

# The CoachHub Global Survey: Business Trends in Coaching 2023



# Foreword

Coaching has truly hit its stride in the 2020s. From its early beginnings as an organizational intervention around the turn of the millennium, to “The Wild West” of executive coaching (Sherman & Freas, 2004), and into a proliferation of coaching research studies (Jones, Woods, & Guillaume, 2015; Theeboom, Beersma, & van Vianen, 2014), coaching has come of age. It is now widely respected as a transformational solution, underpinned by science and research.

The 2020s also accelerated a growing trend in the increased use of online delivery. Coaches and clients have been switching from the inconvenience and cost of face-to-face sessions to blended or fully virtual coaching delivery. The impact of COVID-19 further accelerated this trend, and **the evidence shows that most coaches and clients recognise the benefits of virtual delivery** (Passmore, 2021).

This study of business buyers aimed to explore the current environment and potential future of coaching from the perspective of the coach commissioners: What do buyers think and feel about the role of coaching to help them deliver their people strategy? What are their future intentions and expectations?

First, the evidence from this study tells us that **for the majority of businesses, coaching has become an integral part of their learning and development offering**. Second, they expect the use of coaching to grow during the next 12 months. Third, they see the potential of coaching as a solution for a host of business challenges such as addressing leadership development, diversity, equity and inclusion and supporting the delivery of organizational transformation.

Much has been discussed about how to measure the impact of coaching. Sadly, over the past decade this debate has been dominated by the arms race of ‘Return On Investment’ (ROI), with claims and counterclaims of larger and larger ROI. The reality of ROI is that it is at best an estimate and provides only a rough heuristic because much depends on what sectors, management levels or assumptions are included in the formula. This explains why there is such variation in ROI claims. However, the evidence from **this research suggests buyers have moved on from this ‘estimate’ based approach, and wish to dive deeper into evidence-based metrics** tracking goal attainment, retention rates, promotions and behavioral change.

The study also cast its eye forward to imagine how coaching may be changing towards 2030: What role is there for AI, VR and coach bots in the delivery of coaching? Here, the message was more mixed. One standout was the perceived value that buyers saw in coach bots as a tool to support development.

In conclusion, the results of this study confirm that **coaching has become an integral part of organizational training and development for the modern organization**. Growth looks set to continue into the mid-2020s, as coaching plays its part in helping organizations become more agile, navigate global economic change and support their employees.



**Prof Jonathan Passmore**  
SVP Coaching, CoachHub

## CoachHub

CoachHub is the leading global talent development platform that enables organizations to create a personalized, measurable and scalable coaching program for the entire workforce, regardless of department and seniority level. By doing so, organizations can reap a multitude of benefits, including increased employee engagement, higher levels of productivity, improved job performance and increased retention.

Find out more at [www.coachhub.com](http://www.coachhub.com)

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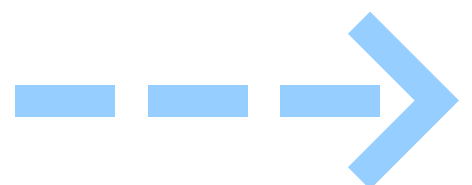
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# Introduction

In recent years, coaching has become a major trend in the learning and development space for organizations of all sizes and industries. From in-person executive coaching for the C-Suite to digital coaching for high potentials at any level, coaching has emerged as an impactful solution for individuals and organizations. Coaching impacts employee engagement, well-being and retention, which are critical in a highly competitive global job market. As a result, the demand for coaching has increased rapidly on a global scale, making it the second fastest growing sector in the world (Venkatesh, 2019) with a value that is expected to increase from \$15 billion USD in 2019 to \$20 billion USD in the next few years (Willis, 2021).

The results of this comprehensive global survey provide insights into the key priorities and business changes faced by purchasers of coaching solutions as well as what challenges and opportunities they expect coaching to address. Results also include a look into the future of coaching in terms of anticipated use case priorities and alignment with coaching innovations such as artificial intelligence (AI) and virtual reality (VR). Finally, the survey addresses the factors that influence the buying process, including expanded access, budget considerations and overall impact.

The survey was completed in summer 2022, and open to all buyers and potential buyers of coaching solutions for organizations. Data was gathered from respondents representing over 600 organizations across 42 countries and 19 industries/sectors, making this the largest buyer survey of its kind in coaching.

## Objectives

The goal of this report is to provide information regarding:

1. Global business changes and key priorities companies are focusing on in the current business climate and how coaching could support those challenges.
2. Trends in coaching worldwide as well as insights into anticipated future possibilities and use cases.
3. Investment and budgetary considerations for coach buyers and how the impact of coaching is measured.

# Executive Summary

46%

Organizations want coaching to help with continued professional development

89%

Organizations predict a 1% to 10%+ increase in coaching investments over the next 12 months

47%

Organizations plan to reskill and/or upskill people to support business changes

## Global business changes:

Navigating digital transformation and culture change.

### The results from this study indicate:

- Businesses are currently focusing on the following themes: digital transformation, the shift to hybrid or flexible work and culture change.
- Coaching is a key strategy for addressing these changes through use cases such as leadership development (first-time leaders through to executives), employee well-being and women and/or inclusive leadership.
- Using coaching in these areas could contribute to efforts to reskill and upskill various levels of leadership as well as drive culture transformation both from the top-down and bottom-up.

“Coaching optimizes senior leadership capacity and potential. One conversation at a time, a leader’s awareness, confidence, influence and impact can be taken to better heights”

**Sahithi Piyasena**

Senior Manager Leadership Development

/ Psychologist, Deakin University





## Coaching trends:

Multi-level leadership development to meet the needs of today and tomorrow.

### The results from this study indicate:

- Coach buyers believe that multi-level leadership development is a strategic imperative for meeting the business challenges of today as well as the anticipated needs of tomorrow.
- The majority of those receiving coaching are mid- to senior-level managers, indicating that the democratization of coaching throughout an organization could meet the described business changes as well as help fuel the shifts required for the future.
- Coach buyers are also looking ahead to new trends such as group and team coaching as well as the role of artificial intelligence (AI) and virtual reality (VR) to meet predicted business needs.

## Budget and impact:

Increasing investments and tracking impact.

