

Coaching and **KINGS**

Kings and carriages

According to Charlie Lang, Managing Partner of Progress-U, the word 'coach' originates from Hungarian, and a small town near Vienna called Coach—which was famous for manufacturing horse-drawn coaches. One theory postulated as to how the term 'coach' transitioned into its current meaning in the realm of L&D was that the Royal family often travelled long distances with their families and so would bring along a teacher who would 'coach' the children inside the coach.

Another theory is that the 'coach' is seen as a metaphor for a 'vehicle' which helps take people from where they are to where they want to be. Lang explained that in the same way as a traditional horse-drawn coach, modern-day coaches also help people to get where they want to be in a faster, safer, more convenient and more comfortable way.

Good fights great

Many companies design training and development programmes that are suitable for a specific cohort of staff, at a

specific moment in time, under specific market conditions. Problems arise, however, when HR continues to roll out the same programme for the next ten years, when, in fact, all such parameters

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will have changed significantly. To avoid falling into this trap, it is therefore essential for HR and L&D managers to

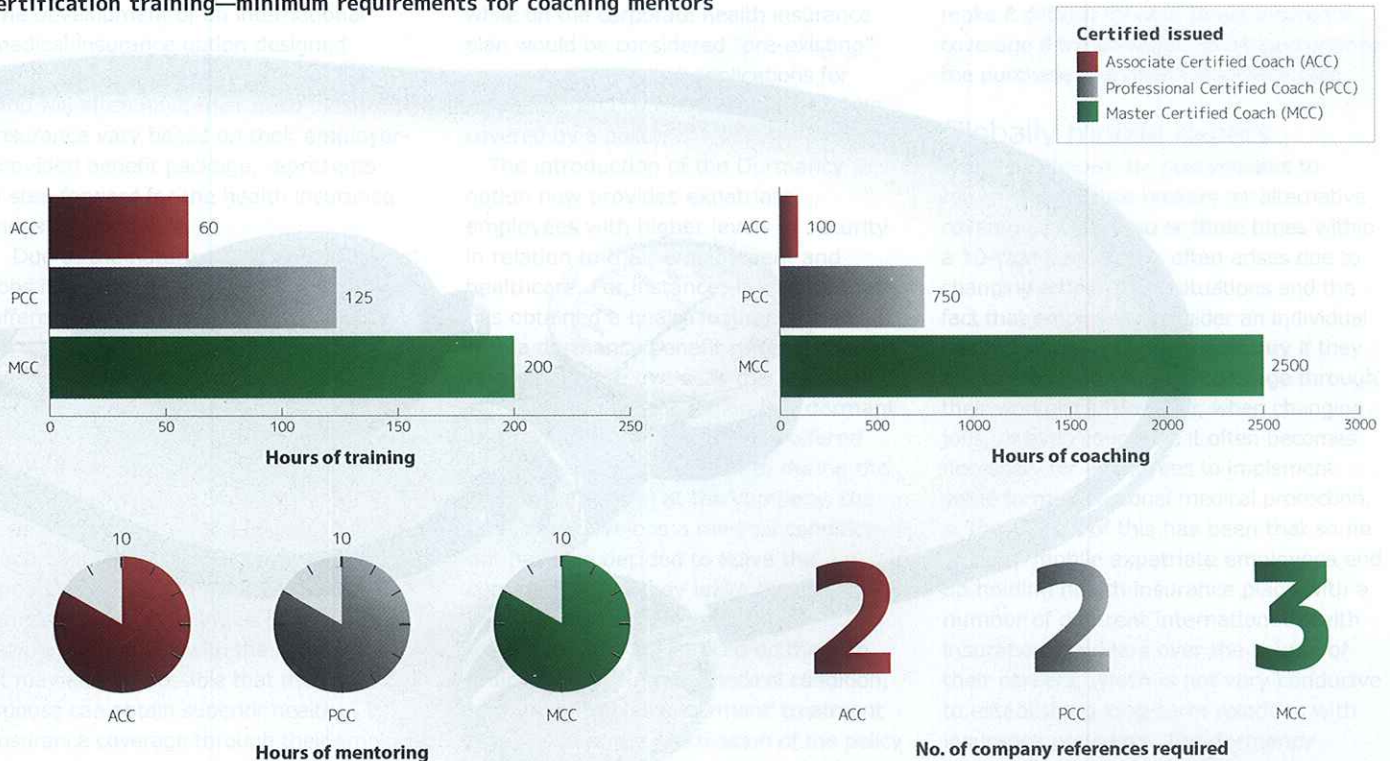
continually innovate when it comes to the design of their staff development programmes. Lang noted, "Good is the enemy of great...In fact, with any programme you develop—you need to continually evolve it, develop it and update it."

Coaching evolution

From the traditional one-on-one coaching, over the past ten years coaching has experienced a metamorphosis into a wide range of different applications.

- **Self-coaching**—popular with coaches themselves—looking critically at how effective they are conducting particular work task
- **Group coaching**—similar to one-on-one coaching, but where one coach works with a group of individuals

Certification training—minimum requirements for coaching mentors



- Team coaching**—where a coach works with a team of people who work closely together on a daily basis in an attempt to make them work better collaboratively.
- Talent coaching**—where senior executives, typically first-, second- and third-level executives, help coach staff at lower levels. This differs from mentoring in that it can transcend different business functions, whereas mentoring tends to be conducted within the same business unit.
- Coaching as a leadership style**—managers use coaching in their daily duties as a leader.

A combination of all of these types of coaching then empowers organisations to develop what Lang terms a 'Corporate coaching culture'.

Qualitative accreditation for coaches

Lang stressed the lack of a qualitative accreditation scheme for coaches and, to help fill this void, his organisation has adopted a certification system in accordance with International Coach Federation guidelines which comprises three key levels (see above).

Pro-bono coaching for charities

Progress-U started developing professional coaches in 2007 and already has forty executive coaches and trainers in APAC. The organisation also recently announced the official registration of the Institute of Innovative Corporate Coaching (PIICC). Under the PIICC students are encouraged to take pro-bono coaching assignments with executives of charitable organisations. This cooperation not only helps newly

established coaches build experience but also provides assistance to charities that will ultimately help benefit less fortunate communities throughout the region. The programme has been developed in line with the standards of the Worldwide Association of Business Coaches (WABC), the International Coaching Federation (ICF) and covers the nine coaching masteries as defined by the International Association of Coaches (IAC). In addition to the intensive classroom training and practical case studies, students of the Professional Corporate Coach Certification Program (PCCCCP) are also required to complete coaching assignments. They also receive feedback via teleclasses to help lead them through the practical challenges of coaching. Charlie Lang, Founder and Managing Partner of the organisation said, "We wanted to make our programme more engaging and practical. We have tested and modified the course over the last years and have received an overwhelmingly positive response from the APAC corporate community."