



COACHING INSIGHTS REPORT

TRENDS AND DEVELOPMENTS
IN THE U.S. LEGAL INDUSTRY

2021

Coaching
Consulting
Outplacement
Training
Volta Coach Training

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INTRODUCTION

Who We Are

Volta Talent Strategies is *The Lawyer Coaching Company*. With one of the largest—if not the largest—specialized lawyer coaching teams in the U.S., we are dedicated to supporting law firms and legal departments with leadership and executive coaching, as well as career coaching.

Our team of professional coaches is based in New York, Chicago, Denver, Los Angeles, Philadelphia, San Diego and Washington, D.C. Most of us have practiced as lawyers ourselves. All of us have spent years working with law firms and lawyers, and, as we like to say, “we speak lawyer fluently.”

Working with over 90 law firms, including more than half of the Am Law 100, Volta is also a leading consulting firm in the law firm talent management arena. We advise firms on initiatives and programs designed to support their recruitment, development and retention of lawyers and business service professionals. And, in support of law firms’ diversity procurement and supplier programs, we are certified as a woman-owned and minority-owned business.

About This Report

This is our second Coaching Insights Report. We published our first report in 2018. As with that report, this report is based on law firm responses to our Coaching Insights Survey. While our original intention was to run the survey every two years, COVID disrupted our plans in 2020. In the spirit of holding to a biennial schedule, we plan to conduct our next survey in 2023.

We are pleased to share our full report with all those law firms that participated in our survey. It is intended primarily for partners and firm leaders interested in the use of coaching, and for DEI and Professional Development, Talent Management and HR professionals in law firms tasked with operating coaching programs and sourcing and managing coaching services. If you have received it because your firm participated in the survey, please keep it confidential and do not share it with any third parties outside your law firm. Volta is publishing the Executive Summary and extracts from the report separately.

If you would like to quote or use any part of this report for any purpose outside your organization, please send your request to [Nicholas Jelfs-Jelf](#).

Use of pronouns: In this report, we use “they,” “them” and “their” as singular gender-neutral pronouns.

About the authors: Nicholas Jelfs-Jelf authored this report with the support of Cecilia Mullan. They are both members of the Volta team and are based in New York and Washington, D.C., respectively.

Nicholas is a consultant and a former c-level executive at a global law firm, law firm partner and practicing lawyer. He advises law firms on the diverse aspects of talent strategies, from recruiting to

people management. Nicholas also coaches individual firm leaders, partners, and c-suite business services professionals on leadership and management.

Nicholas is a member of the International Coaching Federation (ICF) and a professional ICF-credentialed coach, having obtained the Brain-Based Coaching Certificate from [NeuroLeadership Institute](#). He is also certified as a master coach by the Behavioral Coaching Institute and certified to administer the EQ-i assessments focused on emotional intelligence. He is also a [SHRM-SCP](#) and a GPHR.

Cecilia is responsible for Volta's client services, with a particular focus on managing Volta's coaching practice. She is a former practicing lawyer who consults with law firms about their coaching needs to help them develop coaching programs and tailored coaching solutions for individuals. Cecilia has completed the NeuroLeadership Institute's Brain-Based Conversation Skills® Program and Volta Coach Training™ and is working toward her ICF credential.

Acknowledgements

The Volta Coaching Insights Survey is the only industry-specific survey that explores the use of coaching in law firms in the U.S. We all know that participation is a key factor to any survey's success and that no survey is perfect—just ask the U.S. Census Bureau. While the number of law firms that responded to our 2020 Coaching Insights Survey was significantly up from our last survey in 2018—representing 27.5% of the Am Law 200 as well as Global 100 and NLJ500 law firms—we would have loved to have seen even more firms participate.

To the 72 law firms that responded to our latest survey, we say a big thank you. In particular, we appreciate those who took the time to respond to questions that required additional effort, either because they required some internal research or because they invited free text responses. We also want to acknowledge and thank Cooley, Mintz, Thompson & Knight and Womble Bond Dickinson for sharing details of their coaching practices presented in the miniature case studies.

We are grateful to the [Professional Development Consortium](#) for sharing our survey with its membership and giving us the opportunity to present a preview of the results with PDC members in a March 2021 webinar. In this context, we would particularly like to thank Milana Hogan as Chair of the PDC for her support.

We would also like to acknowledge and thank the International Coaching Federation for allowing us to quote from and share some of the findings of its *2020 ICF Global Coaching Study Final Report*, which was published in conjunction with PricewaterhouseCoopers LLP.

EXECUTIVE SUMMARY AND KEY FINDINGS

The two big questions we set out to answer were:

What if anything has changed since our first coaching insights survey in 2018?

What are the latest trends and developments in law firm coaching?

THE IMPACT OF COVID-19

First, let's acknowledge the backdrop of the pandemic and its impact on coaching in law firms. The use of coaching across a wide range of areas had continued to expand in 2018 and 2019. Then, in March 2020, as social distancing and lockdown measures were widely implemented in response to the pandemic, we saw a dramatic reduction in the demand for external coaching services in the space of leadership and executive coaching. Career-related coaching, however, saw a resurgence as a result of the involuntary attrition fueled by the pandemic.

As firms began to acclimatize to the changed environment and as the impacts of remote working and working from home started to play out, coaching began its comeback. In addition, we saw ongoing growth in the number of PD and other business services professionals pursuing formal ICF-accredited coach training and obtaining ICF credentials.

In the last couple of years, we have seen more firms proactively add career coaching and advice to their talent management approaches to better manage their associate pipelines—and support alumni—and align them with opportunities for firm growth as well as individual advancement and promotion. In 2018, we observed:

“Coaching is not simply an individual professional development tool. It has the ability to support transformative programs and initiatives in law firms at an organizational level. For example, if a firm wants to move away from a traditional command and control leadership structure to a flatter, people-centered structure where more leadership is distributed among the partners and senior administrators, then it will need more leaders. Coaching can help the firm develop those leaders both in terms of their own approach/skillset and how they support and lead their people. For firms looking to optimize their performance, coaching can help drive the necessary cultural shifts by changing mindsets and behaviors throughout the organization.”

That remains true today. And clearly, many law firms agree:



KEY FINDING

58% of participating firms have more internal coaches today than they did in 2018.

Key Themes Of 2020



KEY FINDING

Organizational issues, well-being and stress management took center stage in many coaching conversations with lawyers in these groups.



CASE STUDY

ThompsonKnight

As the global COVID crisis unfolded over the course of 2020, Thompson & Knight recognized the need to provide additional support to their working parents. First, the firm created a working parents affinity group to provide opportunities for their lawyers to connect and share their experiences in real time. Next, the firm hired Volta to present to the group regarding time and stress management, effective communication and creating boundaries in light of the new normal of working from home. As uncertainty around the pandemic's impact on work and clients continued to rise, especially for junior partners, who felt particularly vulnerable professionally, the firm partnered with Volta to offer coaching as well. The result? Working parents, both men and women, "felt appreciated and seen by the firm." They were able to create and build relationships with one another, process their anxieties, tackle their unique challenges with a professional coach and, ultimately, give themselves much needed grace during a turbulent time.

Law firms continue to develop and establish coaching cultures. With more trained and certified coaches on their teams, the distinction between coaching and mentoring is better understood, although, in practice, the word "coaching" still covers a broad range of, typically one-on-one, conversations.

In our survey, we asked that respondents focus on coaching as "an active, creative partnership in which a coach asks thought-provoking questions to help an individual think through a situation, come up with options for action and choose which option they want to take." We contrasted it with mentoring and described it as "a non-directive discipline."



28% of participating firms see themselves as having already created coaching cultures.



KEY FINDING

While the focus of coaching remains one-on-one conversations, we have seen an increase in group coaching consistent with the trends that emerged in our 2018 report. Team coaching is also growing (see Coaching Formats for definitions).

We were surprised to find that **28%** of participating firms see themselves as having already created coaching cultures. Clearly, there is potential for interpretation as to what a coaching culture is, but this statistic signals a resounding endorsement of coaching and the role it plays in some firms.

The application of coaching to a wide range of contexts and scenarios has blossomed. Whereas within recent years, coaching was seen as a corrective intervention, it is now better understood and has developed as an alternative to mentoring and training in the context of skills development and enhancement. The shift away from using coaching only to address specific problems or skills deficits and toward supporting leadership is consistent with experiences reported in the corporate sector.

Inevitably, virtual coaching increased in response to the protective measures implemented because of COVID. More surprisingly, the anticipated focus on coaching in support of DEI initiatives was slower to develop, notwithstanding the intense focus on social justice and racial equity issues in the aftermath of George Floyd’s murder.

In our 2018 report we anticipated the rapid development of advanced technologies (collectively, artificial intelligence). While there have been various new entrants to the platform-based and app-based markets in the last couple of years, firms have not reported a significant use of apps to address coaching and career development needs. Human coaches remain the norm. That said, this is a space that will continue to evolve, and we will continue to monitor it.

Survey And Research Highlights

Based on our survey and research among our clients, we confirmed that no fewer than 76 (38%) of the Am Law 200 firms (ranked by revenue) use executive coaching (as opposed to mentoring). All indications are that this figure is actually much higher.¹



Of survey respondents that use coaching for their lawyers, nearly three-quarters (72%) see coaching as “extremely effective” or “very effective” in achieving individual goals. This is up from 63% in our last survey.

The big story of this survey was the growth in the internal coaching faculty within law firms.



KEY FINDING

Our independent research identified over 135 internal coaches, i.e., certified coaches or individuals who are specifically responsible for coaching, across nearly 80 firms.

It is no surprise therefore that over two-thirds (67%) of our respondents have one or more internal coaches. What is surprising is the rate of change in the last two plus years. In 2018, only 39% of firms had one or more internal coaches.

While it is still true that the majority of those who coach internally do so in combination with other responsibilities, primarily PD and talent management, we found that more firms are now reporting having internal coaches whose time is devoted primarily to coaching. Nonetheless, the vast majority of firms that use coaching still do so through a combination of internal and external coaches. Fewer than 1 in 20 firms use only internal coaching. The dynamic continues whereby internal coaches' efforts are generally focused more on associates and counsel than partners, with more partner coaching being provided by external coaches.



Very few firms that participated in the survey reported not using and not intending to adopt coaching. We recognize that survey respondents are more likely to be firms that already use coaching or have an interest in doing so.

Reasons given for not using coaching include:



Coaching Trends

We were curious to understand which of the trends identified by our 2018 survey respondents materialized over the last couple of years. We found:

- Increased awareness of the potential benefit and value of coaching as a tool with a shift away from the mindset that coaching is only corrective or remedial
- Increased budget devoted to coaching
- Increased use of coaching
- Increased numbers of internal coaches
- Increased BD, group and team coaching
- Two trends that did not develop the way our respondents anticipated were:
 - o Increased focus on measuring effectiveness and ROI
 - o Increased peer coaching

When we asked our 2020/21 survey respondents what trends they saw emerging, they identified two principal themes:



KEY FINDING

Continued growth in acceptance and use of coaching and its related democratization (by making it available more broadly).
Continued growth in internal coaching capabilities.

