

PEER BULLETIN

December 4, 2012

Navigation Tools for the Heart, Mind, and Soul™

ISSN: 1488-6774

Number 219

Seasons Greetings



Peer Resources

A Magazine for Peer Assistance, Mentorship, and Coaching (International Edition)

PEER BULLETIN

Our Intention

The *Peer Bulletin* is an independent, international, subscriber-funded, advertising- and promotion-free magazine. We believe in nurturing the human spirit by drawing upon the wisdom and practices of many traditions, our subscribers and other contributors all of whom are making a difference in the fields of peer assistance, mentoring and coaching.

The content of our magazine bridges the gap between science and art as well as the gap between thinking and doing. We offer our readers the opportunity to connect with an international network of practitioners, writers and researchers who are dedicated to inspiration, cooperation, respect, positive regard, hope, compassion, and equality throughout the world.

Subscriber Services

The *Peer Bulletin* (ISSN 1488-6774) is published monthly to assist business, community, education and agency personnel to achieve balance, well-being, and prosperity in heart, mind and soul. Subscription fees are available [online](#), or by calling 1.800.567.3700 (in Canada and the U.S.A.) or 1.250.595.3503 (International), or by email: peerbulletin@peer.ca. Discounts are available for two-year subscriptions.

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THE SOURCEBOOK OF COACHING HISTORY

THE EMERGENCE AND EVOLUTION OF COACHING

VIKKI BROCK



Coaching is an emerging and evolving field, complex and dynamic, integrating the substance of many fields and the innovative thinking of great pioneers. Many coaches don't understand the rich and eclectic history of coaching, seeing it wrongly as having sprung up in the 1980s or 90s. In fact its roots go much farther back and examples of those who practiced a form of coaching stretch back into antiquity. Eastern philosophers and ancient athletic coaches were among the first practitioners. In the East, the focus of physical training was martial arts, rather than athletics. In the West, images captured in ancient Greece provide evidence that athletic coaches have played a role in Western culture for nearly three millennia. Just like their counterparts in modern sports today, the ancient Greek coaches—former athletes themselves—helped the competitors of their day achieve personal excellence.