### The results from this study indicate:

- Decisions in organizations involve a multiplicity of factors, which include but are not limited to the cost of coaching.
- The vast majority of coach buyers predict an increased investment in coaching over the next twelve months, with increases of one to 10% (51%) and 10%+ (38%).
- Results indicate that the top metrics used to measure coaching impact include coachee goal attainment, satisfaction with coach, learning new behaviors, self-efficacy and engagement.

“The global changes since the pandemic mean there are challenges around recruitment and managing a remote workforce - often with young or inexperienced managers - so it’s doubly challenging to help them manage well. Coaching helps motivate them and make them feel supported when they lack confidence or experience. It can help give them the ability to realise their capabilities so that they perform better. The budget is about getting a return on investment in a reasonable payback period. Coaching can have an instant impact which grows with more exposure and so the return on investment starts quickly and the impact on performance starts and builds quickly.”

#### **Catrin Asbrey**

Global HR Director UK, Europe, APAC, USA  
Creo Medical

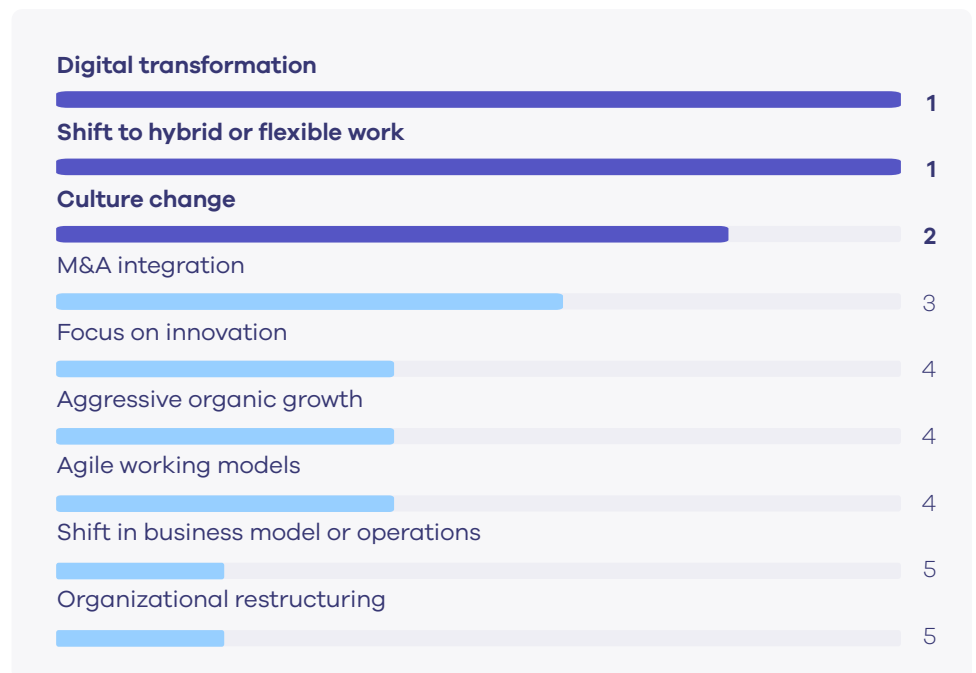


# Global business changes: Key challenges and opportunities

World events over the past few years have irrevocably changed 'business as usual' in nearly every sector of the global economy. Industries are rapidly transforming as economic pressures are mounting from rising energy costs, economic uncertainty as a result of growing inflation and challenges from employee retention. Leadership has also been challenged to rethink priorities and processes in order to accommodate flexible work arrangements, changes to consumer expectations and a call for increased diversity, equity and inclusion at all levels. As organizations take steps to adapt to the new world of work, this study sheds light on the key business changes that are being felt across the globe and what organizations are doing to address them.

Results indicate that, regardless of industry, organizations have been facing similar business changes and are focused on common key future priorities. For example, organizations report being most interested in making changes in the areas of digital transformation, the shift to hybrid and flexible work and culture change.

## 1. Ranking of most significant business changes faced by organizations





The top strategies being used to support those business changes include reskilling and upskilling (47%), restructuring of the workforce (37%), increasing talent mobility/internal hiring (36%), and focusing on engagement and retention (35%).

## 2. Top strategies used to support business changes



We plan to reskill/upskill people **47%**



We plan to restructure/reorganize our workforce **37%**



We plan to increase internal recruiting/talent mobility **36%**

We plan to focus on engagement and retention **35%**

We plan to increase external hiring **27%**

We plan to eliminate redundancies **27%**

We plan to increase diversity of our workforce **24%**

Other **1%**

\* Respondents could choose multiple options

Coaching is a key strategy that many organizations are leveraging to execute against these priorities. While there are some top areas where coaching is being utilized more, respondents clearly recognize the versatility of this intervention. The top areas where coaching will help drive transformation continue to trend around leadership development at several levels, but it also appears that other use cases are on the rise. Among the top 10 use cases, employee well-being (28%), women in leadership (24%) and inclusive leadership (22%) are all areas that buyers see the potential for coaching as a tool to deliver change. Coaching in these areas could contribute to efforts to reskill and upskill various levels of leadership as well as drive culture transformation both from the top-down and bottom-up.





“We chose to partner with CoachHub to support our future female talent programme because of the flexibility of their platform and diversity of accredited coaches. We specifically wanted to focus on a strengths-based approach which CoachHub could accommodate with ease to really build coachee confidence and reinforce the learnings from the programme as a whole, ensuring we had a rich pipeline of top female leaders in years to come”

**Sally Glover**  
Head of Talent, EBRD

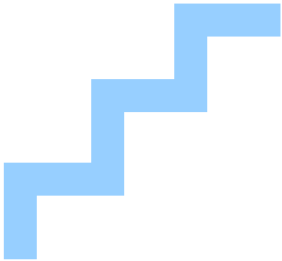


### 3. Reported use cases organizations want coaching to support



\* Respondents could choose multiple options

# Coaching trends: Addressing the challenges of today and anticipating the needs of tomorrow

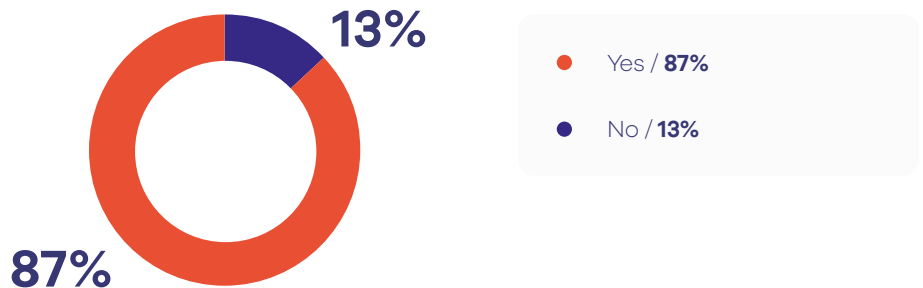


As organizations search for solutions to meet their current and projected business changes, coaching has emerged as both a cost-effective and impactful offering to employees. Through coaching, individuals can address the key concerns of the business—such as digital transformation and culture change—in a personalized manner. Coachees can also identify areas for professional growth—including leadership development and managing teams in a remote or hybrid work environment.

