

Mentoring for Change

leadership, coaching, mentoring, storytelling

Welcome to the Mentoring for Change newsletter. In this issue:

- A Coaching Typology
- The Changing Context of Business
- Marketplace Trends

With best wishes

Mike the Mentor



A Coaching Typology

Search for 'coaching' on Google and you will be presented with a bewildering range of different types and approaches. One way of distinguishing them is by what they focus on:

- **Skills:** the focus is on developing new skills in the coachee (IT skills, management skills, etc). These skills would usually be developed by the **line manager** or on training courses.
- **Performance:** the focus is on raising the coachee's level of performance in their current role. This sort of coaching would often be provided by a person's **line manager** or by an **internal coach**.
- **Development:** the focus is on the coachee's long-term development. As well as helping develop competencies (the ability to utilise a skill) and capabilities (the ability to use the skill in the right way at the right time and in the right place), development coaching also helps develop capacities (human qualities such as authority and presence), the

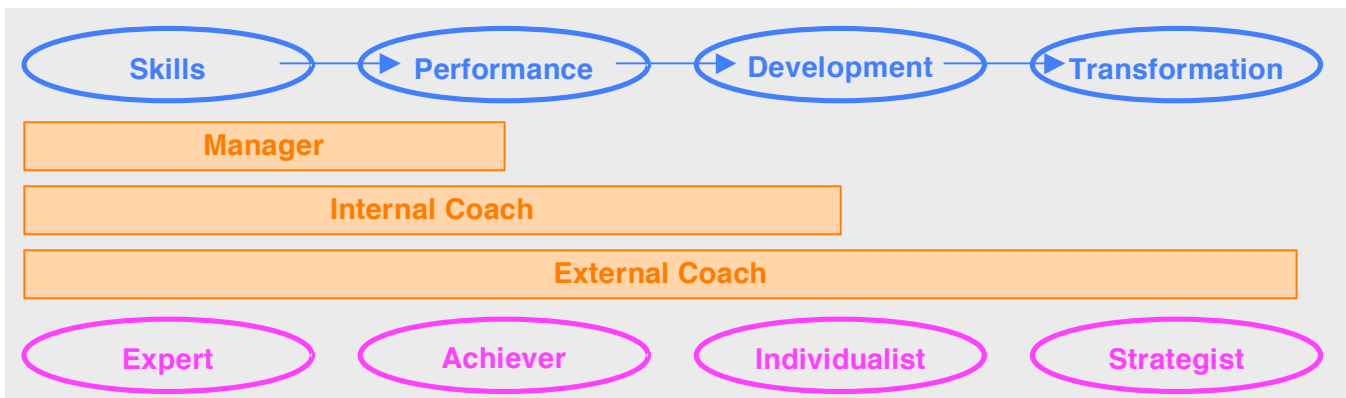
expression of which enables the person to bring more of who they are to their role. Generally provided by **internal or external coaches**.

- **Transformation:** whereas the focus in development coaching is on increasing the coachee's capacity within their current stage of development, transformation is more involved with helping them shift levels (see [The 7 Transformations of Leadership](#) for an example of such levels). This kind of coaching is usually delivered by **external coaches**.

It is also possible to relate these levels of leadership development – **Expert, Achiever, Individualist or Strategist** – to the type of coaching. More in "Coaching, Mentoring and Organizational Consultancy" by Hawkins & Smith, pp24-6.

The Changing Context of Business

The best businesses have always understood the importance of culture and employees and ethics. Now leaders are recognising that there are broader social, economic, environmental, and ethical factors directly



affecting how they operate – and that these must be a part of their business strategy. This fundamental shift in the context of business is being driven by a number of factors including widening societal expectations of business and the limitations of our ecological systems to sustain our current ways of living.

One indication that these issues are being taken seriously by business is the article in the May 2007 on-line edition of the McKinsey Quarterly entitled “Investing in Sustainability” about the growing importance that investors are placing on sustainability. *As coaches, we need to be able to help our leadership clients engage with strategic sustainability issues such as these. Of course, our clients generally know far more than we do about their sector, organisation etc and don’t expect us to provide that knowledge and expertise nor to be able to develop a sustainability strategy for them. What they can reasonably expect from us is that we help them explore what the wider social and environmental issues facing their business are, identify and engage with the three or

four long-term issues that will really affect corporate profitability, and determine their role in bringing these to the organisation’s attention.

To do this, we need to be able to help our clients work simultaneously with the global and the local; have the capacity to embrace the views and interests of multiple and conflicting stakeholders; hold in mind multiple and conflicting ideas, emotions and possibilities; be able to tolerate ambiguity and ‘not knowing’; perceive and think systemically; and operate with conflicting ways of framing reality. And, if we are to help our clients develop these capacities, then we need to have developed these capacities within ourselves! I will be exploring how we might do this in future newsletters.

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Marketplace Trends

A year ago, the School of Coaching ran an event looking at the current market for executive coaching – and in this March the event was repeated. Many of [the observations made a year ago](#) are still relevant but some new elements have now appeared.

From the individual coach’s point of view:

- continuing commoditisation of executive coaching leading to downward pressure on prices and the pressure for coaches to find distinctive niches.
- increasing numbers of organisations building books of coaches (though being in the book doesn’t always lead to work!).
- purchasers becoming increasingly informed and challenging
- increased barriers to individuals working in organisations as they rationalise their portfolio of coaches – providing opportunities for coaching houses with a clear approach to capitalise on this.
- increasing emphasis on standards – accreditation, supervision regime, references – leading to pressure on coaches who can’t demonstrate real qualifications / experience.
- word of mouth / relationships / networks are still the primary sources of individual and team coaching work
- supervision is increasingly required – but coaches are generally only willing to pay therapeutic rates

From the corporate client point of view:

- continuing commoditisation of executive coaching.
- actively seeking the best way to manage a cadre of

coaches – building books of coaches is one solution; outsourcing the whole coach provision and management is another.

- some organisations investing in coaching cadres beyond just selection and evaluation – working more in partnership and providing supervision, community and a systemic perspective.
- more internal coaching services being established needing formal training / certification / supervision and up front consultancy advice.
- software products to manage coaching programmes - [mye-coach](#), [Coachbroker](#) – and facilitate on-line coaching – [Hummingbird](#), the [GROW Card](#) system.

Predictions for 2007/8:

- even more confusion in the coaching market as disciplines such as Positive Psychology, Clean Language, and Appreciative Inquiry get merged into coaching practice.
- Head hunters / search firms will continue to struggle with building coaching practices and finding the synergies.
- More demand for supervision – but prices will have to rise to attract high quality supervisors into the market.
- increase in technology-enabled coaching to reach international audience.
- coaching will split into that managed centrally by HR which will be increasingly ‘mechanised’ and that commissioned by the Board which will be more imaginative / value focused.