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Coaching for Non-Profits in Singapore

**Assessing the impact of the ComPass Leadership Programme:
An Experience and Evidence-Based Impact Assessment**

**In partnership with:
Qua Aliter Associates,
Singapore**

FOREWORD

The Centre for Non-Profit Leadership (CNPL) has always believed in the benefits of coaching especially for those at the leadership level be it in the private, public or non-profit sector. We offer coaching as a follow-up to the ComPass leadership programme which is entering its fifth year. This programme is driven by the core leadership competencies of creating and driving the vision, ability to manage a team and ultimately enabling participants to achieve self-awareness of their personal attributes.

This will allow the leaders to acquire new perspectives into their leadership styles and allow them to consider the motivations of effective leadership. 82 senior practitioners from non-profit organisations (NPOs), including Executive Directors or Directors, have undergone the ComPass programme, and the accompanying coaching platform since it was first introduced. It is thus, timely for us to assess the impact of coaching by using these 82 people as the population for an objective research study.

The findings will also help to enhance the ComPass programme to enable the designing of a reassessment for this group.

To facilitate the research, we collaborated with Mr. Krish Iyer, who has kindly offered his time and professional expertise to develop this White Paper. Krish is the founder and chief catalyst at Qua Aliter Associates, a Singapore-based coaching and change management consultancy. I first met Krish at Enactus, an international NPO that works with leaders in business and higher education.

Krish has previous volunteering experience at Dover Park Hospice and has been heavily involved in volunteerism in the non-profit sector in recent years. With his commercial experience focused on business strategy and transformation, corporate coaching background in organisations such as SAP and possessing an excellent understanding of coaching in the non-profit sector, he is well positioned to offer fresh perspectives and insights for this research.

I, thus, took the opportunity to engage Krish to develop this research in partnership with CNPL for the non-profit sector. As ComPass has been scaled up in recent months and has now adopted an online platform to further the leadership development pipelines and capabilities of NPOs in Singapore, such a study would provide us with valuable insights to enable us to further refine the programme.

I would like to thank Krish and all participants in the survey for their patience and time, without which this study would not have been possible.



Yoon Wai Nam
Chief Executive Officer
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TABLE OF CONTENTS

Executive Summary	6
Background.....	8
The ComPass Leadership Programme.....	9
Information Gathering and Findings.....	11
Coaching: A State of the Art & Practice	17
Conclusions and Recommendations	22
References	25
Appendix	26
About the Author.....	28

Executive Summary

- Coaching as a field of human potential development has been growing in impact over the last few decades. Coaching for leadership development has taken root in the for-profit arena over the last two decades, and is now being seen as an effective means to support leadership in the not-for-profit sector as well.
- This document seeks to assess the impact of the Centre for Non-Profit Leadership's (CNPL) ComPass Development Centre and its assessment-based leadership coaching programme, with the following intents
 - To examine the current state of coaching in non-profit organisations (NPOs) in Singapore
 - To identify successes, best practices and areas for improvement
 - To uncover future key needs and requirementsThe findings from this study will be used as inputs for designing an updated version of the Development Centre, known as ComPass 2.0
- The study was conducted between May 2015 to July 2015 based on qualitative interviews and a survey of the 82 leaders from NPOs who participated in the ComPass programme July 2011 to September 2014. A literature survey of global trends and practices was also conducted to compare approaches and outcomes.
- Some of the key findings from the survey participants are
 - **88%** stated that the ComPass Competency Framework provided them valuable insights
 - **77%** agreed that they would recommend coaching for leadership development for leaders in the non-profit sector
 - **64%** mentioned that coaching positively impacted their leadership development
 - **64%** mentioned that they would like coaching as part of their ongoing leadership development
- In addition the ComPass assessment-based coaching programme is seen to have positively impacted most of the defined competencies, especially
 - Client & Stakeholder Focus
 - Team Leadership
 - Ethics & Values
 - Self-Awareness
 - Self-Regulation
 - Approachableness
 - Compassion
- More than 90% of the leaders interviewed and surveyed affirmed that the coach acted as a good sounding board, and helped them address the "it's lonely at the top" syndrome.
- Based on leadership feedback and survey conducted after the coaching interventions, it clearly emerges that the effects and impact of coaching for non-profit leadership are lasting and sustainable over the longer term.

- There is a very clear demand for coaching as an on-going resource available to the non-profit leadership in Singapore. It is recommended that a clear programmatic intervention be drawn up as part of the ComPass 2.0 programme to provide coaching support as requested by leaders in the non-profit sector.
- It is recommended that CNPL develop a more structured framework for ComPass assessment-based coaching, including more formal criteria and process of empanelment of coaches. This would help limit the variance of outcomes and measurability of impact, and institutionalise coaching as a consistent leadership development resource.
- All the leaders interviewed and surveyed were keen to take coaching to the next level and build a “coaching culture” within their respective organisations. An enhancement within ComPass 2.0 could look at programmes and workshops specifically targeted at helping leaders build this capability within themselves and their managers.
- The need for a peer coaching forum, where leaders come together, share issues and coach one another on best practices and on navigating through topics of common interest is recommended as a possible enhancement for ComPass 2.0.
- Finally, based on an analysis of the recent surveys of a similar nature for coaching in the non-profit sector in United States, it is clear that the CNPL ComPass Development Centre and its assessment-based leadership coaching programme is on par with concurrent efforts in other developed economies. It would be beneficial for CNPL to establish an ongoing exchange of ideas and approaches as it looks to institutionalise coaching as a key leadership development approach going forward.

