GCG

Global Coach Group
Lead for Good



HOW CONNECTING

COACHES, COWORKERS, AND TECHNOLOGY

DELIVERS A 95% SUCCESS RATE

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Introduction
The Disconnect That Redefined Coaching

Leadership coaching has long been recognized as a powerful tool for executive development. Yet, for decades, a troubling pattern persisted: while leaders often reported significant personal growth from coaching, their coworkers sporadically saw meaningful and lasting changes in behavior. This gap wasn't just anecdotal—it was a systemic issue that called into question the return on investment (ROI) of coaching programs. About 25 years ago, a simple question began to echo persistently in client meetings, setting us on a transformative journey: What is the return on investment for leadership coaching?

The problem wasn't a lack of effort. Leaders gained **awareness** of their development areas, **accepted** the need for change, and created well-defined action plans. But without **achievements**—i.e. tangible, coworker-validated results—coaching became an expensive exercise in introspection.

The turning point came when we reframed the problem: **Leadership development isn't about changing the leader; it's about changing the leader's system.** Borrowing from organizational best practices where leaders cocreate change with coworkers, we applied this in coaching and integrated **coaches, coworkers,** and **technology** into a unified approach, we achieved what once seemed impossible: **95% of leaders** now deliver measurable, coworker-endorsed improvements, with a cascading impact on team effectiveness and performance outcomes.

This guide tells the story of how we turned sporadic wins into a systematic, predictable and scalable approach by connecting coaches, coworkers and technology —and how your organization can do the same.



Chapter 1: The AAAA Model – Why Most Coaching Fails at the Final "A"

To understand why conventional coaching often fell short, we needed to dissect its core framework. Most coaching models focus on three stages:



But our analysis of 100,000+ coaching engagements revealed a critical drop-off: many leaders struggled to sustain changes long enough to demonstrate Achievement (e.g., coworkers reporting lasting improvements in behavior).

The reason?

It's obvious, really. We all acknowledge that "no man is an island," yet conventional coaching often treats leaders as insular actors, isolated from their teams. This approach is suboptimal at best—and counterproductive at worst. After all, leadership doesn't exist in a vacuum; it exists in the context of those being led. If leaders are expected to inspire, guide, and collaborate with their teams, why should their development happen in isolation?

Think about it

Across organizations, leaders cocreate change with coworkers to drive success—whether it's launching a new product, streamlining a supply chain, or managing projects. It's only natural to apply the same principle when leaders want to change the way they lead their teams.

The GCG Solution

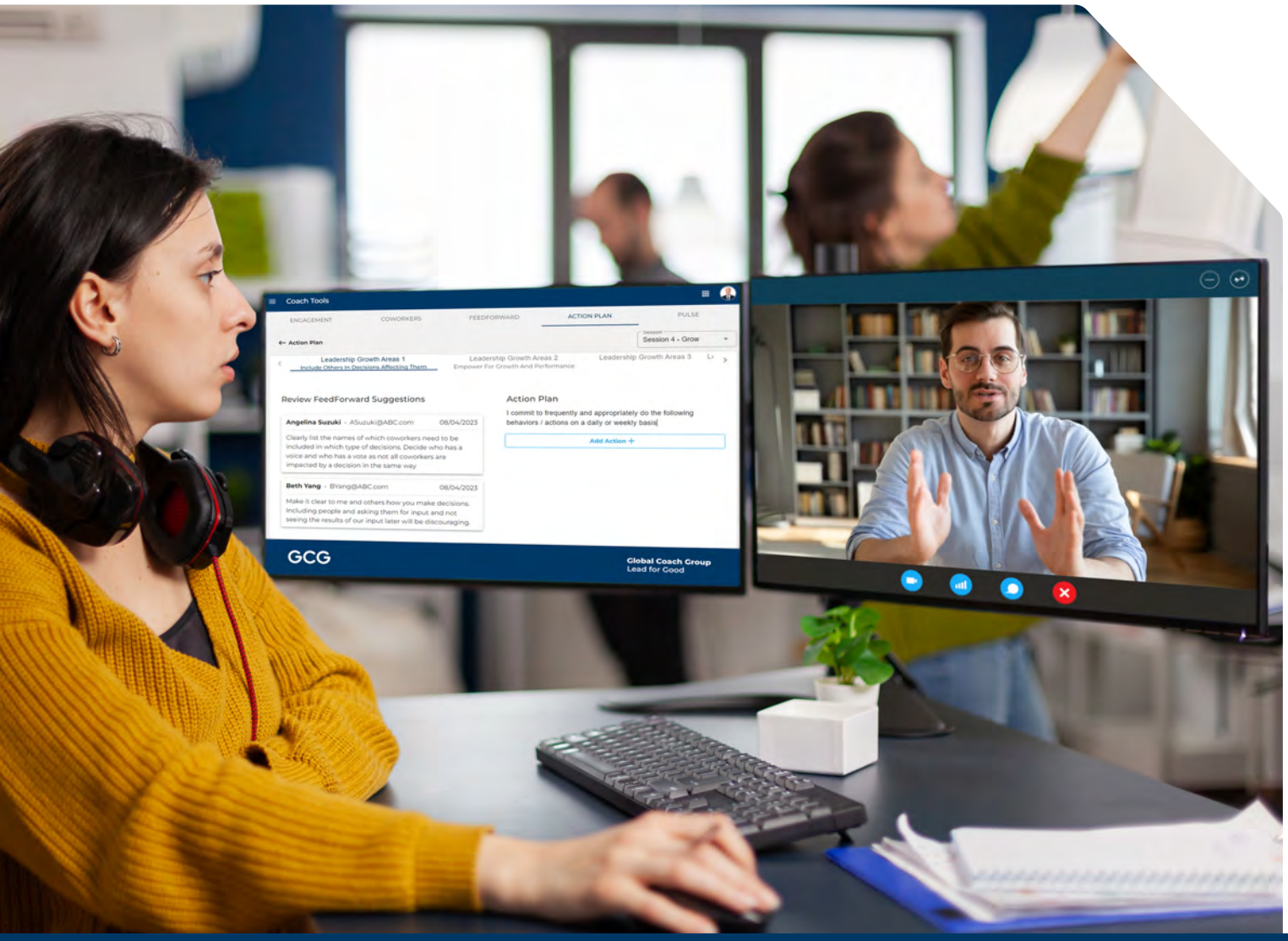
We redefined Achievement as a **collaborative milestone,** not an individual goal. Using the **Global Leadership Assessment (GLA360),** leaders identified **two high-impact growth areas** directly tied to team and performance outcomes.