While professional coaching is not a new offering, in the past it has primarily been in-person and reserved for C-suite and senior leaders due to cost and logistics. Respondents shed light on the ways in which coaching is currently being used across organizations, as well as insight into learning and development trends that coaching is poised to address in the future.

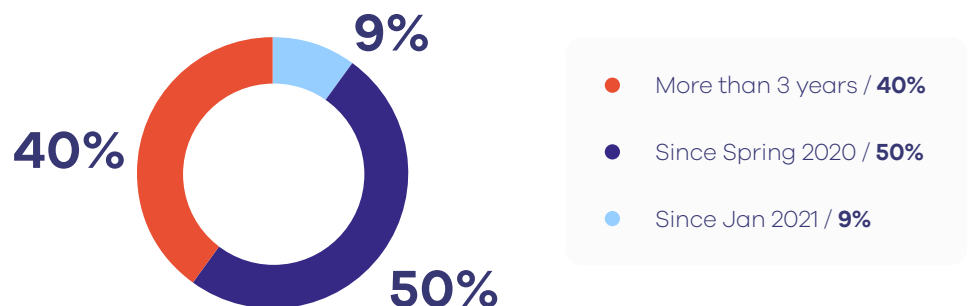
## Current trends

### 4. Number of organizations currently using coaching



Nine out of 10 companies have been using coaching for more than 2 years

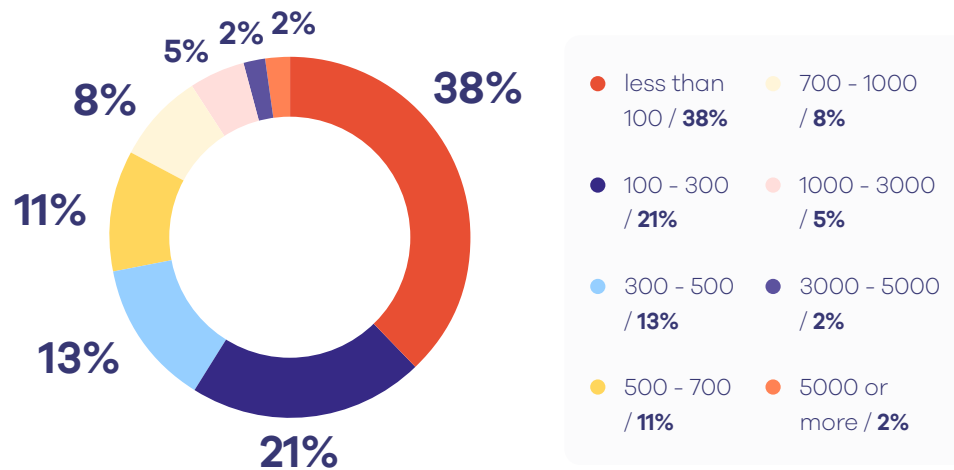
### 5. When organizations started using digital coaching



A majority of respondents in this survey already made use of some kind of coaching for their employees (87%). Forty percent of those have used digital coaching options for more than three years and 50% started using digital coaching options around the spring of 2020—coinciding with the onset of COVID-19 lockdowns in the Western Hemisphere.

**Four out of 10 companies already offer coaching to 300+ people**

**6. Number of employees that engaged in coaching in the past year**



“Our research of CEOs across Australia found the top challenges for business over the next three to five years are maintaining culture, connecting with and understanding customers, attracting and retaining talent, and regenerating innovation. These diverse challenges demand new skills and mindsets and coaching is key to provide insights and learning for change so that people can rise to these challenges.”

**Letitia Hope**, Partnership Specialist, ISPT



**7. Populations of people that engaged in coaching**



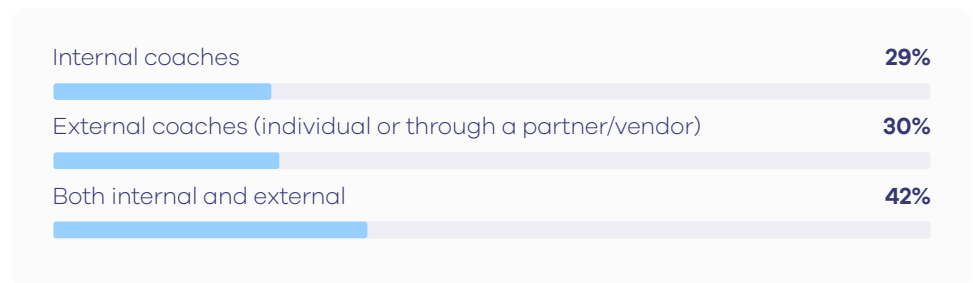
\* Respondents could choose multiple options



Thirty-eight percent of those who offered coaching reported that fewer than 100 of their employees received coaching in the past year. A majority were mid- to senior-level management (38%), executive leadership (34%) or frontline leaders (32%). This indicates that much opportunity remains to democratize coaching by providing this resource to not only more employees but also to more diverse role populations. Given the business changes described by respondents, bringing a powerful developmental and change intervention like coaching to more people can help fuel the shifts required for the future.

Additionally, regardless of industry, internal and external coaching offered together is the most widely used strategy (42%). And while face-to-face coaching remains in the lead as the most used method of delivering coaching (34%), online or digital (video enabled) has rapidly grown to represent 30% over the past three years.

