



Pages 1 to 28
(free excerpt)

You can buy the whole pdf file/ebook
at www.frank-bresser-consulting.com
(Price 29,90 Euro)

THE GLOBAL BUSINESS GUIDE

for the successful use of

COACHING IN ORGANISATIONS

by Frank Bresser 

edited and foreword by Amanda Bouch

This book is only available at
www.frank-bresser-consulting.com



Frank Bresser Publishing | Frank Bresser Consulting

Respect Copyright! – This e-book is protected by a special electronic watermark!

(Respektieren Sie das Copyright! – Dieses E-Book ist durch ein spezielles, elektronisches Wasserzeichen geschützt!)

The global business guide for the successful use of coaching in organisations

by Frank Bresser

(E-Book, pdf file, 29,90 Euro)

ISBN 978-3-9808833-9-9

© Copyright 2010 by Frank Bresser, Frank Bresser Consulting

Publisher (Verlag): Frank Bresser Fachbuch,
Ehrenfeldgürtel 151, Cologne (Köln), Germany
Editor (Lektor): Amanda Bouch, UK
Design and Production (Design und Produktion):
depunkt, Martina Holz, Cologne (Köln)

Cologne (Köln), Germany

This edition may be sold only through the Frank Bresser Consulting website:

(Diese Edition darf nur über die Frank Bresser Consulting Website verkauft werden):
www.frank-bresser-consulting.com

All rights reserved.

This publication is protected by copyright. Any part of this e-book may only be reproduced/distributed, in any form or by any means, with the express consent of Frank Bresser. If consent is granted, proper attribution to Frank Bresser/ Frank Bresser Consulting must be made. Buyers of this e-book are allowed to make and save one additional, digital back-up copy of this e-book for themselves only. It is in no way permitted to sell this book further.

Das Werk einschließlich aller seiner Teile ist urheberrechtlich geschützt. Jegliches Teil dessen darf nur reproduziert/verbreitet werden – in welcher Form und durch welche Mittel auch immer – mit der ausdrücklichen Zustimmung von Frank Bresser. Wo die Zustimmung gegeben wird, muss stets eine saubere Quellenreferenz zu Frank Bresser/Frank Bresser Consulting gegeben werden. Käufer dieses E-Books dürfen lediglich eine zusätzliche digitale Sicherungskopie dieses E-Books für sich selbst herstellen und speichern. (Sie dürfen dieses E-Book in keiner Weise an Dritte weiter veräußern.)

We are happy to give copyright on request: please contact (info@bresser-consulting.com) and ask!

Frank Bresser Consulting has the exclusive right to officially use and provide services on the basis of the frameworks given in this book. (Frank Bresser Consulting hat das exklusive Recht, offiziell Dienstleistungen auf der Basis der in diesem Buch gegebenen Leitfäden anzubieten und durchzuführen.)

This e-book (pdf-file) is only available at: (Dieses E-Book/Diese pdf-Datei ist nur erhältlich unter:)
www.frank-bresser-consulting.com

If you have got it somewhere else, please help us protect copyright and immediately inform us at:
(Wenn Sie es von jemand anderes erworben haben, helfen Sie uns, das Copyright zu schützen, und kontaktieren Sie uns unverzüglich unter:)
info@bresser-consulting.com

About the author:

FRANK BRESSER

is a leading global business expert for the successful implementation and improvement of coaching in organisations. Supported by his worldwide team of assistant consultants, he advises companies on the effective use of coaching.

He is a regular keynote speaker on national and international conferences and a nominee of the AC Award 2008-2009 "Influencing the Coaching Profession". In January 2010, the renowned magazine "Coaching at Work" highlighted and explicitly included one of his recent projects (i.e. the Frank Bresser Consulting Global Coaching Survey) in the list of main achievements of the year 2009 by the coaching industry.

Frank is the author of several articles and books on coaching (e.g. "The state of coaching across the globe"; "Best implementation of coaching in business"; "The 12 dimensions of coaching") and a frequent chapter contributor, e.g. to books like "Excellence in Coaching: The Industry Guide" (2010, 2006), "Diversity in Coaching" (2009) and "Executive coaching and mentoring" (2008).

He holds an MBA with Distinction in International Management from the University of East London (master thesis topic: implementation of coaching in business).

Frank is based in Cologne, Germany, and can be contacted at: info@bresser-consulting.com

www.frank-bresser-consulting.com

About the editor and writer of the foreword:

AMANDA BOUCH

heads **abc (Amanda Bouch Consulting)** a management consulting and coaching business working with organisations of all sizes up to global and across a range of industries and government. Amanda has an MBA with Distinction from Manchester Business School and is an Accredited Coach with the Association for Coaching (AC). She is Vice Chair of Association for Coaching UK and has been on the Council of the AC since 2003. She has authored a number of articles on leadership/management and coaching and speaks on these topics.

Amanda can be contacted at: amanda@amandabouchconsulting.co.uk

www.amandabouchconsulting.co.uk

How to best approach this book

In this publication, you will find 7 leading-edge frameworks for the successful implementation and improvement of coaching in business/organisations as well as over 20 up-to-date company case studies on coaching from across the globe (2010).

We suggest different approaches for reading this book depending on your level of experience/knowledge in the field of coaching (see below) and your time available (see next page):

According to your current level of experience/knowledge:

This book is addressing beginner, advanced as well as master levels regarding the use of coaching in companies.

for Beginners

You have no or hardly any experience/knowledge in implementing and optimizing coaching in an organisation.

See the first framework (i.e. the key success factors framework) as a separate book which best meets your needs. It is a great introduction for you and at the same time already addresses all key issues in detail. Be prepared that some sections may be very challenging for you, and so do not expect to understand everything right from the beginning. Proceed to Framework 2 (or other frameworks) only when you really feel ready for it or are particularly interested in getting to know more about it. However, do also have a look at Framework 6.

for Advanced

You have some experience/knowledge in the implementation and improvement of coaching.

