DELENTA • COACHING INTELLIGENCE

# The Coaching **Evidence** Sheet

## What to agree before the programme starts

Insights distilled from thousands of coaching engagements.


**SEE THE FULL EVIDENCE SHEET →**

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BEFORE YOU BEGIN

# How to use this sheet

Most coaching programmes cannot prove what they achieved. Not because nothing happened, but because nobody wrote down the starting position.

You cannot baseline a group of leaders retrospectively. Once the programme has begun, the moment has gone, and no amount of analysis at renewal will bring it back. So this sheet is designed to be completed before the first coaching session, ideally while the contract is still being negotiated and you still have something to trade.

It takes about forty minutes with the right people in the room. Fill it in with the sponsor, then have each named owner confirm their own row. If you cannot complete a row, you cannot claim that outcome later. That is the whole test.

START HERE

## Four questions to put to the sponsor

1. **What will be different in twelve months, in your words?**
   Push past "better leaders" until you reach something observable. If the answer stays abstract, the outcome is not measurable and you should not promise it.

2. **Where does that already show up in a number you look at?**
   Every outcome worth having is tracked somewhere already: the succession review, the HRIS, the CRM, the engagement survey, onboarding data. Borrow their number. Do not invent one. Nobody argues with their own HRIS.

3. **Who owns that number in their day job?**
   Name a person, not a function. This is who will confirm at review what coaching contributed. A metric with no owner is a metric nobody defends.

4. **Who here is most likely to challenge this spend?**
   Find them now and bring them into designing the measures rather than receiving them. People rarely attack a model they helped build.

> **The test.** Anything you have not baselined before session one becomes wishful thinking at renewal.

THE WORKING DOCUMENT

# The Coaching Evidence Sheet

Programme ______________ Sponsor ______________

Completed ______________ Kick-off date ______________

| Business outcome<br>In the sponsor's words | Leading proxy<br>Visible in 3 to 6 months | Lagging proxy<br>Visible at 12 months | Source system<br>Where it already lives | Named owner<br>A person, not a function | Baseline value and date<br>Taken before session one | Comparison group<br>Or prior-year trend |
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*Pair one leading and one lagging proxy for every outcome. The leading proxy keeps the sponsor engaged through the middle of the programme. The lagging proxy is the one finance will ask about.*

WORKED EXAMPLE

## What a completed sheet looks like

Illustrative. Figures are indicative, not drawn from a single client.

| Business outcome | Leading proxy | Lagging proxy | Source system | Named owner | Baseline value and date | Comparison group |
|---|---|---|---|---|---|---|
| **A stronger leadership pipeline** | Share of coachees rated "ready now" at the mid-year talent review | Internal fill rate for senior manager vacancies | Succession and talent review | Head of Talent (named individual) | **41% internal fill** rolling 12 months to March | Equivalent vacancies in non-participating divisions |
| **Retention in the teams our coachees lead** | Engagement score for coachees' direct teams | Regretted attrition in those teams | HRIS and engagement survey | HR Business Partner (named individual) | **14.2% regretted attrition** rolling 12 months to March | Matched teams whose leaders were not coached |
| **Faster transition for newly promoted leaders** | Manager-rated readiness at 90 days | Time to full productivity | Onboarding and talent data | Head of Learning (named individual) | **7.5 months average** previous promotion cohort | Previous year's promotion cohort, uncoached |

*Three outcomes done properly will carry a renewal meeting. Eight done loosely will not.*

### It has to be a number they already review

If the sponsor does not look at the figure in the ordinary course of business, it will not persuade them at renewal either. Borrow their number rather than building your own.

### Take the baseline in writing, and date it

Pull the figure from the source system, record the date, and have the named owner confirm it before session one. Not from memory, and not afterwards.

### No control group is not a blocker

Where you cannot hold one back, compare movement against the prior year's trend for the same population, and say plainly in the report that this is what you have done.

AT REVIEW

# Reporting the number

A modest figure you can walk through line by line will survive questions that a spectacular one will not.

## Claim contribution, not attribution

You will be told that coaching cannot be isolated from everything else happening in the business. That is technically correct, and it matters less than people think, because no board isolates the effect of its marketing spend either. Show the comparison you used, state a contribution, and let the business owner rather than the coach estimate the share.

## Discount, and say that you have

Ask the named owner what proportion of the movement they attribute to the coaching. Take their figure, reduce it, and put the reduction on the page where everyone can see it. Being visibly conservative is what buys you the benefit of the doubt on everything else.

## Give the amount, not the percentage

Seven hundred percent sounds like marketing. The pound or dollar amount, with the assumptions written underneath, sounds like work. Two conversion figures worth having to hand: Gallup puts the cost of replacing an employee at between half and twice their annual salary, and calls that conservative; and on one large corporate programme the saving from filling a role internally rather than going to market was established at around twenty thousand dollars a head.

## A sentence that states your limits

Write the claim and its caveat in the same breath, before anyone asks:

> Across [n] coached leaders between [dates], [metric] moved from [baseline] to [current], against [comparison group], which moved from [x] to [y]. [Owner] attributes approximately [z]% of that movement to the programme. We have discounted that to [z minus discount]% for this calculation. This is a contribution estimate,
>
> not a controlled result, and it does not account for [named confounders].

**Delenta** is the coaching operations platform for firms running multi-coach corporate programmes. Everything on this sheet can be captured as the programme runs, rather than reconstructed at the end of it. delenta.com

FOR COACHING PROVIDERS

# Make the value of coaching visible

“before the programme even starts”

Great coaching creates change. But proving that change to sponsors, stakeholders and finance teams requires more than a positive testimonial.

5-200+

Coach rosters of any size managed on one platform from boutique teams to enterprise networks.

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Enterprise grade

Security and compliance built in from day one

Laure Fraval
President of ICF UK

ICF

"Our goal was to find a partner that understood not just technology, but the spirit of coaching. Delenta's team worked hand-in-hand with us not as a vendor, but as a true partner in impact"

Capterra

100,000+

Trusted by coaching firms serving Fortune 500 & public sector

AI

200,000+

Sessions tracked with AI-generated insights and sponsor-ready reports, automatically.

## Ready to put the Evidence Sheet into practice?

Use the framework in this guide to start stronger conversations with sponsors, define meaningful outcomes upfront, and build evidence into your coaching programmes from day one.

BOOK A CONVERSATION

Delenta helps coaching providers bring programme delivery, coach management and coaching intelligence together  making it easier to manage engagements and turn coaching activity into meaningful, sponsor-ready insights.


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