

# GLOBAL COACHING GROUP

**The future of coaching in organizations –  
How to achieve sustainable impact  
on a global scale?**

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# The future of Coaching



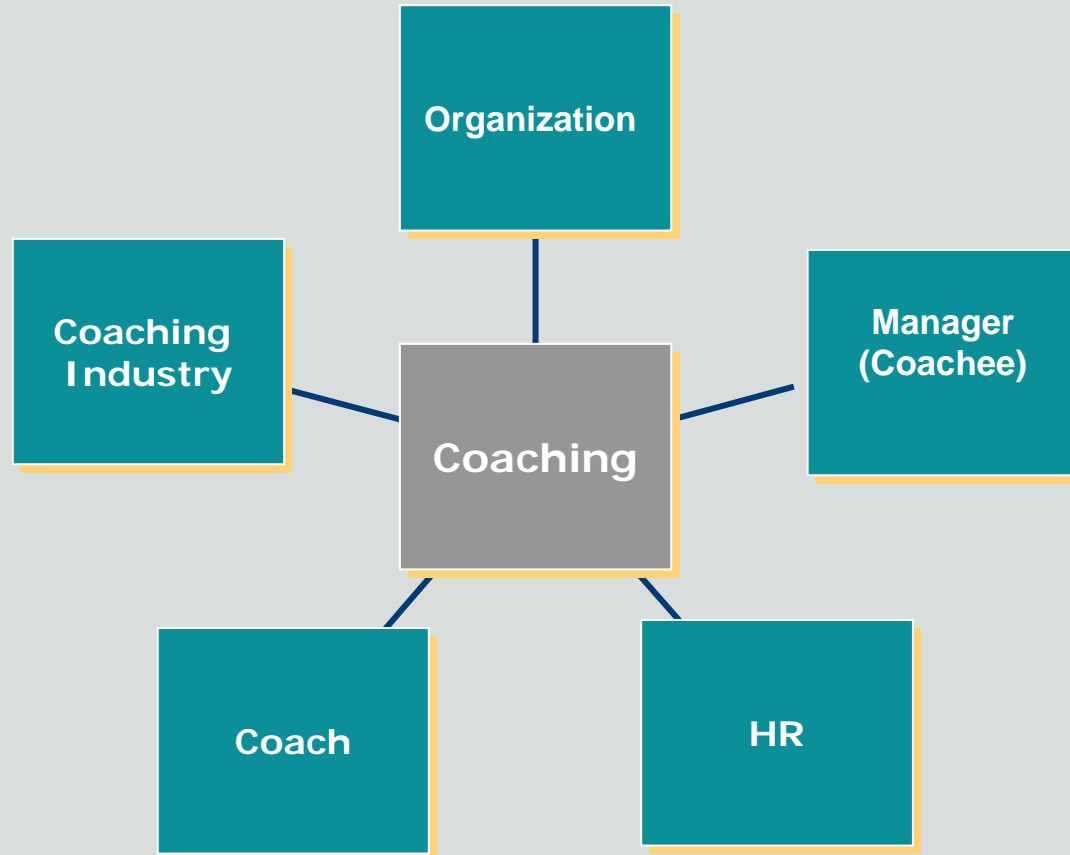
- Is Socrates the earliest recorded model of a coach through his process of inquiry? What happened to him?
  - He got killed as a result of the disruptiveness that his persistent and challenging questioning caused.
- Do we face a similar fate?
  - By all means we have to say that “No” is the answer. Asking powerful and challenging questions is one of the key competencies of a coach.

