

## Could You Use a Coach at the Office?

Don't be afraid--here's proof that managerial coaching can offer positive results.

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FORTUNE careers columnist Anne Fisher wrote not long ago about the benefits of one-on-one managerial coaching, showing how it was possible to quantify the returns in dollars and cents--and those returns were impressive (see [Ask Annie](#), July 23, 2001).

Anne got a lot of mail in response, most of it confirming her point. One reader said he had been dragged into coaching kicking and screaming by his boss at the time only to discover that he had picked up loads of bad management habits in his 14-year career up until then. He said he was cured by 12 weeks of intensive coaching and has since been promoted three times.

A consulting firm called Ceridian Lifeworks Services says one client, a huge global services company, offered coaching to 127 senior managers and then studied the results. Those managers scored higher than their coachless colleagues on a long list of desirable attributes, including "results obtained," "builds relationships," and "applies integrative thinking." Managerial coaching can range from someone spending all day with you for weeks to periodic daily or weekly checking in with a coach who may even be in another city.