Focus on Frameworks 1 and 2 (i.e. key success factors framework & coaching value chain framework) at first. Both are great learning for you and will include very challenging sections. Then, feel free to choose from and

start to explore some or all of the remaining frameworks, depending on which seem most relevant, appealing and interesting to you. Do have a look at Framework 6.

for Masters

You have a lot of experience/knowledge in the implementation and improvement of coaching.

We suggest you aim to understand and be able to use all frameworks given in this book. Also have a close look at the coaching pyramid model in the introduction explaining the context and essence of all coaching forms and frameworks. A number of sections may still be quite challenging for you. When reading, be aware that Framework 1 is the base – not least because all key issues are addressed there in detail. Also have in mind that Framework 7 integrates all other frameworks and finally puts you on the path to excellence. Choose from and explore the 7 frameworks in the order most appropriate to you – depending on which ones seem most relevant, appealing and interesting to you.

for All Levels (Beginners, Advanced and Masters)

- Do read the introduction of this book, which already provides substantial information and input: It gives an overview of all frameworks and explains the coaching pyramid model setting out the context and essence of all coaching forms and frameworks.
- Whenever you like, take a look at the practical company case studies on coaching spread throughout the book. These give a great insight into the current practice of the use of coaching in firms across the globe.

According to your time available for reading this book

Quick Overview

If you want to get a quick overview of the frameworks, just read the introduction at the beginning, and the first pages of each framework chapter (where you will find visual representations of each framework). If you have even less time available, have a look at the brief and the detailed table of contents to get a first idea. (Here you also find the complete list of company case studies and extra boxes included in this book.)

Detailed Reading

This publication contains 7 leading-edge frameworks for the implementation and improvement of coaching as well as over 20 company case studies on coaching. You will find this book is comprehensive and in depth. To facilitate greatest pleasure, effectiveness and efficiency in your reading, please see the suggestions for approaching this book according to your current level of coaching experience/knowledge (beginner, advanced, master) as set out above.

Specific Reading

If you want to look up specific issues or other particular information in this book, first have a look at the short and detailed table of contents (which also includes the complete list of company case studies and extra boxes included in this business guide) and at the book index at the end. The straightforward structure of this publication with 7 consecutive frameworks facilitates easy reading and information finding. What is more, Framework 1 – the key success factors framework – addresses all key issues in detail.

Brief Contents

About the author and the editor

How to best approach this book

Brief Contents

Detailed Table of Contents

Acknowledgements

Foreword

Introduction

A complete toolbox: The **7 frameworks** for the successful implementation and improvement of coaching

PART I The coaching success factors framework

PART II The coaching value chain framework

PART III The coaching capacity building framework

PART IV The coaching change dynamics framework

PART V The coaching growth and maintenance framework

PART VI The coaching guidance and support framework

PART VII The coaching integration framework

Conclusion and future perspective

Frank Bresser Consulting

Page:

3

4

6

8

19

20

21

36

246

273

299

319

333

348

362

363

**WITH OVER 20
COMPANY CASE STUDIES
ON COACHING, SPREAD
THROUGHOUT THE BOOK**
(listed on the next page)

= CORE FRAMEWORKS

= EMBEDDING FRAMEWORKS

= ACTIVATING FRAMEWORK

LIST OF COMPANY CASE STUDIES FROM ACROSS THE GLOBE

all written by managers/directors responsible for coaching in their organisation (2010)

- Case Study 1 : **SAP, Germany:** Internal coaches – the development of coaching competences in the organisation at SAP
- Case Study 2 : **PPI Adhesive Products, Slovakia:** Coaching for people development
- Case Study 3 : **Borusan Lojistik, Turkey:** Coaching travel on the way of change
- Case Study 4 : **Debut Image Consultants, Kenya:** Overcoming obstacles in our sales team through coaching in times of organisational growth and change
- Case Study 5 : **X-Bank, Mediterranean country/Europe:** Introducing coaching into our bank culture
- Case Study 6 : **X-Optics, Hong Kong & P.R. China:** Building a coaching culture for excellence
- Case Study 7 : **NASA, USA:** How NASA integrated coaching throughout the learning process
- Case Study 8 : **Baker Tilly Ukraine, Ukraine:** Growth and development through in-house coaching
- Case Study 9 : **Wüstenrot, Austria:** Certificate coaching program drives cultural change at Wüstenrot
- Case Study 10 : **MTN, Uganda:** Coaching for performance – the case for MTN Uganda
- Case Study 11 : **X-Bank, Africa:** Team coaching at work
- Case Study 12 : **UNIQA, Serbia:** Coaching at UNIQA (Serbia)
- Case Study 13 : **Pepsico, Portugal:** Effective leadership development by combining 360° feedback and one-to-one coaching
- Case Study 14 : **Ramada Hotel, Costa Rica:** Coaching for team collaboration and strategy alignment
- Case Study 15 : **BBC, United Kingdom (UK):** Creating an in-house coaching service at the BBC
- Case Study 16 : **Atieh Roshan Consulting, Iran:** Coaching in Iran
- Case Study 17 : **Calouste Gulbenkian, Portugal:** Coaching for self-awareness and leadership
- Case Study 18 : **T-Mobile International, Europe:** Coaching drives skills development in T-Mobile
- Case Study 19 : **Avea, Turkey:** The coaching program in Avea
- Case Study 20 : **Nordea Bank, Estonia (East-/Northern Europe):** From good to great through coaching
- Case Study 21 : **EOS Matrix OOD, Bulgaria:** Building resilience in the process of organizational transformation
- Case Study 22 : **Front Row Venture Limited, Kenya:** Recovery coaching for optimal team performance
- Case Study 23 : **CSOB, Czech Republic:** The CSOB Coaching centre

LIST OF EXTRA BOXES

- Extra Box 1 : **The 12 dimensions of coaching**
- Extra Box 2 : **The state of coaching across the globe:
Results of the Frank Bresser Consulting Global Coaching Survey 2008/2009**

Detailed Table of Contents

	Page:	Column for company case studies and extra boxes in this book:
<i>About the author and the editor</i>	3	
<i>How to best approach this book</i>	4	
<i>Brief Contents</i>	6	
<i>Detailed Table of Contents</i>	8	
<i>Acknowledgements</i>	19	
<i>Foreword</i>	20	

