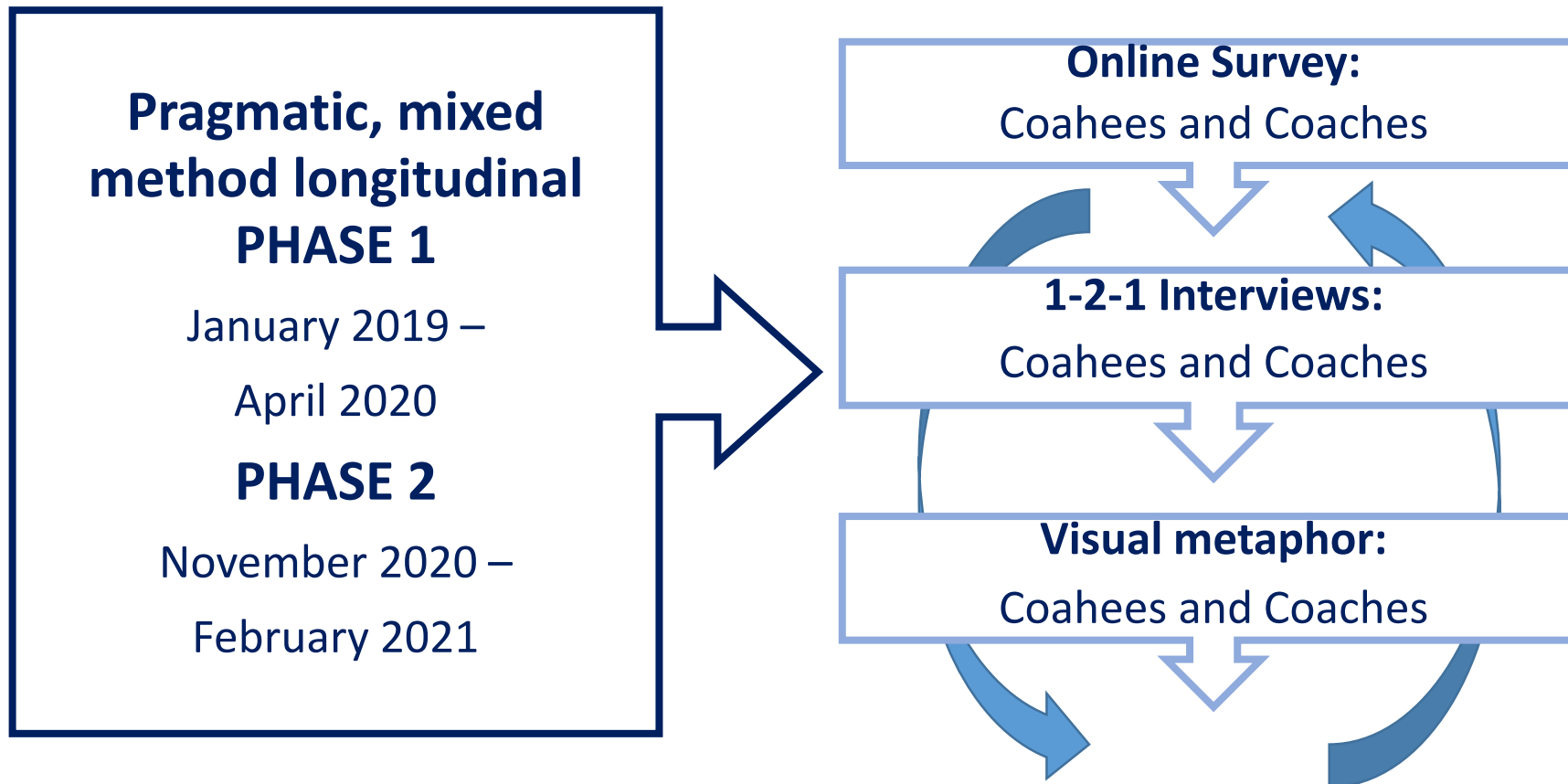


# Research Objectives

Understand the impact of individual coaching on coaches, coachees and MSF more broadly.