# History of Coaching

- Workplace coaching began to be recognized **25 years** ago
- Coaching came into existence to fill an unmet need in an interactive, fluid world of rapid change and complexity
- From early enthusiasm, high expectations, poor skills, following the crowd, coaching is now a **mature industry**
- Coaching is next to IT the **fastest growing industry** over the last years
- Several research studies have shown that coaching is one of the **most effective** ways for developing people and support change



# There are 5 parties involved



# Current Trends

## Organization

- Globalization and increasing competition within and among companies
- High pressure from media and politicians
- Decrease in trust from the public and employees
- Focus on stockholder value
- Focus on short term results
- “Perform higher with less resources”
- Flattened management structures
- Low employee engagement



# The Future

## Organization

- “War for talent” and leaders
- Focus on sustainable business results
- Satisfaction of client, employee, supplier and community becomes increasingly important (3P – People, Profit and Planet)
- “Human capital” instead of “Human resource”
- Ethical and conscious leaders are needed to face the challenges of tomorrow
- Coaching will be one of the key contributions to create impact and to create the necessary awareness
- Coaching will have impact on three levels: individual, team, and the organization
- Organizations will develop a “Coaching Culture” to have a competitive edge



# Current Trends

## Manager

- The Manager has become a “global nomad”
- Increasing pressure and stress
- Decreasing loyalty
- Increasing complexity
- Performance is measured in shorter timeframes
- No time and courage for leadership
- Managers are more and more open to ask for help and coaching



# The Future

## Manager

- Increasing focus on Leadership
- The manager becomes a coach for his people
- Has coaches and other sparring partners to get feedback
- Will continuously learn and reinvent him/herself
- Has a dramatically higher self-awareness and awareness for the external world (e.g. ethical dilemmas)
- Understands emotional and spiritual intelligence



# Current Trends

## HR

- Historically an administrative function
- Looking and searching for a new role and identity
- Wants to become a partner of the business
- Lack of top management support
- Faced with new challenges like war for talent, employee engagement, succession planning etc.
- Many HR professionals have a coach training
- Less relationship oriented than in the past
- Higher focus on quality, standards and professional services
- Open for coaching and coaching solutions



# The Future

## HR

- Is represented as a function in every board
- Is an equal partner for the business
- Has top management support
- Has the “guts” to explore new ways and solutions
- HR strategy is part of the business strategy
- Looks for innovative global or regional coaching solutions
- Results will be measured
- Contributes to the bottom line



# Current Trends

## Coach

- “The bar is raising”
- Market entry becomes more and more difficult
- Quality becomes more and more important
- Some coaches struggle for existence, some coaches are very successful
- Trend to specialize on a specific topic or target group
- Coaches offer more than just one-on-one coaching



# The Future

## Coach

- Different business models are existing:
  - One man/woman company
  - smaller local or regional companies
  - global coaching networks
- Has standards, best practices and quality assurance processes
- Has to constantly proof high quality and self development
- Has to be aware of ethical dilemmas
- Certification and accreditation becomes increasingly important
- From one-on-one coaching to customized coaching solutions and creating a coaching culture in an organization
- Coaches will need skills in team coaching and organizational development



# Current Trends

## Coaching Industry

- A non-regulated industry
- There are many local and some global coaching associations around the world. They start to work together.
- Has become a mature industry
- The market is flooded with new coaches and coach trainings
- There is less remedial coaching
- There is an underlying fear to be regulated



# The future

## Coaching Industry

- The market will consolidate
- Will stay a non-regulated industry
- The number of coaching associations will decrease
- Quality, ethics, standards and accreditation or certifications of coaches will become more important
- Academic Degrees in Personal and Professional Coaching emerge
- A growing partnership between research, academia, and the coaching profession
- The leading business schools will be in competition with coaches
- Consultants will discover coaching and add it to their portfolio or work together with coaches



# SWOT- Analysis

## Strengths

- A mature market with some excellent professionals around the world
- Coaching is a success story

## Weakness

- Everybody can call themselves a coach
- Misuse of the word coach and coaching

## Threats

- Regulation
- Scandals due to unethical or unprofessional behavior
- Internal competition

## Opportunities

- Has the potential to change how organizations work
- Supports sustainable impact and results



# Outlook

The biggest enemy of change is success!

- There are still a lot of things to do to fully unleash the potential of coaching. Everybody can make a difference!