We would not bet against either of these predictions. Other popular suggestions were that we would see increased focus and growth in the following areas and contexts:

<p>Well-being.</p> <p>More coaching to drive DEI efforts and support the development and advancement of diverse attorneys.</p>	<p>Increased career management.</p> <p>More group coaching.</p>	<p>Greater tie-in of coaching with training programs.</p> <p>Greater expectations on evaluating effectiveness.</p>
<p>Remote/flexible working.</p> <p>Leadership.</p> <p>Work/life integration and parenting.</p> <p>Health/wealth and retirement planning.</p>	<p>More partner use of coaching skills.</p> <p>Continuing emphasis on BD.</p>	<p>Coaching will be built into individual professional development plans.</p> <p>More coaching for business services.</p> <p>Expansion to offices outside the U.S.</p>

Our Predictions

None of our own 2018 predictions were fully realized, except one—an increase in the use of virtual/remote coaching (by phone or video calls). COVID ensured that, as law firms took protective measures and remote work and working from home became the norm, remote and virtual coaching became the default. We predict that it will continue to be widely used even after the anticipated normalization of working environments later this year and early next.

Our other 2018 predictions—perhaps because of the disruption of COVID—are all still works-in-progress. We see movement towards them, but we are not fully there yet with most of them. We continue to anticipate:

1. Increased expectations and demand for coaching from partners and associates.
2. Expansion of coaching across different levels within law firms and across both the legal and business services functions.
3. Increased focus on coaching for high-potential employees.
4. Increased clarity as to the roles of internal coaches and their scopes of work.
5. Increased monitoring of and accountability required from internal and external coaches.
6. Increased focus on measuring and monitoring the effectiveness and ROI of coaching.
7. Increased use of coaching to further develop collaboration and teamwork.
8. Increased use of 360 feedback and other assessments.
9. Increased sophistication of coaching apps and AI-based coaching tools being developed by commercial third-party providers.
10. Increased adoption of coaching apps and AI-based coaching tools as a supplement to in-person coaching.
11. Expansion of career coaching to law firms' alumni networks.

To that list, we are adding these 2021 predictions:

1. More developed and more sustained coaching cultures.
2. An increased focus on “leader as coach.”
3. Team coaching. With an increased interest in collaboration, we see the ICF's introduction of its new team coaching competencies not as a coincidence but as a reflection of the continuing growth in the number of coaches both internally and externally.

Conclusion

At the beginning of the pandemic, it seemed as if all the progress in law firm coaching might be set back significantly. However, the economic resilience and success of law firms during the pandemic, combined with the versatility of coaching as a tool and its ability to address highly individualized challenges, led to coaching bouncing back far sooner than we anticipated. We are excited to report that coaching in law firms is as relevant and strong now as it ever has been.

Nicholas Jelfs-Jelf, June 2021

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THE GROWTH OF COACHING IN BIGLAW

Coaching in law firms arguably has come of age. Skepticism is being replaced by understanding. More and more firms are embracing the potential and power of coaching, and the number of internal coaches is increasing dramatically.

The term “coaching” is still being applied to different types of activity that do not fall squarely within the definition of coaching; in other words, it is still a term that is used broadly to characterize helping conversations that are advisory and more directive than coaching aims to be. But there are more and more individuals in law firms who are trained as coaches and who understand how the coaching process and experience differs from mentoring and counseling. In our latest survey, we chose to use the term “coaching” as it is intended and to contrast it specifically with mentoring.

The significant increase in the number of individuals working within law firms who have formerly trained as coaches has fueled greater clarity about what coaching is (and what it isn't) and signals an increased interest in, and demand for, coaching as a professional development tool.

CASE STUDY



Cooley

Cooley launched its formal internal coaching program in 2017, and the firm has steadily expanded the program each year since its inception. What has contributed to the program's success? Persuasive messaging. The firm's coaching team, led by Gene Gilmore, takes a strategic approach to promoting coaching to lawyers by providing them with comprehensive FAQs that demystify coaching and tackle the common misconception that coaching is “remedial.” By listing practical topics to explore with a coach, describing what coaching offers (compared to mentoring and consulting), and highlighting the coaches' qualifications, certifications and experience, the team provides lawyers with a solid business case for coaching in one comprehensive communication. The result? Participation in the coaching program has grown by 7-10% every year, and the team now consists of three coaches to handle the increasing demand. By the end of the first year, the coaching team supported 65 lawyers of all seniorities. By the end of 2019, the team coached nearly 150 lawyers per year, supporting well over 300 lawyers in total. In 2020, the firm saw an additional uptick in coaching requests given the enormous strain that the COVID crisis had on professional and personal lives. Now, coaching at the firm is generally seen as part of a “balanced diet” that helps optimize performance, enhance professional skills and improve the overall well-being of lawyers.

Internal Coaches: A Growing Body

Developing a coaching culture takes a lot more than “as needed” referrals to external coaches. Internal coaching capability is a key driver to the creation and maintenance of a coaching culture.

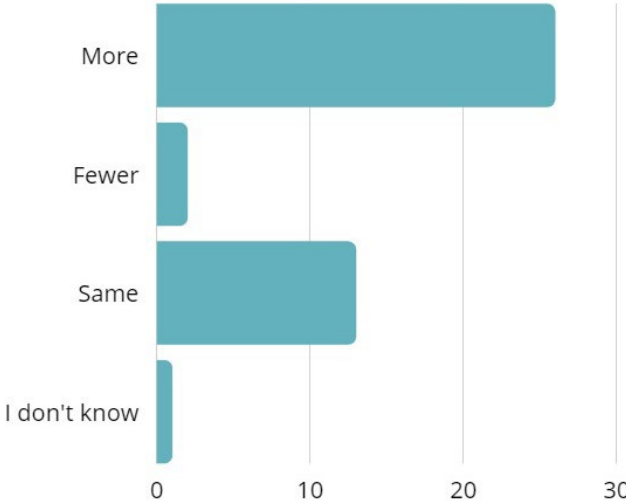
58% of respondent firms reported having more internal coaches now than they did in 2018. A third have remained steady in terms of their internal coaching capacity. Only two firms reported having fewer internal coaches today than in 2018.

Does Your Firm Have More, Fewer Or The Same Number Of Internal Coaches Compared With 2018?

(Table 1) N=42

Based on our independent research, there are now at least 135 internal coaches in U.S. law firms², being:

- Individuals who have coaching-specific roles and/or whose primary responsibility is coaching.
- Individuals who hold ICF-accredited executive coach certifications or who are licensed social workers.



Internal Coaches: Certifications And Training

Industry-wide, the number of law firms with certified coaches on their roster has grown considerably. Our latest research found that no fewer than 78 firms have certified coaches, principally within their Talent Management teams.

We asked participating firms how many of their internal coaches are certified by a recognized coach training provider (e.g., CTI, IPEC, NLI (NeuroLeadership Institute)). Of the 42 firms that responded to this question, 26% reported that all of their internal coaches are certified compared with 28% who said that none are.



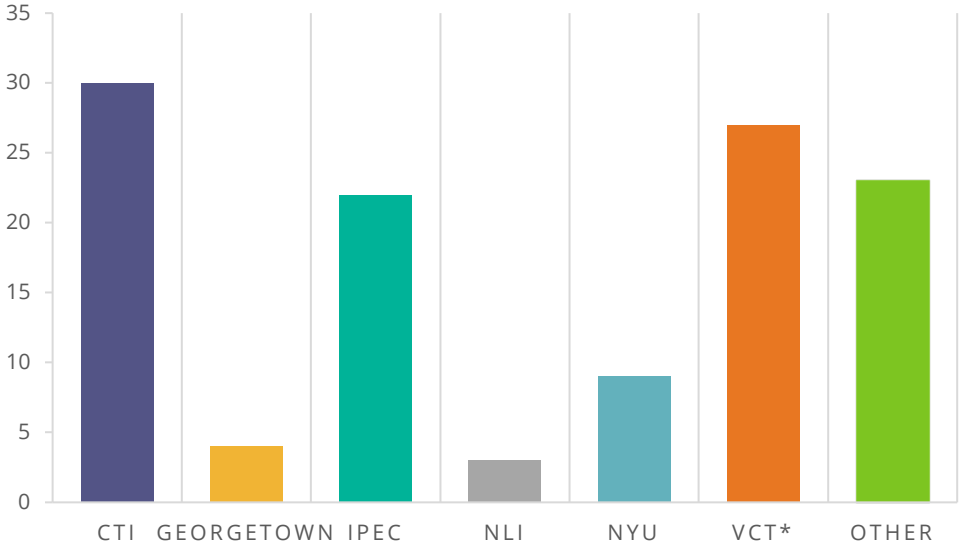
KEY FINDING

While the overall picture is one of increasing numbers of certified coaches in the profession, a number of firms have not yet embraced certification training for their internal coaching faculty.

To supplement our survey data, we researched where and when the 135 coaches we identified received their professional training. We found certification information for the vast majority, which we have broken out by provider for those providers with three or more graduates.

Internal Coaches: Where Did They Train?

(Table 2)



N=128

*VCT = Volta Coaching Training™

Noticeably, two fifths of internal coaches (40%) completed their training and certifications between 2018 and 2021. The growth in law firm coach numbers is consistent with broader trends in the U.S., where the number of professional coaches grew by just under a third (32%) between 2015 and 2019.³ In addition to the recently certified coaches on law firm rosters, there are a number of law firm professionals who have undertaken other types of unaccredited coach training.

The majority of participating firms (58%) confirmed that their internal coaches have other professional responsibilities in addition to coaching.

Demystifying Coaching Certification And Credentials

Since coaching is unregulated, anybody can call themselves a coach. The ICF (International Coaching Federation) has established itself as the leading coaching organization and is a self-appointed professional organization and regulator. Nonetheless, the ICF does not have the same powers as true professional and regulatory organizations. And, while it has a code of ethics, it cannot prevent anyone from coaching if it terminates their membership or credential. As a result, it needs to be understood that professional coaches are self-regulating. As for the world of coaching certifications and credentials (and related acronyms), it is a confusing one.

In practice, anyone can set up a coach training program that leads to a certification. However, only ICF-accredited programs lead to a certificate that meets certain minimum requirements and has been

validated by an external body with set standards. In this context, there are two types of accredited training program that will lead to an ICF credential:

- Approved Coach Specific Training Hours (ACSTH): This may offer between 30 and 125 hours of training.
- Accredited Coach Training Program (ACTP): This must offer a minimum of 125 hours.

At the end of either type of program, a graduate may receive a certificate and be able to call themselves a certified coach. Some training providers award the title of “certified professional coach” (or some variation thereof) to their graduates.

Having completed an ICF-accredited coach training program is the first step to obtaining an ICF credential. This is evidence that the coach has satisfied the requirements of the ICF as they relate to:

- Minimum coach training and experience.
- A coach knowledge assessment.
- Having worked with a mentor coach.