Background

Coaching is fast becoming a core tool for developing and sustaining effective leaders and building more robust organisations. The Centre for Non-Profit Leadership (CNPL) has been at the forefront of developing and implementing programmes for leadership coaching and mentoring.

CNPL, in collaboration with Development Dimensions International (DDI), psychology professors at the Business School of Raffles College and a team of expert Learning & Development volunteers developed the ComPass programme. ComPass, with its competency framework, is driven by the core leadership competencies of creating a vision, driving the vision, managing the team, achieving the required results and having the appropriate personal attributes.

The programme has been conducted in the period July 2011 to September 2014. ComPass is designed to help non-profit executive directors (EDs) develop skills to effectively deal with current leadership challenges facing the non-profit sector.

This was followed by a structured coaching intervention. Coaches nominated by the International Coaching Federation were contracted to work with the leadership of the non-profit organisations (NPOs) through 8 coaching sessions over the ensuing 4 months.

In 2015, CNPL sought to make an assessment of the current state of coaching in NPOs, with a view to institutionalising coaching as a leadership capability builder for NPOs in Singapore.

The objectives of this assessment were:

1. To examine coaching in NPOs in Singapore
2. To identify successes, best practices and areas for improvement
3. To uncover future key needs and requirements

The assessment output forms the basis for a set of actionable recommendations on building institutional capability and coaching for non-profit leadership in Singapore.

This White Paper is based on the following inputs:

1. In-depth interviews with 8 Executive Directors from various Singapore NPOs
2. Surveys of 82 previous participants of the ComPass programme
3. Literature survey of global practices for coaching in the non-profit sector (See References)

Qua Aliter Associates, a leading change consulting & coaching company in Singapore, was contracted on a pro-bono basis for the purpose of this study. Miss Leena Goh, Programmes Manager (Learning and Development) of CNPL and Expert Volunteer Mr. Krish Iyer, the founder of Qua Aliter Associates, led the interviews and discussions in the period of May 2015 – July 2015.

The ComPass Leadership Programme

1. The Centre for Non-Profit Leadership

With its stated ethos “Creating Phenomenal Leaders”, CNPL originated as Mentoring Partnership International in 2004, championing quality mentoring through training, consultation and research. By 2009, it had broadened its scope to inculcating best practices in leadership for organisations in the non-profit sector, instigating a change to its present name to better reflect its mission of nurturing planned leadership capability for the sector. It registered as a charity in 2010.

The goal of CNPL is to help the NPOs create leadership pipelines and build effective boards. CNPL provides an effective framework that takes a holistic view of supporting Board Members and Executive Directors of NPOs in the area of talent management and its alignment to organisational mission.

CNPL takes a strategic as well as programmatic approach to engage with beneficiary clients. The strategic partnership approach entails engaging holistically with non-profit leaders to achieve leadership outcomes across the organisation while programmes address transitional leadership gaps.

The programmes and beneficiary engagements are designed based on:

- Sourcing - Identifying the right leaders or potential leaders
- Development - Nurturing the leadership journey
- Alignment - Evaluations and assessments to facilitate succession planning

2. The ComPass Development Centre

In keeping with its stated goal of helping the NPOs create leadership pipelines and build effective boards, and support the continuous development of Executive Directors, CNPL, in collaboration with Dr. Monica Walet, Academic Director of the Raffles College of Higher Education and Development Dimensions International (DDI), launched and conducted, in the period July 2011 to September 2014, the ComPass leadership development programme.

ComPass was designed as a comprehensive leadership programme that include a detailed competency framework, Development Centre and 1:1 coaching. Participants were put through a series of assessment instruments, including psychometric assessments and simulation exercises, which were constructed to assess leadership behaviours in all the 12 ComPass leadership competencies.

Participants were required to complete 2 sets of personality assessments; a 180 Degree Feedback (Self) and Leadership Survey. The participant’s direct reports were also asked to provide their ratings and open-ended feedback based on the 180 Degree Feedback form. The personality assessments provided another set of results on their ComPass leadership competencies.

The objective of the Development Centre and the personality assessments was to bring about self-awareness and insight to their personality profile and leadership styles. Participants were provided with their individual ComPass Leadership Report that detailed their ratings from the personality assessments. This was followed up

with coaching sessions by executive coaches, who were assigned by the International Coaching Federation to guide their continuous development post-ComPass.