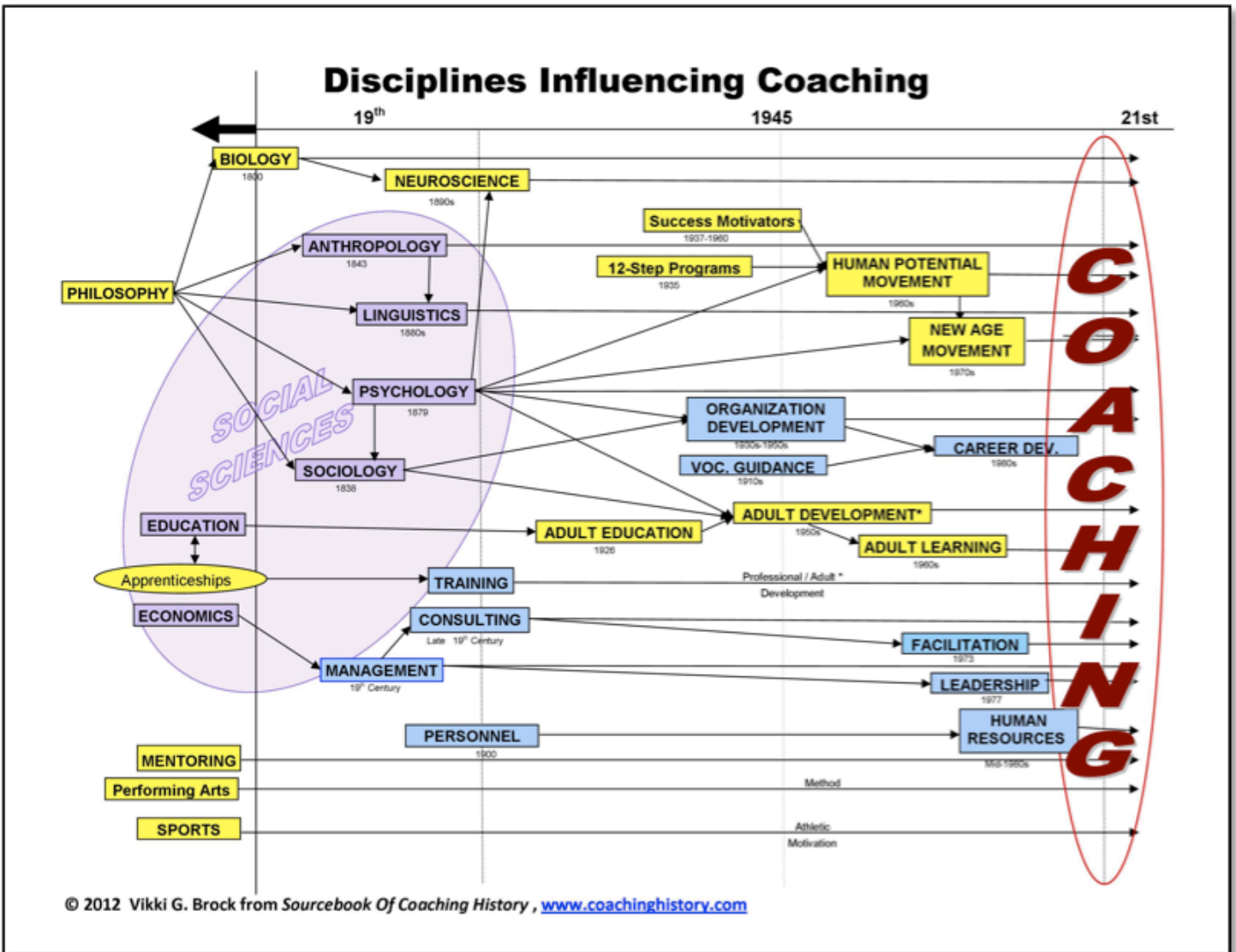
Let's start by taking a look back to the emergence of modern disciplines from philosophy. During the 1800s curiosity about nature led to specialization, and the natural sciences (biology, geology, physics) separated from philosophy. In the mid-1800s curiosity about people led to specialization in the social sciences and business arena, with a burst of specialization around 1900 in the psychology discipline. As demonstrated in the figure on the next page, coaching is 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, entrepreneur life planning;
- Performing Arts—techniques including listening, presence, setting ego aside, being present; and
- Philosophy—mind/body connection, spirituality, elders around campfire, language, meaning and purpose, 12-step programs.

Looking at the emergence of coaching through socioeconomic perspectives we have the Modern period, from the 1890s to the 1950s, and the Postmodern period from the 1950s.

The Modern period can be characterized by:

- Obsession with evidence, logic, rationality, analytic thinking and what it could produce;
- Industrial revolution which looked at people as economic units, separation of work and family, and the changing nature of occupations;
- Shift from isolated local communities to more integrated large scale society; and
- Control, order, certainty.



The Postmodern shift began in the 1950s and was characterized by:

- The rise of a service society which allowed for reintegration of family and work by the changing nature of work;
- Resistance to sacrifice in the name of progress—environmental, anti-war, civil rights, equal opportunity, feminism, and multi-cultural;
- Social, economic, and political changes occur more frequently; and
- Mass media and rapid technological change along with migration and globalization.

Coaching emerged during the postmodern period of the late twentieth century, born of a rapidly changing socioeconomic environment and nourished by the root disciplines of psychology, business, sports, and adult education. Psychology provided many of the essential theories, as well as a practical toolset, for the emerging discipline of coaching. Business provided the first theaters of operation—a fertile field for coaching’s application, growth, and diffusion. The business sector also had established tools and theories, including those that concentrated on the individual, and those who focused on the organization. Individual coaching was

Emergence and Evolution...(continued)

practiced in the 1980s behind closed doors as a form of workplace counseling focused on personnel problems affecting the business as a whole, and was available only to executives. Coaching's movement into middle-level management offered coaching its greatest early opportunity for growth. Those who worked in organization development and management consulting were also well positioned to expand their efforts. In the business sector, the help offered to individuals and organizations had a different focus: improving the bottom line. The results focus of business coaching emphasized metrics as a critical demonstration and justification of coaching's value.