# What is a Coaching Culture?

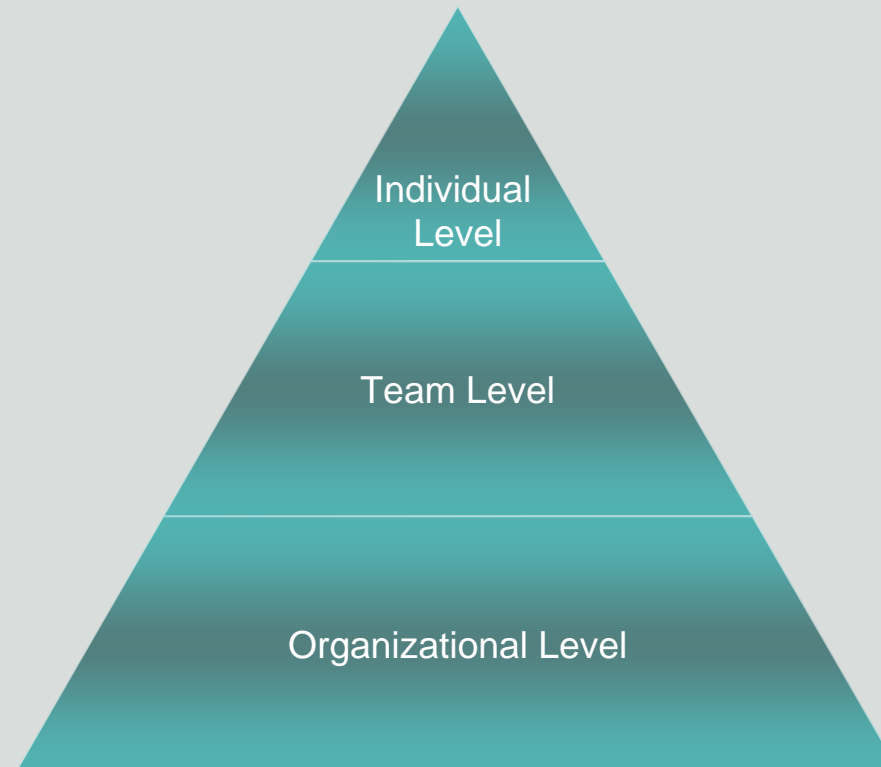
- Definition

Coaching Culture describes a specific organizational culture where individuals live and practice a coaching mindset and behavior which impacts the way they interact with each other and with stakeholders outside the organization.

- Objective

The overall objective is to create a learning organization which achieves sustainable success by creating superior satisfaction for stockholders, customers, employees, suppliers, and community.

# Impact of Coaching



# Stages of implementation

<b>Tactical</b>	Coaching has a negative connotation within the organization. It is more on an ad hoc basis and often characterized as “remedial coaching”. Quality and frequency is inconsistent.	<b>Remedial Coaching</b>
	The organization has recognized the value of coaching. The first steps towards establishing a coaching policy including quality standards are made. A pool of coaches has been selected by HR. Top management is still seeing the issue as primarily one for HR.	<b>Coaching for Performance</b>
<b>Strategic</b>	<p>The overall philosophy, process, guidelines, systems etc. for coaching are established and well known throughout the organization. The quality of the coaches is high and continuously evaluated.</p> <p>Coaching is a recognized part of Talent Management and Leadership Development. Managers are educated in the value of coaching and how to coach. Coaching is rewarded. Top management acts as a role model for coaching.</p>	<b>Coaching for Leadership Excellence</b>
<b>Integrated</b>	<p>Coaching is aligned with the business strategy. It supports to live the vision, values, Business and HR strategy of the company. It is integrated with organizational systems.</p> <p>People are engaged in coaching at all levels and functions.</p>	<b>Coaching for Transformation and Organizational Excellence</b>



# Elements of a Coaching Culture

## 1. External Coaching for senior manager

- One-on-One Coaching
  - on different levels, e.g. Executives, Middle management, HiPo
  - for different reasons, e.g. Transition Coaching, On-boarding, Expat
  - provided by external or internal coaches
- Team Coaching
- Customized Leadership Development
- Peer Coaching