There are three levels of ICF credential available, and each requires a different minimum number of training hours and coaching hours:

Associated Certified Coach (ACC)	Professional Certified Coach (PCC)	Master Certified Coach (MCC)
60+ hours of training	125+ hours of training	200+ hours of training
100+ hours of coaching	500+ hours of coaching	2500+ hours of coaching

No credential is automatic—it requires a detailed application process with supporting evidence, a recorded coaching demo by the applicant, and a fee. What an ICF credential means is that the coach has undertaken substantive formal accredited training (at least 60 hours), as well as an exam (the coach knowledge assessment) and minimally 100 hours’ practical experience. The process typically takes 12 to 18 months.

Not having an ICF-accredited coaching certification does not prevent an individual from being a great coach (and, by corollary, an ICF certification does not guarantee quality coaching).

Internal Coaches: Responsibilities

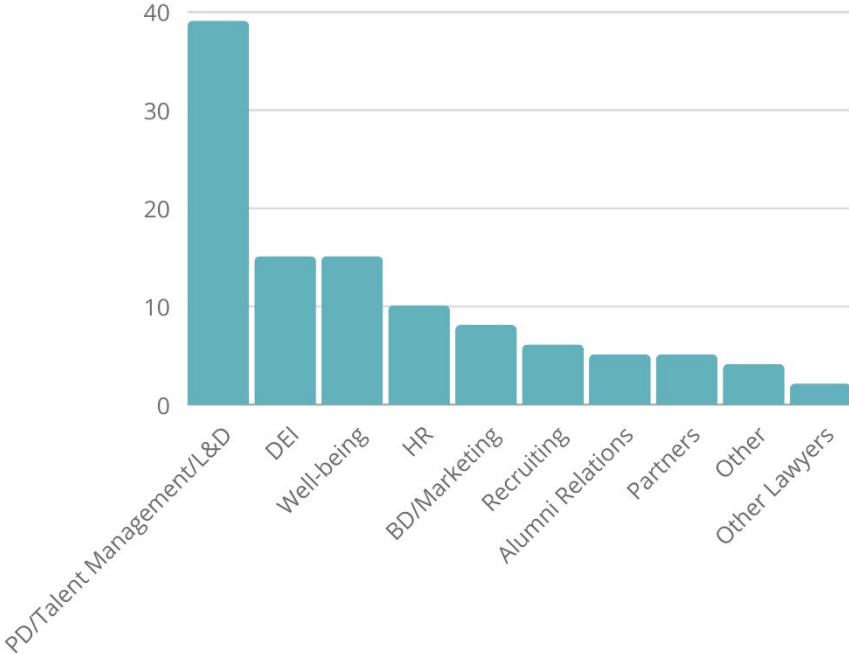
While the majority of internal coaches are full-time employees, unsurprisingly, most participating firms report that their internal coaches are responsible for PD/Talent Management, DEI and Well-being. Relatively few devote all their time to coaching. However, this number is slowly growing and there are now more internal coaches with transparent, coaching-specific (or career services) titles such as Director of Attorney Coaching, Director of Career Coaching, or Director of Coaching and Well-being. A handful have partner/lawyer roles. We anticipate that the number of partner coaches will increase as coaching cultures continue to be developed and become more established.

A small number of firms continue to advertise for and hire coaching-specific roles such as Goodwin and Kirkland & Ellis, each of which recruited an internal coach in 2020. The job descriptions are included in the Appendices for reference. In one case a JD was required; in the other, it was preferred. A coaching certification was preferred for both roles though not required. One of the roles, however, required 10 years of career coaching experience.

Internal Coaches: Other Responsibilities

(Table 3)

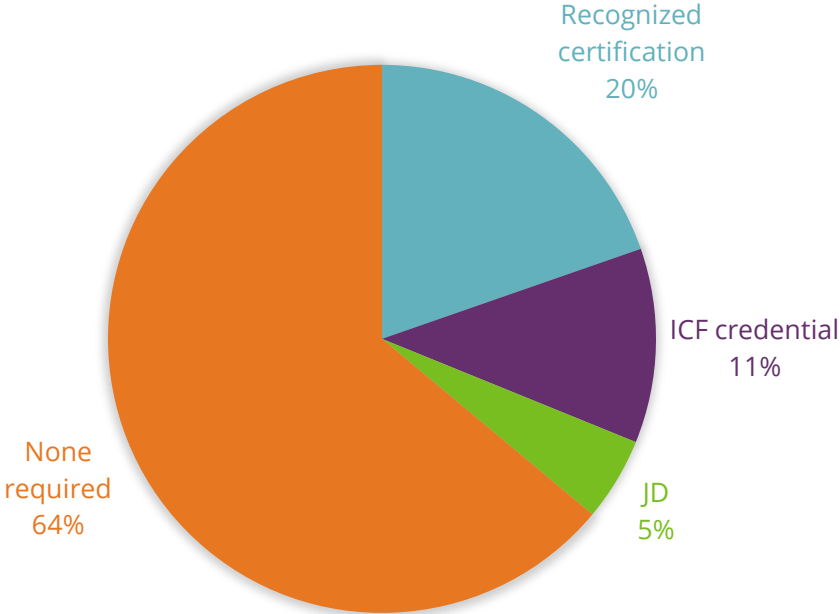
N=42



Despite the value the professional coaching community appears to attach to ICF-accredited training and credentials, law firms have not yet incorporated strict procurement requirements at an institutional level. Of the participating firms, we were surprised to discover that 72% do not have specific qualification requirements for their external coaches. A small number of firms (5%) still require a JD but only one in five (22%) required a recognized certification. Of those requiring a certification, a growing number now expect an ICF credential.

Qualifications Required Of External Coaches
By Law Firms (Table 4)

N=54



THE WHY, HOW, WHAT AND WHO OF COACHING

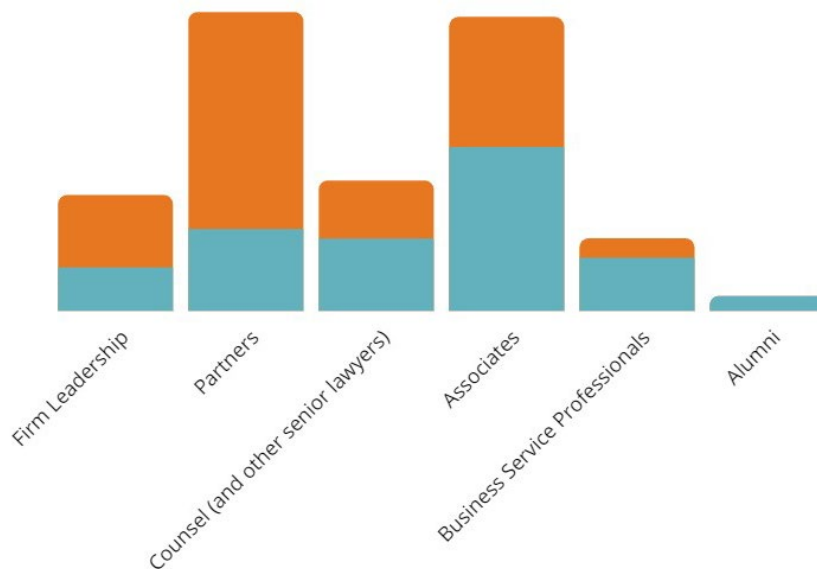
Reasons For Coaching

We were curious to see how and why firms provide coaching to their people. It turns out that coaching at the specific request or direction of the firm is still the most prevalent (89%). It is provided at the request of the individual (68%) or through specific targeted programs (66%) at a significantly lower rate.

Firms report that skills development or enhancement is the main reason for coaching (85%). Although changing ineffective or problematic behavior is still a key reason for coaching (74%) it is not the primary reason.

Coaching “Clients”

The difference between internal coaches and external coaches remains in whom they coach. In terms of who receives coaching support, see below:



N=39 re internal coaches N=52 re external coaches

Internal V. External Coaches: Whom Do They Coach? (Table 5)

The big difference between who is coached by whom comes from seniority and role within the hierarchy of firms. In other words, external coaches are most often hired to coach partners and firm leadership. They have no reported role in relation to alumni. By contrast, firms report using internal coaches more than external coaches in relation to their associate, counsel, business services and alumni populations.

As predicted in 2018, coaching generally is expanding across levels within firms. That said, internal coaches coach partners in 43% of the participating firms (down from 50% in 2018). This reduction is likely a consequence of the increase in the number of firms that now have internal coaches. Some of those firms have less developed coaching ecosystems and their internal coaches have not yet established their presence within the context of partner coaching. Internal coaches do now provide more coaching to their business services colleagues and alumni (at 28% and 10%—up from 17% and 6% respectively). We expect more firms to focus resources on alumni, especially for so long as the recruiting market remains as active and competitive as it is now.

What Coaching Areas Do Internal Coaches Primarily Focus On?

Our survey indicates that the scope of coaching provided by internal coaches continues to evolve. In 2018 two areas dominated the internal coaching scene: career development and career transitions. While career coaching remains the primary focus for many internal coaches (66%), leadership and team management (40%) as well as skills-related coaching, time management, feedback and communications (19% each) are also key areas of activity. Perhaps unsurprising given the pandemic, there was a big shout-out for remote working as an area for coaching.

Coaching Formats

There are three principal formats for coaching:



Through **individual** coaching, a coach supports a person with their unique goals and challenges in a one-on-one relationship.



In **group** coaching, a coach works with a relatively small group (typically 4-10) where the group members have some commonality (whether it be a shared role or characteristic and/or a shared challenge or goal). Group members may be independent of one another and work on their own individual issues/goals. By sharing issues and experiences, they learn from one another and may hold each other accountable.



Team coaching calls for a coach to work with a group that has a common purpose. The key is that the individuals are interdependent and need to work together in order to achieve common goals. Typically, these include improved team dynamics, communication, efficiency, effectiveness and productivity.

We found no material difference in the formats that are used by external and internal coaches:



About half of all firms responding to this question reported using group coaching delivered by both their external and internal coaches (51% and 48%, respectively).



Fewer than 1 in 5 participating firms reported providing team coaching, with external and internal coaches doing so for 18% and 19% of firms, respectively.

We anticipate that, as firms look for ways to build and sustain engagement and to improve their performance, they will increasingly focus their attention on teams, teamwork and collaboration. This development is consistent with the ICF's release late last year of team coaching-specific competencies. In short, we expect team coaching to increase in future years.



KEY FINDING

Group coaching is becoming more established, with 42% of our respondents saying that they use it (up from 35% in 2018).

CASE STUDY



When a group or team coaching program is designed with clear and specific goals for both the individual participants and the group, and is led by a strong coach, the outcomes can be remarkable. Victoria Taylor, Professional Development Director at Womble Bond Dickinson, has leveraged team coaching to help create cohesion for a practice group that requires close working relationships between lawyers, medical staff and nurse practitioners. The overarching aim of the coaching is to identify, explore and leverage individual strengths to enhance collaboration, communication and team effectiveness among members from vastly different professions. How does the program bridge that gap? A self-assessment (in this case, Gallup's CliftonStrengths) creates a shared vocabulary among the team to discuss opportunities and challenges, regular group meetings deepen the relationships within the team and the coach creates a psychologically safe space that encourages vulnerability and helps cultivate trust.

