

Who's Who In Coaching: *Who Shaped Business Coaching*

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PRELIMINARY RESULTS for PhD

Today's Presentation

- Material presented is from a dissertation in progress
- Provide framework for how study was carried out
- Present preliminary results to date on:
 - Provide evidence for the roots of coaching
 - Document the early phases of coaching in business
 - Trace the global evolution of coaching

Where it all began...

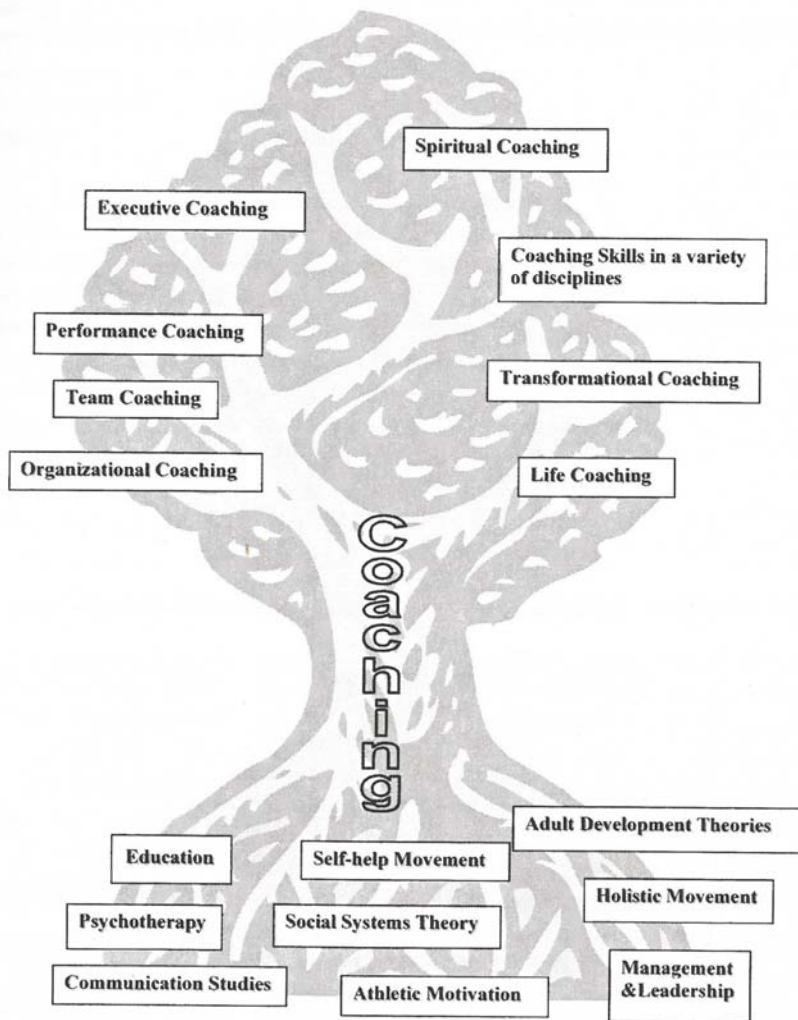


Figure: The field of *Coaching Studies* draws from many “roots” and supports many “branches”

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(Stein, 2003)

Coaching Defined For This Study

“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*

Directive

Holistic

Short-term

Individual leads agenda

High personal content

High business content

Developmental

Facilitative (Non-directive)

Specific

Long-term

Others lead the agenda

Low personal content

Low business content

Remedial

*adapted from CIPD Coaching and Buying Coaching Services Guide

Key Coaching Points

1. The **knowledge, skills and abilities** used in coaching can be used by anyone and any profession.*
2. Professional coaches have no **responsibility, authority or accountability** over the outcomes of the person being coached.*
3. Activities in coaching range on a **continuum** influenced by the coach, client, environment, and specific situation.
4. The **worldview** will impact how coaching is defined.

*adapted from Jay, 1999

Research Questions

1. Where does the coaching field have its deepest roots?
2. What are the boundaries of the coaching field that help distinguish it from other professional endeavors?
3. How do the backgrounds of practitioners relate to emergence of coaching field branches?
4. What supported the emergence of coaching in the late 20th century and what can we learn from this to help coaching become a profession?