3. ComPass Assessment-Based Coaching

Upon completion of the ComPass assessment, Executive Directors & Directors from participating NPOs were offered coaching support. Volunteer coaches were made available on a pro-bono basis from ICF's C4C (Coaches for Community) pool. The coaches were then assigned to the various Executive Directors. The coaches were provided with familiarization training on the ComPass assessments and its interpretation. Each assigned coach was then tasked to conduct at least 8 coaching sessions within the ensuing 4 months with his or her designated leader-coachees.

Information Gathering and Findings

1. Survey Outline

To assess the sustained impact and continued benefit of the ComPass programme, detailed inputs from the participants were sought by two distinct means:

1. In-depth interviews
2. Online surveys

2. In-depth Interviews

8 Executive Director and Director-level participants, representing 10% of the total participants of the ComPass programme, were interviewed in the period May 2015 – July 2015. The interviews were conducted, in most cases, at the work premises of the participants and covered the following questions. Please see Appendix, Section 1 for the list of questions used for the in-depth interviews.

3. Online Survey

Using SurveyMonkey, an online survey was sent to the remaining participants. A 21% response rate was secured, higher than the response rate for the US CompassPoint studies referred to earlier.

The questions for the Non Profit Leaders based on the online survey were of two types

1. Statements with a 5-point scale of agreement /disagreement with an option to provide explanatory comments
2. Open-ended questions with an option to provide explanatory comments.

Please see the Appendix, Section 2 for the list of questions used for the On-line Survey Questions.