Assessments

Assessments can play an important role by creating self-awareness, providing both coach and coachee with useful background information and creating a launch pad for the discussion. We were surprised to see that 44% of respondents report not using assessments with a number of other firms deferring to their external coaches where relevant.

The most popular assessment—used by over a third of respondents—is DiSC® (36%), followed by MBTI® (24%). While a number of other assessments were mentioned, none has usage comparable to DiSC® or MBTI®.

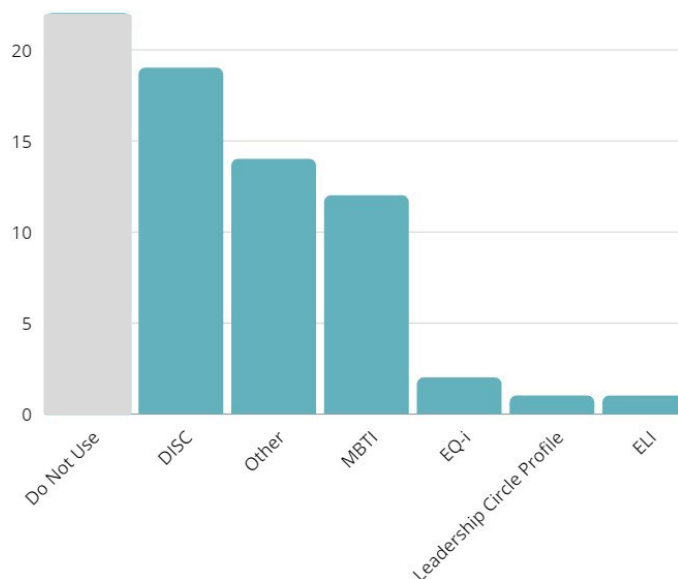
Firms typically trust their coaches to exercise judgment regarding which assessments they use. External coaches use both commercially available assessments as well as proprietary assessments in some instances.

Other assessments cited are:

- Hogan Assessments (e.g., HPI, HDS, MVPI)
- Gallup's CliftonStrengths
- WorkPlace Big Five Profile™
- Insight Inventory®
- HBDI (Herrmann Brain Dominance Instrument)®
- FIRO-BT

What surprised us was that we did not see higher numbers of firms using ELI™ (Energy Leadership Index) with so many IPEC-trained coaches in firms.

Use of Assessments (Table 6)



N=50

How Coaching Is Being Used

While there is still a strong focus among participating firms on career coaching (i.e., career development and career transition coaching), it no longer dominates the internal coaching landscape quite the way it did in 2018. Common topic areas for coaching reported by participating firms continue to be:

Business development

Leadership

Communication

Delegation and supervision

Diversity- and inclusion-related issues

Executive presence

Giving feedback

Integration

Interpersonal skills

Parental leave/on-ramp/off-ramp

Presentation skills/public speaking

Stress management/resilience

Teamwork/people management

Work-life integration/Well-being

Organizational skills and time management

All internal coaches at participating firms provide career development coaching and 88% provide career transition coaching. By comparison, respondent firms report using external coaches less for those areas, with 36% and 65% respectively.

The bias toward seeing and using coaching as a corrective/remedial intervention (to transform behaviors or attitudes that are inefficient, ineffective or counterproductive) continues to shift. It is still an important piece of the picture, but participating firms are continuing to develop their use of coaching:

- To enhance and build existing professional skills.
- To support the development of specific, new professional skills.
- To manage change or transition in lawyers' lives (such as promotions, changes in role, on-ramp/off-ramp).

During the most challenging phases of the pandemic and the WFH experience, coaching was also used as a way to support the crisis among working parents and to support different affinity groups.

Participating firms also continue to engage external coaches for certain types of coaching. The top five coaching areas for which firms typically engage external coaches are:

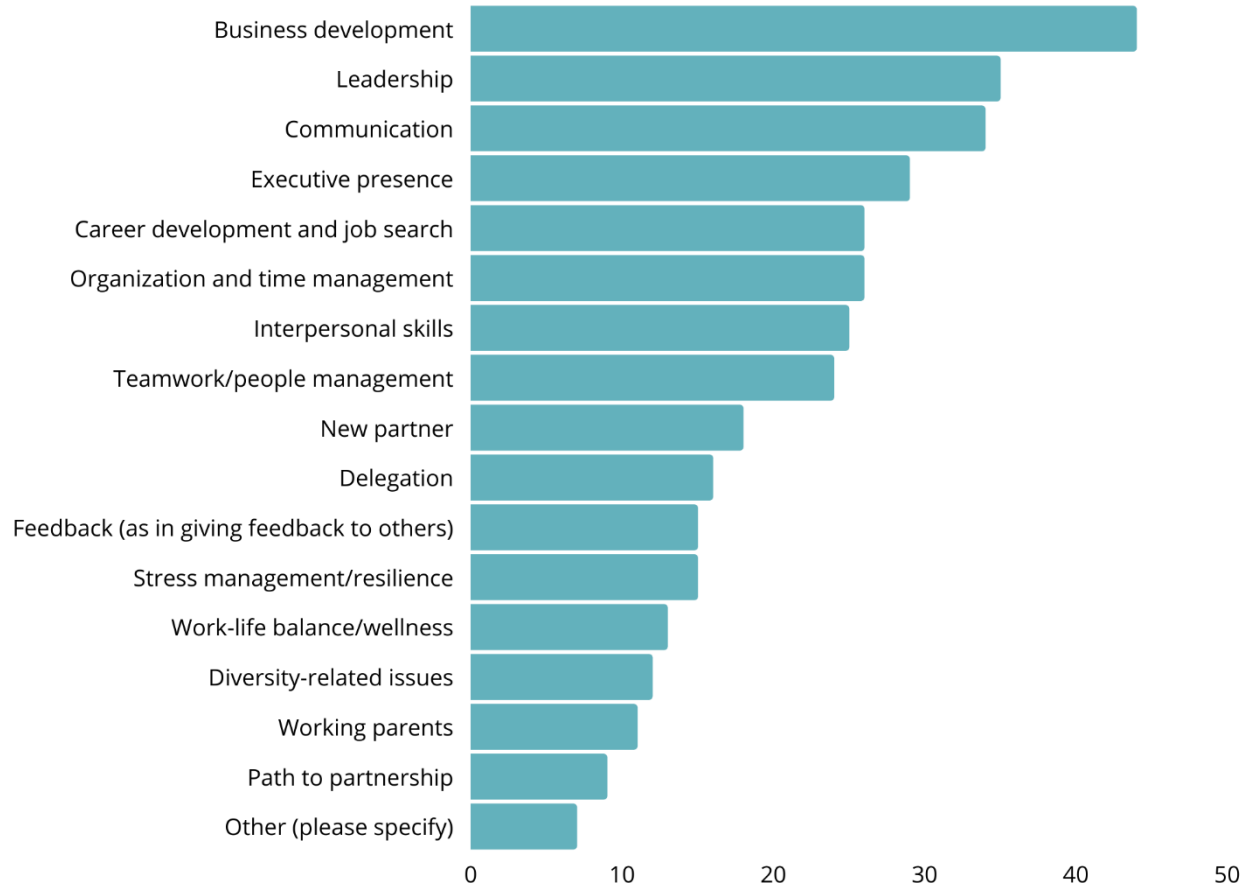
Business Development	85%
Leadership	67%
Communication	65%
Executive Presence	58%
Organization and Time Management	50%
Career and Job Search	50%

External coaches continue to be engaged for partner coaching at a high rate (87%), followed by associate coaching (75%), with fewer firms using external coaches to support firm leadership (40%) and counsel and other senior lawyers (38%). None of the participating firms reported using external coaches in support of alumni. They also expressed relatively little use of external coaches in supporting business services professionals (12%).

For Which Topics Does Your Firm Typically Engage External Coaches? Please Choose All That Apply.

(Table 7)

N=52



UNDERSTANDING THE EFFECTIVENESS AND ROI OF COACHING

ROI And Coaching: An Impossible Calculation?

Return on investment (ROI) is a hot topic. As the use of coaching has grown, law firms have unsurprisingly focused on effectiveness and value. Back in 2009, a median ROI of 700% was reported by the ICF⁴ and this has been quoted repeatedly. If this is accurate, it means that coaching delivers impressive value for the money.

If you want to know what the ROI of coaching is, or how to measure its effectiveness, a good question to consider is: how do you measure the ROI of training programs or mentoring? This question helps to contextualize the challenges of measuring ROI/effectiveness of coaching since what is difficult to measure for training and mentoring is similarly challenging in the context of coaching.

In order to measure ROI, you would use a simple formula:

$$\% \text{ ROI} = \frac{(\text{Dollar value of benefits derived from coaching} - \text{the \$ cost of coaching})}{\$ \text{ cost of coaching}} \times 100$$

A 2005 article on the ICF website entitled *Measuring ROI in Executive Coaching*⁵ argues that developing the ROI in coaching is “very straightforward” using The ROI Methodology™ (a standard ROI analysis) defined in the article. The challenge comes when you are required to clearly and specifically identify the benefits achieved through the coaching program and to attribute a dollar value to those benefits. In short, the key component of isolating the effects of the coaching is where this methodology can fail to deliver. In practice, many individual and organizational factors can and do impact the outcomes of individual coaching engagements (see [The Impact of Variables on Effectiveness](#) below.) Also, factors that are beyond the control or influence of the coachee—that have nothing to do with the coaching—may directly or indirectly impact outcomes. We wanted to explore the research since the 2005 article to understand what studies had found about the “straightforwardness” of determining the ROI of coaching.

Tony Grant, who founded the world’s first coaching psychology unit at Sydney University, was a prolific researcher in the coaching arena.⁶ Professor Grant argued that ROI is an unreliable and insufficient measure of coaching outcomes and that an over-emphasis on financial returns can restrict an organization’s awareness of the full range of positive outcomes through coaching. He also argued that a focus on ROI may be counterproductive by inadvertently increasing job-related stress and anxiety for the coachee.

We recognize that the discussion of effectiveness and ROI often gets collapsed. In practice, they are separate. First, we need to address whether coaching is effective. Only then can we truly determine what the return on investment is.

Is Coaching Effective? What The Research Says

Executive coaching is a developing field of research. While there is no definitive study or academic consensus on the effectiveness of coaching or its ROI, several major research studies have been conducted. These include:

1. A meta-analysis⁷ conducted in 2009⁸ found that coaching works in most cases. It concluded that: “Executive coaching has been used to enhance skills and improve performance in a wide range of organizational arenas. It can have tangible and intangible effects on organizational effectiveness to a varying degree.”

On the issue of ROI, the researchers concluded that “In reality, the search for ROI appears to be of little practical utility or even necessary.” At the time, the researchers were working together at the Korn/Ferry Institute.

“In reality, the search for ROI appears to be of little practical utility or even necessary.”