Data Sources

- Literature
- Survey
- Interviews

Literature

Scholarly and Peer-Reviewed

- **Psychology** (Consulting, Clinical, Organizational, Education, Social, Developmental...)
- **Business** (Management, Organization Development, Consulting, Mentoring)
- **Adult Education, Learning and Development**
- **Philosophy** (Eastern, Western, Ontological...)
- **Sports**
- **Personal Development** (Motivation, Human Potential, Self-Help, Contemporary Psychology...)
- **Other Areas** (Performing Arts, Sociology, Communication, Wellness, Anthropology...)

General Publications - Choice Magazine, Coaching At Work...

Coaching Books - Handbook of Coaching (Hudson, 1999), Psychology of Executive Coaching (Peltier, 2001), Coaching – Evoking Excellence in Others (Flaherty, 2005)...

Literature Findings To Date

1. Philosophy taproot with academic and motivation/human potential main roots
2. Emerged in business in late 1970's
3. Emerged in areas outside business in the late 1980's
4. Adapted theories and models from various fields to the normal population
5. Early practitioners consistent in taking their education and experience into coaching
6. Coaching models borrowed from academic disciplines and imported from non-academic disciplines

Construction of Survey Instrument

- *Based on initial literature review and targeted Internet search*
- *Mixture of yes/no, multiple choice and fill in the blank questions*
- *Limited and structured questions to keep response time to 15+ minutes*
- *Demographic data gathered through six questions*
- *Eight core questions grouped*
 - *Training and background*
 - *Professional memberships and affiliations*
 - *Influencers*

Survey Instrument Design Validation

- *Small group of coaches and researchers*
- *Pilot to test ease of use, language clarity, links and time required*
- *Based on feedback, enabled custom conditional logic mechanism to skip non-applicable questions*
- *Re-piloted with colleagues*
- *Created standard email and website portal to questionnaire*

Survey

Who

- *Coaches primarily with some purchasers and related professions worldwide*

Focus

- *Identify key influencers & influences*

Method

- *Self-completion Internet based questionnaire*
- *Standardized questions*

Survey Results

Influencing professions

- *Psychology*
- *Consulting*
- *Organization Development*
- *Sports-Fitness-Recreation*
- *Management - Leadership*

Influencers grouped based on core disciplines

- *Human Potential Movement*
- *Psychology*
- *Adult Development*
- *Management*
- *Sports*
- *Philosophy*

Interview Creation

- *Semi-structured interviews*
- *Using a combination of multiple choice and open-ended questions*
- *Email request to prospective interviewees with survey results attached*
- *Interviews recorded after obtaining permission*
- *Interviews transcribed and approved*
- *The transcripts formed the basis for coding*

Interviews

Purpose

- *Triangulate data*
- *Obtain multiple viewpoints*
- *Gather names of additional influencers*
- *Develop an integrated framework*