### 8. Type of coaching currently offered

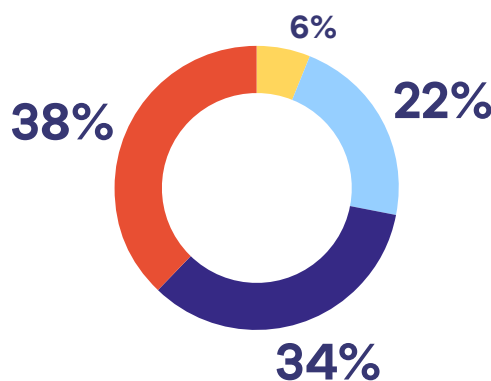


“Coaching our team members keeps our KPIs consistently strong. We use their year-to-date results to help stem growth and ensure they understand the potential they all have. This helps our team members to be accountable for their selling styles.”

**Mary Maroud**, Regional Store Manager, Pandora



### 9. Method of coaching delivery by external partners



- Face-to-face (physically present) / **38%**
- Online/digital (video enabled) / **34%**
- Virtual (phone enabled) / **22%**
- Asynchronous messaging (web chats/digital messaging/texts) / **6%**

## Future trends

In 2023 and beyond, buyers would like to see coaching help with continued professional development (46%), performance increases (45%) and learning new skills (42%). This indicates that coaching is expected to help address key business changes by providing opportunities for employees to further their development and upskill, both of which help with performance increases. On the heels of the top three coaching focus areas, buyers would also like to see help with shifting behaviors and mindsets (38%) as well as retaining talent (37%). These areas would also support initiatives around the shift to hybrid, flexible work and culture change.

### 10. Top areas organizations want coaching to address

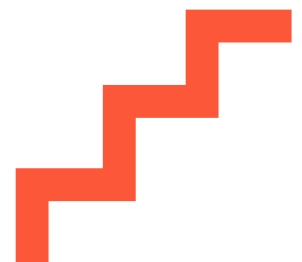


\* Respondents could choose multiple options

While most industries identified coaching as useful in all of these use cases, there were unique differences in the top two to three most selected by individual sectors.

### 11. Differences in the top represented industries for use cases of coaching

	Banking and insurance	Consulting/ professional services and business services	Manufacturing	Retail and consumer goods	Tech and software
Shifting behavior and mindset	✓		✓		✓
Continuing professional development	✓	✓			✓
Retaining talent	✓	✓			
Learning new skills	✓				✓
Accelerating role-readiness for new hires			✓	✓	
Increasing performance				✓	
Identifying emerging talent		✓			
Supporting talent mobility			✓		✓
Enhancing employee well-being		✓		✓	



Additionally, large percentages of respondents predicted that team coaching, group coaching, and the development of coaching skills for managers would **see moderate growth from one to 10%+ over the next 12 months.**



### **85% Team coaching**

Team coaching is for people who work together in a team and share a common goal or purpose (e.g., an accounting team).



### **83% Group coaching**

Group coaching is for a group of individuals who do not work together in a team, but who share a common theme (e.g., participants in a leader development program or staff returning from maternity leave).

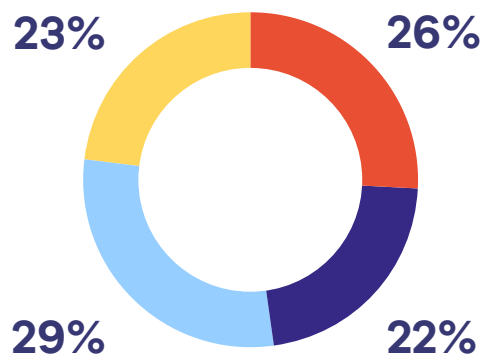


### **85% Managers developing coaching skills**

Often termed 'manager-as-coach', this skill set refers to managers who develop and work with direct reports using a coaching mindset.

Considering where technology is poised to take coaching in the future, respondents were asked to provide their thoughts on the possibilities of using artificial intelligence (AI) and virtual reality (VR) to support coaching.

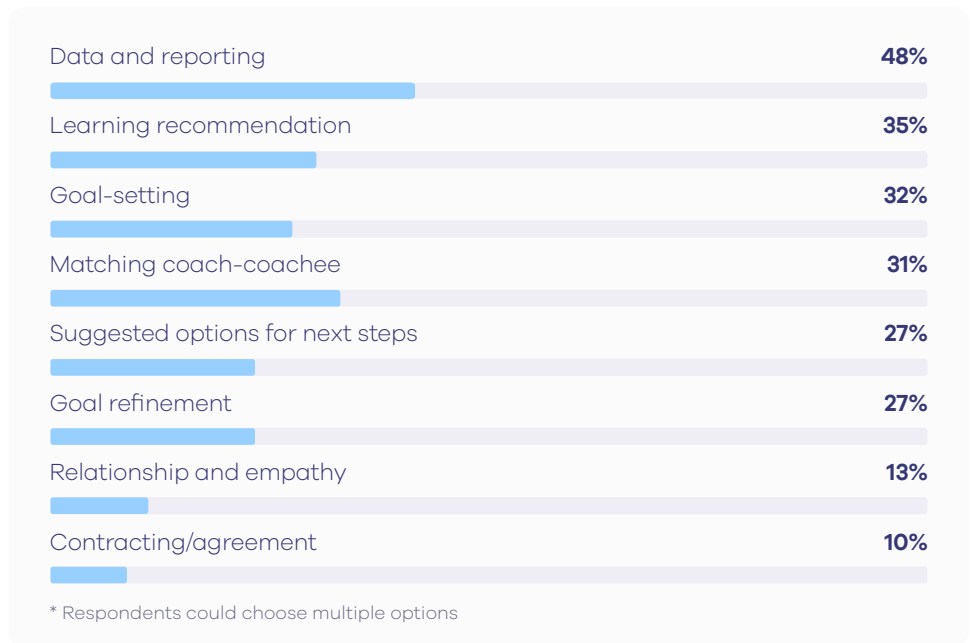
## **12. The role of artificial intelligence (AI) in coaching**



- Not something we see ourselves using in the next five years / **26%**
- Replacing coaches in the next five years / **22%**
- A critical tool in our coaching approach (Representing 80% of the coaching we use in five years) / **29%**
- A useful, yet not critical addition in our coaching approach (Representing 20% of the coaching we use in five years time) / **23%**