2. Another a meta-analysis conducted in 2017⁹ specifically set out to evaluate and systematically review the existing research on the effectiveness of coaching. The key findings were:
 - a. Coaching has a moderate positive effect on well-being, work-related attitude, coping strategies and self-directed goal attainment.
 - b. Coaching is an effective tool for improving individuals’ perceptions about themselves and their workplace.
 - c. While coaching demonstrably improves the well-being of coachees, it is more difficult to clearly show improved performance. Still, the improved well-being of employees is a positive outcome for the organization.¹⁰

The researchers identified what they saw as a problem with ROI as a measure: ROI—linked to the organization’s financial performance—may not, after all, be the scientific approach to examining effectiveness that so many hope for. In practice, using ROI as a measure requires someone (the coachee? the sponsor? a key stakeholder?) to examine organizational results and to determine how much of the improvement can be attributed to the coaching. It is exceptionally subjective and carries with it a wide range of reliability and validity issues. Instead of ROI, the researchers recommended key performance indicators (KPIs) specific to the individual.

Instead of ROI, the researchers recommend key performance indicators (KPIs) specific to the individual.

3. The most extensive published analysis on the outcomes of executive coaching appeared in 2018.¹¹ One of its goals was to provide a comprehensive review of what is known about executive coaching outcomes and the contextual drivers that affect coaching. It was the first study to look in depth at both the “what” of executive coaching, as well as the “how” and the

“why.” The researchers combed through over 80 peer-reviewed studies. When looking to understand what works, the findings included these conclusions:

- a. Every coaching model that was tested brought positive outcomes.
 - b. A supportive organizational environment/culture contributes to coaching success.
 - c. Coaching signals the employer’s support to a coachee; whether that support is real or perceived, it improves coaching impact.
 - d. The coach’s timely and effective use of assessment tools improves coaching effectiveness and vice versa.
 - e. Long-term coaching is more effective than short-term.
 - f. Impact on performance is stronger for “middle managers” and their subordinates than for “executives.”
 - g. In the context of positive coaching outcomes, the researchers found examples of such outcomes in 11 different categories, including:
 - i. Overcoming regressive behaviors or experiences, e.g., reducing stress/anxiety.
 - ii. Better personal management/self-control.
 - iii. Improved personal skills/abilities or acquisition of new ones.
 - iv. Better leadership skills.
 - v. Better quality of interactions and relationships.
 - vi. Positive (indirect) organizational-level outcomes, such as increased employee satisfaction, productivity, leadership effectiveness and coaching culture.
4. A 2019 study¹² aimed to create “a thorough overview of all qualitative research conducted to date in the field of executive and workplace coaching,” including what the research had demonstrated. In quantitative studies, researchers have commonly concluded with reasonable certainty—based on coachees’ perceptions of effectiveness—that coaching sessions were “fairly helpful” in the view of most coachees. Not exactly the unequivocal endorsement of coaching that we might want to see but, given the focus on understanding quantitative studies, this may be as good as it gets. The researchers observed:

“The difference between quantitative and qualitative research is substantial: Quantitative research has to reduce an entire coaching assignment to a single number (or row of numbers), whereas qualitative research takes time to listen very carefully to a whole story flowing from, say, a single moment in a session. Qualitative research can provide a detailed, nuanced, coherent, and well-founded answer yet does not know the extent to which this can be generalized. Nevertheless, based on this detailed account and descriptive information, qualitative research can ultimately lead back to quantitative research, provided enough corresponding ‘data points’ can be generated from demonstrably similar populations.”

Some Limitations To The Research

While there has been an increase in qualitative studies being used to assess the efficacy of coaching, especially in recent years, few have taken account of pre- and post-coaching studies to demonstrate improvements following a coaching engagement.

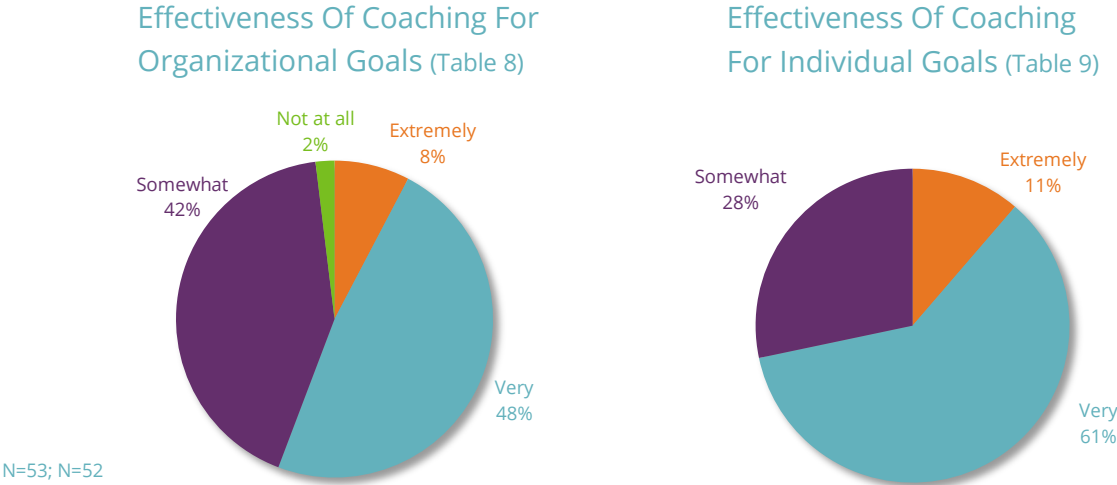
Another issue is the distinct lack of randomized control groups in pre- and post-coaching assessments. “Research that does not include a comparison group is at risk of applying too much credit to coaching for the measured changes.”¹³

In practice, studies typically lack a longitudinal element—in other words, there is little exploration of whether the impact of coaching may kick in after the engagement is over. After all, it is conceivable that some outcomes may take months to manifest. Also, little is known about how long the outcomes of coaching last. The research suggests that it is many months but, the absence of longer-term longitudinal studies, it is hard to assess the duration except anecdotally.

In short, there is research-based evidence that coaching can be an effective tool. However, despite considerable effort by a small cadre of researchers, there is still no compelling model for determining effectiveness or ROI when it comes to coaching. Below we consider some of the reasons why (see [The Impact of Variables on Effectiveness](#)). But, before we get there, let’s see how the research lines up with participating firms’ experience of coaching.

Is Coaching Effective? What Do Law Firms Say?

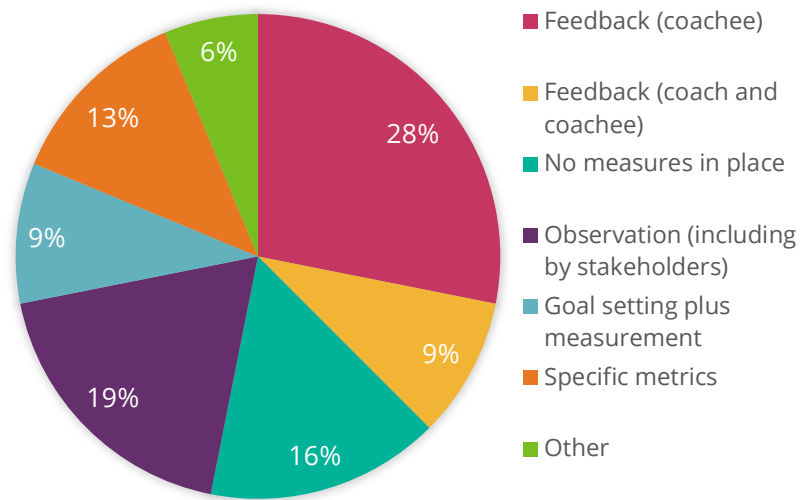
We asked two questions about effectiveness, one at a personal level and the other at the organizational.¹⁴ A strong majority of participating firms that use coaching view coaching as extremely or very effective in achieving individual goals (72%). This is a stronger endorsement of coaching than for organizational goals, where fewer (56%) see it as extremely or very effective.



How Does Your Firm Evaluate The Effectiveness Of Coaching? (Q37)

(Table 10)

Despite the positive view that firms expressed regarding the effectiveness of coaching, few have robust measures of effectiveness. Typically, the assessment of coaching is qualitative—through conversations and requests for feedback from the coachee and one or more of the coachee's supervisors (or the person who referred the coachee for coaching).



The Impact of Variables On Effectiveness

Unlike mentoring (and other one-on-one disciplines such as counseling and therapy) where effectiveness is typically based on the individual's assessment and self-reporting, firm-sponsored executive coaching aims to link individual goals with the firm's strategic and organizational goals. However, there are so many variables in play that it is difficult to take account of all of them, let alone evaluate which are impacting the coaching outcomes. We tend to take it for granted that, if we can change leaders' and others' behaviors, the organization, as a whole, will benefit. In law firm coaching, where the coaching is sponsored by the firm (either through the provision of internal coaching support or by paying for an external coach), the coaching relationship is triangulated—coach, client firm (the sponsor) and coaching client (coachee). When we ask whether coaching is effective, we need to look through different lenses at:

- The impact on the individual coachee's behavior.
- Whether changing behavior or improving skills leads to better interactions with others.
- The impact on the organization as a whole.

Our experience and research indicate that coaching outcomes can be affected by multiple variables. For example, when someone *wants* to change behavior, it's more likely that coaching will lead to their successfully doing so compared with when coaching is corrective or required by the firm. When one thinks of all the ways in which an individual coachee's overall context and circumstances may differ, one can see how they could shape a coachee's perspective and affect the time and energy that they bring to the coaching, as seen in these examples:

Context And Circumstances (Table 11)

Age/Background	Health/Well-being/Stress
Gender	Organizational expectations
Race	Self-awareness
Ethnicity/National Origin	Relationships with “boss” and colleagues
Sexual orientation	Mindset (Growth vs. Fixed)
Relationship status/Family	Client demands
Personality	Day-to-day pressure
Role/Seniority/Experience	Motivation

These and other factors, both personal and organizational, can play into whether coaching is effective for a given individual. Coaching is not right for everyone. Before sponsoring or requiring coaching for someone, the firm should explore and assess their coachability.

Coachability

If one accepts that an individual’s motivation determines coaching success, one needs to consider whether they are coachable before investing in their coaching. One way to do this is to assess where they are on the seven levels of coachability:

Day-to-day pressure may prove to be a crucial influence on whether the coachee can make sustainable changes.

The Seven Levels Of Coachability (Table 12)

COACHABILITY	EXPLANATION
EXCELLENT	A lifelong learner. Has an intrinsic need to grow. Has good self-awareness.
VERY GOOD	Accepts feedback and shows an earnest desire to improve.
GOOD	Demonstrates some resistance to the coaching process but has a growing awareness of the need to change.
FAIR	Is complacent and unmotivated to change. May pay lip service to change but is not really committed to it.
VERY LOW	Resists or deflects feedback. Rationalizes negative perceptions. Is openly negative toward the coaching, saying that it is not helpful.
EXTREMELY LOW	Arrogant, exaggerated sense of self-importance, an excessive need for admiration, lack of empathy. Superficial and exploitative relationships. Sees no need to change.
UNCOACHABLE, I.E., NOT COACHABLE AT PRESENT	Identified psychological or medical problem that is beyond the scope of coaching in the workplace. Would benefit from support from a medical or mental health professional.

Source: Adapted from *Adaptive Coaching* (2003) by Terry Bacon and Karen Spear.