Method

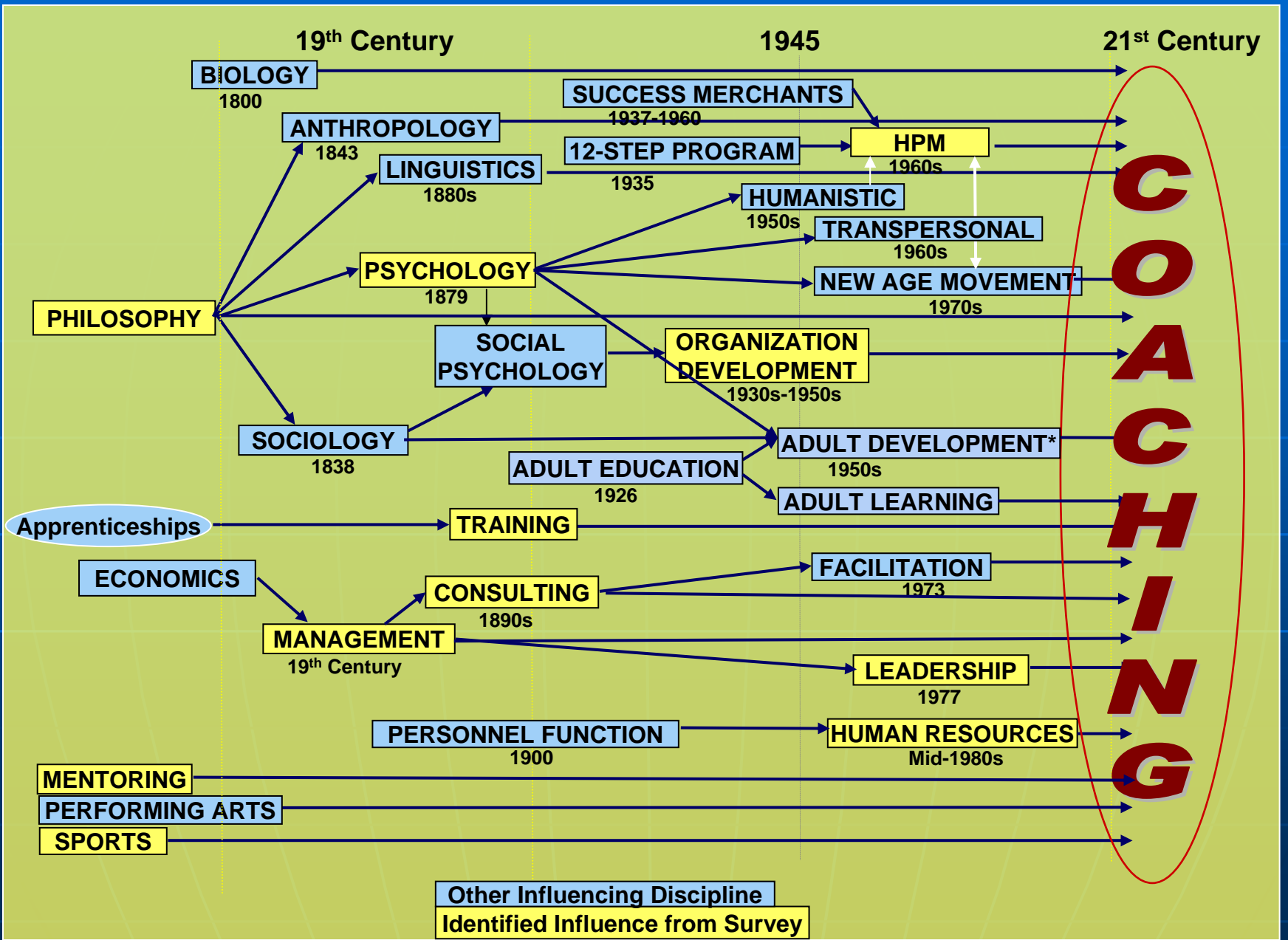
- *Email request with survey results*
- *Telephone Interviews*
- *Semi-structured questions*

Interview Progress to Date

- *Conducted and transcribed 167 interviews*
- *Catalogued approved interviews and split according to question and general topic*
- *Identified initial codes: coaching root, professional association, coach training school, key influencer*
- *Currently analyzing this coded data to analyze for patterns, themes, relationships and differences between the coded groups*

Preliminary Results to Date...

