Who’s Who In Coaching:
Who Shaped Business Coaching

Vikki G. Brock, MBA, MCC

June 7, 2007
European Coaching Conference
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...

(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*

<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

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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)…

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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 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 (Meggisson)
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.)
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Discipline Influences

Management Consulting
Organization Development
Adult Learning & Development
Psychology
Philosophy
Sports
Mentoring
Leadership Development

Business Coaching
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Geographical Commercialization
Earliest Coaching Program or Company

- United Kingdom
- United States
- German speaking
- South and Central America
- France
- Hong Kong - China
- Japan
- Australia
- Singapore
- Nordic
- Italy
- Korea

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<table>
<thead>
<tr>
<th>Acronym</th>
<th>Organization Name</th>
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<tbody>
<tr>
<td>IAPPC</td>
<td>International Association of Professional and Personal Coaches</td>
</tr>
<tr>
<td>PPCA</td>
<td>Professional and Personal Coaches Association</td>
</tr>
<tr>
<td>ICF</td>
<td>International Coach Federation</td>
</tr>
<tr>
<td>PCMA</td>
<td>Professional Coaches and Mentors Association</td>
</tr>
<tr>
<td>NAPC</td>
<td>National Association of Professional Coaches</td>
</tr>
<tr>
<td>WABC</td>
<td>Worldwide Association of Business Coaches</td>
</tr>
<tr>
<td>ACTO</td>
<td>Alliance of Coach Training Organizations</td>
</tr>
<tr>
<td>ICCO</td>
<td>International Consortium of Coaching in Organizations</td>
</tr>
<tr>
<td>GSAEC</td>
<td>Graduate School Alliance of Executive Coaching</td>
</tr>
<tr>
<td>Association</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>BPS-SGPC</td>
<td>British Psychological Association – Special Group Psychology Coaching</td>
</tr>
<tr>
<td>EMCC</td>
<td>European Mentoring and Coaching Council</td>
</tr>
<tr>
<td>AC</td>
<td>Association For Coaching</td>
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<tr>
<td>APECS</td>
<td>Association for Professional Executive Coaching &amp; Supervision</td>
</tr>
<tr>
<td>JCA</td>
<td>Japan Coaches Association</td>
</tr>
<tr>
<td>APS-IGCP</td>
<td>Australian Psychological Association – Interest Group in Coaching Psychology</td>
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<tr>
<td>CCA</td>
<td>China Coach Association</td>
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<th>Year</th>
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<td>1995</td>
<td>PPCA</td>
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<td>1996</td>
<td>PCMA</td>
<td>United Kingdom</td>
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<td>1999</td>
<td>ACTO</td>
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<td>2002</td>
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<td>1999</td>
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<td>Other</td>
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<td>2005</td>
<td>EMCC</td>
<td>Europe</td>
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*PRELIMINARY RESULTS for PhD*
Preliminary Results to Date...

- Related Professions Timeline
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<th>Decade</th>
<th>Area</th>
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<tbody>
<tr>
<td>1930s</td>
<td>Success Merchants &amp; Motivational Speakers</td>
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<tr>
<td>1950s</td>
<td>Counselors, Therapists &amp; Organizational Psychologists</td>
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<tr>
<td>1960s</td>
<td>Humanistic &amp; Transpersonal Psychology</td>
</tr>
<tr>
<td>1970s</td>
<td>Large Group Awareness Training (LGAT)</td>
</tr>
<tr>
<td>1970s</td>
<td>Consulting, Leader &amp; Organization Development</td>
</tr>
</tbody>
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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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- Provided framework for how study was carried out
- Presented preliminary results to date on:
  - Evidence for the roots of coaching
  - Early phases of coaching in business
  - Global evolution of coaching
Next Steps...

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

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