

Why Develop Managers to Be Coaches?

According to our [2022 Annual Benchmark Report](#), **top-performing organizations are six times more likely to integrate performance management into their learning cultures** and treat development as a continual and holistic process.

High performers develop their people through a continual and holistic process

■ Stage 1: Learning Interventions ■ Stage 2: Learning Programs
■ Stage 3: Proactive performance strategy ■ Stage 4: High-impact learning culture

We develop our managers to be coaches



Performance management is integrated into our learning strategy



We focus on achieving desired performance outcomes for employees



We include activities that help employees practise for desired outcomes



Note: The percentages refer to the number of L&D leaders that report a score of 7, 8, or 9 out of a scale of 1 - 9, with 1 being "we don't do this at all" and 9 being "we do this all the time."

Chart: Mind Tools for Business Insight • Source: Learning Performance Benchmark

Performance management involves reviewing and evaluating employee performance – just like appraisals – but it is rooted in **coaching**.

Like coaches, during this process, managers will meet employees on a regular basis, and measure their performance using real-time feedback and metrics. This is a drastic change from the annual review processes that have traditionally been adopted by organizations, but taking a coaching approach to management can have a positive impact on organizational performance. According to our report, **79 percent of high-performing organizations develop their managers to be coaches**.

So how can you join them? Check out our latest research on performance management in our [2022 Annual Benchmark Report](#), and discover a wide range of coaching resources in our [Toolkit](#). For an individual subscription, [join the Mind Tools Club today](#). And for team solutions, contact the Mind Tools for Business team for a [demo](#) of the Enterprise Toolkit.