Against the backdrop of the success merchants (Norman Vincent Peale, Napoleon Hill, Dale Carnegie) of the 1930s, to humanistic and transpersonal psychology in the 1960s, through the Human Potential

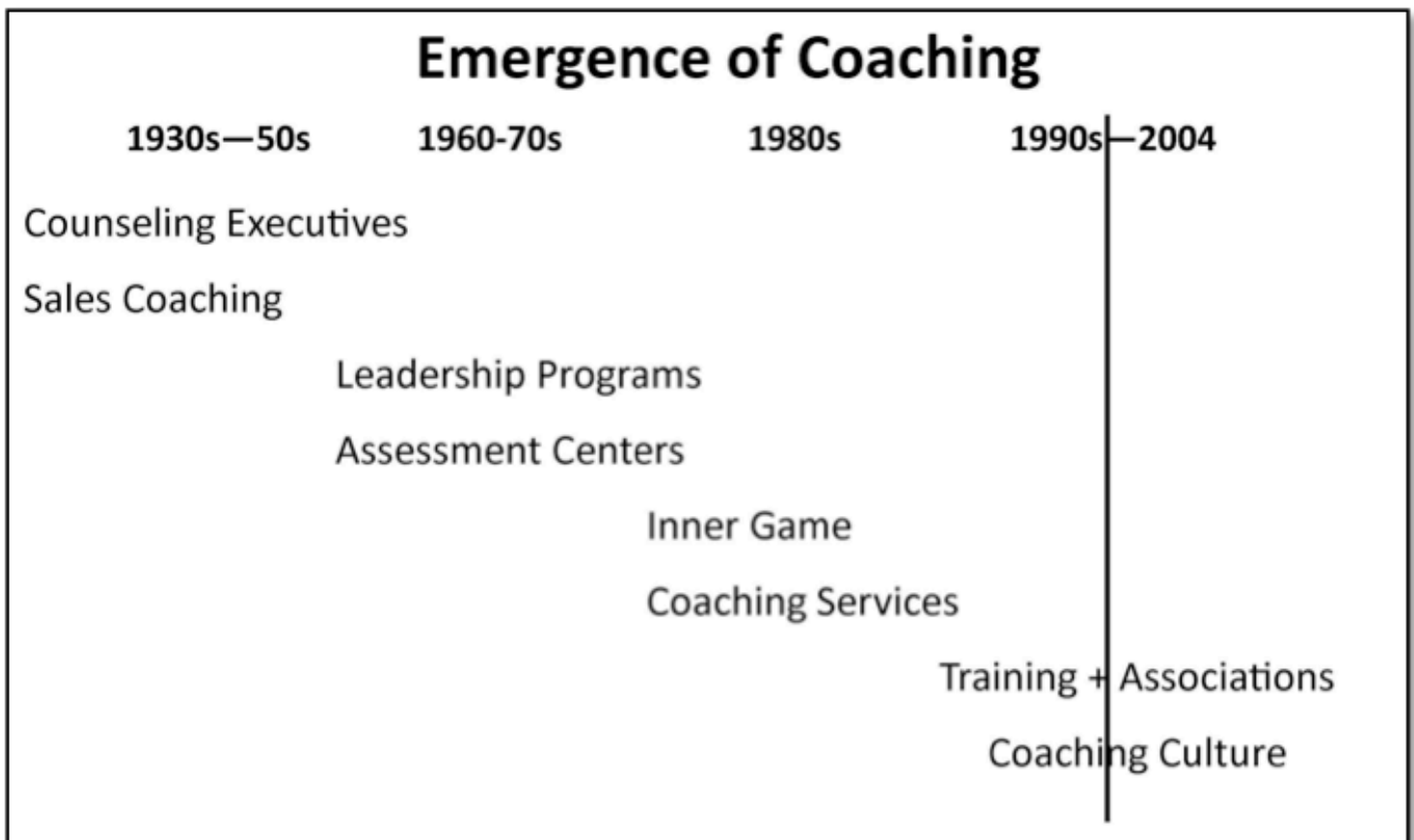
Movement of the 1970s, and into the halls of business in the 1980s, coaching evolved while defying all attempts at definition and containment.