Create an individual coaching impact evaluation toolkit which can be used subsequent to the project by key stakeholders within the MSF movement.

# Methodology



# Participant Engagement

**Coachee**

**Coach**

## PHASE 1

Survey 78% (n= 47/60)  
Interviews 15% (n = 9)  
Visual Metaphor (n = 5)

Survey 39% (n = 16/41)  
Interviews 34% (n = 14)  
Visual Metaphor 45% (n = 9)

Matched Pair Interviews: 7

## PHASE 2

Survey 62% (n= 29/47)  
Interviews (n = 8/9)  
Visual Metaphor (n = 5)

Survey 75% (n = 12/16)  
Interviews (n = 14/16)  
Visual Metaphor (n = 13 - 4 additional)

Matched Pair Interviews: 5

**Impact on  
Coachees**

**Impact on  
Coaches**

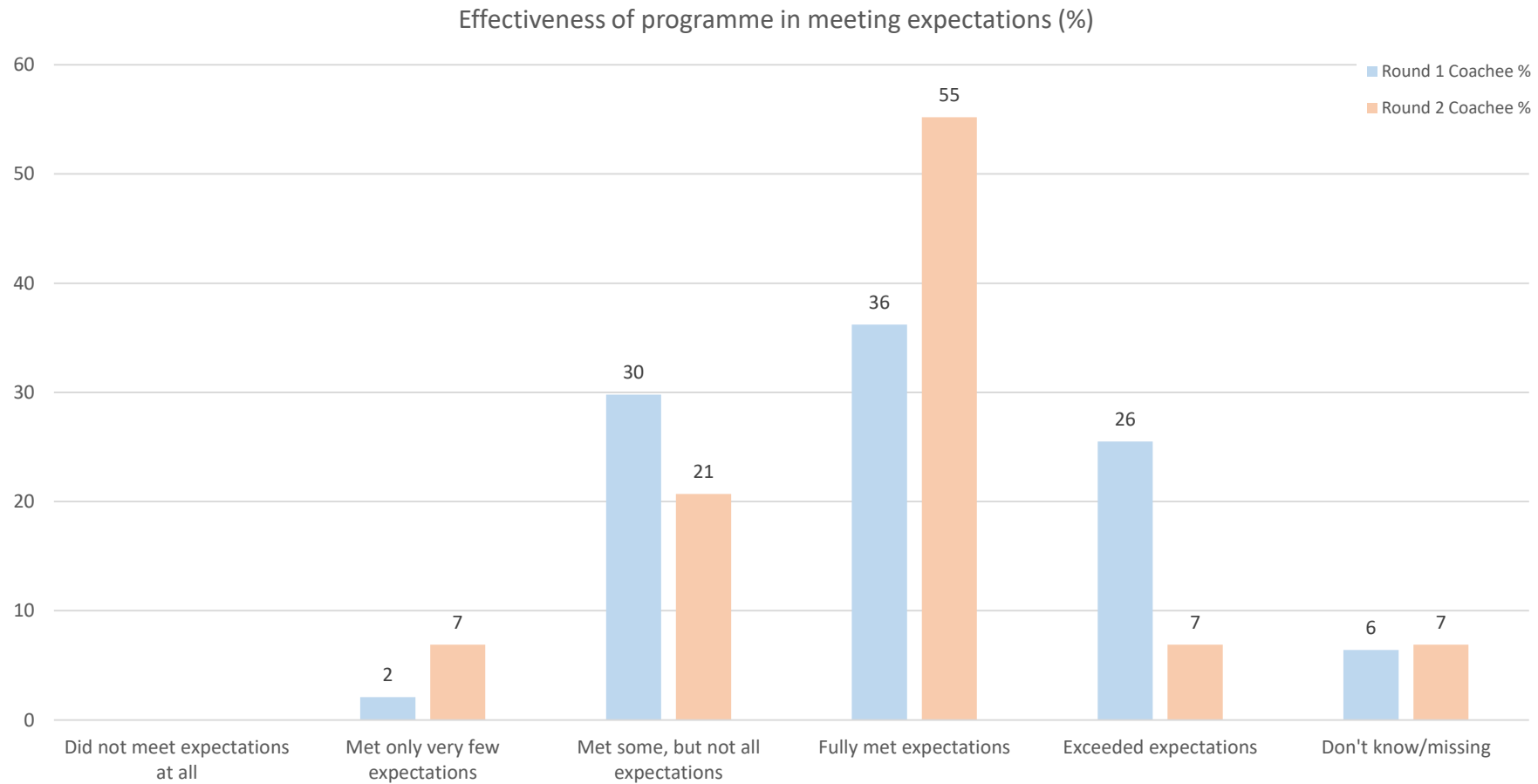
**Impact on  
MSF**



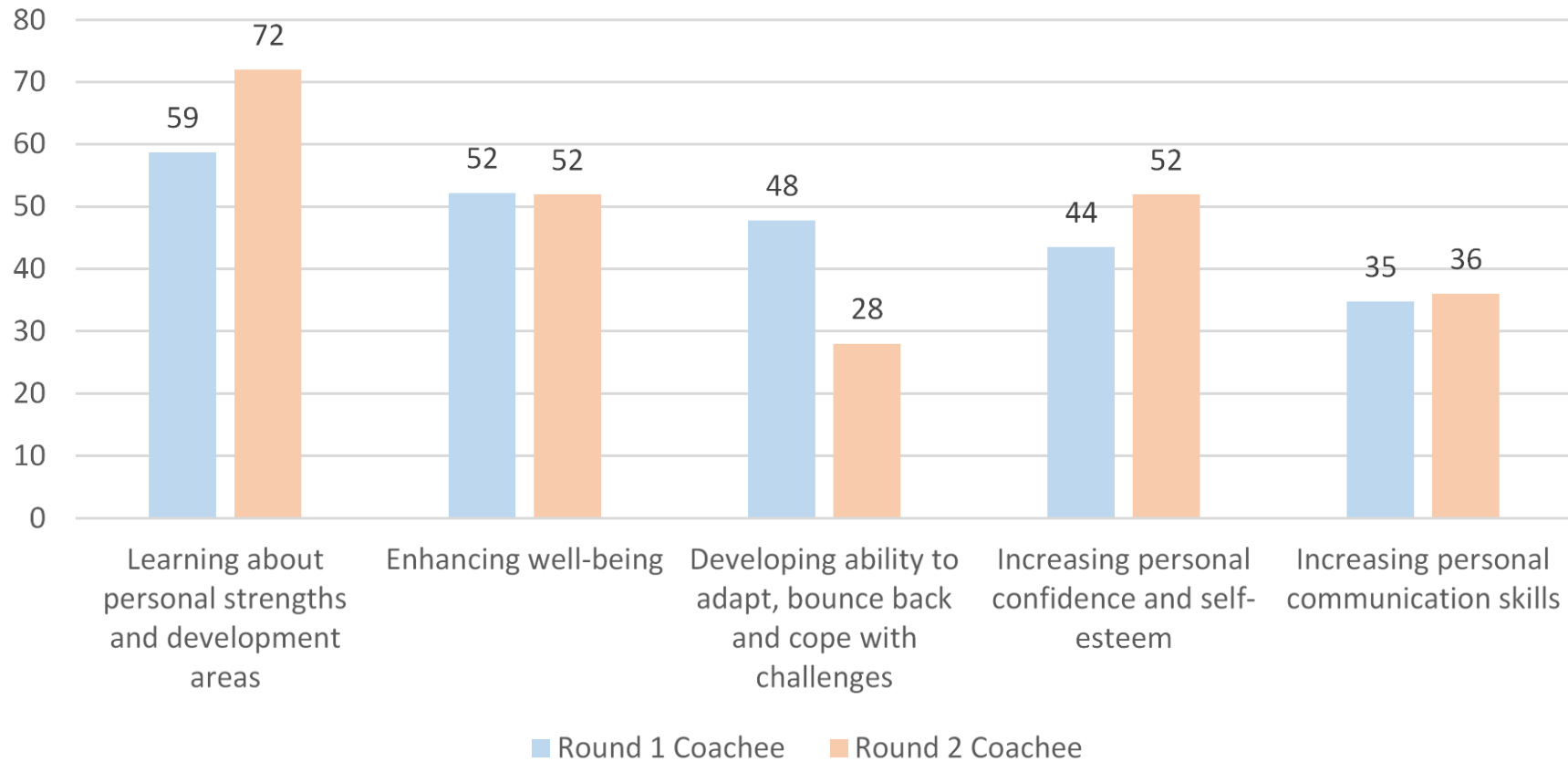


# How effective has the coaching programme been in meeting your expectations?