INTRODUCTION 21

A complete toolbox: 21
 The 7 frameworks for the successful implementation and improvement of coaching

- 1. Overview of the 7 frameworks** 22
 - The 4 core frameworks 22
 - The 2 embedding frameworks 25
 - The 1 activating framework 26
- 2. Company case studies and extra boxes** 28
- 3. Setting the context properly: The coaching pyramid** 28
 - Dynamic appropriateness 29
- 4. Final note** 35

THE 4 CORE FRAMEWORKS 36

PART I

The coaching success factors framework 36
(also called: The 10 key success factors framework)

Key success factor 1:

Develop an organisation-specific understanding of coaching

- 1.1. The core of coaching
- 1.2. Organisation-specific definition

Key success factor 2:

Adopt a systematic approach

Key success factor 3:

Choose an adequate level of organisational penetration of coaching

- 3.1. People coaching forms
 - 3.1.1. Self-coaching
 - 3.1.2. Peer coaching
 - 3.1.3. Classic one-to-one coaching (by external or internal coaches)
 - External versus internal coaches
 - Stages of any 1:1 coaching intervention
 - 1. Availability of suitable coaches (building coach pools)
 - 2. Request for coaching
 - 3. Matching coach and coachee
 - 4. Contracting
 - 5. Coaching process
 - 6. Evaluation
 - 3.1.4. Team coaching
 - 3.1.5. Coaching in groups
 - 3.1.6. Manager as coach of direct reports (Be very careful!)
 - 3.1.7. Coaching leadership style (or coaching management style)
 - Implementation and development
 - Clear distinction from other coaching forms

Page:

39

Extra Box 1:
The 12 dimensions of coaching

39

41

Case Study 1:
SAP, Germany

45

49

Case Study 2:
PPI Adhesive Products, Slovakia

50

53

54

55

55

55

56

58

59

62

62

63

Case Study 3:
Borusan Lojistik, Turkey

68

69

70

Case Study 4:
Debut Image Consultants, Kenya

73

75

75

76

78

82

83

Case Study 5:
X-Bank, Mediterranean country/Europe

85

	Page:	
3.1.8. Coaching culture	87	
• Coaching communication style	89	
• Coaching attitude	89	
• Coaching mindset	89	
• Coaching principles	94	
• The process of building a coaching culture	97	Case Study 6: X-Optics, Hong Kong & P.R. China
	102	
3.2. Organisation coaching forms	106	Case Study 7: NASA, USA
• Coaching of organisations (coaching consultancy)	108	
• Coaching interfaces	108	
• Coaching facilities	108	
• Coaching operations	109	
• Coaching processes	109	
• Coaching structures	109	
• Coaching organisation	110	
• Coaching business model	110	
3.3. Technology & Tools coaching forms	112	
• Coaching HR tools	113	
• Coaching (other) tools	113	
• Coaching technologies	114	
Summary and closing note	114	
	116	Case Study 8: Baker Tilly Ukraine
Key success factor 4:	119	
Involve the top		
4.1. Get the support of top management	119	
4.2. Begin with the implementation at the top	120	
	121	Case Study 9: Wüstenrot, Austria
Key success factor 5:	125	
Promote coaching as a positive developmental tool		
5.1. Coaching for excellence	125	
5.2. Branding and marketing	125	
	126	Case Study 10: MTN, Uganda
Key success factor 6:	129	
Create an optimal win-win value for all stakeholders		
6.1. Benefits of coaching	129	
6.2. Pitfalls and guidelines	131	
	133	Case Study 11: X-Bank, Africa

	Page:	
Key success factor 7:	135	
Achieve full consistency of coaching with business strategy		
7.1. Strategic use and positioning of coaching	135	
7.2. Creating optimal consistency	138	
	141	Case Study 12: UNIQA, Serbia
Key success factor 8: Ensure complete transparency of the whole coaching concept	143	
8.1. Conceptual transparency	143	
8.2. Driver transparency	144	
	146	Case Study 13: Pepsico, Portugal
Key success factor 9:	149	
Evaluate effectively and carefully		
9.1. The nature of the evaluation of coaching	149	
9.2. The current practice of coaching evaluation	150	
9.3. Effective evaluation	151	
• A clear coaching concept/plan	151	
• Take an evaluation perspective right from the beginning	155	
• Develop a detailed coaching evaluation plan	155	
9.4. Careful evaluation	169	
• Impact of confidentiality on evaluation	171	
• Relationship between people's commitment and evaluation	174	
• Impact of volunteering/compulsion on evaluation	176	
	182	Case Study 14: Ramada Hotel, Costa Rica
Key success factor 10:	185	
Ensure high integrity and quality at all levels		
10.1. High integrity	187	
• Suitable integrity standards	187	
• Optimal integrity compliance	193	
• Integrity of organisational structures and technology & tools	197	
10.2. High quality of your coaching programme	197	
• Suitable quality standards (and profiles)	197	
• Optimal quality assurance	205	

- Quality of organisational structures and technology & tools

Underlying factor 1:

Impact and importance of culture

- The impact of culture on your coaching programme
- Embracing all cultures
- Varying cultural openness to coaching
- Culture-specific

Underlying factor 2:

Continuous learning process

Underlying factor 3:

Implementation and improvement intelligence

Summary:

Coaching Success Factors Framework

Page:

210

212

216

216

217

218

218

221

234

236

239

240

241

242

Case Study 15:
BBC, United Kingdom

Extra Box 2:
The state of coaching across the globe

Case Study 16:
Atieh Roshan Consulting, Iran

Case Study 17:
Calouste Gulbenkian, Portugal

Case Study 18:
T-Mobile International, Europe

PART II

The coaching value chain framework

1. The Input

1. Coaching
2. Further inputs

2. The Output

Benefits at the individual, team, organisational and social level

3. From input to output:

The Core Value-adding Process

- Step 1:** Filtering
- Step 2:** Implementing/Optimizing suitable coaching forms