Fig. 1.0

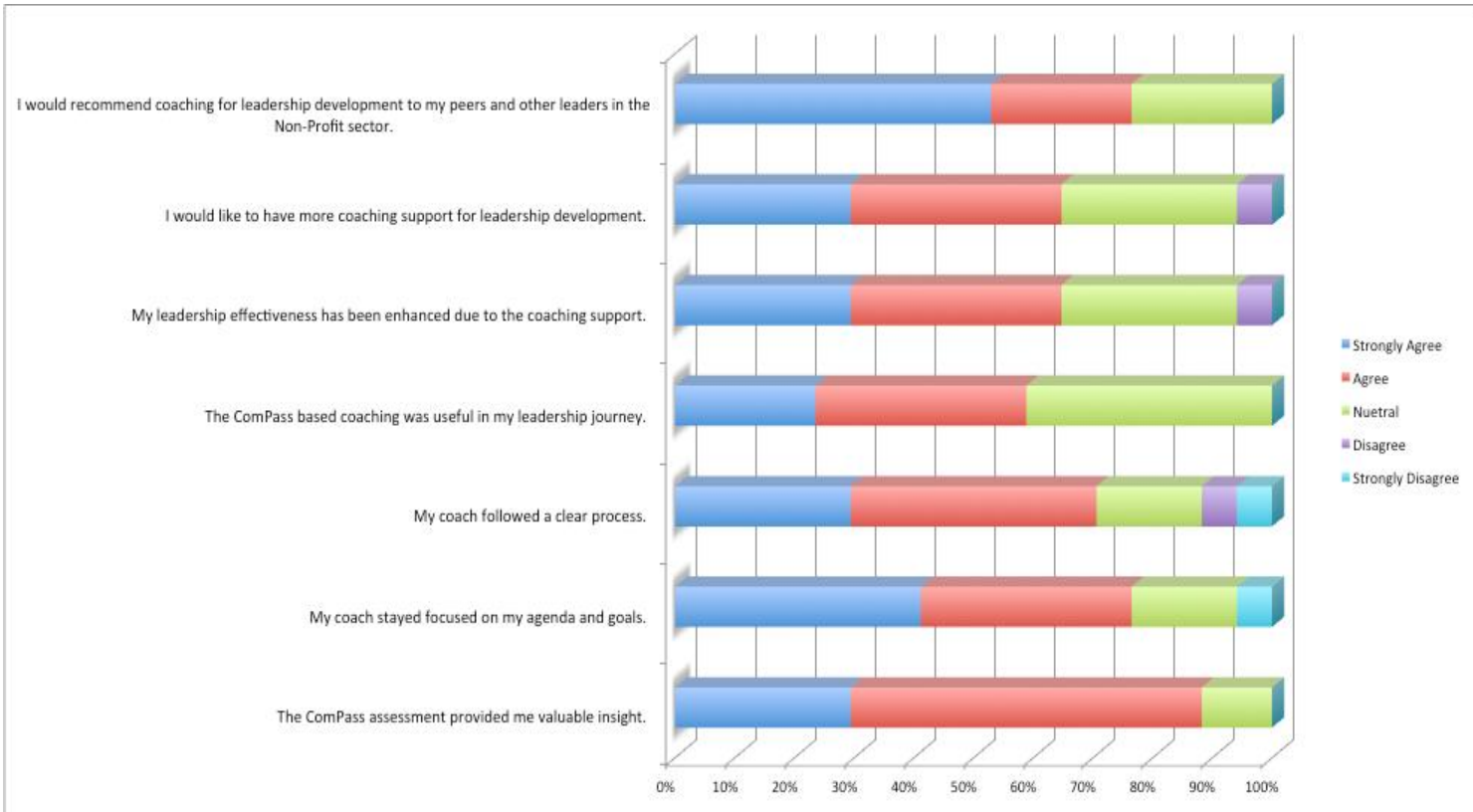


Table 1

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The ComPass assessment provided me valuable insight.	29%	59%	12%	0%	0%
My coach stayed focused on my agenda and goals.	41%	35%	18%	0%	6%
My coach followed a clear process.	29%	41%	18%	6%	6%
The ComPass based coaching was useful in my leadership journey.	24%	35%	41%	0%	0%
My leadership effectiveness has been enhanced due to the coaching support.	29%	35%	29%	6%	0%
I would like to have more coaching support for leadership development.	29%	35%	29%	6%	0%
I would recommend coaching for leadership development to my peers and other leaders in the Non-Profit sector.	53%	24%	24%	0%	0%

1. Feedback and Findings

There are clear common themes emerging from both the interviews and the online surveys and the key findings may be summarized under the following areas.

- Coaching Process & Experience
- Key Insights & Learning
- Articulated Needs & Ideas

- **Coaching Process & Experience**
 - All but one of the respondents reported a positive to very positive experience from the coaching sessions. It is significant to note that most coaches were able to establish confidentiality, build alignment, trust and rapport with the non-profit leader-coachees early on in the process. This is always a vital and critical ingredient to a successful coaching engagement. 76% of the respondents agreed that their coach stayed focused on the coachees agenda and did not resort to unwarranted advice or “telling”.

 - While close to 70% of the respondents agreed that their coach followed a clear process, most coaches were reported to have used their own process of coaching. Though most coaches seemed to have followed the recommended structure of sessions, there had been instances of variation of 3 sessions in some cases. A significant variance in the use of coaching styles and tools seems to have been in evidence.

 - Close to 90% of the respondents of the online survey, and all the interviewees agreed that ComPass provided them valuable insight. Coaches seem to have embedded the findings from the ComPass report implicitly in their coaching interactions.

 - There was no significant preference for coaches with non-profit sector experience, though some leaders did mention this as a “good-to-have”. However, there has been a strong preference in many cases for the coaches to have business experience rather than just an academic certification in coaching.

- **Key Insights & Learnings**
 - Nearly all the participants reported an enhanced self-awareness and help in assisting them to see their ‘blind spots’. Most leader-coachees reported that the coaching helped challenge assumptions and helped them think more strategically as a leader and focused on priorities. Participants reported that their leadership style evolved from more directional to more involving staff in discussions.

 - Close to 60% of the survey participants agreed that the assessment-based coaching through the ComPass programme, helped them with their leadership journey and 64% agreed that coaching had increased their leadership effectiveness.

 - Many leader-coachees believed that coaching would help build organisational culture. Some key leaders reported staff turnover dropped by ½, and reports of team dynamics improved. They also mentioned that it helped build staff

confidence and they are observed to be speaking up more. Some leaders reported that coaching helped them anticipate the responses from their staff.

- More than 90% of the leaders interviewed and surveyed affirmed that the coach acted as a good sounding board. In both the for-profit and not-for-profit sector, it is clear that leaders confront the “lonely at the top” syndrome. Coaching very clearly provides leaders the avenue to address this clearly felt and articulated need.
- A large proportion of the leaders surveyed indicated that coaching helped generate new ideas to deal with all their key constituents and stakeholders, namely their board, their reporting managers and their staff. Some specific notable mentions:
 - ✓ “Coaching helped me dare to change the conversation with my board.”
 - ✓ “Coaching helped me build the confidence in dealing with my board as well as my managers.”
- Based on the qualitative and quantitative feedback provided, the impact of coaching utilising the ComPass competency framework showed that coaching did have a positive impact on most of the defined competencies. (See Table 2.0).
- The only area where coaching seems to have had a limited impact is on the Functional Knowledge competency. This is to be expected, since Functional Knowledge across various non-profits can be varied and in-depth. In addition, the ComPass tool does not assess that competency but it is included as a leadership competency for completeness.

Table 2.0

Competency Area	ComPass Competency	How has ComPass Coaching Impacted Leadership Competency		
		Significant Impact	Moderate Impact	Limited Impact
Create the Vision	Strategic Agility		✓	
	Innovation Management		✓	
Drive the Vision	Strategic Communications		✓	
	Functional Knowledge /			✓
Achieve Results	Decision Making		✓	
	Client Focus	✓		
Team Management	Team Leadership		✓	
	Motivating	✓		
Personal Effectiveness	Ethics & Values Champion	✓		
	Self Awareness	✓		
	Self Regulation	✓		
	Approachable	✓		
	Compassion	✓		

- **Significant Impact:** More than 70% of the leaders interviewed saw a change in themselves in this competency.
- **Moderate Impact:** 40- 70% of the leaders interviewed saw a change in themselves in this competency.
- **Limited Impact:** Less than 40% of the leaders interviewed saw a change in themselves in this competency.