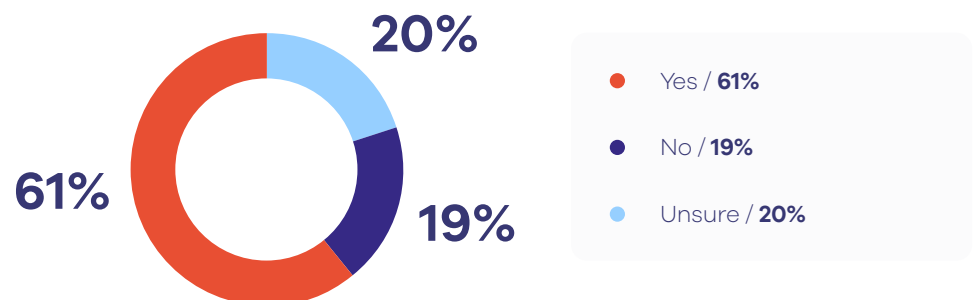
### 13. How organizations see AI being used in coaching



The responses suggest diverse views among respondents to AI and its potential role in coaching, with only a 7.5% gap between the highest scoring (AI as a critical coaching tool) and lowest scoring (AI replacing human coaches) responses. Forty-eight percent said that AI could be used for data and reporting while 35% said it could be used for learning recommendations. Goal-setting (32%) and matching coach-coachee (31%) were the following top uses suggested. This suggests a need for better communication within the coaching industry as to the developing role of AI, its future potential and how risks such as data protection can be appropriately managed to protect personal and commercially sensitive data.

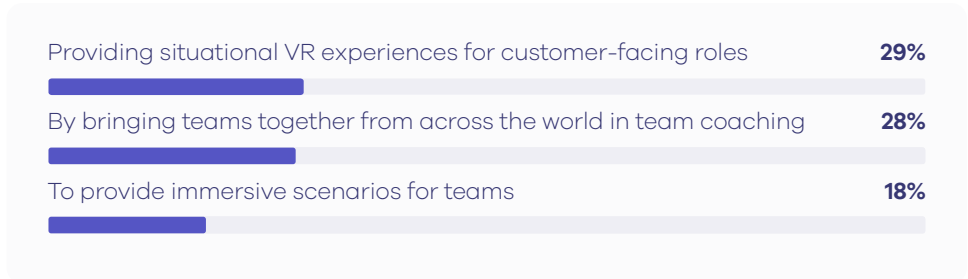
On the other hand, 61% of respondents said that they believe virtual reality could enhance their people development offering.

### 14. Organizations who believe virtual reality (VR) can enhance people development



Respondents primarily envisioned it being used for situational VR experiences for customer-facing roles (29%) and for bringing teams together for team coaching (28%).

### 15. Ways that respondents saw VR enhancing people development

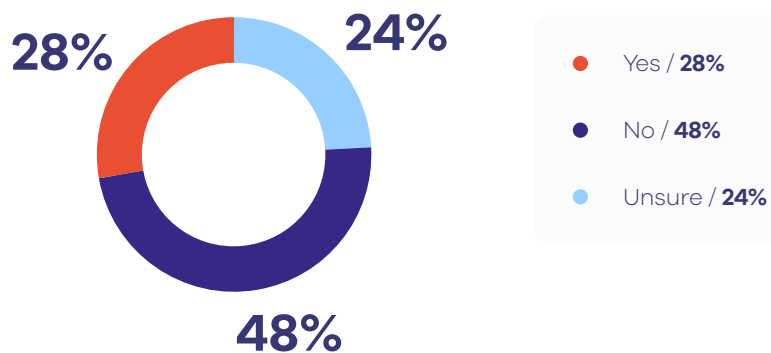


“We are using coaching to support the development and growth of people in Zambon Group at a global level. Coaching is empowering them to actually work on their own development plan, stimulating growth mindsets and the ability to navigate through more complex and uncertain scenarios.”

**Maria Francesca Bernava**, Talent Acquisition and Management, Zambon Group



### 16. Respondents were asked if they would trust a coach bot more than a human coach



While there seems to be interest in AI and VR, less than half of the respondents said that they would not trust a coach bot more than a human coach (48%). The leading industries that said they would (in bold) trust a coach bot were Agriculture (50%), Oil/Gas, Energy, and Chemical (46%) and Construction (40%). The industries that were least (in bold) trusting of coach bots were Consulting/Professional Services & Business Services (17%), Government (18%), and Not for Profits and Retail & Consumer Goods (20% each). There is still work to be done in this area to discover how VR and AI can contribute to coaching and dismantling potential misconceptions.

# Budget and impact: Assessing an investment in coaching

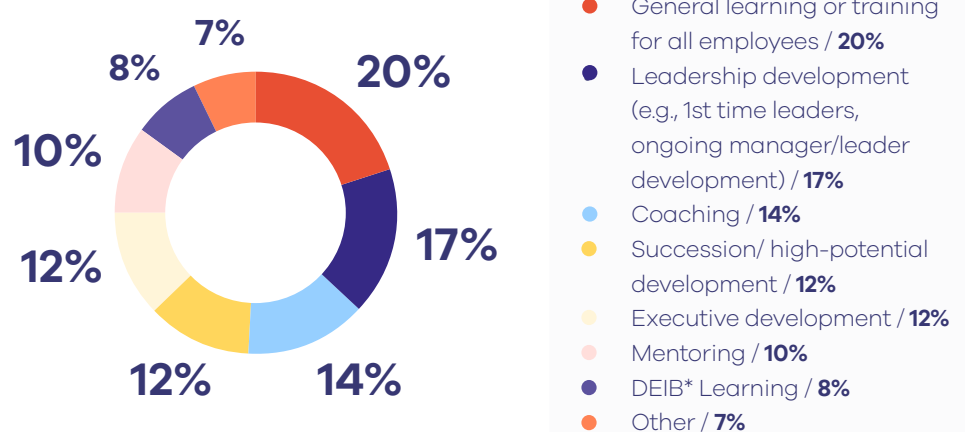
Measuring the business impact of any investment is critical for assessing the effectiveness of initiatives in both the short and long term. Additionally, as organizations face tight budgets as well as high demands, leadership needs to make informed decisions about what programs to keep and which ones to cut. When it comes to coaching, some of the positive results for individuals, teams and the overall business impact can be harder to quantify in the short term, but increased productivity, retention, and overall engagement scores absolutely have a measurable monetary value.