## Impact on Coachees

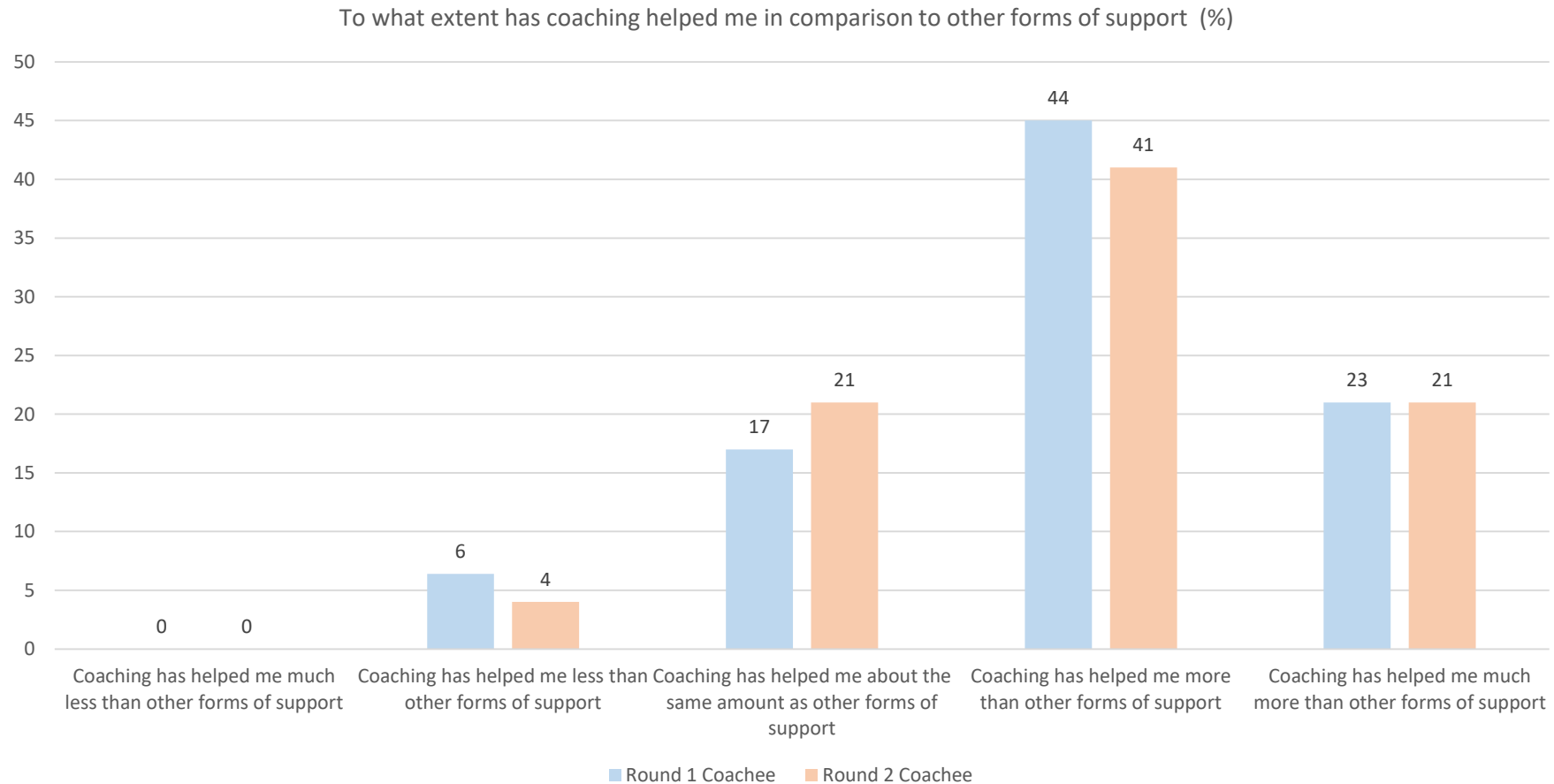


The most beneficial aspects of the programme for coachees (%)



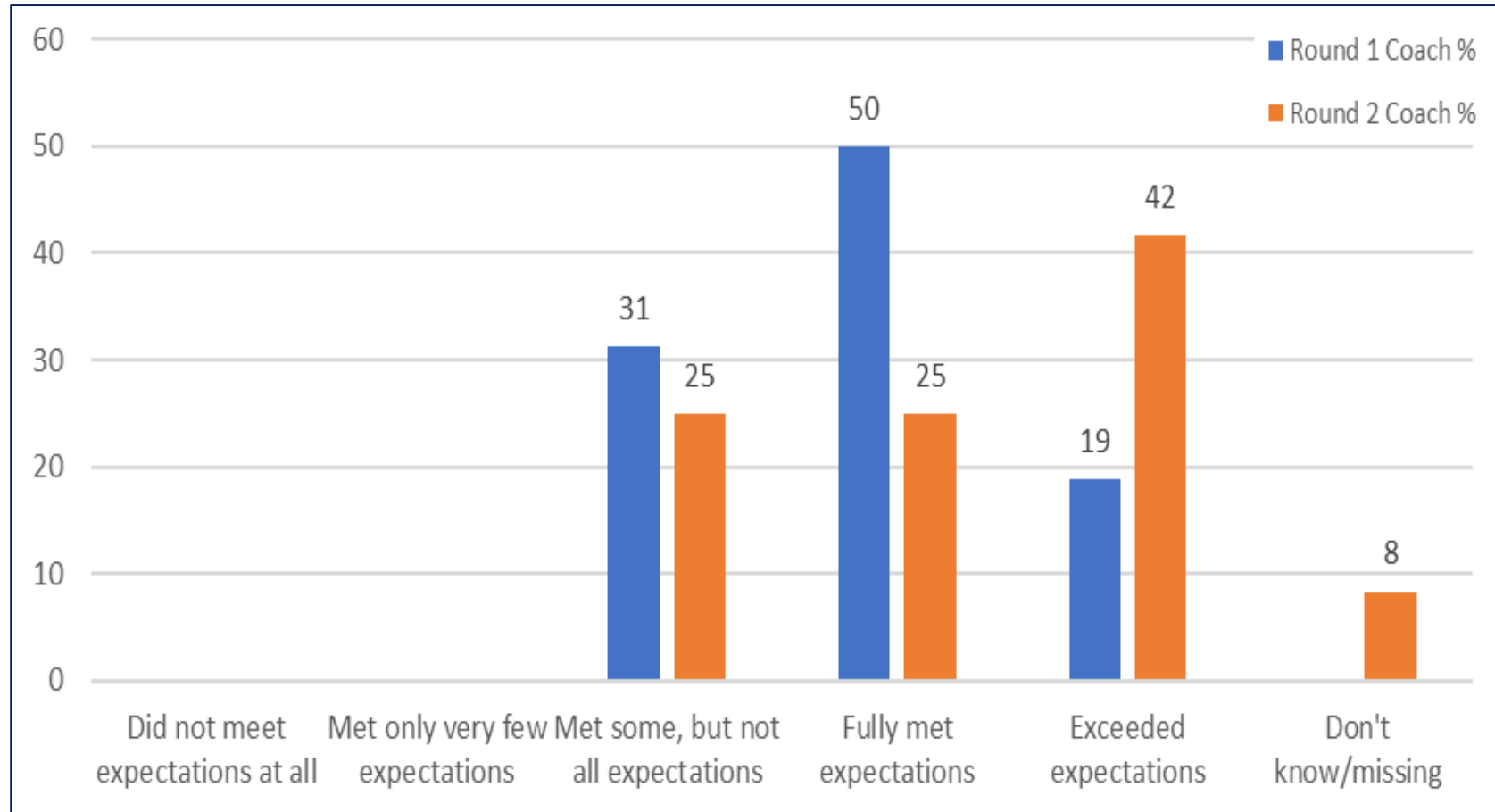
# To what extent has coaching helped me in comparison to other forms of support?

