The purpose of coaching is to change behavior. It is therefore essential to have an understanding of the “active ingredients” required for such a change to occur. The Development Pipeline describes the necessary and sufficient conditions for change and serves as a guide to where coaching can provide the greatest value for a given individual.

1. **Insight**: The extent to which the person understands what areas need to be developed in order to be more effective.

2. **Motivation**: The degree to which the person is willing to invest the time and energy it takes to develop him or herself.

3. **Capabilities**: The extent to which the person has the skills and knowledge that are needed.

4. **Real-world practice**: The extent to which the person has opportunities to try new skills at work.

5. **Accountability**: The extent to which there are internal and external mechanisms for paying attention to change and providing meaningful consequences.

Developed from *Evidence Based Coaching Handbook*, Eds. Dianne Stober and Anthony Grant. (Wiley 2006)