- **Articulated Needs & Ideas:**

- a. More than 64% of the survey respondents and all of the interviewed leaders expressed the need for more systematic coaching as a regular program offering.
- b. Many leaders expressed the need for the coaching of direct reports, and/or talent focused coaching. This was expressed as a key leadership requirement in the changing scenario of today. Many leaders expressed that they would

like to infuse coaching into their current armoury of skills. Many were conscious that the paradigm of leadership “by telling” of directive leadership was not adequate in today’s context. Many articulated the need to inculcate coaching mind-sets, approaches and skills into their leadership practice.

- c. In the same context, it was felt that using coaching skills for a varied and complex set of organisational realities, for example
 - to manage a mixed workforce of millennials and elders,
 - to build strong alignment among middle managementwould not only help them attract and retain the right talent but would also help to make the staff more responsive, more engaged and more purpose-driven.
- d. The topic and need for sharing of best practices, success stories in the sector, and creating a platform for networking on common issues of professional and operation interest were articulated very strongly. This points to a strong expression for the need for facilitated peer-to-peer coaching.
- e. Some of the other areas highlighted where the leaders believed coaching could help are as below:
 - i. Coaching to manage managers and support groups
 - ii. Coaching for change management
 - iii. Coaching for team building (team coaching)
 - iv. Coaching for strategic & work planning
 - v. Coaching for my Directors so that they can better supervise their staff
 - vi. Coaching for continued self-growth and effectiveness
 - vii. Coaching for integration of information into action
 - viii. Coaching for stress management
- f. Most leaders felt that while there is a need for an overall coaching framework, the leader and coach should have the flexibility to frame and customise the focus of the coaching engagement to meet both personal and organisational agendas.
- g. Some of the leaders also expressed the idea of cross-pollinating experiences – i.e. non-profit leaders exposed to coaching for-profit leaders and vice versa.

Coaching: A State of the Art & Practice

Coaching as a field of human potential development has been growing in impact over the last few decades. Coaching for leadership development has taken root in the for-profit arena over the last two decades, and is now being seen as an effective means to support leadership in the not-for-profit sector as well.

As with any area in the arena of human development, there are several definitions of coaching, and several practices to address various coaching situations and needs.

“The International Coaching Federation defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today’s uncertain and complex environment” Source: ICF FAQ’s

The approach that resonates the most in today’s context views coaching as a developmental process that builds a leader’s capabilities to achieve professional and organisational goals. The developmental process starts with the leader as an instrument of change and this leader is then able to bring others along for a similarly positive change.

A leading US non-profit consultancy based in the West Coast, CompassPoint Non-Profit Services (no connection and not to be confused with CNPL’s ComPass Development Centre) ran extensive surveys on the state and need for coaching in US non-profits, concluding that “Executive coaches assist the executive in learning about herself, her interpersonal relationships, and her styles of learning, leading, managing people, making decisions and managing conflict”.

Coaching for leadership, in essence, both in the for-profit and not-for-profit sectors:

- Helps leaders identify and build upon their strengths and internal resources.
- Addresses the gap between where a person is and where that person wants or needs to be.
- Fosters awareness, accountability and action, resulting in improved performance.
- Allows for self-awareness, insights and deeper learning.

1. Coaching Clarified and Compared

The term “coaching” is often confused with and used loosely to mean one or more similar approaches to human potential development. While training is clearly understood as an approach to impart skills, coaching is a means to ensure that demonstrable behaviours follow to allow those skills and competencies to be displayed. Coaching as an approach is quite often confused with “mentoring”, “consulting” and “therapy”, and some even consider “coaching” to be a form of “managing”. The essential differences, and therefore the essence of coaching are highlighted below.

Distinctions between Coaching & Other Disciplines

Considerations	Therapy	Mentoring	Managing	Consulting	Coaching
Focus of Work	Deals mostly with a person's past and trauma, and seeks healing	Deals mostly with success and succession training to help the one being mentored to do as the mentor does	The organization and coordination of the activities of a business in order to achieve defined objectives.	Deals mostly with problems and seeks to provide information (expertise, strategy, structures, and methodologies) to solve problems.	Deals mostly with a client's present and seeks to guide the client into a more desirable future.
Relationship	Doctor: patient relationship (Therapist has the answers)	Older/wiser: Younger/ less-experienced relationship (Mentor has the answers)	Supervisor: subordinate relationship (Manager has the answers)	Expert: Person with problem relationship (Consultant has the answers)	Co-create equal partnership. (Coach helps client discover own answers)
Emotions	Assumes emotions are a symptom of something wrong	Is limited to emotional response of the mentoring parameters (succession etc.)	Is limited to emotional responses as relates to work performance within the organizational context	Does not normally address or deal with emotions (informational only)	Assumes emotions are natural and normalizes them
Process	The therapist diagnoses and then provides professional expertise and guidelines to give the client a path to healing	The mentor allows student to observe mentor's behaviour, expertise; answers questions; provides guidance and wisdom for the stated purpose of the mentoring	Setting objectives, planning, organizing, leading, controlling, and communicating. Also includes team and individual development.	The consultant stands back, evaluates a situation and then tells the client the problem and how to fix it.	The coach stands with the client, and helps the client identify the challenges. They then work together to turn challenges into victories. The client is held accountable to reach his or her desired goals.