1930s-50s

- Counselors, therapists, and organizational psychologists were 'counseling' executives using practices that are similar to coaching.
- Sales coaching focused on how to be a better salesperson.
- Sporadic articles appeared on coaching, performance improvement, and management development.

1960s-70s

- Coaching emerged in the business world when leaders' role in change was viewed from the intersection of Organizational Development and psychology.



Emergence and Evolution... (continued)

- Executive and business coaching emerged from leadership programs and assessment centers.
- Seventeen articles on coaching were published in 1970s along with four books on coaching authored by managers.
- [Edgar Schein](#) coined the term ‘process consultation’ in the late 1960s, to describe the consultants’ non- directive and questioning role as groups solve their own problems.
- Ferdinand Fournies’ [Coaching for Improved Performance](#), originally published in 1978, and [David Megginson](#)’s *A Managers Guide to Coaching* were published.

1980s

- Timothy Gallwey’s [Inner Game](#) presented an approach to sports adapted to business and called it “coaching.”
- The first companies providing individual business coaching services were founded in United Kingdom and United States.
- Psychological consulting first begins to provide services called “executive coaching.”
- Sports coaches and business people identified common coaching principles across disciplines.
- The first training schools were founded to deliver coach training to individuals and business in United States and Europe.
- Coaching was introduced into business in German-speaking countries.

- Coaching literature expanded with doctoral research and 29 academic articles.
- Five books were published addressing coaching by supervisors to improve performance.

1990s

- Coach specific training schools/programs grew from two to eight in 1995, to 365 in 2012.
- Professional coach associations grew from zero in 1990 to 12 in 2004.
- Annual coach conferences grew from zero in 1994 to 16 in 2003.
- United States consulting psychologists published three journal special issues on executive coaching.
- Virtual teleclass training supported the global spread of coaching.
- The first internal coaching assignments in companies were created.
- Seventy-nine coaching books were published during the 1990s with 62 percent in 1998-1999.

Early 2000s

- Six peer-reviewed coaching publications began in 2001 or later in support of evidence based coaching.
- Coaching psychology (identified as distinct in 2000) special interest groups were created in United Kingdom and Australia psychology organizations.

“When you look around your life and you notice that something is missing, don’t go looking for it—create it! The key is to design a compelling destination, while enjoying the journey!”

~ Laura Whitworth (1947-2007) ~
Pioneer of coaching
[Biography](#)

- 153 coaching books were published 2000 through 2004; 132 coaching articles published in business and psychological journals.
- Coaching culture became a common term in business.
- Coach industry publications grew from zero in 2000 to four in 2004.

Who Was First?

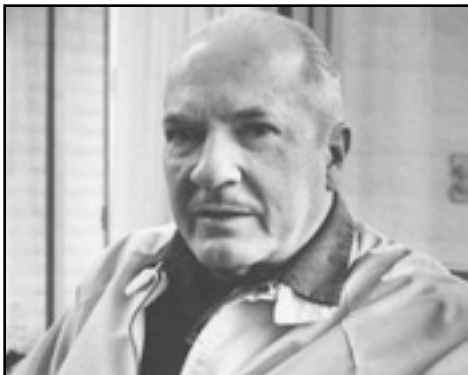
Now, approximately 20 years later, we can benefit from the perspective we have gained in coaching's short, yet explosive history. Coaching emerged from an intersection of people, disciplines and socioeconomic factors. It wasn't just happenstance; it emerged through linkages. Many key influencers and early coaches knew each other, though they lived in different countries and worked in different fields. Various groups have claimed, "we were the first." But that claim is clearly exaggerated. Coaching sprang simultaneously from independent sources and birthplaces, and spread through a complex series of relationships, fueled by a series of serendipitous, interdisciplinary gatherings. The key figures in those meetings, long before technological advances made such interaction much easier, connected through face-to-face conferences, workshops, and forums.

