The Secret History of Coaching

What you know and what you don’t know about how coaching got here and where coaching is going in the future.

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Master Certified Coach
Agenda

- What do you know about the History of Coaching?
- Historical Observations
- Where is Coaching Today?
- Challenges Facing Coaching
- What does the Future hold for Coaching?
What do you know about the history of coaching?

- Globally
- Regionally
- By Sector
- By Specialty
- ... Personally ...

... What do you want to know?
Common Threads Worldwide

1930s  Success Merchants & Motivational Speakers
1950s  Counselors, Therapists & Organizational Psychologists
1960s  Humanistic & Transpersonal Psychology
1970s  Large Group Awareness Training (LGAT)
1970s  Consulting, OD & Leader Development
1980s  Therapy & Method Acting
Counseling Executives
Sales Coaching

1930s - 50s

Leadership Programs
Assessment Centers

1960s - 70s

Inner Game
Coaching Services

1980s

Training + Associations
Coaching Culture

1990s

Academic Programs
Research & Evidence

2000s
Historical Observation #1

Coaching sprang from several independent sources and spread through relationships
Coaching

United Kingdom
- Sir John Whitmore
- Graham Alexander
- Myles Downey
  (and many others)

1975

United Kingdom
- Results Unlimited
  - Ginny Ditzler
  - Graham Alexander
    (and many others)

1981

1980s

United States
- Tim Gallwey
  - Sports Coaching 1974
  - Performance

1980s

Worldwide
- Werner Erhard’s
  - Consulting, Coaching and
    Corporate Programs Company

1984

Behavioral Psychology - Counseling

1970s

Humanistic Psychology
- Carl Rogers
  - Abraham Maslow
  - Fritz Perls
  - Virginia Satir
  - Albert Ellis

Transpersonal Psychology
- Roberto Assagioli
  - Aldous Huxley
  - Stanislof Grof
  - Michael Murphy
  - Alan Watts

Personal Development
- Werner Erhard
  - Alexander Everett
  - Joe Silva
  - Dale Carnegie
  - Napoleon Hill

17th Annual
Coaching and Mentoring Conference
18-20 November 2010 - Dublin, Ireland
Historical Observation #2

Coaching has a broad intellectual framework that draws on the synergy, cross-fertilization, and practices of many disciplines.
Historical Observation #3

Modern coaching patterns and practices are dynamic and contextual.
Coaching Defined

“Goal-directed, results-oriented, systematic process in which one person facilitates sustained change in another individual or group through fostering the self-directed learning and personal growth of the coachee” (Grant, 2003) encompassing attributes along a continuum.

Continuum Attributes*

<table>
<thead>
<tr>
<th>Directive</th>
<th>Facilitative (Non-directive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holistic</td>
<td>Specific</td>
</tr>
<tr>
<td>Short-term</td>
<td>Long-term</td>
</tr>
<tr>
<td>Individual leads agenda</td>
<td>Others lead the agenda</td>
</tr>
<tr>
<td>High personal content</td>
<td>Low personal content</td>
</tr>
<tr>
<td>High business content</td>
<td>Low business content</td>
</tr>
<tr>
<td>Developmental</td>
<td>Remedial</td>
</tr>
</tbody>
</table>

*adapted from CIPD Coaching and Buying Coaching Services Guide
Coaching came into existence to fill an unmet need in an interactive, fluid world of rapid change and complexity.
Disciplines and Socioeconomics

1800
Natural Sciences
Social Sciences
Business

1900

2000
Success Motivators
Human Potential
Personal Growth
Historical Observation #5

Coaching came into being in an open, integral social network from a perspective of diversity and inclusion.
Emergence and Evolution of Coaching

- Intersection of people, disciplines and socioeconomic factors.
- Generational and linked patterns of influence
Diffusion of Innovation Curve

- Innovators: 0.1%  
- Early Adopters: 2.1%  
- Early Majority: 34.1%  
- Late Majority: 34.1%  
- Laggards: 0.1%

Tipping Point
EMERGENCE CURVE


Innovators  Early Adopters  Early Majority  Late Majority  Laggards

United Kingdom  United States  German-speaking  France

Popularity  "Stickiness"  Codification  Training Schools  Professional Assns

Niches  Diversity & Inclusion
Where is coaching today?

- Globally
- Regionally
- By Sector
- By Specialty
- ... Personally ...

... Link/leverage the past to inform/engage the present?
Postmodern Challenges for Coaching

- How to maintain its unique lens on the client as it integrates with other practices and disciplines?
- As an integral part of practice in other disciplines, how to respond to the demands for marketplace distinctiveness?

. . . . How are these challenges manifested?
One Future for Coaching . . .

- An open, fluid social movement
- Spread virally through human relationships and interactions
- Woven into the fabric of life
- Communication process and style for human interaction

. . . . . What future do you see?
Coaching practice . . .

- Dynamic and contextual
- Awareness- and choice-focused
- Delivered across a continuum of attributes
- Customized to person being coached, coach, context, and specific situation

. . . . What do you see?
To be sustainable and multidisciplinary requires . . .

- Continue rapid innovation
- Encompass diversity and inclusion
- Maintain an integral balance
- Preserve a loose, open social network

. . . . What else is required?
What you can do . . .

- Understand influences and contributions
- Embrace an inclusive coaching definition
- Promote diversity and inclusion
- Support effective use of coaching
- Model and live coaching
- Champion coaching as a social phenomenon

. . . . What will be your approach?