Results

Leaders aligned their development goals with priorities important to coworkers and moved the needle on performance, thus earning coworker buy-in.

Coaching shifted from insular self-improvement projects of the leaders to collective, collaborative, cocreation projects with clear ROI.

This shift marked the first step in our journey—but it was only the beginning. To truly close the gap, we needed to borrow lessons from an unexpected source: corporate change initiatives.



Chapter 2: Reverse-Engineering Success – Lessons from Corporate Best Practices

With the AAAA model as our foundation, we turned to an unexpected source of inspiration: corporate change initiatives. Leaders are experts at driving organizational change—product launches, Agile, Lean Six Sigma, and digital transformations. Yet, when it came to their own development, results faltered. Why?

The Insight

Successful corporate projects share two DNA traits:



Cocreation with coworkers

e.g., engineers, marketers, and frontline staff collaborating on product launches



Technology-enabled tracking

e.g., real-time dashboards for KPIs

How We Applied This to Coaching



Step 1: Leaders used the GLA360 to align their growth areas with team needs.

Example: A tech CEO focused on “transparent upward and downward communication” after employees cited opacity as a barrier to innovation.



Step 2: Coworkers contributed feedforward suggestions via GCG’s coaching platform.

Example: Suggestions like “Host monthly AMA (Ask Me Anything) sessions” replaced vague advice like “communicate better.”



Step 3: Progress was tracked like a product launch, with quarterly pulse surveys measuring:

- Leadership effectiveness (e.g., “Has communication improved?”)
- Team impact (e.g., “Has productivity on projects increased?”).
- Performance results (e.g., “Has innovation cycle time decreased?”)

The Outcome

Leaders who framed their coaching as a “cocreation project” saw significantly higher coworker engagement and buy-in. This collaborative approach not only accelerated behavior change but also strengthened trust between leaders and their teams.

Chapter 3: The Power of Two - How Focus Drives Simplicity and Scale

With the AAAA model and corporate best practices in place, we faced a new challenge: **How do we make leadership development simple and scalable?**

Through a long-term global study of 100,000+ coached leaders, we discovered a counterintuitive truth: Leaders targeting **two development areas** outperformed those tackling three or more. Here's why:

Focus Drives Collective Effort

When leaders and their teams focus on their highest priorities, everyone steps up to ensure that change becomes the new reality. With only two areas of focus, leaders and coworkers rally around the same objectives, creating a shared sense of purpose and urgency. This alignment ensures that everyone pushes for the same WIN, making success more achievable and sustainable.

Resources Are Concentrated, Not Diluted

Focusing on three (or more) goals quickly spreads resources too thin. In reality, leaders and teams seldom achieve all three (or more) objectives, and the most critical goal often falls short. By narrowing the focus to two MUST SUCCEED priorities, leaders can effectively channel their energy, time, and resources, ensuring that the most important changes are realized.



