



## International Coaching

### From the Desks of the Co-Editors

Why does Issue 4 of the *International Journal of Coaching in Organizations (IJCO)* focus on the topic of "A Global Phenomenon: Coaching in Organizations throughout the World"?

First, because we proudly recognize that our readership - and our contributors - are now spanning the globe. So many of us travel to international conferences, work with global organizations, teach and consult across continents and write books that are being translated into several languages. In brief, as coaches we are in step with our clients' world.

That's why we think readers will be so fascinated with our conversational interview with Sir John Whitmore. The English author of (three editions of) the best selling *Coaching for Performance* is not only one of the founders of the coaching profession, an irrepressibly free spirit and inquisitive explorer of things to come. But he also speaks in a voice that spans the Atlantic, explaining both the common roots and the differing directions of some British and US coaching practices. We invite you to read the interview all the way to its climactic end.

On the other side of the globe, the Asian culture and Chinese heritage has its own unique distinctions from the western world. Coupled with a different political and cultural environment, China is both a fast-growing and complex region. With a 2002 GDP of approximately 1.2 trillion US dollars and forecasted annual growth rate of around 8% for the coming years, such a country provides many opportunities for coaches. We think that readers will be keen to gain an insight into what coaching is doing for organizations in China. Our colleague, Lawrence Leung, from one of the largest coaching firms around the world, writes lively stories of several compelling case studies.

The second reason for an international issue of the *IJCO* lies deeper and regards virtually every coach. It has to

do with the global mindset that is expected of executives and all business, community and academic leaders today who are our clients and colleagues. As my esteemed colleague, Stephen Rhinesmith, author of *The Manager's Guide to Globalization*, reminds every group of Fortune 100 executives he works with: Globalization isn't about *where* you do business; it's about *how* you do it... and from what mindset.

You will also be enlightened by the insightful and unique tone of the edited extract from Andre Wai's UK Master's degree thesis, "Research into Impact of Coaching in Organizations: A Summary of Findings, Discussions and Significance". Being a China-based professional coach and coach trainer with experience in many parts of Asia, he makes another well-documented case for the universal and powerfully practical benefits of good coaching. These are, by the way, consistent with other research findings from coaching done in other parts of the world.

The Belgian coach and consultant Philippe Rosinski's contribution in this issue, based on his book *Coaching Across Cultures*, is a guide for coaches and clients alike in understanding this global mindset, by beginning to detect the presuppositions they live and work from. The global mindset that leaders are challenged to develop today also requires the intellectual capacity of dealing with increasing complexities, to hold seemingly contradictory ideas without losing the capacity to act in a culturally sensitive way. As Rosinski points out, when cultural thinking patterns clash, it is by creating a new dialectic out of the apparent dissonance between them that growth can result for all participants, accompanied by higher productivity. And the ten cultural dimensions his work is based on are equally relevant for organizational cultures as national ones!

Another expectation of the global - business or coaching - leader today is to demonstrate *global* emotional

intelligence. Rosinski's exercises and approaches help develop the self-awareness and behaviors that allow true mutual understanding and then a meeting of the minds across the table. Even if the \$30 million company CEO you work with doesn't export or source his material from other countries, the world is thrusting itself into every living room and conference room. It is our responsibility as coaches to understand how the beliefs, assumptions, habits and knowledge that form organizational or national cultures can be used to make sense of the world and enable mutual learning and evolution.

As President Carter mentioned in the ICF Annual Conference in 2002, coaches are trained and uniquely qualified in the art of partnering. While our efforts are designed to bring substantial value and wisdom to the organizations and individuals with whom we work, such great results will not come easily. Paraphrasing Confucius, to reach a peaceful and harmonious kingdom, one must first cultivate oneself, putting his house in order before being able to rule the country well. By way of illustration, See Luan Foo, a Singapore-based executive coach, muses with us in an inspiring way on his guiding principles of self cultivation: learning, earning and yearning.

This issue also continues our commitment to bringing you both an objective and subjective discussion of the coach training institutions that have earned a reputation and a following over the last ten years. Californian CEO coach Frumi Barr candidly and passionately speaks of her training course at the fabled Hudson Institute in Santa Barbara.

Agnes Mura

Eva Wong

## **Book Excerpt . . .**

### **From:**

O'Neill, M.B. *Executive Coaching with Backbone and Heart*. San Francisco: Jossey-Bass, 2000.

"When I coach executives, I hold three core values or principles that guide my approach. They provide the main framework for executive coaching. These principles provide an awareness that allows for an exponential increase in coaching effectiveness.

Principle Number 1: Bringing your own signature presence to coaching is the major tool of intervention... This means that you inhabit the role of coach in a way that no one else does... Leaders... require peers who will meet them in their most daunting work challenges. They deserve coaches who are willing to be who they are and not hide behind a role.

Principle Number 2: Using a systems perspective keeps you focused on fundamental processes. These forces either promote or impede the interactions and results of the executive you coach... It is essential to pay attention to the system ... where your client works. These forces may have an enormous effect on your client's success... Leaders' problems can come from their own backyard - the system of interaction in place between them and the people they work with most closely. If we as coaches can help them see ... the part they play, we help them change their way of interacting.

Principle Number 3: Applying a coaching method is powerfully effective when you also use the first two principles... Otherwise, the method will achieve only short-term results.

The coaching method I outline ... follows four straightforward [linear] stages: contracting, planning, live action intervening, and debriefing ... classic action research applied to coaching... [To counteract the chaos of circumstance] I advocate mining the resources of one's presence, focusing on what happens in and among the human beings caught in the dilemma. Making the most of the moment can be *the* leverage point for change when it is explored fully and then linked back to a method with a results orientation." *Executive Coaching with Backbone and Heart*, pp. 8-12.