For example, CoachHub commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study specifically examining the potential impact of deploying digital coaching. The study collected data from a sample of businesses using digital coaching. Based on this data, the researchers created a composition organization. Forrester estimated that over a three year period, the organization could see \$4.57 million in benefits versus an investment of \$1.27 million, resulting in an estimated net present value (NPV) of \$3.3 million and an estimated return on investment (ROI) of 260% (Forrester, 2022). While each individual organization will have its own estimates and factors they wish to include in their own Financial Impact calculations, the results of the independent Forrester study indicate that as organizations assess the cost and benefits of coaching, coaching offers a powerful return for most organizations.

## Budget

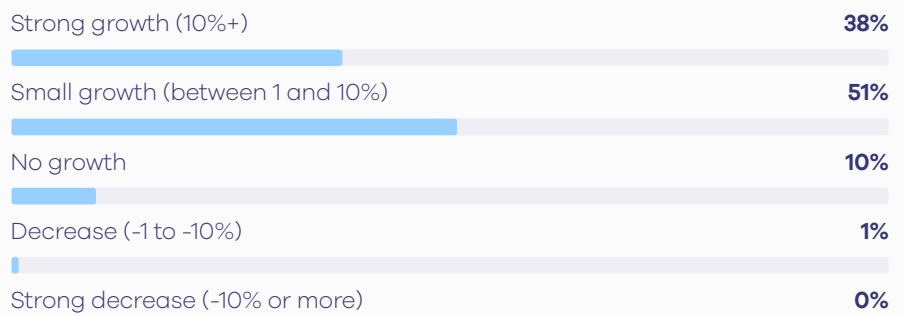
**Nine out of 10 companies plan to increase their investment in coaching**

### 17. Where learning and development budgets are currently spent



\*DEIB - Diversity, equity, inclusion and belonging

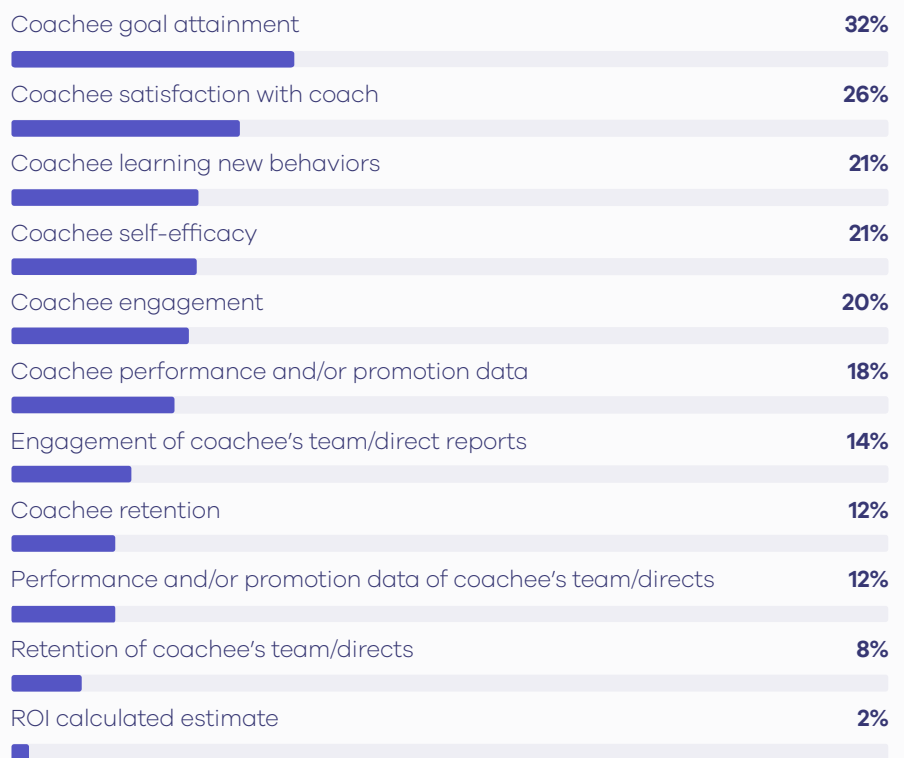
## 18. How investments spent in coaching are predicted to change in 2023



Currently, respondents identified general learning or training (20%), leadership development (17%), and coaching (14%) as the top three areas where their learning and development budget is spent. **Nine out of 10 companies plan to increase their investment in coaching over the next 12 months.** With that increase in investment, there could be an opportunity to democratize coaching to various levels. This investment will support additional use cases for coaching and drive the broader changes that organizations are tackling.

## Impact

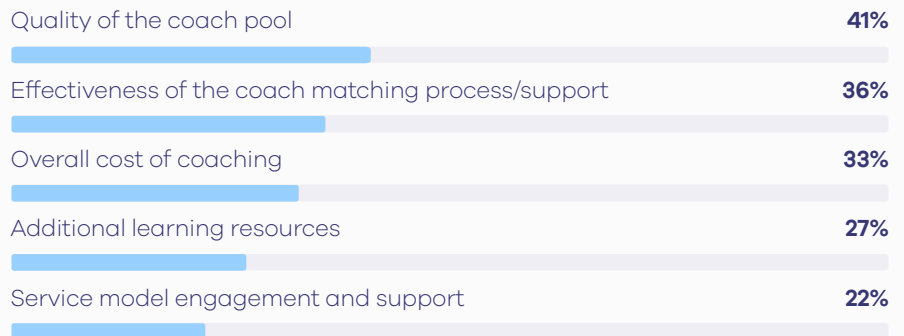
### 19. Metrics found to be most useful in measuring coaching success



\* Respondents could choose multiple options

The most useful metrics for measuring the success of coaching were very close and center on individual outcomes. Coachee goal attainment (32%) was most frequently rated the top metric followed by coachee satisfaction with their coach (26%), the coachee learning new behaviors (21%), coachee self-efficacy (21%), and coachee engagement (20%). All of these leading metrics can be measured by a digital platform, making the experience seamless and informative for any organization seeking to determine coaching impact both short and long term.

## 20. Top 5 most important criteria for selecting a coaching partner



\* Respondents could choose multiple options

“Syngenta Group started the relationship with CoachHub in August 2021. Our aim is to introduce a democratic approach for development and as part of this be able to offer personalized, virtual coaching for all our employees who are going through different career stages and experiences.