Celebrating Wins Builds Momentum

When leaders focus on two goals, they are far more likely to achieve them. This success creates a virtuous cycle:

- Leaders and coworkers feel a sense of accomplishment and pride.
- Celebrating these wins boosts morale and engagement.
- The momentum from these victories spills over into other areas, leading to additional, unplanned benefits.

In contrast, when leaders focus on three or more areas to develop, the conversation often shifts to what wasn't achieved. As a result, managers tend to focus more on unmet goals than on praising the results achieved. This can leave leaders and coworkers feeling deflated and less engaged.

The Business Case Articulates the Cascade Effect

Our business case for leadership development clearly outlines the broad array of benefits that come from focusing on two key areas. When leaders and their teams achieve their MUST SUCCEED goals, they not only celebrate their victories but also unlock pivotal additional benefits. These benefits are instrumental in driving further success and enhancing recognition across the organization. By prioritizing their two areas, leaders and their teams establish a strong foundation for far-reaching success, celebrating every step along the journey.

The Bottom Line

Two is better than three because it creates clarity, concentration, and celebration. It ensures that leaders and their teams achieve what matters most, while also unlocking unexpected wins along the way.



Chapter 4: Feedforward - The Secret to Judgment-Free Change

With focus and alignment established, the next hurdle was execution. Traditional feedback is often counterproductive, leaving leaders defensive and coworkers hesitant to speak up.

The Solution: Feedforward—a future-focused, non-judgmental approach where coworkers suggest improvements (e.g., “Could we trial weekly check-ins?”) instead of critiquing past mistakes.

How GCG Operationalizes Feedforward

One Question Surveys: Coworkers spend <5 minutes/ month sharing ideas via GCG's mobile-friendly platform.

Example: "Suggest one way the leader could improve effective decision making."

AI-Powered Synthesis: GCG's tools cluster suggestions into themes (e.g., "Streamline meetings" or "Delegate low-impact tasks").

Cocreated Action Plans: Coaches work with leaders to review coworker suggestions, prioritizing those with the highest team impact and converting them into actions the leader can commit to.

The Outcome

Leaders received concrete, team-endorsed strategies for improvement, while coworkers felt valued and invested in the leader’s success. This approach not only accelerated behavior change but also strengthened trust, commitment and accountability between leaders and their teams.



Chapter 5: Technology - The Fuel that Accelerates System Change

With feedforward driving execution, the final piece of the puzzle was scaling and sustaining change results. In the early 2000s, e-commerce taught us that technology efficiently scales trust. We applied those lessons to coaching early on, creating a system where technology doesn't just support change—it accelerates it.

Key Tools & Their Impact

More & Better Suggestions with Minimal Effort

Technology makes it easy for coworkers to share actionable suggestions with minimal time investment. By removing barriers in communication, technology ensures that leaders receive a steady flow of high-quality, actionable insights.

Easy Action Planning with Automated Follow-Up

GCG's tools streamline the creation and implementation of action plans, while automated follow-ups keep progress on track. For example:

- Coaches plan the collection of feedforward, follow up with coworkers, and track the progress of action plan implementation.
- Leaders receive notifications to follow up on their action plans and reflect on their change and impact.
- Leaders and teams stay aligned through regular, technology-enabled check-ins.

This seamless integration of planning and follow-up ensures that action plans don't just sit on paper—they drive real, measurable change.

Measuring Progress and Impact for Leaders, Teams, and Performance

Our quarterly pulse surveys help leaders and their teams pause, reflect, and assess the impact of their efforts. Collecting and analyzing progress and impact data uncovered profound insights into how leaders, teams, and results influence and drive one another. Although you might intuitively sense these significant relationships, our data provides concrete quantification through correlation analysis (Beta coefficient (β), T Statistics and P-values), validating the strategies and actions that genuinely fuel success.



Leaders Who Act, Improve

A very strong correlation exists between disciplined action plan implementation and leaders becoming more effective in their two development areas (Beta = 0.622, T = 11.3, P < 0.001). This, in turn, significantly boosts their overall leadership effectiveness (Beta = 0.818, T = 20.7, P < 0.001). In short, the more leaders use GCG tools to create and implement action plans, the faster and easier they improve their (overall) effectiveness.

Teams and Performance Thrive

Leaders who improve in their targeted areas see a significant cascading effect on team effectiveness (Beta = 0.737, T = 17.8, P < 0.001) and performance results (Beta = 0.747, T = 17.1, P < 0.001). Clearly, coworkers not only recognize improvements in their team's effectiveness but also feel more engaged and take shared ownership of the team's results.

The Bigger Picture

Technology doesn't just measure progress—it fuels it. By making the coaching process transparent, efficient, and collaborative, GCG's tools ensure that leaders and coworkers cocreate change together. This shared effort transforms leadership development from a solo journey into a collective win for leaders, teams, and organizations.