245

248

248

248

249

251

251

251

	Page:
Step 3: Building coaching capacity	253
Step 4: Achieving higher dynamic appropriateness (better fit)	253
Step 5: Realisation of the output (chain of benefits)	254
4. The Primary Activities	255
1. Put coaching on the radar screen	255
2. Acquire coaching literacy	255
3. Make a needs analysis	256
4. Identify potential areas of application	256
5. Develop the coaching concept	256
6. Ensure the availability of required resources	259
7. Prepare carefully	260
8. Introduce coaching/the coaching programme properly	260
9. Enlarge the coaching initiative step-by-step	261
10. Manage and maintain the programme	261
11. Evaluate effectively and carefully	261
12. Develop the concept and measures further	262
5. The Support Activities	263
1. Company-specific implementation/improvement	263
2. Systematic and careful planning	263
3. Keeping a realistic view	264
4. Promoting coaching as positive, developmental tool	264
5. Involving the top	264
6. Alignment with business strategy and ensuring optimal win-win	265
7. Communication and transparency	265
8. People involvement and co-creation	265
9. Ensuring high integrity and quality	266
10. Considering the cultural dimension	266
11. Continuous learning & development of intelligence	267
12. Making relevant 'make-or-buy' decisions	267
Summary:	269
Coaching Value Chain Framework	270

Case Study 19:
Avea, Turkey

Page:

PART III

The coaching capacity building framework 273
(also called: The high performance coaching culture framework)

Starting point: What is coaching capacity? 276

- Ability to achieve better fit/higher dynamic appropriateness 276
- Tacit knowledge/skill 276
- Other terms: Coaching culture/capability/intelligence 276

Underlying basis: Key principles for building coaching capacity 277

- Cyclical (progressive) growth of coaching capacity 277
- Using the scalability of coaching capacity initiatives 277
- The coaching capacity triangle 278
- The 10 key success factors (and their underlying factors) 278
- The coaching value chain 278

Step 1: For what purpose do you want to build coaching capacity? 279

- Your company-specific objectives 279
- Scalability of objectives 279
- Envisaged chain of benefits 280

Step 2: What kind of coaching capacity do you need? 281

- Possible coaching capacity dimensions 281
- Emphasized coaching principles 281
- Nature of coaching capacity 283
- Scope of coaching capacity 284
- Degree of coaching capacity 285

Step 3: How to actually develop and build coaching capacity? 286

- Acknowledging the key principles 286
- Making use of scalability in terms of objectives, principles, scope and degree 286

	Page:
• Time	286
• Budget	287
• Means (coaching forms)	288
Step 4: Making it happen, evaluating and developing the programme further	293
• Continuous learning process	293
Summary:	294
Coaching Capacity Building Framework	296

Case Study 20:
Nordea Bank, Estonia

PART IV

The coaching change dynamics framework	299
1. Where is your coaching programme on the time line?	301
2. Identify the coaching design variables.	302
• Choice and thinking in continuums	302
• List of 30 classic variables	303
• Relationship between variables	305
• Importance and variability	305
3. Identify the internal influences.	306
• General internal influences	306
• Coaching-specific internal influences	307
• Coaching programme itself	307
• Importance and variability	307
4. Identify the external influences.	308
• General external influences	308
• Coaching-specific external influences	308
• Importance and variability	309
5. Configure your variables in accordance with the influences	309
• General guidelines	310
• Typical configurations	310

Page:

6. Reconfigure your variables on a continuous basis over time	311
• Dynamic process of adaptation	311
• Continuous learning process	311
• Increasing coaching intelligence	311

Summary:

Coaching Change Dynamics Framework	312
	313

Case Study 21:
EOS Matrix OOD, Bulgaria

REVIEW:	
The Core Frameworks (Frameworks 1 to 4)	317

THE 2 EMBEDDING FRAMEWORKS 319

PART V

The coaching growth & maintenance framework <i>(also called: The coaching gardening metaphor framework)</i>	319
--	-----

Starting point: The organisational garden	321
--	-----

1. Why grow coaching?	321
------------------------------	-----

2. Who are the coaching gardeners?	322
---	-----

3. What number and kind of coaching trees to plant where?	323
--	-----

4. How to cultivate your coaching trees?	326
---	-----

5. Harvest (and harness) your fruits properly	326
--	-----

6. Prepare for the next cycle of growth	327
--	-----

7. Review the gardening process and learn continuously	328
---	-----

Summary:

Coaching Growth and Maintenance Framework

Page:

328
329

Case Study 22:
Front Row Venture Limited, Kenya

331

Case Study 23:
CSOB, Czech Republic

PART VI

The coaching guidance and support framework *(also called: The coaching lighthouse metaphor framework)* 333

Starting point: The coaching lighthouses 334
Distinguish management from delivery

1. Assess your level of existing coaching literacy honestly 335

2. Analyse the gap between your current and needed coaching capability 336

- Question of analysis competence 336
- Compare your existing with the needed coaching capability 337
- Find optimal ways of filling your identified gap(s) 338

3. Identify your exact needs for external guidance and support 340

4. Identify and select suitable external guidance and support in the market 342

5. Contract properly 344

6. Learn continuously from your collaboration with the externals 344

7. Evaluate properly (and re-contract accordingly) 345

8. Reduce the need for external guidance and support on the same issue over time 346

	Page:
Summary:	347
Coaching Guidance and Support Framework	

THE ACTIVATING FRAMEWORK 348

PART VII

The coaching integration framework	348
<i>(also called: The coaching microchip and powerhouse framework)</i>	
Starting point: The high-power coaching microchip	350
1. Choose the main components of your microchip	351
2. Activate it!	353
3. Spin it!	354
3.1. Conceptual and practical integration	354
3.2. Application in your company	356
4. See the effect of (and on) your spinning microchip becoming a powerhouse	357
5. Continuously optimize your microchip/powerhouse!	360
Summary:	361
Coaching Integration Framework	

CONCLUSION AND FUTURE PERSPECTIVE 362

FRANK BRESSER CONSULTING 363

Acknowledgements

This book is the result of many years of great effort and hard work to develop a comprehensive, systematic framework for the successful implementation and improvement of coaching in businesses/organisations.