## Impact on Coachees



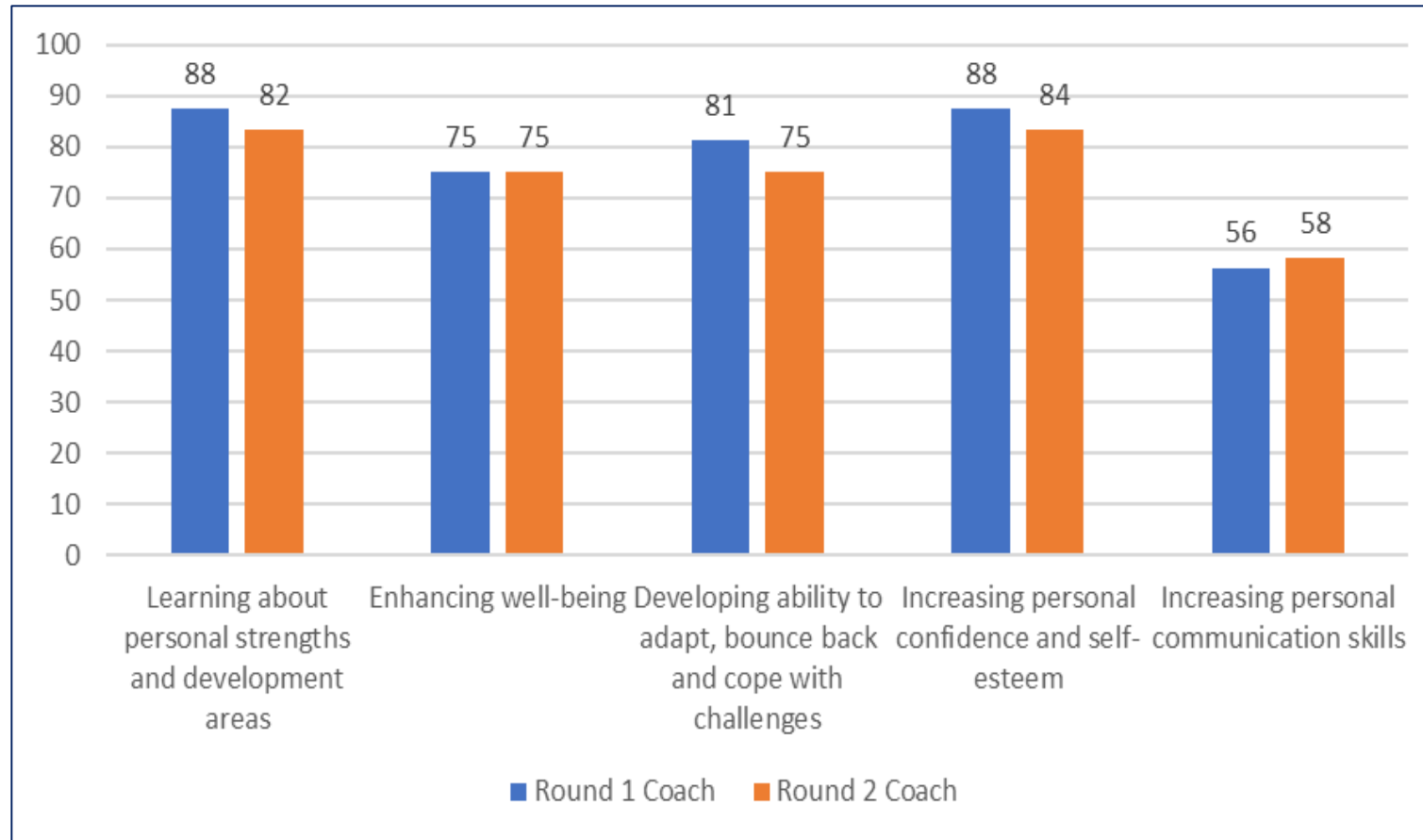
## Effectiveness of the programme in meeting expectations