CoachHub has a commendable high quality global network of over 3500+ coaches to help us achieve the varied local needs and cultural nuances of our nearly 50,000 employees in alignment with our core values of passion for customer and innovation. This did not just reflect in CoachHub’s attention to maintain the quality of the network but also in the approach of their global teams that displayed a high level of commitment and flexibility for client needs with consideration to the requirements of our diverse business units. What also helped us in cementing the decision were the valuable reference calls we had with other global organizations who were already partnering with CoachHub. We are looking forward to this journey of bringing our business ambitions to life through employees unlocking their full potential.”

### Kata Kollar

Program Manager, Group Leadership and Talent Programs  
Syngenta Group





## Closing Statement

Collectively, both buyers and potential buyers indicate that if investment in coaching is expected to grow over the next 12 months, then there will be an opportunity to continue to democratize coaching to more employee levels as well as to provide online or digital coaching services. Given the business challenges and opportunities that lie ahead—including those centered on change and transformation—it's clear that new skills and capabilities are required from employees at all levels of the organization, and that this need for upskilling and reskilling will continue in the future. To successfully navigate current and future changes, investing in high potential and emerging talent at the frontlines will be as important as continuing the investment in leadership development at the top.

Coaching is a powerful tool for helping individuals to manage and thrive during times of transformation as well as prepare for the future. From an investment standpoint, it is clear that coaching can have a positive impact on the business at all levels. This is especially true when offered to a wide range of organizational roles, as coaching fuels not only individual but also company-wide transformation.



## Case Study: The Royal Mint



An interview with Owen Bradley, Head of Organisational Development, The Royal Mint

### Background

The Royal Mint can trace its existence as an organization over one thousand years. Despite this rich history, we are keen to embrace innovation and current best practice, including making coaching available to boost our colleagues' development. We particularly recognise the crucial role that interventions such as coaching do make in helping us retain our current talent and our high potential future leaders.

### Key strategic priorities for coaching

Alongside ensuring coaching exists as an offering for all our colleagues, we also therefore have key strategic priorities where coaching can really generate impact. Specifically, we are focusing on pushing our **commercial capability, evolving our succession planning approach and driving our leadership capability.**

Of course, coaching has far broader application and benefits beyond these priority areas, such as **skills development and value stream diversification.** I am a qualified coaching practitioner myself, so have first-hand experience of the power and impact that coaching does create, hence my enthusiasm to really advance how we integrate it into the business here.

### Democratizing coaching across the organization

When I took on my current role as Head of Organisational Development, I was aware that—like in many other companies—I had inherited a situation where coaching was predominantly being used by our senior level: leadership and executive role holders. I have been and continue to be keen to really broaden this out across The Royal Mint, so one of the success metrics I have set myself is that the uptake of coaching becomes much more diversified going forward.

### The impact of coaching

I also recognise that current and historic coaching users at The Royal Mint are great advocates and ambassadors about the power of coaching to the rest of our people. Right now, I know of specific **individuals that happily attribute much of the real progress they have made to their coaching sessions.** Having those voices within the company, those colleagues that have lived through and gained from coaching, makes my role in selling its value and uptake here so much easier.

Beyond the specific strategic benefits from coaching, of course I know there are lots of transformations in personal and professional capability that our colleagues may not anticipate when starting their coaching, but nonetheless make a huge difference to their role effectiveness.

I've seen colleagues value how the dedicated time in their coaching sessions helps them step back, analyse the opportunities and challenges in their role and develop solutions that are ready to implement.

I've seen leaders use the reflective space and increase in insight and self-awareness to identify personal traits that might hijack their role effectiveness—such as tendencies to control rather than empower their staff—and develop corrective approaches that have allowed them to step back from the micro level and focus much more on the tactical and the strategic priorities.

### Coaching for people development

Therefore, whether it is a strategically-aligned benefit from coaching or a gain that is much more individual and personal in nature, **we already have a lot of success stories here about the impact that coaching has generated,** hence its core role in our people development strategy looking forward to the coming years.

## Case Study: Johnson Controls



An interview with Angelica Bontea, Senior Finance Manager, Johnson Controls

### Background

I have experience working with a coach, starting back with the time I completed my Executive MBA. When I moved into my Senior Finance Manager role here at Johnson Controls, **I could easily see how the power of coaching could be applied to benefit my team.**

We are the leading international company in our sector, and there is a lot of coaching activity across the regions and divisions, but I shall focus here on my most recent use of coaching for my direct reports.

### Coaching for first-time leaders

The majority of the people in my organization were newly-appointed in their first roles as leaders and I wanted to support their development towards acquiring the needed skill sets to become effective leaders. It was important that they learn how to successfully manage critical situations, while also supporting their teams towards growth and steady results.

**I wanted coaching for my team because it is much more powerful than training alone.** No one is going to tell my staff what to do; they have to come up with the solutions on their own. Additionally, no one likes being told what

to do, plus people often feel proud when they have achieved something for themselves. I also wanted an external coaching provider to reduce any in-house biases and assumptions and solely be there in the interest of each individual.

### Coaching has improved agility and resilience

I have seen the change in how my team handles and responds to change. I can also see the increase in their self-confidence and their willingness to take decisions now and to think through how these will be in the company's interests. **This has resulted in greater productivity, as their overall effectiveness in their roles has also increased since they have been coached.**

What I really loved is that they are also cascading this coaching style in how they now lead their own teams, so the coaching benefit has reached beyond just those that were directly coached. Finally, **I see my direct reports are stepping up and being more vocal and mature** in how they contribute in our huddles and meetings. I really like this, because it has helped the best ideas and solutions be generated and implemented here.



# Methods

The intention of this survey was to gather data from buyers of coaching across the globe to understand the issues and opportunities related to the purchase process of coaching.

## Data collected

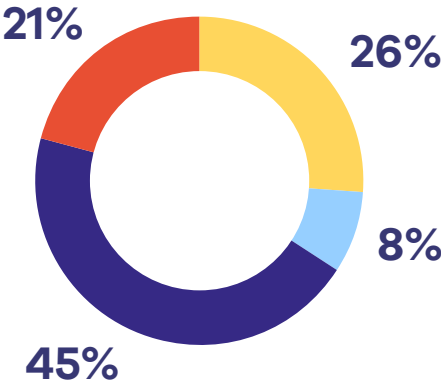
Data was gathered globally, using the Qualtrics XM survey platform, in 14 languages to increase access. A total of 601 buyers responded to the survey, between May 9, 2022 to June 17, 2022. Given an anticipated response rate and a 95% confidence interval from a global population, results were within a +/- 3% margin of error. Additionally, qualitative interviews were conducted in order to gain perspective about the impacts of coaching and future trends.