Being able to present you this book is a blessing, not to be taken for granted. Therefore, I want to take this opportunity to thank the following individuals and institutions for their enormous support:

- my wife and my daughter
- my broader family, with special thanks to my aunt, my brother and my parents
- my friends, with particular thanks to Constantine, Joana, Frank and Matthias
- my friends and colleagues, with special thanks to Amanda (who is also editor of this book and did an excellent job), Katherine and Lutz
- my whole consulting team and network of partners and colleagues
- my clients/client organisations
- the coaching, HR and other associations around the globe, who have supported my work, with particular thanks to the AC
- the HR, OD and L&D managers & directors who took the time and effort to write the case studies for this book
- the many, many organisations, experts, coaching practitioners and academics who have contributed to/participated in my research projects
- people I worked for in the past who believed in my potential and from whom I learnt a lot, with special thanks to John
- the schools, universities and institutes I visited, with special thanks to the UEL and to my tutor Klaus at the RFH
- all other people and institutions, who supported me in one way or other on my journey
- myself for keeping focus and completing this book.

Dedication

This book is dedicated with love to my daughter Lia.

Foreword

by Amanda Bouch

The number of books on coaching is increasing all the time, but there are very few books out there which specifically address the questions of how to implement coaching in organisations. That is the significant contribution to the coaching industry that this book brings. It is written for the implementer – Directors or Managers in Human Resources, Learning & Development or Organisational Development departments, though, of course, coaches and those running coach training can also gain a lot from reading this book.

Frank has written a very thorough guide to implementing and improving coaching in organisations, covering all aspects in some depth. He addresses aspects of coaching, such as coaching tools & technology and coaching organisation that will be new to many, as well as the well-known aspects such as how to choose the appropriate coaching form, design and planning of coaching interventions and how to evaluate.

The models and frameworks he has developed provide comprehensive structures to support the design, planning and implementation of coaching in organisations. These helpful overviews of what is needed allow the implementing manager to easily check and cross-reference their plans and then to pick out the sections of the book that will help them in their understanding and to develop the best possible solution for their own organisation.

This book is a treasure trove of ideas, models, frameworks, examples and case studies from around the world and to support your learning, there are practical exercises for you to try out. There are no assumptions about what the reader may know and therefore those new to this field can find the guidance they need, while more experienced readers can dip into the sections they want to understand better. Whatever question you may have about implementing coaching, you will find answers in this guide. Frank doesn't do your job for you, he acknowledges that each organisation is unique and has its own context and challenges, what he does is provide you with the steps you need to take and asks you to apply these in your organisation.

In editing this book, I have sought to maintain Frank's style of writing, whilst ensuring its readability. In working together with Frank he encouraged me to challenge him on the concepts and principles he was developing, and we enjoyed many open debates on the topics. All these discussions, I'm sure, led to a better end result.

The collaboration has resulted in a truly comprehensive guide to implementing coaching that will be of value to coaching managers the world over and support them in achieving high quality coaching practice in their organisation.

INTRODUCTION

Coaching is one of the fastest growing business phenomena in the world. It is increasingly used as a professional business tool and becoming more and more ingrained into organisational life in various ways.

Now that organisations and academics have widely recognized the value of coaching and the number of people engaged in coaching, either professionally or as part of their role, is rising significantly, the challenge for organisations is how to implement and optimize coaching successfully.

In this regard, there has long been a lack of well-grounded tools and literature in the market. Now, by the publication of this book, that gap is finally closed.

A complete toolbox:

The 7 frameworks for the successful implementation and improvement of coaching

This book provides you with 7 cutting-edge management tools to structure the implementation and improvement of coaching in its various forms in organisations.

Learning and Development (L&D), Human Resources (HR) and Organisational Development (OD) managers, concerned with the implementation or optimization of coaching programmes in their organisation, will find this guide an invaluable resource for their daily work in this area. Also CEOs, board members, directors, coaching providers and consultancies involved in coaching programmes will benefit from reading this book.

This business guide is written in a practical, easily accessible and straight-forward way; yet the management tools are based on very extensive research and experience. Also, the book's depth allows for solutions and answers to detailed aspects and questions in the field.

The book covers all existing coaching forms in the business context (e.g. one-to-one coaching, peer coaching, team coaching, coaching as a leadership and management style, the development of coaching cultures, coaching as a business model) and enables you to understand, choose and make proper use of any of these as appropriate.

This guide critically examines and identifies the most suitable ways of using coaching, rather than promoting and assuming a specific coaching form as the only correct one or naively assuming the value of coaching under all circumstances.

The next pages will give you an overview of the 7 frameworks in this book and properly set the context of coaching in business.

1. OVERVIEW OF THE 7 FRAMEWORKS

This book is a complete toolbox for the successful implementation and optimization of coaching in organisations – containing 7 leading-edge tools:

It is highly sophisticated and provides optimal choice and guidance rather than fixed off-the-shelf solutions. The 7 frameworks included are the following:

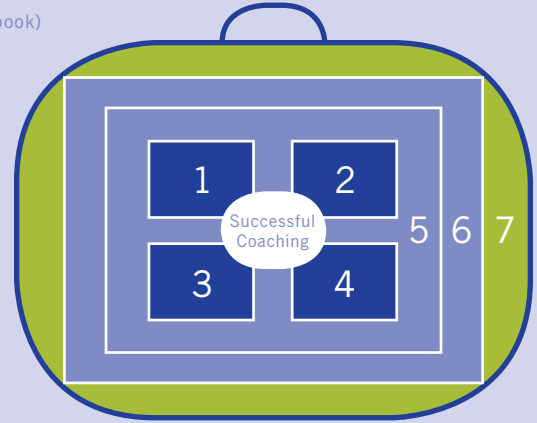
- 1. Coaching success factors framework
- 2. Coaching value chain framework
- 3. Coaching capacity building framework
- 4. Coaching change dynamics framework

- 5. Coaching growth & maintenance framework
- 6. Coaching support & guidance framework

- 7. Coaching integration framework

As with all toolkits, you may need and want to use just one, more or all of the tools included in it. Each framework can also stand alone and be used separately.