Statistics Explained

The standardized **Beta coefficient** measures how strongly one variable impacts another. A value > 0.10 is meaningful; > 0.50 is a strong relationship between the variables. All GCG results exceed 0.60, confirming strong links at every step from action plan implementation to improvement in leaders, teams, and results.

The **T statistic** shows how clearly a result stands out from the natural variation in survey responses. The higher the value, the more confident one can be that the relationship is real. A value > 1.96 indicates a statistically significant relationship at 95% confidence. All GCG results exceed 11, confirming that the relationships stand out with exceptional clarity.

The **P-value** shows the probability that the results occurred by coincidence alone. A value < 0.05 indicates statistical significance: the relationship is very unlikely to be a coincidence. All GCG results are < 0.001, confirming a systematic link.

In conclusion, with P-values < 0.001 and very high Beta and T values, the research demonstrates a remarkably strong and highly significant cascading impact: as leaders implement their action plans, they improve, which in turn enhances their teams' effectiveness, ultimately leading to better overall performance results.



Chapter 6: The Triple Win - Better Leaders, Teams, and Performance

The ultimate measure of coaching success isn't just leader improvement—it's the impact on teams and performance. GCG's approach has consistently delivered results that resonate across all three levels, creating a triple win for leaders, teams, and organizations.

The Data

GCG's methodology achieves a 95% success rate in leadership improvement, as confirmed by coworkers. This means that nearly all leaders who take part in GCG's coaching are seen by their teams as making meaningful, measurable progress in their development areas and overall leadership effectiveness.

The Cascade Effect



Better Leaders

When leaders improve in their targeted growth areas, it doesn't just benefit them—it elevates their overall effectiveness. Our research shows that improvements in specific leadership behaviors (e.g., communication, delegation) strongly correlate with overall leadership effectiveness.



Better Teams

Leadership improvements don't stop at the individual level. They ripple out to enhance team effectiveness, fostering collaboration, trust, and productivity. Teams led by coached leaders report higher levels of engagement, accountability, and performance.



Better Results

Ultimately, these improvements translate into tangible outcomes. Organizations see measurable gains in project delivery, employee retention, and financial performance when leaders and teams work together effectively.

The Role of Quarterly Pulse Measurements

To ensure sustained results, GCG uses quarterly pulse measurements to track progress and maintain accountability. These regular check-ins:



Provide leaders and coworkers with a clear view of what's working and what needs adjustment.



Keep everyone engaged and invested in the coaching process.

Create a feedback loop that reinforces positive behaviors and addresses challenges in real time.

The Triple Win

By combining the strengths of coaches, coworkers, and technology, GCG's approach delivers transformative results:

Leaders become more confident, effective and impactful in their roles.

Teams operate with greater cohesion, engagement and productivity.

Organizations foster collaborative cultures and achieve sustainable **performance.**

This collaborative, technology-driven approach ensures that leadership development isn't just a "nice-to-have"—it's a strategic imperative for any organization looking to thrive in today's competitive landscape.



Conclusion: From “Me” to “We” – The New Rules of Leadership Coaching

The ROI question that once haunted the coaching industry now has an answer: a 95% success rate in coworker satisfaction with improvements in leadership skills, team effectiveness, and performance results. Success that is validated not by self-reports but by the people who matter most—coworkers.

The GCG Formula for Scalable Leadership Development

Coaches become data-driven guides, not just leadership experts.

Leader and coworkers cocreate solutions they’re

Technology turns abstract goals into trackable, culture-aligned,

For Clients

We Deliver a Triple Win



Better Leaders, Better Teams, and Better Results — boasting a 95% success rate confirmed by coworkers, based on more than 100,000+ leaders coached.

Global Coach Group delivers the best results-based coaching worldwide through our network of over 4,000 world-class certified coaches, powered by our proven Triple Win Leadership Coaching approach and proprietary digital tools.

Triple Win Leadership Coaching, captured in Everybody Wins by Will Linssen — Amazon #1 International Bestselling Author.

Author

Will Linssen



Will Linssen has been ranked World’s #1 Leadership Coach by Global Gurus (USA) and World’s #1 Coach Trainer by Thinkers50 (UK), serves as advisor to the Harvard Business Review, and is recognized as a LinkedIn Top Executive Coaching Voice. He is an Amazon #1 International Bestselling Author. With more than 30 years of experience in executive leadership across Europe, North America, and Asia, Will holds the International Coaching Federation’s highest accreditation: Master Certified Coach.

He is the founder and CEO of Global Coach Group, the world’s #1 international leadership coaching network, with over 4,000 coaches worldwide serving Fortune 500 companies and leading multinational corporations.