## Respondent demographic data

Respondents were from 42 countries with regional representation varying from 8 - 45% of the estimated sample size. The companies varied in size regarding total number of employees, with the majority being smaller companies of less than 100 (22%) followed by mid-market sized companies with 1000-4999 employees (19%).

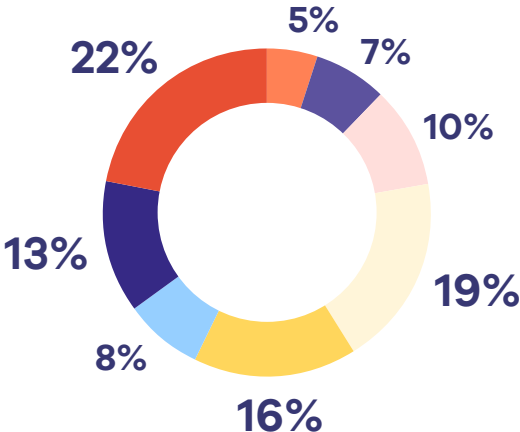
**Countries represented:** 42 Total

### Regional representation



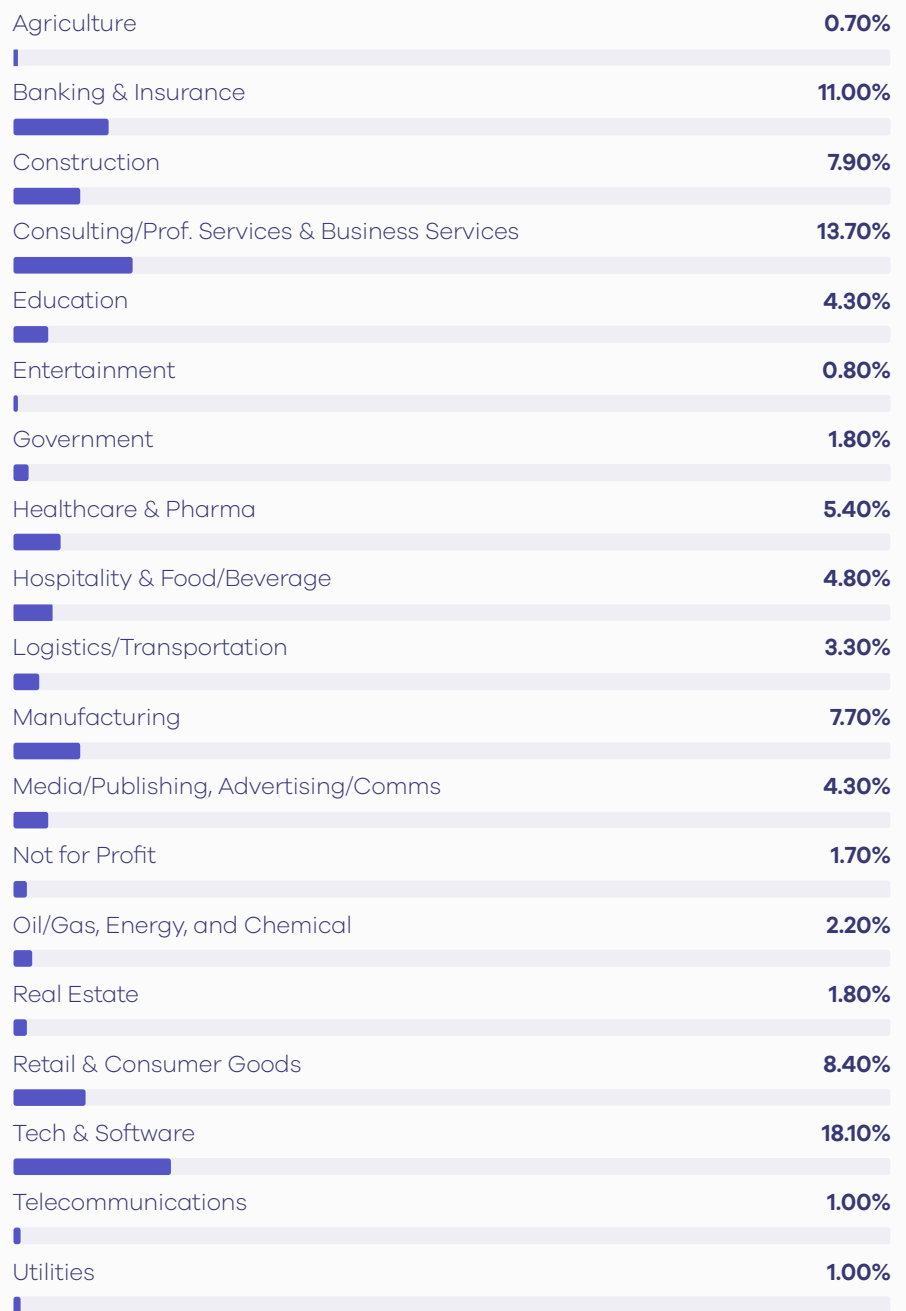
- APAC - Asia, Australia and New Zealand / **21%**
- EMEA - Europe, Middle East, and Africa / **45%**
- LATAM - Latin America, Caribbean Islands and South America / **8%**
- NAMER - United States, Canada and Mexico / **26%**

### Company size by employee number



- less than 100 / **22%**
- 100 - 299 / **13%**
- 300 - 499 / **8%**
- 500 - 999 / **16%**
- 1000 - 4999 / **19%**
- 5000 - 9999 / **10%**
- 10,000 - 49,999 / **7%**
- 50,000 or more / **5%**

## Respondents by Industry/Sector



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## About CoachHub

CoachHub is the leading global talent development platform that enables organizations to create a personalized, measurable and scalable coaching program for the entire workforce, regardless of department and seniority level. By doing so, organizations can reap a multitude of benefits, including increased employee engagement, higher levels of productivity, improved job performance and increased retention.

For more information, visit  
[www.coachhub.com](http://www.coachhub.com)