

The influence of the five factor model of personality and referral mechanism on the perceived effectiveness of executive coaching



R J Jones MSc - Aston University & E Hutchinson C Psychol - University of Gloucestershire

Summary

Limited research attention has been paid to the influences on executive coaching effectiveness (Smither, 2011). This study explores which variables have an impact on the perceived effectiveness of coaching. In particular, whether a relationship exists between the Five Factor Model of personality, referral mechanism and how effective executive coaching is consequently perceived by the coachee.

Method

A cross sectional survey measured personality via the International Personality Item Pool (Goldberg, 1999) and perceived coaching effectiveness via a self-report (Duckworth & de Hann, 2009) of 30 coachees (13 female and 17 male). A convenience sample was recruited via an e-mail sent to coachees identified from the BPS special group in coaching psychology members list and the Association for coaching directory .

Results

Correlation analysis demonstrated a significant relationship for only one of the six hypotheses formulated : extraversion was significantly positively related to perceived coaching effectiveness (shown in Table 1). Qualitative content analysis supported this finding .

Independent Variable	Rho	Coefficient of Determination	Sig.
Referral Mechanism	-.161	2.59%	.395
Extraversion	.319	10.17%	.086
Agreeableness	.068	0.46%	.719
Conscientiousness	-.151	2.28%	.425
Emotional Stability	.120	1.44%	.529
Openness to Experience	.152	2.31%	.421

Table 1 – Spearman Rho analysis of correlation of independent variables with perceived coaching effectiveness

Although not all of the results found were significant , it is suggested that the results are interpreted with caution as the small sample size led to insufficient power of the statistical tests.

Implications

The research contributes to the literature on executive coaching by providing an initial confirmation that a relationship exists between Extraversion and perceived coaching effectiveness. The research has practical implications for organisations when considering whether their employees are suited to the development interventions on offer and whether the intervention will subsequently provide a good return on investment.