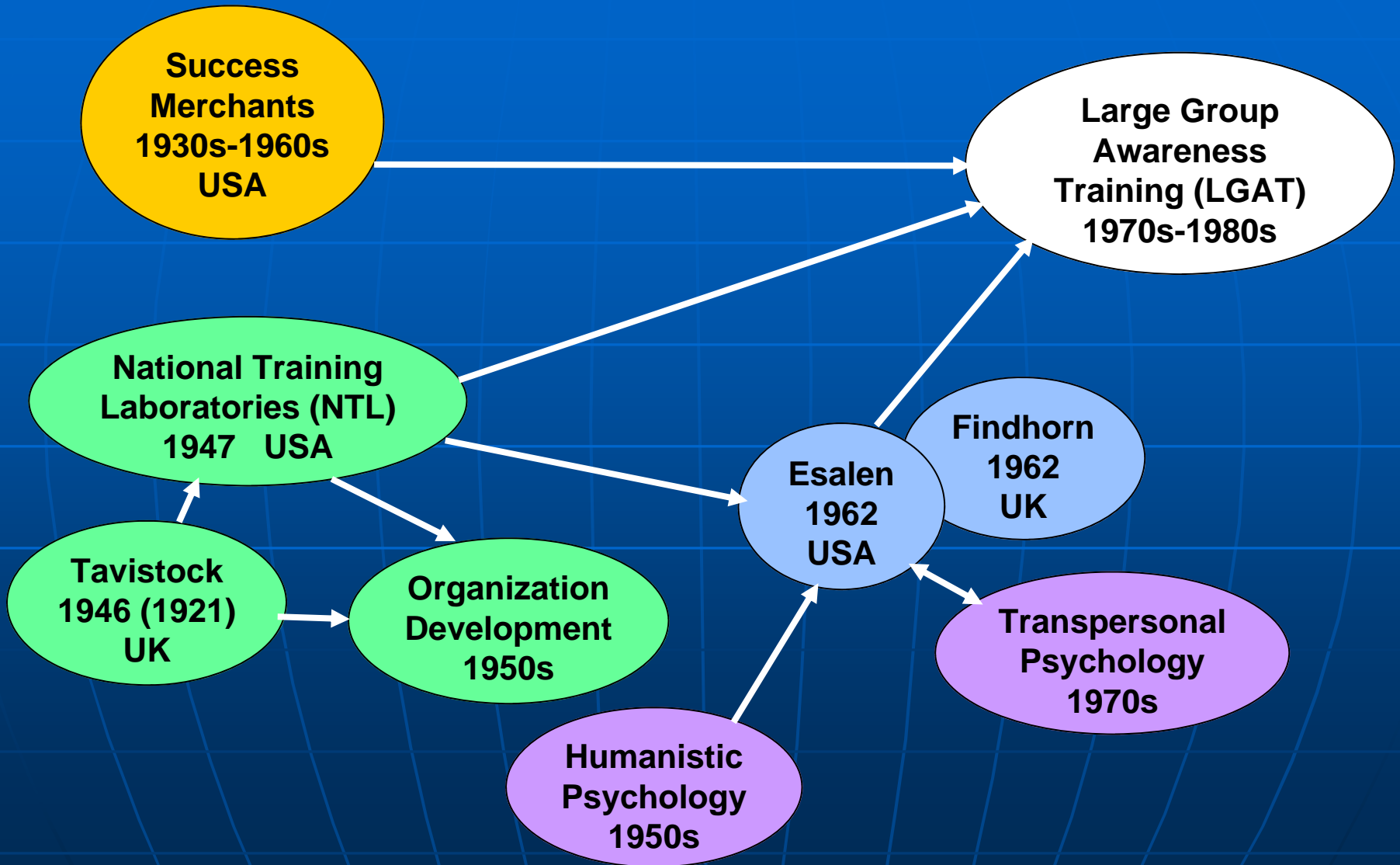
- Related Professions Timeline
- Early Business Coaching Examples
- Movements and Organizations
- Discipline Influences
- Geographical Commercialization
- Emergence of Associations
- Common Threads Worldwide
- Preliminary Conclusions and Next Steps



