Study Details and Key Findings

Western Europe
The Project
Goals

• Build on earlier industry research efforts (2012 and 2007)
• Determine the size and scope of the coaching profession
• Collect insights from growing population of managers/leaders using coaching skills
Survey Process

• Six-month survey period beginning in July 2015
• Available in nine languages
• Designed to be completed using a range of mobile devices
• Promoted through an intensive email and social media campaign
Survey Outcomes

• 15,380 valid survey responses
• 137 countries
• 40 countries with 100-plus survey responses each
Main Findings

The Coaching Continuum

2016 ICF Global Coaching Study
The Coaching Continuum

- 2012 study classified coaches based on self-identification as a professional coach (Y/N)
- Coaching continuum accounts for a wider range of modalities in which coaching approaches and competencies may be applied
  - One end: Managers/leaders who apply coaching skills and approaches in the workplace
  - Other end: Trained, professional coach practitioners
Age and Gender

To which of these age groups and genders do you belong?

- 25 years and under: 0.5%
- 26 to 30 years: 2.3%
- 31 to 34 years: 4.6%
- 35 to 39 years: 10.2%
- 40 to 44 years: 14.2%
- 45 to 49 years: 20.5%
- 50 to 54 years: 18.5%
- 55 to 59 years: 15.1%
- 60 to 64 years: 8.3%
- 65 years and over: 8.3%

34.7%
33.0%
65.3%
67.0%

Respondent Base: 3517

2016 ICF Global Coaching Study
Formal Education

What is the highest level of formal education that you have?

- Primary Level (education prior to university) 9.2%
- Secondary Level (bachelor's degree) 27.0%
- Third Level (master's, doctoral degree) 63.8%

Respondent Base: 3517

2016 ICF Global Coaching Study
Years of Coaching Experience

How long have you been coaching?

- Less than 1 year: 8.3%
- 1 to 2 years: 12.3%
- 3 to 4 years: 19.1%
- 5 to 10 years: 32.6%
- More than 10 years: 29.7%

Respondent Base: 3106
Coaching Specialty

Please indicate which of the following coaching areas you regard as your main area of coaching:

- Business/Organizations: 22.9%
- Executive: 21.0%
- Leadership: 25.1%
- Life Vision & Enhancement: 13.4%
- Career: 8.2%
- Small business: 3.3%
- Health and Wellness: 2.1%
- Cross-cultural: 0.2%
- Children/Teens: 0.1%
- Relationships (Singles, Couples, Families): 0.1%
- Spirituality: 0.1%
- Retirement: 0.1%
- Addiction and Recovery: 0.3%
- Other (please specify): 8.4%
- No speciality: 2.0%

Respondent Base: 3091
View of Coaching

"I view coaching as...

- A profession: 64.5% (84.8%)
- A skill-set: 32.7% (30.1%)
- An industry: 2.8% (5.3%)

Respondent Base: 3517
Importance of the Credential

To what extent do you agree or disagree that the people and organizations who receive/use coaching expect their coaches to be certified/credentialed?

- Strongly agree: 38.5%
- Somewhat agree: 40.7%
- Neither agree nor disagree: 13.2%
- Somewhat disagree: 7.4%
- Strongly disagree: 2.7%

Respondent Base: 3517

2016 ICF Global Coaching Study
Main Findings

Size of the Profession
Key Statistics—Global

Global

Total revenue (US$)

$2.35 Billion

Memberships

ICF 63%
Other 23%
None 25%

Coach practitioners 53,300
Managers/Leaders using coaching skills 10,900
All coaching modalities 64,100

Average annual revenue (US$)

$51,000

Average fee per 1 hour coaching session (US$)

$231

Average number of active clients

11.0

2016 ICF Global Coaching Study
# Key Statistics—Western Europe

## Western Europe

<table>
<thead>
<tr>
<th>Total revenue (US$)</th>
<th>$898 Million</th>
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### Memberships

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<tr>
<td>ICF</td>
<td>63%</td>
</tr>
<tr>
<td>Other</td>
<td>29%</td>
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<tr>
<td>None</td>
<td>19%</td>
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### Credentials

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<tr>
<td>ICF</td>
<td>52%</td>
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<tr>
<td>Other</td>
<td>28%</td>
</tr>
<tr>
<td>None</td>
<td>27%</td>
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</table>

### Managers/Leaders using coaching skills

- Coach practitioners: 18,800
- Managers/Leaders using coaching skills: 21,400
- All coaching modalities: 2,700

### Average annual revenue (US$)

- $55,300

### Average fee per 1 hour coaching session (US$)

- $288

### Average number of active clients

- 10.4

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**2016 ICF Global Coaching Study**
Main Findings

Key Issues and Future Trends

2016 ICF Global Coaching Study
View on Regulation

Should coaching become regulated?

- Yes: 59.5%
- Unsure: 24.8%
- No: 16.7%

Global Benchmark
- Yes: 52.3%
- Unsure: 25.4%
- No: 22.3%

Respondent Base: 3313

2016 ICF Global Coaching Study
Method of Regulation

Who would be best to regulate the coaching industry?

- **Government entities**
  - Unsure: 24.4%
  - Yes: 25.8%

- **Individual coach practitioners**
  - Unsure: 24.4%
  - Yes: 25.8%

- **Professional coaching associations**
  - Unsure: 24.4%
  - Yes: 55.3%

Respondent Base: 2759

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2016 ICF Global Coaching Study
Obstacles for the Profession

What do you believe to be the biggest obstacle for coaching over the next 12 months?

- Untrained individuals called coaches: 41.7%
- Marketplace confusion re: coaching benefits: 27.7%
- Coaching market saturation: 12.5%
- Coaches under-pricing their services: 6.0%
- Over regulation of coaching: 3.4%
- Increased demand for competing services: 3.1%
- Other: 5.7%

Respondent Base: 3308

ICF
2016 ICF Global Coaching Study
Opportunities for the Profession

What do you believe to be the biggest opportunity for coaching over the next 12 months?

- Increased awareness: Benefits of coaching (40.8%)
- Credible data - ROI/ROE from coaching (26.0%)
- Improved general perception of coaching (14.0%)
- Increased demand for coaching (11.4%)
- Positive portrayal of coaching in media (8.4%)
- Other (3.0%)

Respondent Base: 1330
Final Report

- The Coaching Continuum
- Training and Credentialing
- The Client
- Interaction Between the Coach and Client
- The Size and Scope of the Profession
- Summary Business Indicators
- Key Issues and Future Trends
Contact ICF

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