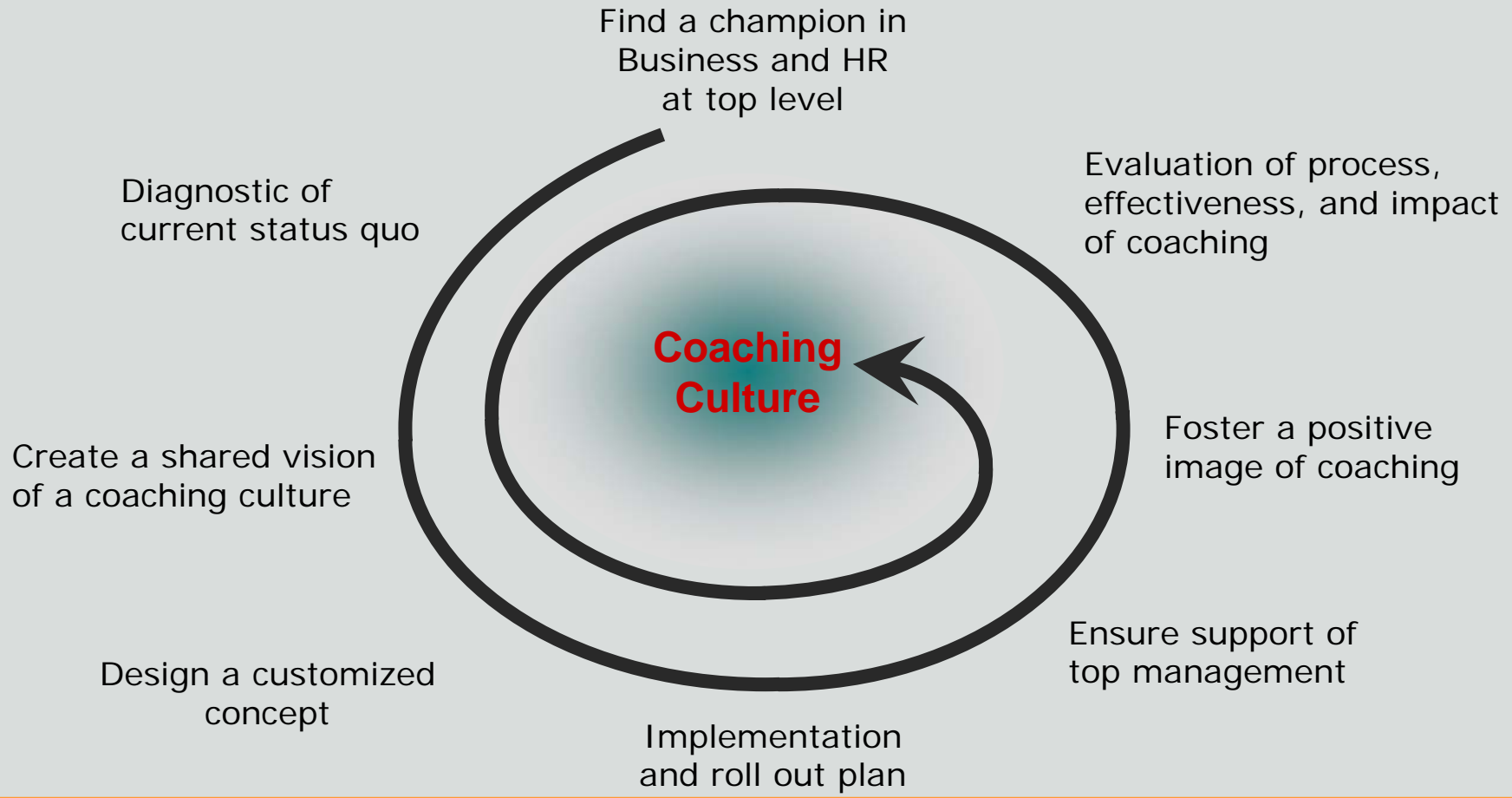
## 2. Dedicated internal coaches for middle management

## 3. Managers coaching their staff

## 4. Quality Standards, Evaluation, and Operational Excellence



# It's an iterative process



# Beyond organizations



Coaching has the potential to create a new way of how people communicate with each other – using all the tools and skills of coaching in all aspects of their lives.