Impact on Coaches



# The most beneficial aspects of the coaching programme

Impact on  
Coaches

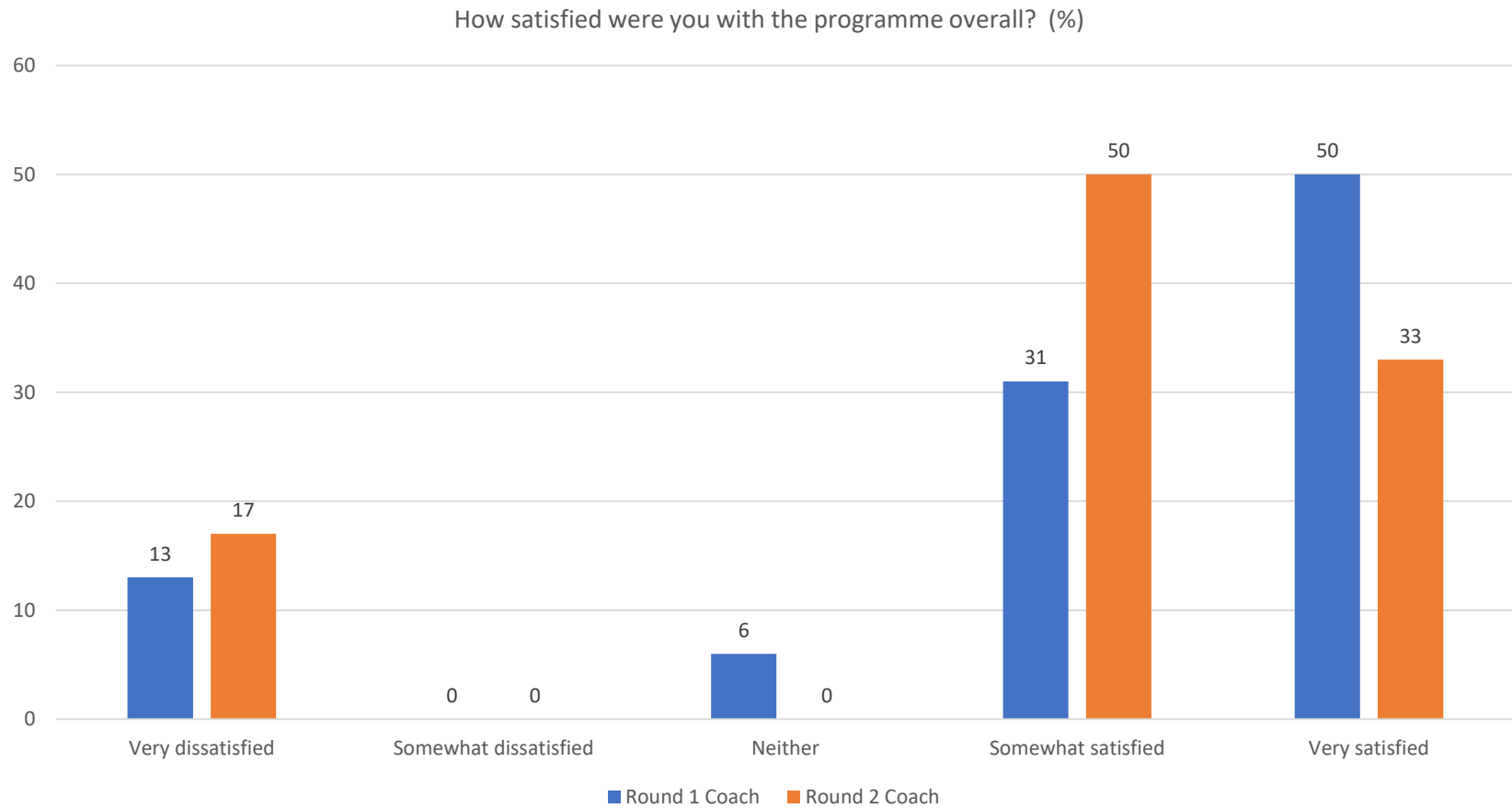


*'I would say that probably the impact, the bigger impact that it had in my career, professionally, I would say is that I really started to realise what was important to me ... so, I managed to have a better balance on my personal life and my personal values. It was very helpful in terms of communication with colleagues and awareness in terms of team dynamics or work place dynamics that weren't healthy for me. It came with the transformation; I would say in the first place personal but then translate on a professional level ... personally, well personally it has meant I am so much more at peace now than before. I am in a completely different place.'* (Coach, Phase 1)



**Impact on  
Coaches**

# Overall satisfaction with the programme



In Phase 2, coaches were asked their future coaching plans.

**100% of coaches intend to continue coaching:**

- **42%** of coaches intend to continue as an MSF coach
- **25%** of coaches intend to coach both within MSF and externally
- **8%** of coaches would like to become a team coach
- **8%** of coaches would like to become a mentor and team coach
- **17%** of coaches would like to continue in their role as a coach and mentor



**Impact on  
Coaches**





*'The added value for the organisation lies in better management, listening, taking care of each other'.*

*Coachee (Phase1)*

*'It's difficult to see the impact because there are a lot of multi elements and all this is in the system completely. I think the impact is that we are creating a culture where people are important'.*