BUILDING A COACHING CULTURE

Developing A Coaching Culture

A coaching culture can be defined as a workplace environment where people regularly use a coaching style when having conversations in one-on-one as well as team meetings to promote creativity, problem solving and continuous personal and team development. The premise for a coaching culture is that, more often than not, you get the best out of people not by telling them what to do but through engaging with them on the issues and challenges and helping them think through the choices and options for action. A growth mindset, an attitude of lifelong learning and development and a high challenge/high support work environment are foundations for a coaching culture where people:

- Collaborate effectively;
- Help others to learn and develop;
- Give and receive feedback in real-time;
- Have open and supportive conversations that are short in length but strong in impact; and
- Develop coaching and mentoring relationships spontaneously and organically.

There is no one-size-fits-all approach in terms of developing a coaching culture. However, some typical developmental stages are shown in our [Coaching Culture Roadmap \(Table 15\)](#).



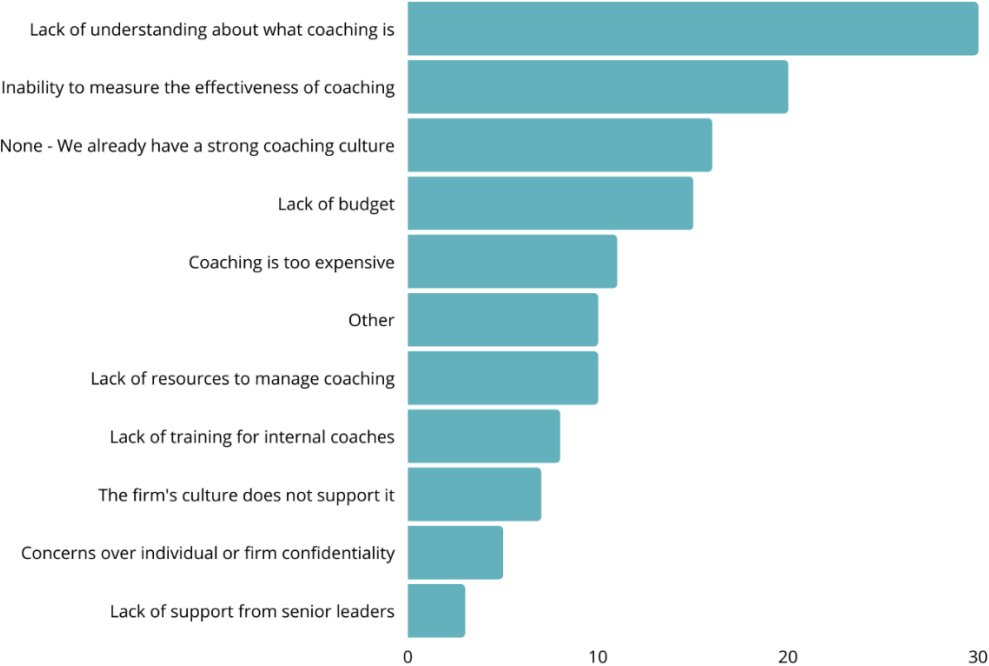
Mintz has provided some form of internal coaching to its lawyers since 2012. Its Coaching Program was formalized approximately two years ago and is currently led by Teresa Cella, a former law firm partner and professional coach. The Program “is all about the people.” In other words, addressing the needs of the firm’s most important asset—its talent—is its top priority. The Program supports attorneys and patent agents at all levels so they can “optimize performance; set and achieve short- and long-term goals; improve communication, management, and leadership skills; and increase self-confidence.” Participation in the Program is also actively encouraged from the top down—from the Managing Member to Section Management, to the Attorney Development Team, to Members and Associates. Coaching at the firm is seen not only as a powerful professional development tool but also as an effective way to resolve performance issues before they escalate. “By creating a confidential platform where attorneys can discuss sensitive professional issues with an experienced but neutral party, the Coaching Program has provided attorneys with an opportunity to receive insightful feedback and practical advice and has helped prevent nascent problems from turning into more serious concerns.”

Obstacles And Opportunities

When we asked respondents what obstacles they see for coaching in their firms, the primary reason was not, as we anticipated, a lack of budget. Instead, two more prominent reasons surfaced:

- A lack of understanding about what coaching is (57%).
- An inability to measure the effectiveness of coaching (38%).

What Obstacles To Building A Strong Coaching Culture At Your Firm Do You See? (Table 13)



N=53

We were pleased to see how few respondents cited “lack of support from senior leaders” (6%). If we contrast these results with the ICF Global Coaching Study¹⁵, the number one obstacle identified there was lack of support from leadership (49%), followed by lack of budget and poor stakeholder communication about coaching (46% and 39%, respectively).

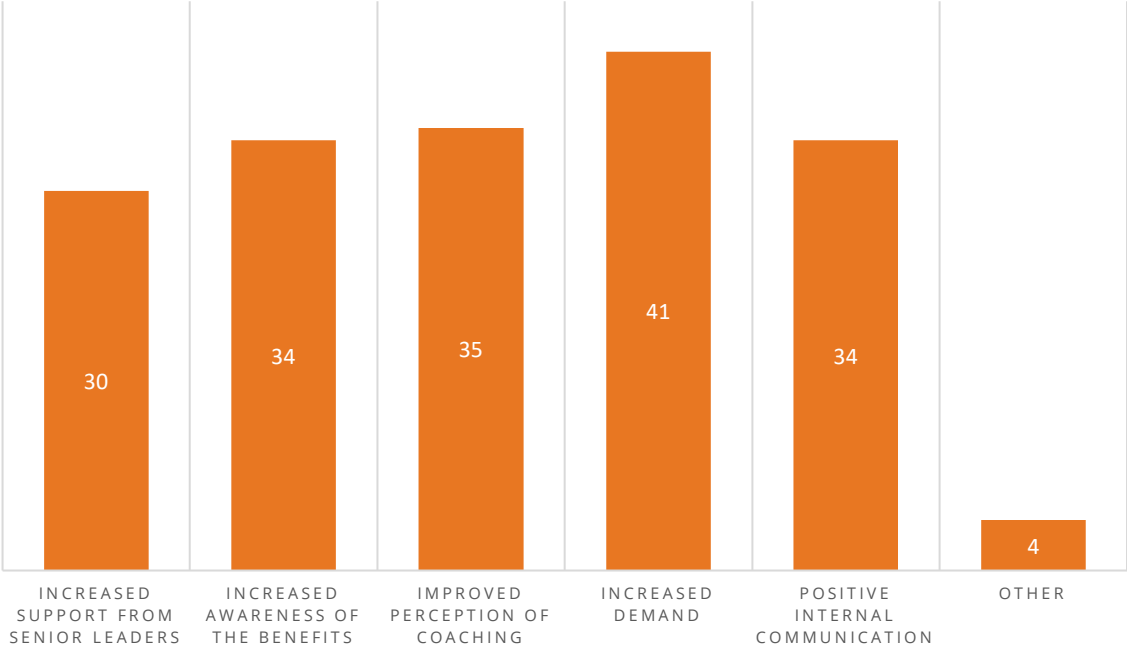
One surprise was the high number of law firms—over a quarter (28%)—reporting that they already have a coaching culture.

Having addressed obstacles, we then invited respondents to look through the lens of opportunity and the results are optimistic. More than three quarters of respondents (77%) envisage increased demand for coaching over the next 12 months and a majority anticipate improved perception (66%) and increased awareness of benefits and positive internal communication (both 64%). By contrast, the ICF study reported that “increased awareness of benefits” was the most cited opportunity (39%).

What Opportunities Do You See For Coaching At Your Firm Over The Next 12 Months?

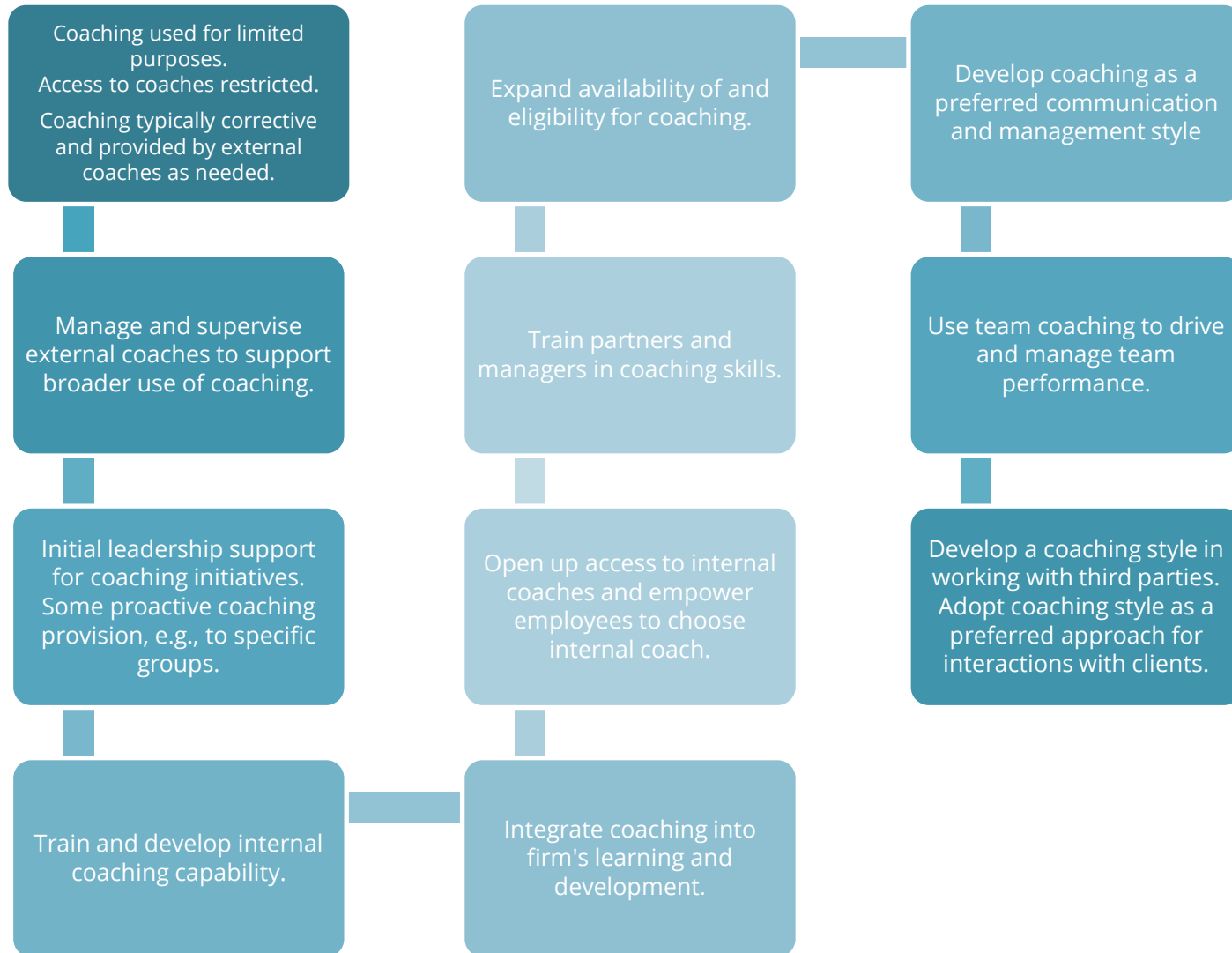
(Table 14)