Source: Modified from Williams, Patrick and Anderson, Sharon K. (2006). *Law and Ethics in Coaching: How to Solve and Avoid Difficult Problems in your Practice*. New York: Wiley.

2. State of Coaching Globally

The "Coaching Across the Globe 2013" report by Frank Bresser Consulting & Associates (www.frank-bresser-consulting.com) makes the following points when looking at the latest developments in coaching globally

1. Coaching is a global and growing phenomenon, with fastest growths occurring in Asia, Latin America and the Caribbean.
2. Coaching quality being a significant factor for organisations adopting the coaching business case.
3. Coaching is increasingly diversified both in cultural reach as well as coaching forms.
4. Technology is playing a greater role in delivering coaching remotely via the Internet and web-conferencing.

5. The coaching industry continues to evolve with International Coaching Federation (ICF), AC (Association for Coaching) and EMCC (European Mentoring and Coaching Council) being the leading international coaching bodies.
6. The industry is seen to be evolving via a bottom-up “best practices” approach rather than a top-down “formal regulation” approach.

From a quantitative perspective there are about 43,000 – 44,000 business coaches operating in the world, as per this report. Europe, North America and Australia, with 20% of the world’s population, comprise 80% of all the business coaches in the world. Asia holds 10% of the world population of business coaches, with a bulk of these (55%) in Japan and Korea.

A study on the impact of coaching on leadership showed that coaching has definite impact. Both the Executive Directors and coaches generally see that coaching has positive effect on the goal areas of the Executive Directors.

Goal Area		Mean change in goal areas	
		Executive Director	Coach
Leadership Skills & Confidence	3.67	3.25	
Relationships with staff & board	3.33	3.25	
Management Skills	3.11	3.57	
Personal-professional balance	3.00	2.50	
Stress Reduction	2.89	3.17	
Time Management	2.78	2.29	

- *Scale for effectiveness measurement is 1:no effect, 2: modestly positive effect, 3: moderately positive effect, 4: very positive effect*
- *Source: Helping Leaders Help the World: Executive Coaching in a Non-Profit Context, Jessica B. Elders Teach For America, Columbia University Paper*

3. Coaching in Singapore

As per the 'Coaching Across the Globe 2013' report by Frank Bresser Consulting & Associates (www.frank-bresser-consulting.com), Singapore has been recognised as one of the fast growing and leading adopters of coaching in Asia. Singapore has one of the highest coach densities in Asia of 1:32000, and professional one-to-one coaching is widely accepted and used as a business tool. As per the study, Singapore has in the range of 400-500 qualified coaches.

The study also commented that coaching in Singapore tends to be very results-focused, and that there is a strong need for coaching to work within the Asian cultural context of learning and leadership¹. According to the study, despite a number of professional coaching associations being present and active in Singapore, (The Asia Pacific Alliance of Coaches, International Coaching Federation Singapore, International Association of Coaching) many professional individuals do not put coaching on the same footing as law, medicine, engineering, architecture, etc. To quote the report, ***“Practically worth highlighting is the development of coaching in Singapore. The government of Singapore is well known for identifying best practices across the globe and implementing them in their city-state. Coaching was already growing in Singapore in 2009 and still in early 2013. This is because not only numerous companies, but also the government/public authorities have strongly adopted coaching.”***²

4. Coaching for Non-Profits: A Global Perspective

While coaching is an emerging approach for leadership development for non-profit leaders, even in the West, a survey of the literature indicates that the body of work in this area is growing significantly. Statistical surveys and anecdotal evidence alike support coaching as a great instrument for advancing non-profit leadership and improving non-profit organisational effectiveness.