Toolbox
(= this book)



1,2,3,4,5,6,7 = Tools (The 7 frameworks)

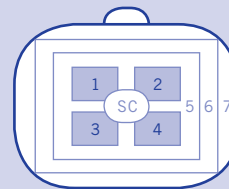
Figure: The complete toolbox

= CORE FRAMEWORKS

= EMBEDDING FRAMEWORKS

= ACTIVATING FRAMEWORK

THE 4 CORE FRAMEWORKS

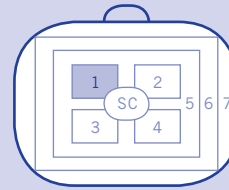


CORE FRAMEWORKS

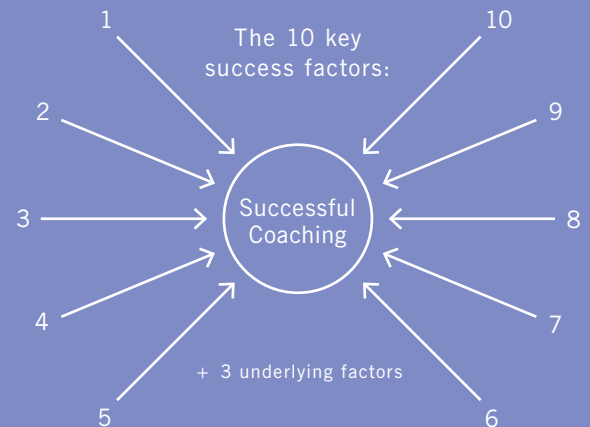
These are the most comprehensive ones, each one gives very clear and concrete guidance on the process of implementing and optimizing coaching. Framework 1 is a particularly important one, as all recurrent key issues encountered in all frameworks are addressed here in detail (and only here in detail – in order to avoid repetition in later frameworks). However, Framework 1 is in principle the most general and high-level one among the four. The following three frameworks are like looking through a magnifying glass or microscope with increasing precision and exploring in more and more depth the previous one(s).

COACHING SUCCESS FACTORS FRAMEWORK

The first of the management tools – also called the “10 key success factors framework” for the implementation and improvement of coaching – will give you an overview of the most important aspects to take into account when planning, executing and optimizing coaching initiatives. As the first framework in the book, it will also set out all recurring key issues found in the following frameworks. It is therefore by far the longest chapter in this book. It covers the 10 key success factors as well as the three underlying factors:



FRAMEWORK 1

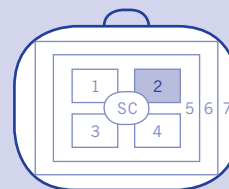


Framework 1: Coaching success factors framework (simplified version)

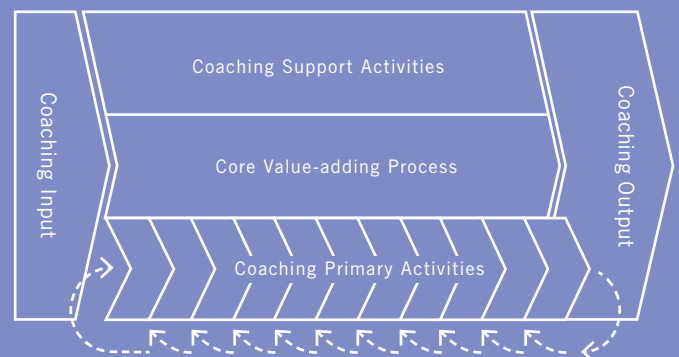
COACHING VALUE CHAIN FRAMEWORK

The second management tool provides you with a complete step-by-step guide to achieve best practice in coaching. It sets out all the chronological steps towards the successful implementation and improvement of coaching programmes. In this way, it will enable you to fully think through the whole coaching initiative and gain/keep absolute clarity on the process and how coaching adds value.

This framework explains the input into the coaching value chain, its output (the coaching benefits), the core value-adding process from input to output, the 12 primary activities and the support activities:



FRAMEWORK 2



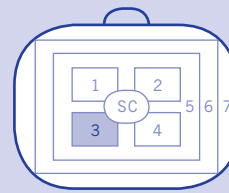
Framework 2: Coaching value chain framework (simplified version)

COACHING CAPACITY BUILDING FRAMEWORK

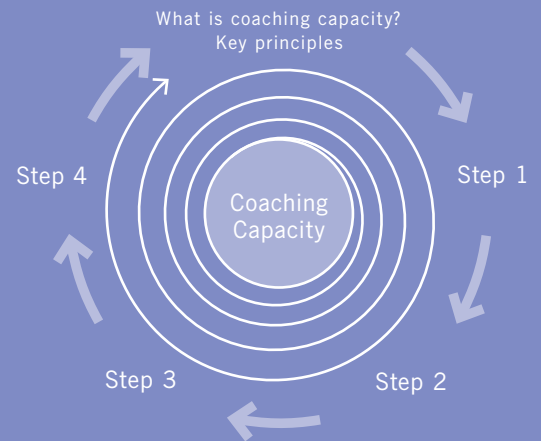
This third tool focuses on an integrated and deeper approach to implementing and optimizing coaching, by emphasizing the common aim of all coaching forms: developing or enhancing coaching capacity/capability in the company. Whether this is as a means to achieve something else or as an explicit asset and skill to have in the organisation.

From this perspective, you will gain a greater understanding of the essence of coaching, its dynamic nature and the human and cultural factors in any coaching initiative. You will learn more about how to make use of the scalability and adjustability of coaching programmes.

This framework addresses what coaching capacity is, what the key principles around building it are, and the steps towards making it a reality.