N=53



Coaching Culture Roadmap – Where Are You On The Journey? (Table 15)

Based on the work of Jonathan Passmore, the renowned Professor of Coaching and Behavioural Change at Henley Business School.¹⁶

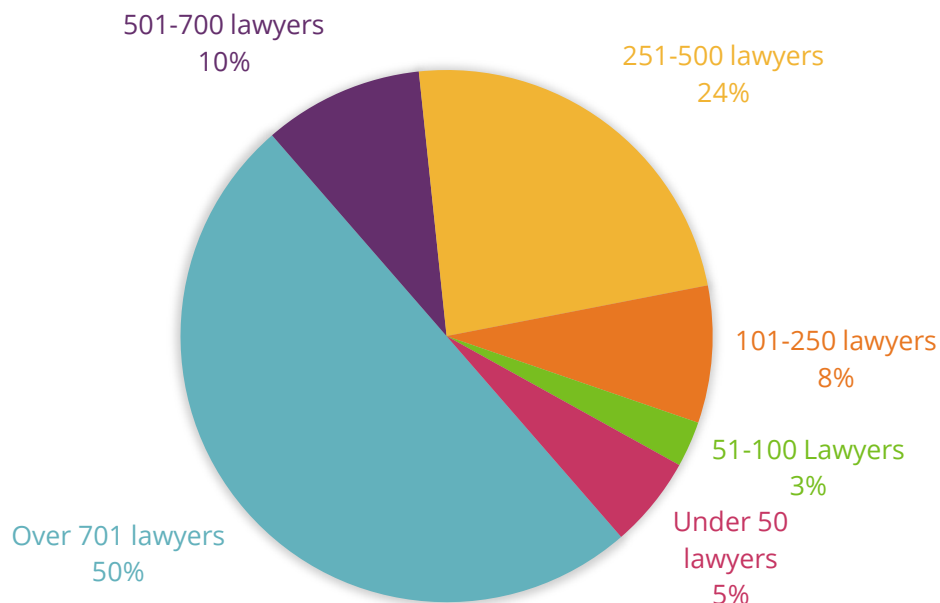


ADDITIONAL INFORMATION

Survey Participants

In total, 72 law firms—including 55 Am Law 200 firms (ranked by revenue)—participated in our survey. We assured participants that we would not disclose their identity without their consent. However, in order to understand the context of the data we gathered, we can share the size of the firms that responded:

Participating Firms By Size (Table 16)



N = 72

The overall response rate within the Am Law 200 was 27.5%. Our analysis of survey respondents shows that the distribution of firms was as follows:

- 26 of the Am Law 50 (including 13 of the Am Law 20)
- 15 of those firms ranked 51 to 100 in the Am Law 100
- 14 of the Am Law Second Hundred
- 17 other firms

Survey And Report Methodology

To launch our survey, we sent it in December 2020 to specific individuals in Professional Development roles at Am Law 200 firms. Law firm spam filters are highly effective, and we anticipated that some of our target participants would not receive our initial email. In January 2021, we collaborated with the Professional Development Consortium to send the survey to its membership. We closed the survey on February 11, 2021, although we accepted responses that arrived before March 11, 2021.

Our survey was conducted online using a form created in Survey Monkey. The survey consisted of 23 questions, most of which were single- or multi-value multiple choice questions (plus three demographic questions). We also invited participating firms to share how they are using coaching for the purposes of mini case studies.

We supplemented the data obtained through our survey with our own independent research and a limited number of interviews with law firm representatives. This enabled us to gather data on additional law firms although not to the same level of detail as provided by survey respondents.

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If you would like to quote or otherwise use any part of this survey, please make your request to nicholas.jelf@voltapeople.com.

APPENDICES

Job Descriptions

KIRKLAND & ELLIS - CAREERLINK COACH

Updated: Aug 19, 2020

Location: Chicago, IL, United States

Category: Legal Recruiting & Development

About Kirkland & Ellis

Kirkland & Ellis LLP is a preeminent, full-service law firm with offices around the world and a staff as diverse as the practice areas we support. Our clients range from Fortune 100 companies to medium and small corporations, financial institutions, and private equity firms. Known for our commitment to excellence, Kirkland strives to provide superior service to our clients as well as our fellow employees. From Information Technology to Human Resources, Paralegal Services to Business Development, Kirkland offers non-attorney professionals challenging careers in a variety of functional areas. Whether starting or growing your career, Kirkland can offer a performance-driven culture filled with bright and innovative teams of co-workers.

Essential Job Functions

As a member of the Firmwide Legal Recruiting & Development Department (“LRD”), the CareerLink Coach for the Chicago office will guide and support attorneys, alumni, and friends of the Firm in defining and pursuing their career goals, which often includes advising on job search efforts.

The CareerLink program provides industry-leading support to Kirkland attorneys, alumni and select friend of the Firm clients in defining and pursuing career success. Harnessing the global reach of Kirkland’s brand and connections, CareerLink delivers value through in-depth career coaching, innovative program and resource development, and network building.

The CareerLink Coach will be an integral part of the innovative and award-winning Kirkland CareerLink (“KCL”) program managing day-to-day activities, working with clients on career direction, resume development, interview preparation, salary negotiations, networking best practices, and more. The CareerLink Coach will also be responsible for tracking program metrics, developing meaningful resources for an effective job search, and integrating these offerings into the greater LRD programming.

This role will work collaboratively and seamlessly with resources across the Legal Recruiting & Development channels and other departments in areas such as: Alumni Engagement, Events Planning, Recruiting, Professional Development/Training and Marketing & Communications.

Essential Functions

- Conduct one on one coaching sessions to gauge individual needs of each CareerLink “client” and help them advance their goals (in the case of finding a new role, assisting them through their search until placement with may include interview preparation and skill development, salary benchmarking and negotiation coaching
- Assist attorneys, alumni and select friends of the Firm with the development of relevant self-marketing materials and professional branding documents such as resume, cover letter, LinkedIn profile etc.
- Support Firm partners in sourcing appropriate candidates for open positions on behalf of Firm clients
- Conduct outreach to legal industry recruiters to source positions for the Kirkland alumni website and to help network on behalf of our attorneys, alumni and friends of the Firm
- Provide networking guidance and assistance for alumni, attorneys, and friends of the Firm
- Work with the CareerLink team to further develop the CareerLink offerings, specific tools, and program in each office
- Work with Alumni Engagement and Attorney Engagement teams to integrate and enhance CareerLink offerings within those programs
- Drive planning and participate in the annual “In-House Insider” Experience offered to select attorneys and alumni
- Track and report on relevant CareerLink metrics utilizing specified tools such as SharePoint and present program metrics, offerings, successes to internal stakeholders and leadership
- Aid in content development for marketing materials highlighting the CareerLink program Research and analyze employment trends, specifically in the legal industry, nationally and globally
- Conduct workshops/webcasts on resume creation, leveraging social media for the job search, interviewing and other job search skills
- Recognize and track gaps or common issues faced by CareerLink clients and propose/create solution-based programming to address

Other Functions

- As needed, support the greater LRD efforts of the Firm including presence at events and needed preparation, creation of relevant written materials for publications, and compilation of data and tracking
- Participate and help develop team building and development experiences for the CareerLink Team

Qualifications & Requirements

Education, Work Experience, Skills

Teamwork, ownership of assigned work, responsiveness, and outstanding commitment to excellence is essential for this position. Additionally, the ideal candidate will possess these qualifications:

- Bachelor's Degree and J.D. required
- 10+ years of experience working in the legal profession in some capacity (Big Law or in-house)
- Career coaching experience necessary, executive level coaching experience preferred
- Advanced coaching certifications strongly desired
- Ability to administer and analyze assessment instruments such as MBTI preferred
- Flexibility in regard to hours, (some clients may be international)
- Excellent communication (written and oral), listening, multi-tasking and organizational skills
- Ability to develop strong relationships and trust with coaching clients and Firm partners as well as colleagues within the department and elsewhere
- A natural ability to make clients feel cared about
- Strong sense of empathy, positive outlook, and ability to motivate others

Technologies/Software

Technology plays an important role in the execution of team deliverables. Candidates are expected to work within the following tools:

- Proficiency in Microsoft Outlook, Word, PowerPoint, Excel
- Working knowledge of SharePoint
- Web platform experience helpful, specifically Insala platform is a plus
- LinkedIn and other social media experience preferred

Certificates, Licensures, Registrations

- Certification in Career or Executive Coaching is a plus
- Experience as a practicing attorney in an AmLaw 100 law firm or in-house is required

Work Environment

This job operates in a professional office environment. This role routinely uses standard office equipment such as computers, phones, photocopiers, and filing cabinets.

GOODWIN – DIRECTOR OF CAREER COACHING

August 29, 2020

Make an impact at Goodwin, where we partner with our clients to practice law with integrity, ingenuity, agility and ambition. Our 1,200-plus lawyers across the United States, Europe and Asia excel at complex transactions, high-stakes litigation and world-class advisory services in the technology, life sciences, real estate, private equity and financial industries. Our unique combination of deep experience serving both the innovators and investors in a rapidly changing, technology-driven economy sets us apart. Also, a global destination for business professionals, Goodwin's team of professional staff was named in 2019 the "Best Business Team" by The American Lawyer.

Goodwin is a 1,250-attorney global law firm with world-class, award-winning career development programs. The Director of Career Coaching will support the firm's talent development strategy by working with lawyers and senior professional staff to make informed decisions about their careers by outlining professional goals and creating action plans for reaching these goals.

What you'll do:

Develop a program to provide confidential career coaching to firm attorneys, senior professional staff, and alumni to support career goals and performance, addressing a variety of topics, including, but not limited to career planning, navigating career transitions, identifying areas for professional growth and utilizing personal strengths to achieve goals.

Work together with the Learning & Professional Development Department to offer broadly focused career development programs, including workshops on topics such as effective team management and team building

Partner with the Benefits team on advancing wellness initiatives

Develop and maintain budget for the Firm's coaching initiatives

Keep abreast of developments in the talent development industry and identify opportunities for innovation or greater efficiency

Who you are:

Bachelor's Degree, or equivalent required. Juris Doctor preferred

Minimum ten years of experience in career coaching required

Coaching certificate preferred

Relevant and significant experience in a law firm administration role, including training and developing lawyers

Knows industry best practices with respect to career coaching and resources in the marketplace

Excellent verbal and written communication, organization, problem-solving, and management skills.

Outstanding presentation skills; confident speaking before large groups

Excellent attention to detail and strong project management and organizational skills

Consummate team player with the ability to collaborate effectively across departments and business units

Demonstrated ability to organize delegate, coordinate, monitor, and control activities, resources, and costs

Survey Questions

The survey used question logic—in other words, it was designed to take account of responses to initial gating questions. The key distinctions were between the questions asked of firms that use coaching versus those that don't and firms that use only internal or external coaches versus those that use both. Since the majority of respondents use both internal and external coaches, the version of the survey shown here is what they saw.