One example of the breadth of relationships was [Werner Erhard](#) and his connection to key figures in business, sports, and the emerging coaching field. In the 1970s Werner Erhard popularized human growth and development through the large group awareness training known as "[est](#)" or Erhard Seminars Training.

Many key pioneers in coaching participated in Erhard's programs and/or were his friends. For example, [Tim Gallwey](#) (*The Inner Game of Tennis*) coached Erhard in tennis; [Ken Blanchard](#) (*The One Minute Manager*) was a personal friend; and [Warren Bennis](#), a pioneer in the field of leadership, took est in 1979 in London and advised Werner in the 1980s.

[Sir John Whitmore](#) (*Coaching for Performance*, 1992) brought Werner Erhard to the UK in May 1974; [James Flaherty](#) (*Coaching: Evoking Excellence in Others* and founder of New Ventures West) apprenticed to [Fernando Flores](#) (whom Erhard sponsored into the US through Amnesty International), as did [Julio Olalla](#) (founder of the Newfield Network coach training).

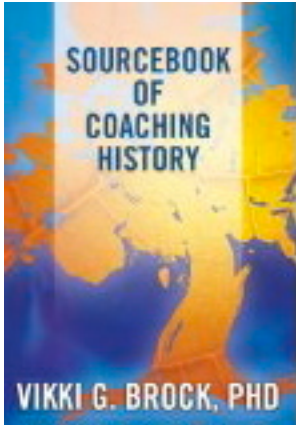
Even [Thomas Leonard](#) (1955-2003), the founder of Coach U, ICF, CoachVille, and the IAC), and often considered the "grandfather of coaching," worked as an accountant for Werner Erhard & Associates. Thomas Leonard



"Ninety per cent of all human wisdom is the ability to mind your own business."

~ Robert Heinlein (1907-1988) ~
Science fiction writer
Mentor to Spider Robinson
[Biography](#)

hired accountant [Laura Whitworth](#) (1947-2007) to work with him at Erhard & Associates. Laura then went on to become the founder of The Coaches Training Institute and the co-founder of Professional Personal Coaches Association.



Learn More About Coaching History

If this brief introduction to coaching history has interested you to dig deeper, check out the *Sourcebook of Coaching History*, published in May 2012. Through

interviews of over 170 coaching influencers, this book looks at the root disciplines, emergence, and growth of coaching globally. Read about the influence of business and its contributions to coaching. Additional resources are available at www.coachinghistory.com.

About the Author

Dr. Vikki G. Brock, a member of the Peer Resources Network, works in private practice as an executive leadership coach and mentor for other coaches since 1995, following a 21-year corporate career. She defines coaching as



‘raising awareness, so people are at conscious choice’ and is committed to transformation at a global level. Since 2005, Vikki's practice has expanded beyond North America to every continent.

Her credentials include an Executive MBA, a PhD in Coaching and Human Development, and ICF MCC since 1998. Throughout her university teaching, writing, international speaking, and coaching, Vikki emphasizes collaboration and inclusion.

Vikki developed Active Legacy®, a coaching program to help people recognize their behavior is their legacy, and collaborated on 9E® Global, an inside out approach to improving authentic presence. She coaches from her fifty-foot TriStar sailboat in Ventura, California.



“We don’t go through life with it all being smooth sailing. ... We all understand situations where you know it’s swim or drown. It’s a choice you have to make, and sometimes we surprise ourselves, when we actually make that choice and start swimming, with how well we can do it.”

~ Charlize Theron ~

South African actress and Oscar award-winner

[Biography](#)