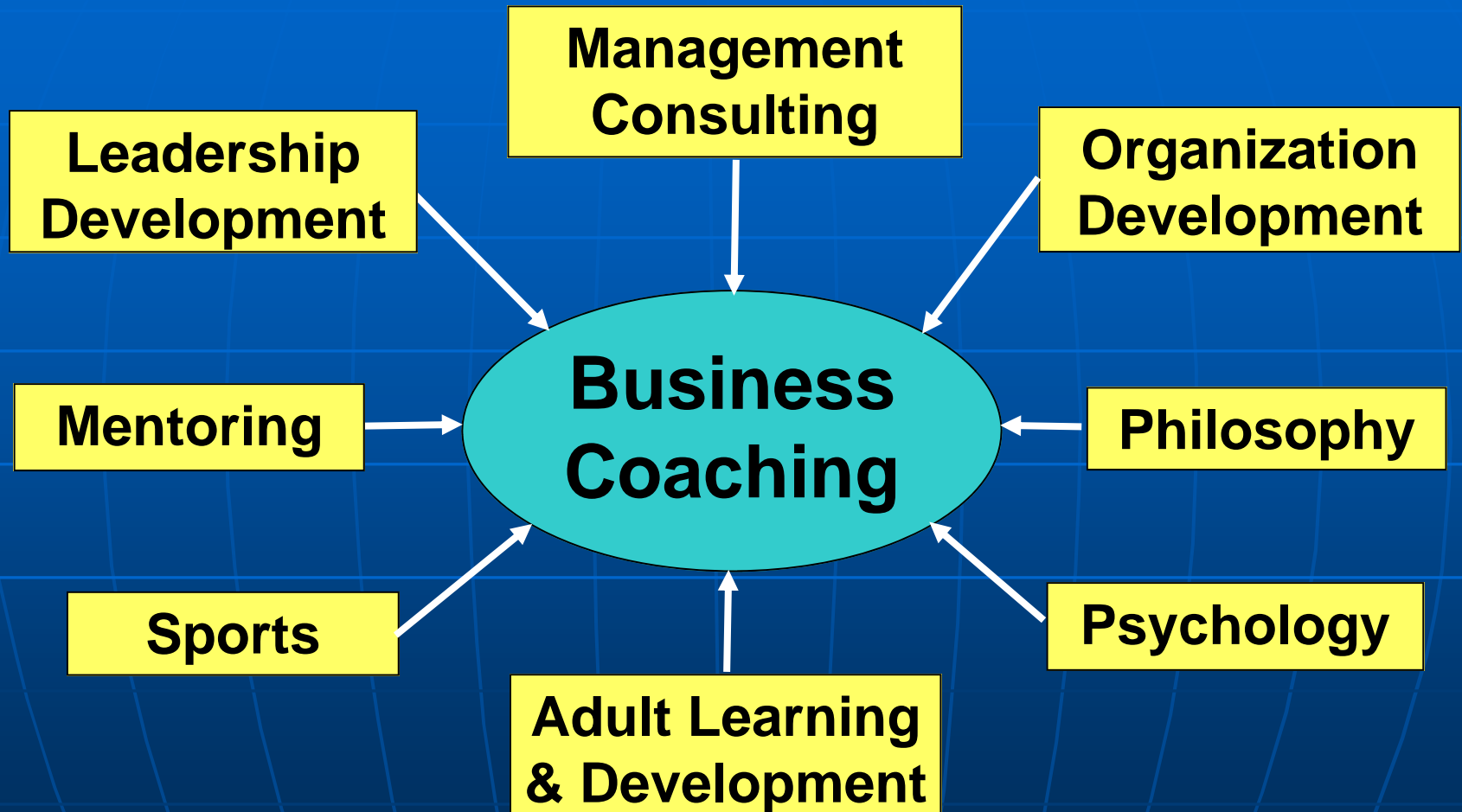
Early Business Coaching Examples

- 1978 Coaching for Improved Work Performance (Fournes)
- 1979 Coaching: Beyond Management (Selman)
A Manager's Guide to Coaching (Megginson)
- 1980 Inner Game Sports Coaching (Gallwey, Whitmore)
- 1981 Personnel Decisions International (PDI) offers Executive Coaching (Peterson)
- 1981 Results Unlimited (Ditzler/Hedges)
- 1984 Transformational Technologies (Erhard/Selman)
- 1986 Alexander Corporation (Alexander)
- 1987 The Coach: Creating Partnerships for a Competitive Edge (Stowell/Starcevich)
- 1989 Performance Consultants (Whitmore, et. al.)