Thank you for taking the time to complete our 2020 Coaching Insights Survey.

Before you begin:

We use “coaching” to refer to an active, creative partnership in which a coach asks thought-provoking questions to help an individual think through a situation, come up with options for action and choose which option they want to take. While coaching and mentoring are terms that are often used interchangeably, there are important differences. For example, mentoring is more likely to be directive and advice-based. In this survey, we focus on coaching as a non-directive discipline.

Now, onto the survey!

1. Your Name (Optional)

* 2. Your Firm (Required)

3. Firm Size (Optional)

- Under 50 lawyers
- 51 - 100 lawyers
- 101 - 250 lawyers
- 251 - 500 lawyers
- 501 - 700 lawyers
- Over 701 lawyers

* 4. Does your firm provide coaching (as opposed to mentoring) to its people?

- Yes, using internal coaches only
- Yes, using both internal and external coaches
- Yes, using external coaches only
- No

YOUR INTERNAL COACHES

20. How many of the firm's internal coaches are actively coaching colleagues?

- 1 5+
 2 None
 3-5

21. Which of the following formats of coaching do(es) your internal coach(es) provide? Please choose all that apply.

- Individual (or one-on-one)
 Group (a group of individuals being coached together on the same topic, e.g., business development, but working on different and individual goals)
 Team (a group of individuals working together to achieve a common goal, e.g., improving team dynamics)

22. Does your firm have more, fewer or the same number of internal coaches compared with 2018?

- More Same
 Fewer I don't know

23. How many of your firm's internal coaches are certified by a recognized coach training provider (e.g., CTI, IPEC, NLI)?

- All 2
 None 3-5
 1 5+

24. How many of your internal coaches focus on coaching as their primary day-to-day job responsibility?

- All 2
 None 3-5
 1 5+

25. What other responsibilities at the firm, do(es) your internal coach(es) have?

- | | | |
|--|--|---|
| <input type="checkbox"/> Partner | <input type="checkbox"/> Diversity and Inclusion | <input type="checkbox"/> Alumni Relations |
| <input type="checkbox"/> Other lawyer | <input type="checkbox"/> Marketing/Business Development | <input type="checkbox"/> Recruiting |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Professional Development/Talent Management/Learning and Development | <input type="checkbox"/> Wellbeing |
- Other (please specify)

26. What coaching area(s) do(es) your internal coach(es) primarily focus their time on?

27. Who do(es) your internal coach(es) primarily focus their coaching on? Please choose all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Firm Leadership | <input type="checkbox"/> Associates |
| <input type="checkbox"/> Partners | <input type="checkbox"/> Business services professionals |
| <input type="checkbox"/> Counsel (and other senior lawyers) | <input type="checkbox"/> Alumni |

YOUR EXTERNAL COACHES

28. Does your firm require external coaches to have any specific qualifications? Please choose all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Recognized coaching certification (e.g., CTI, IPEC, NLI) | <input type="checkbox"/> JD |
| <input type="checkbox"/> ICF credential (ACC, PCC, MCC) | <input type="checkbox"/> None required |

29. Which of the following formats of coaching do(es) your external coach(es) provide? Please choose all that apply.

- Individual (or one-on-one)
- Group (a group of individuals being coached together on the same topic, e.g., business development, but working on different and individual goals)
- Team (a group of individuals working together to achieve a common goal, e.g., improving team dynamics)

30. For which topics does your firm typically engage external coaches? Please choose all that apply.

- | | | |
|--|---|---|
| <input type="checkbox"/> Business development | <input type="checkbox"/> Feedback (as in giving feedback to others) | <input type="checkbox"/> Path to partnership |
| <input type="checkbox"/> Career development and job search | <input type="checkbox"/> Interpersonal skills | <input type="checkbox"/> Stress management/resilience |
| <input type="checkbox"/> Communication | <input type="checkbox"/> Leadership | <input type="checkbox"/> Teamwork/people management |
| <input type="checkbox"/> Delegation | <input type="checkbox"/> New partner | <input type="checkbox"/> Work-life balance/wellness |
| <input type="checkbox"/> Diversity-related issues | <input type="checkbox"/> Organization and time management | |
| <input type="checkbox"/> Executive presence | <input type="checkbox"/> Working parents | |
| <input type="checkbox"/> Other (please specify) | | |

31. For whom does the firm primarily engage external coaches? Please choose all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Firm leadership | <input type="checkbox"/> Associates |
| <input type="checkbox"/> Partners | <input type="checkbox"/> Business services professionals |
| <input type="checkbox"/> Counsel (or other senior lawyers) | <input type="checkbox"/> Alumni |

32. Coaching is provided... (Please choose all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Through specific targeted programs | <input type="checkbox"/> To develop or enhance specific skills |
| <input type="checkbox"/> At the request of the individual | <input type="checkbox"/> At the direction or request of the firm |
| <input type="checkbox"/> To change ineffective or problematic attitudes or behaviors | |

33. Which specific demographic groups does the firm support with coaching? Please choose all that apply.

- | | | |
|---|---|--|
| <input type="checkbox"/> New associates | <input type="checkbox"/> Partners | <input type="checkbox"/> Women partners |
| <input type="checkbox"/> Mid-level associates | <input type="checkbox"/> Diverse associates | <input type="checkbox"/> Working parents |
| <input type="checkbox"/> Senior associates | <input type="checkbox"/> Diverse partners | |
| <input type="checkbox"/> New partners | <input type="checkbox"/> Women associates | |
| <input type="checkbox"/> Other (please specify) | | |

34. Which assessments does your firm use as part of its coaching and training programs?

We do not use assessments

EQ-i®

MBTI®

Leadership Circle Profile

DiSC®

The Energy Leadership™ Index (ELI)

Other (please specify)

35. Based on the firm's experience, how effective has coaching been in achieving individual goals?

Extremely

Somewhat

Very

Not at all

Comments

36. Based on the firm's experience, how effective has coaching been in achieving the firm's organizational goals?

Extremely

Somewhat

Very

Not at all

Comments

37. How does your firm evaluate the effectiveness of coaching?

38. What trends do you see emerging in relation to coaching within law firms in the next two years?

39. How does the firm expect to see its use of coaching develop in the next 12 months?

40. What obstacles to building a strong coaching culture at your firm do you see? Please choose all that apply.

- | | | |
|--|---|--|
| <input type="checkbox"/> None - We already have a strong coaching culture! | <input type="checkbox"/> Lack of budget | <input type="checkbox"/> Lack of training for internal coaches |
| <input type="checkbox"/> Lack of support from senior leaders | <input type="checkbox"/> Inability to measure the effectiveness of coaching | <input type="checkbox"/> Coaching is too expensive |
| <input type="checkbox"/> The firm's culture does not support it | <input type="checkbox"/> Concerns over individual or firm confidentiality | |
| <input type="checkbox"/> Lack of understanding about what coaching is | <input type="checkbox"/> Lack of resources to manage coaching | |
| <input type="checkbox"/> Other (please specify) | | |

41. What opportunities do you see for coaching at your firm over the next 12 months?

- | | |
|--|--|
| <input type="checkbox"/> Increased support from senior leaders | <input type="checkbox"/> Increased demand |
| <input type="checkbox"/> Increased awareness of the benefits | <input type="checkbox"/> Positive internal communication |
| <input type="checkbox"/> Improved perception of coaching | |
| <input type="checkbox"/> Other (please specify) | |

* 42. Do you have a coaching program at your firm that you would like to have featured as an example for others as a mini case study in our report?

- Yes
 No

NOTES AND SOURCES

¹ For our 2018 report, our research used, among other sources, NALP data and firm websites and concluded that no fewer than 123 of the Am Law 200 reported using coaching. However, we did not use these sources for this report because of the lack of specificity in the term coaching as it was being used then. For example, the NALP data referenced coaching and/or mentoring. While we believe that more firms are using coaching—in the sense of executive coaching—than our 2020/21 survey has identified, we have erred on the side of caution by clarifying and using data related specifically to executive coaching rather than to other modalities.

² Based on data retrieved up to April 30, 2021

³ *2020 ICF Global Coaching Study Final Report* published by the International Coaching Federation and PricewaterhouseCoopers LLP

⁴ *ICF Global Coaching Client Study Final Report, June 2009*, published by the International Coaching Federation and PricewaterhouseCoopers LLP

⁵ *Measuring ROI in Executive Coaching* by Jack J. Phillips and Patricia P. Phillips, *The International Journal of Coaching in Organizations*, 2005, 3(1), 53-62

⁶ Professor Anthony (Tony) Grant led the Coaching Psychology Unit at the School of Psychology, University of Sydney

⁷ "A meta-analysis is a statistical analysis that combines the results of multiple scientific studies. Meta-analysis can be performed when there are multiple scientific studies addressing the same question, with each individual study reporting measurements that are expected to have some degree of error."
<https://en.wikipedia.org/wiki/Meta-analysis>. As a result of this combined analysis, researchers may identify consistencies in the data to arrive at more reliable, generalized conclusions than a single study provides.

⁸ *The Effectiveness of Executive Coaching: What We Can Learn From The Research Literature* by Kenneth De Meuse and Guangdong Dai, Korn/Ferry Institute, 2009

⁹ *The unsolved value of executive coaching: A meta-analysis of outcomes using randomized control trial studies* conducted by Australian psychologists and academic researchers Daniel Burt and Zenobia Talati, from Murdoch University and Curtin University, respectively. The study was published in *International Journal of Evidence Based Coaching and Mentoring*, Vol. 15, No.2, August 2017

¹⁰ Other relevant studies are:

Does coaching work? A meta-analysis on the effects of coaching on individual level outcomes in an organizational context by T Theeboom, B Beersma and A E van Vianen (2014), *The Journal of Positive Psychology*, 9(1), 1-18

Does executive coaching work: A meta-analysis study by K DeMeuse, G Dai and R Lee (2009), *Coaching: An International Journal of Theory, Practice and Research*, 2(2), 117-134

¹¹ *A Systematic Review of Executive Coaching Outcomes: Is It The Journey or The Destination That Matters Most* by Dr Andromachi Athanasopoulou and Prof. Sue Dopson, February 2018, *The Leadership Quarterly* 29(1)

¹² *A Systematic Review Of Qualitative Studies In Workplace And Executive Coaching: The Emergence Of A Body Of Research* by Erik de Haan, Hult International Business School, *Consulting Psychology Journal*, 71.4, 227-248, 2019

¹³ *The unsolved value of executive coaching*, Burt and Talati

¹⁴ In our 2020/21 survey, we split out the question about effectiveness to address individual and organizational goals separately. In our 2018 survey, in response to the combined question ("Based on your experience, how effective has coaching been in achieving organizational and individual goals?"), 63% of participating firms reported that coaching was extremely or very effective.

¹⁵ *2020 ICF Global Coaching Study Final Report*

¹⁶ *Building a coaching culture: A development journey for organisational development* by Jonathan Passmore and Klaudia Jastrzebska, *Coaching Review*, 2011