*Coach (Phase 1)*



Impact on  
MSF



*'More and more in MSF we are numbers, I am a position, ... , it is easy to replace my position. The philosophy in MSF is not in line with this coaching. They don't care about me as a person' Coachee (Phase 2)*

*'I don't have the data to know how many people it reaches ... explaining it better, having more visibility on what coaching is and what are the benefits ... link it to performance evaluation that we give to people'. Coach (Phase 2)*



Impact on  
MSF



EMCC Global  
Individual  
Accreditation

EIA

Impact on  
MSF

# Areas for improvement and recommendations

Development of coaching resources including a video resource bank

Individual evaluation of the relationships: mid-point and closure

Alignment between different support interventions: mentoring, team coaching

Return on investment clarity and model

Developing a community of practice, peer to peer support and supervision

Distinguishing between different support interventions



# Coaching Evaluation Toolkit and Resources

---



# Q&A

Thank you!

## Acknowledgements

The research team wish to thank the coachees, coaches and colleagues that volunteered their time to participate in this important research project; for their insight and their contribution.



## Contact Details

---

Dr Julie Haddock-Millar: [j.haddock-millar@mdx.ac.uk](mailto:j.haddock-millar@mdx.ac.uk)

---

Dr Chandana Sanyal: [c.sanyal@mdx.ac.uk](mailto:c.sanyal@mdx.ac.uk)

---

Dr Neil Kaye: [neil.kaye1@gmail.com](mailto:neil.kaye1@gmail.com)

---

Fredrik Magnussen, *MCHub Evaluation & Capitalization Manager*: [fredrik.magnussen@oslo.msf.org](mailto:fredrik.magnussen@oslo.msf.org)