FRAMEWORK 3



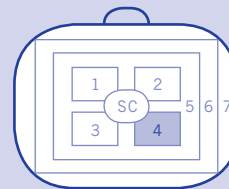
Framework 3: Coaching capacity building framework (simplified version)

COACHING CHANGE DYNAMICS FRAMEWORK

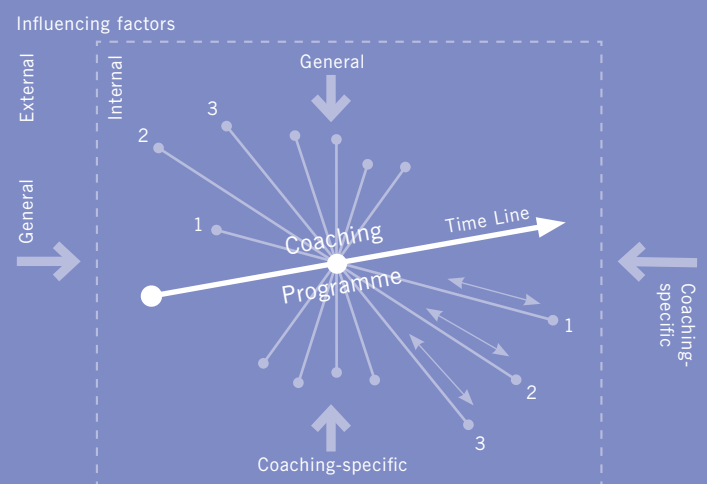
This fourth management tool equips you with a sophisticated framework to design, configure and refine all coaching programme parameters accurately in accordance with existing and changing business requirements. It emphasizes the need for mobility and flexibility of any coaching initiative within the continuously changing business environment.

This framework increases your awareness of existing (or future) influences and helps you adjust and make effective decisions around your coaching programme on a continuous basis. It explores in depth the scalability and adjustability of coaching initiatives as well as their dynamics and complexity.

The tool covers the coaching design variables of any coaching programme, the possible influences (internal and external; general and coaching-specific) as well as the best ways to configure the coaching variables accordingly.

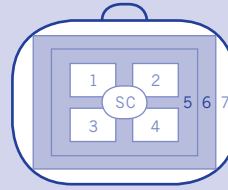


FRAMEWORK 4



Framework 4: Coaching change dynamics framework (simplified version)

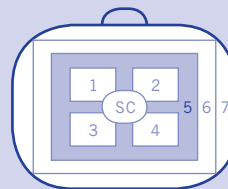
THE 2 EMBEDDING FRAMEWORKS



EMBEDDING FRAMEWORKS

Frameworks 5 and 6 are more general than the previous four core frameworks. They provide you with an overall idea of how to make effective use of coaching in your organisation. While, in part, they embed the application of the previous frameworks, they can also stand alone and be used separately.

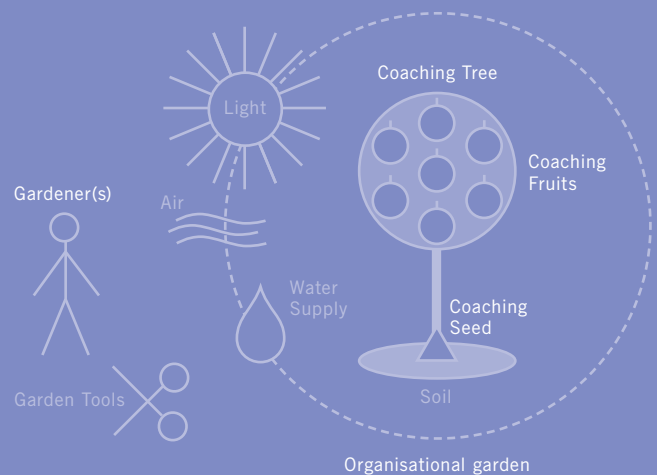
COACHING GROWTH AND MAINTENANCE FRAMEWORK



FRAMEWORK 5

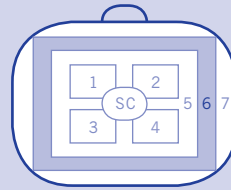
This fifth tool will give you a different perspective on the implementation and improvement of coaching. Through a coaching gardening metaphor, this framework enables you to get a deeper sense for the right balance between organic and control management of coaching programmes. You may also improve your systems thinking regarding coaching and better understand the requirements of continuous management of coaching initiatives and the need for patience and calmness. Finally, the gardening metaphor addresses the emotional part of your brain and will help you integrate and see more links and complex relationships.

Speaking within the metaphor, this framework leads you through the process of planning your organisational garden, being and/or choosing good gardeners, and growing and cultivating thriving coaching trees successfully.



Framework 5: Coaching growth and maintenance framework (coaching gardening metaphor) (simplified version)

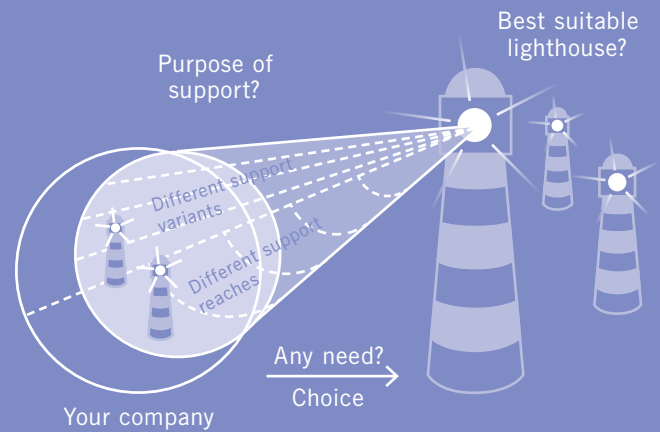
COACHING GUIDANCE AND SUPPORT FRAMEWORK



FRAMEWORK 6

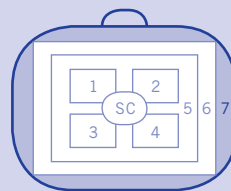
This sixth management tool provides you with an easy-to-use framework to assess your own limits of coaching literacy, identify your exact needs for further external input (beyond this publication), make appropriate ‘make-or-buy’ decisions and get adequate external guidance and support on the implementation and optimization of coaching in your company, if required.