Movements and Organizations

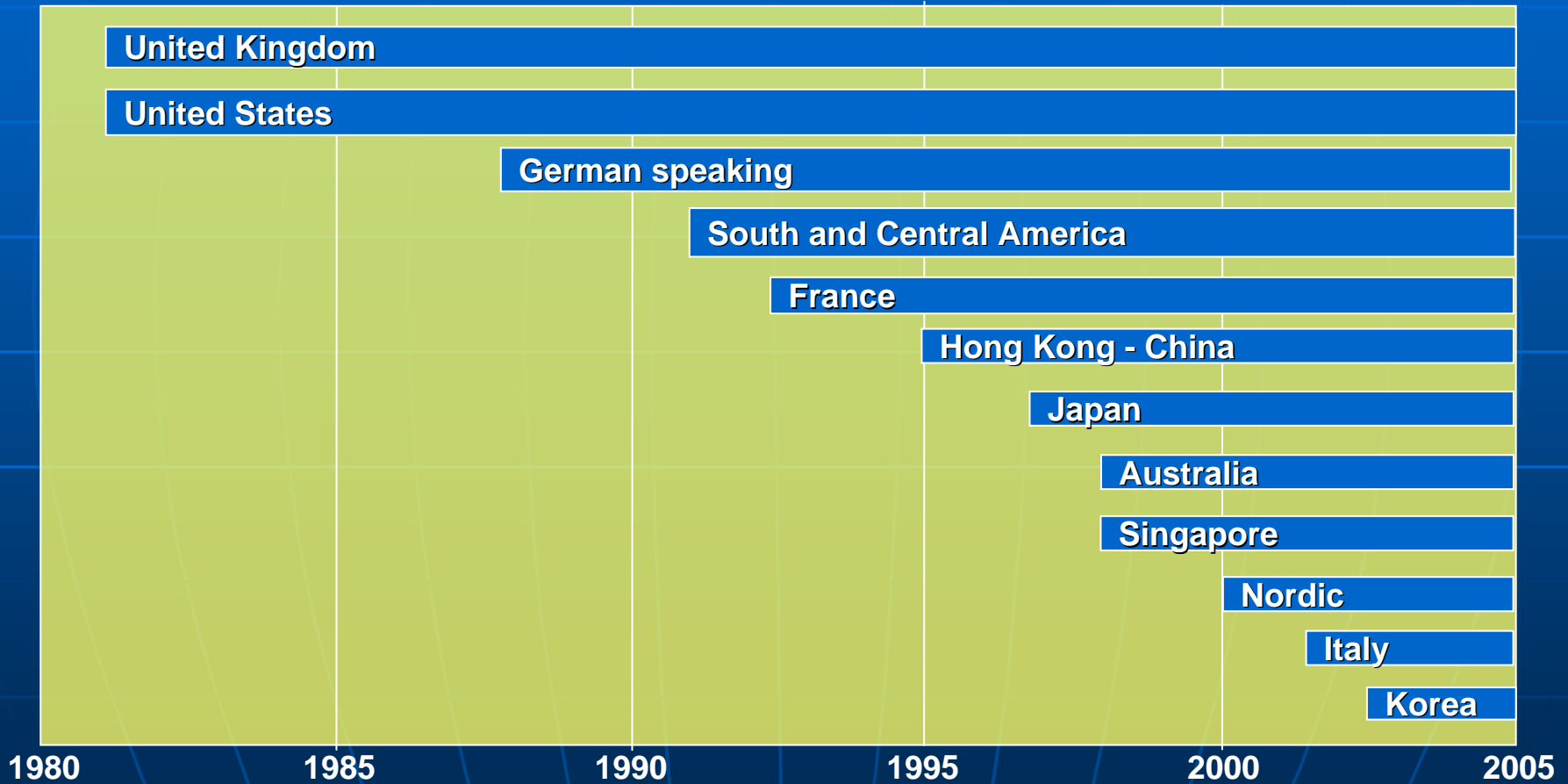


Discipline Influences



Geographical Commercialization

Earliest Coaching Program or Company



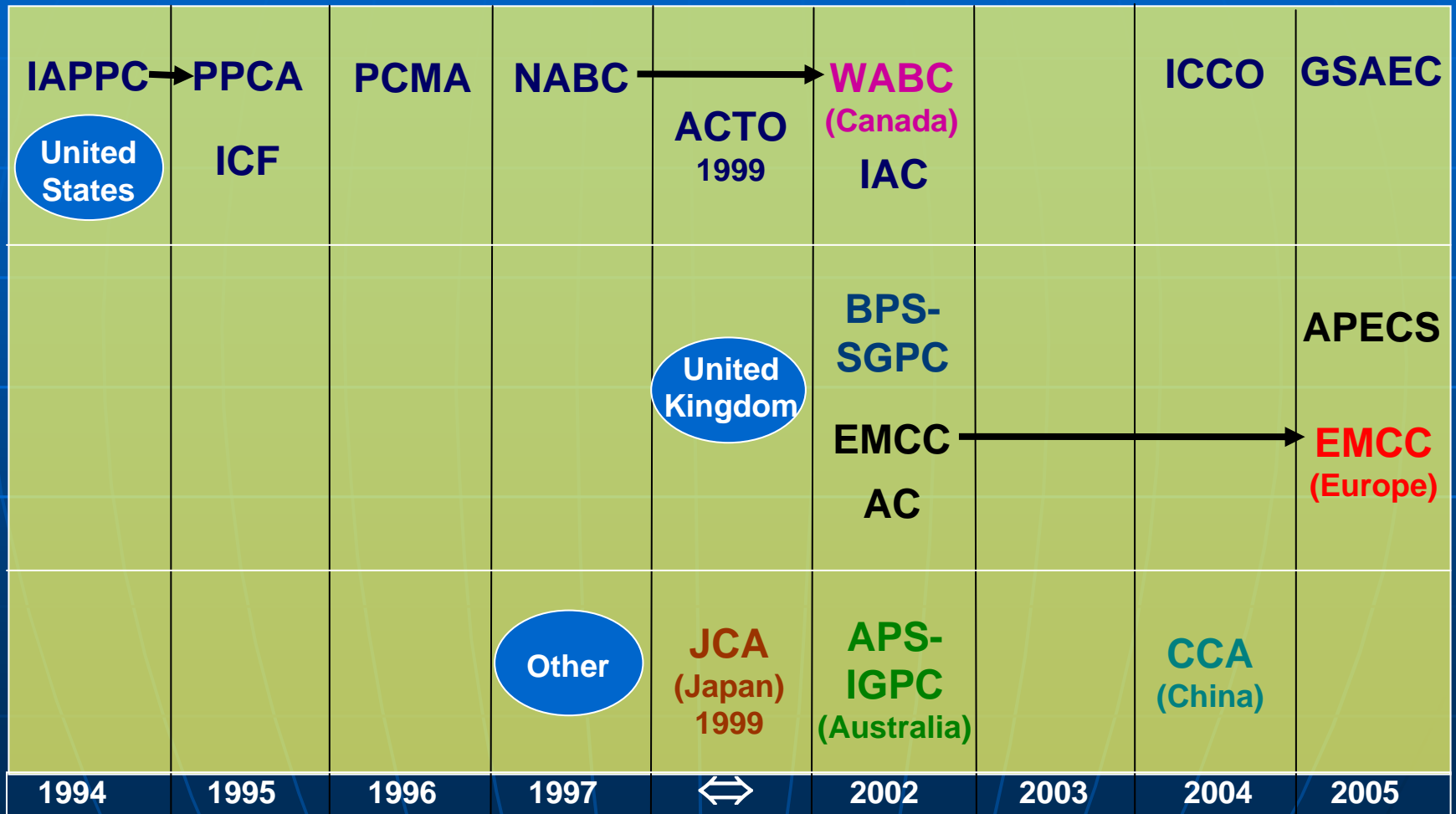
United States and Canada Associations

IAPPC	International Association of Professional and Personal Coaches
PPCA	Professional and Personal Coaches Association
ICF	International Coach Federation
PCMA	Professional Coaches and Mentors Association
NAPC	National Association of Professional Coaches
WABC	Worldwide Association of Business Coaches
ACTO	Alliance of Coach Training Organizations
ICCO	International Consortium of Coaching in Organizations
GSAEC	Graduate School Alliance of Executive Coaching

Associations Outside United States and Canada

BPS-SGPC	British Psychological Association – Special Group Psychology Coaching
EMCC	European Mentoring and Coaching Council
AC	Association For Coaching
APECS	Association for Professional Executive Coaching & Supervision
JCA	Japan Coaches Association
APS-IGCP	Australian Psychological Association – Interest Group in Coaching Psychology
CCA	China Coach Association

Emergence of Associations



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, Leader & Organization Development

Preliminary Conclusion...

Coaching rooted in and influenced by multiple fields, for example:

- **Organization Development** – systems perspective, Action Research, Appreciative Inquiry, organization context, and process consultation
- **Clinical Psychology** – models and theories to change thinking and behavior applied to non-clinical populations; client-centered therapy, solution focused therapy, Gestalt therapy
- **Business** – leadership development models, career counseling and entrepreneur life planning
- **Performing Arts** – techniques including listening, presence, setting ego aside, being present
- **Philosophy** – mind/body connection, spirituality, elders around campfire, language, meaning and purpose, 12-step programs

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Next Steps...

- **Continue analyzing interview data using a grounded theory approach**
- **Complete the dissertation**
- **Publish the story**

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