Some of the key findings of the US based CompassPoint survey on the status of coaching for US Non-Profits are as follow:

- Leaders widely agreed that coaching met and often exceeded their expectations. Satisfaction with the coaching experience scored 4.6 on a scale of 1 to 5
- Key findings – Leadership
 - Increased confidence in exercising leadership
 - Improved ability to connect with the organisation’s vision
 - Increased confidence in leading the organisation toward fulfilling the vision
- Key findings – Management
 - Increased task completion and productivity
 - Improved personnel management skills
 - Better relationships with staff and Board of Directors (e.g. communication skills)
- Organisational impact & improvement
 - Areas related to organisational mission and vision
 - Clarity of decision-making processes & roles & responsibilities of staff

¹ Global Coaching Survey 2008/2009, Pg73, Frank Besser Consulting (www.frank-besser-consulting.com)

² Coaching Across the Globe, Part I, Latest Developments to 2013 (www.frank-besser-consulting.com)

- Organisation's fundraising capacity & financial stability
- Organisational effectiveness including communication & teamwork

- Impact on attitudes, beliefs and on personal life
 - Increased effectiveness at balancing the demands of their personal and professional lives.¹
 - Increased confidence at work which resulted in increased happiness at their jobs, better developed interpersonal skills, and feeling more positive in personal lives and relationships
- Impact on job satisfaction, tenure & turnover of Executive Directors
 - Coaching helped reduce stress and burnout
 - Overall job satisfaction increased
 - Level of dedication to working in non-profit sector re-affirmed

Coaching remains to be an underutilised resource. Apparently, well over 60% of non-profit leaders who want leadership coaching are not getting it. In various surveys, 89% of non-profit leaders (Wolfréd, Bell and Moyers, 2001) and 71% of foundation funders (BTW Consultants Inc. 2006) are in favour of executive coaching to promote leadership development. Yet, only 6% (BTW Consultants Inc. 2006) to 31% (Curran, 2008) of non-profit leaders have received coaching services in the past few years.

It is pertinent to highlight that the research findings on the state of coaching for non-profits in countries like the US, for which survey literature is available, are very similar and in line with the Singapore experience in the non-profit space.

Conclusions and Recommendations

Based on the feedback received both in the interviews and the online surveys, and comparisons with the state of coaching for non-profits in other key markets such as the US, the following conclusions and recommendations have been drawn.

1. Conclusions

- Consistent with the experience in the West, the non-profit leadership in Singapore is looking towards coaching as a resource methodology and support to help leaders navigate through the changing needs of an evolving sector.
- The non-profit leadership has received the coaching support that followed the ComPass programme and personality test very positively. Most would like to have coaching available as an ongoing resource.
- The benefits of coaching are very much in evidence in the various leadership organisational development areas, specifically with positive impacts on
 - Leadership & management approaches
 - Stakeholder engagement
 - Self-awareness, attitudes & beliefs
 - Tenure & turnover
- It is very clear from the individual recollections and the specific positive attributions made by the non-profit leaders that, two years after the coaching interventions, the effects and impact of coaching are lasting and sustainable over the longer term.
- There exists a wide variation in both approach and session structure followed by the individual coaches, perhaps due to individual coach backgrounds, learning journeys and experiences.
- While most leaders were positive in continuing the coaching journey for themselves, all of them would also like to take it to the next level and were very keen to build a “coaching culture” in their organisations.
- The need for a facilitated and structured peer-to-peer coaching on specific and relevant common topics of non-profit leadership was another recurring request that surfaced in the study. The call is for more than just a networking event.

2. Recommendations

- **Establish coaching as an institutional capability**
 - There is a very clear need to have coaching as an ongoing resource available to the non-profit leadership in Singapore. It is recommended that a clear programmatic intervention be drawn out as part of a possible ComPass 2.0 programme to provide coaching support as required for leaders in the non-profit sector.
 - It might be useful to structure a more formal criteria and process of empanelment of coaches, and collaborate with organisations like the International Coaching Federation C4C (Coaching for Community) practice to set this up.
 - Some of the suggested criteria that could be used for consideration in empanelling coaches may be
 - Coaching skill & experience
 - Questioning/Listening Skills
 - Ability to Establish Rapport
 - Cultural Fit
 - Ability to Challenge-cum-Support
 - Ability to Synthesize Information
 - Ability to Generate Insights
 - The empanelled coaches need to be contracted to provide their services on a suitable “low-bono” basis, with the coaching costs being shared by CNPL and the NPO drawing the services of the coach.
 - Coaches operating under ComPass 2.0 need to be provided with a ComPass coaching framework under which they would then structure the individual coaching engagements. The purpose of the coaching framework would be to establish clear starting points, milestones and end points for the coaching engagement. This would help
 1. Establish a standardised level of approach while allowing for a wide variety of individual coaching styles.
 2. Serve as a roadmap for the non-profit leadership coachees, and allow them to better align their learnings to expected outcomes.
 3. Allow for a broader assessment of the impact and outcomes of the coaching investments made.
- **Develop a Peer Coaching Platform for Non-Profit Leaders**
 - As voiced consistently by the non-profit leaders, a facilitated and structured forum for leaders to come together, share and coach one another on best practices and navigating through issues and topics of common interest would be a key value add from ComPass 2.0.
 - It must be made clear that this is not a “networking” forum. The need expressed is not to “meet and greet”, but to spend quality time amongst a set of trusted peers and mentors to discuss pre-decided topics on hand.
 - The peer coaching sessions need to be facilitated, moderated and conducted as structured team coaching workshops, by experienced external coaches adept at coaching teams and facilitating goal-oriented group workshops.
 - The non-profit leadership peer-coaching platform could be set up as a self-organizing entity, with CNPL providing the digital collaboration space to help the leader voice and select topics for discussion.

- **Inculcating a coaching mind-set amongst non-profit leaders.**
 - Given that many of the non-profit leaders expressed the desire to infuse coaching for their management and staff in their organisations, it would make sense to identify such early-adopters and help them build their coaching muscle.
 - These “Leader-Coaches” and “Catalysts” would then be able to spread a culture of coaching via their interaction with peers, as well as a planned and deliberate communication programme devised by CNPL to share the successes and the best practices amongst the non-profit community in Singapore.
 - It is therefore recommended to develop and conduct, as part of ComPass 2.0, a series of workshop designed to inculcate the coaching mindset amongst the non-profit leaders in Singapore.

- **Establishing a coaching connect with non-profit coaching efforts**
 - Finally, based on an analysis of the recent surveys of a similar nature for the coaching in the non-profit sector out of the US, it is clear that the CNPL ComPass Development Centre and the consequent assessment-based leadership coaching program is on par with concurrent efforts in other developed economies. It would be beneficial for CNPL to establish an ongoing exchange of ideas and approaches as it looks to institutionalize coaching as a key leadership development approach going forward.

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Appendix

1. List of Interview Questions
2. On-Line Survey Questionnaire

1. List of Interview Questions :

- Interview questions for the Non Profit Leaders
 1. *Have you experienced coaching as a part of your professional leadership journey? If yes what would you say were the top 3 benefits that you derived due to the coaching engagement? What was the benefit to your organization?*
 2. *What were the key needs based on which the coaching engagement was structured?*
 3. *Were the roles and responsibilities of the stakeholders in the coaching engagement clearly laid out? If yes, please highlight what worked well, if no, please highlight what didn't.*
 4. *Did the coach run an orientation question for you to explain his/her coaching philosophy, ethics and process? If yes, please elaborate.*
 5. *What attributes of the coach, would you say, helped you to derive the benefits you sought from coaching.*
 - a. *Ability to build trust*
 - b. *Being present in the moment*
 - c. *Being aligned with your agenda*
 - d. *Listening skills*
 - e. *Questioning Skills*
 - f. *Testing your assumptions*
 - g. *Reframing as required*
 - h. *Being challenging yet supportive*
 - i. *Business acumen*
 - j. *Structured process*
 - k. *Learning devices used*
 - l. *Others*
 6. *How were the coaching engagement and sessions structured? What would you change if you were to redo them?*
 7. *How did the process of goal setting work for you?*
 8. *How did the coach help you with follow up actions?*
 9. *How are you using the outputs of your coaching session in your day-to-day leadership and management?*
 10. *On a scale of 1 – 10 would you recommend other leaders from non-profit organizations in Singapore to use coaching as part of their personal and professional development? Can you please elaborate the reason for your response?*
 11. *If you were to design a coaching program for leadership in non-profit organizations in Singapore, what do you think are the most important factors to keep in mind?*

2. On-Line Survey Questionnaire

- 5-Point Scale Statements
 1. *The ComPass assessment provided me valuable insight.*
 2. *My coach stayed focused on my agenda and goals.*
 3. *My coach followed a clear process.*
 4. *The ComPass based coaching was useful in my leadership journey.*
 5. *My leadership effectiveness has been enhanced due to the coaching support.*
 6. *I would like to have more coaching support for leadership development.*
 7. *I would recommend coaching for leadership development to my peers and other leaders in the Non-Profit sector.*

- Open-ended Questions
 8. *Please highlight 3 areas that coaching helped you lead your organization more effectively. 1.*
 9. *Please highlight 3 areas of current need that you think coaching can help you and/or your organization.*
 10. *Please highlight 3 suggestions / recommendations of what you would like to see addressed in the next version of the ComPass coaching program.*

About the Author



Krish Iyer is the founder and chief catalyst at Qua Aliter Associates, a network of professionals who help unlock individual, team and organizational potential to maximize performance.

A significant part of his career has involved being a catalyst for organizational growth, innovation and strategic change, working with cross-cultural and cross-functional teams. In his years as an executive with 3M, Praxair, Satyam and SAP, he has been appreciated for his high-energy creative professionalism, a strong drive for results, a proven ability to work across cultures, and the highest integrity and people focus.

Leveraging a variety of methodologies, capabilities and techniques, which include business transformation, appreciative enquiry, design thinking, and facilitated brainstorming, Krish drives a coaching-consulting approach with leaders and teams, as a thought-cum-action provoking, and creative partnership to realize their personal and professional potential.

Krish has an Advanced Coaching Certification from the Teachers College, Columbia University, in addition to his International Coach Federation (ICF) credentials, and successfully melds the scientific and academic rigor of the Columbia Coaching Foundations, with his deep and varied business acumen and his unique energy and style, to deliver comprehensive and effective transformational engagements to his clients, whether as individuals or teams.

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