Through the use of a coaching lighthouse(s) metaphor, this framework helps you reach higher precision, confidence and assertiveness in identifying and sourcing external support on the use of coaching. It addresses how to identify and arrange your needs, when to use external support (and when not), what kind of support is available in the market, and how to achieve the best fit.



Framework 6: Coaching guidance and support framework (coaching lighthouse metaphor) (simplified version)

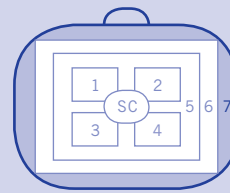
THE 1 ACTIVATING FRAMEWORK



ACTIVATING FRAMEWORK

The final management tool aims to fully activate and integrate all previous frameworks and unites them. However, you may apply the core idea of it to any other context or coaching approach you want to integrate. This framework can also stand alone and be used separately, i.e. independently of the previous ones.

COACHING INTEGRATION FRAMEWORK

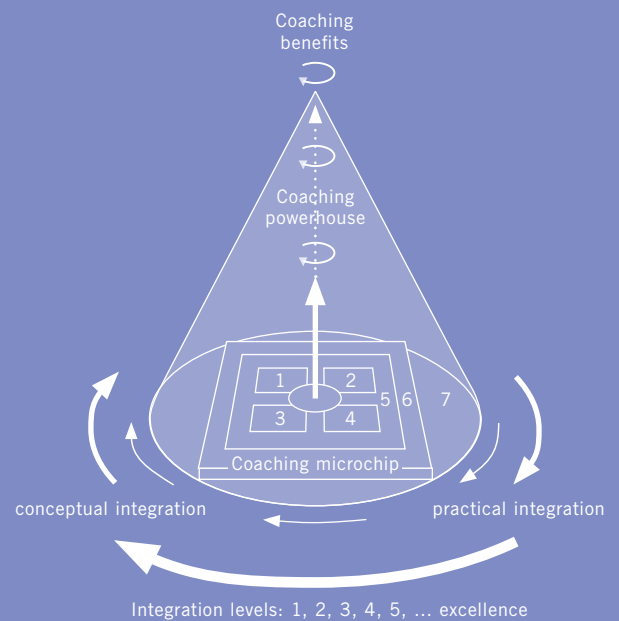


FRAMEWORK 7

This tool equips you with a synergizing framework helping you bring any (or all) of the previous frameworks into optimal flow and make them one. You will find that the various tools will become much more manageable, clear and easy to use, as they will transform into one integrated toolkit.

This last framework provides you with a still deeper understanding of the effective use of coaching in organisations. The integration of the various frameworks will put you on the path to excellence and produce the best results. Leveraging the full potential of this framework for optimal coaching implementation and improvement is the master discipline of this book.

Through an energetic coaching ‘microchip and powerhouse’ metaphor, the framework sets out how to bring the frameworks into real movement, how to achieve increased conceptual and practical integration of them, and what levels of integration are needed to achieve true excellence.



Framework 7: Coaching integration framework (coaching microchip & powerhouse metaphor) (simplified version)

Further remarks on the 7 frameworks

You may choose to acquire or use just one, some or all of the tools included in the toolbox – depending on what you need.

The tools are complementary, providing different perspectives, building on each other in different ways and constitute an integrated toolkit. So the more tools you are able to use and combine, the better. The ability to use all seven perspectives in a coordinated, complementary manner will produce the best results for your organisation.

The structure of the book is designed for ease of understanding: working through the coaching success factors framework first serves as an ideal foundation and orientation; you will then find it easy to work with the coaching value

chain framework. After familiarising yourself with the value chain framework, you will find the coaching capacity building framework easy to use, and so on.

However, do find the right pace and approach for yourself, to enhance your knowledge of coaching implementation and improvement. It is always better to use one framework properly than all frameworks poorly. Quality of application is much more important than quantity.

In this spirit, revisit the first page of this book (“How to best approach this book”) where you find useful suggestions on how to approach this book according to your level of current coaching literacy. There is no doubt, coaching in organisations is a continuous, evolving learning process.

2. COMPANY CASE STUDIES AND EXTRA BOXES

The book includes more than 20 practical case studies written in 2010 by L&D, OD and HR managers/directors from all over the world, concerning the implementation and improvement of coaching in their company. These give great insights into the current, international practice of coaching.

This publication is also a book partly written by organisations for organisations and you can refer to those case studies independently of the chapters. A set of questions at the end of each case study will provide you with extensive opportunities for further reflection and for applying the tools learned in this book.

Please note, that the authors of the company case studies are responsible for their content. These don't necessarily represent the Frank Bresser Consulting opinion.

Additionally, you will also find side boxes in the text providing you with supplementary information on specific themes, e.g. on the current state of coaching across the globe (the results of the Frank Bresser Consulting Global Coaching Survey).

3. SETTING THE CONTEXT PROPERLY: THE COACHING PYRAMID

While the 7 frameworks embrace and critically illuminate all relevant coaching forms in business, the process of defining coaching and choosing the right coaching form is already part of the implementation and improvement process itself.

Having said this, it is important to set the context of this book properly and identify the common element and essence of all coaching forms and frameworks, as this is what this book is all about: the use of coaching (in its various forms) in organisations.

As you will see in a minute, it is 'modern, dynamic appropriateness' that lies right at the heart of any coaching approach and programme. However, do not expect a simple one line definition of coaching or anything similar that would immediately capture everything. Instead, on the following pages, we will develop step-by-step a complete model – the three-sided coaching pyramid – that sets out the context and essence of coaching.

This model is not meant to be the one right or final explanation of coaching, but a helpful orientation and tool at your disposal. It doesn't say that you should now give up your definition of coaching, but that there are different tenable and appropriate ways of defining coaching in different contexts. This model enables you to understand, explain and put all of them in context.

The coaching pyramid



Be prepared that the following may stretch your thinking and be quite challenging at first. It makes people think beyond their current, probably more specific, understanding of coaching. This exactly is the purpose of this model.

The pyramid consists of various layers within. Let us build these up one at a time: