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New Year 2010
Issue 21

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Welcome

As we enter an exciting new decade the Association for Coaching continues to go from strength to strength. In this issue you will find Katherine Tulpa's inspiring vision for AC Global, and Gladeana Mc Mahon's article on AC UK provides an interesting insight into how the AC has evolved since 2002. We have a selection of excellent features, including an interview with CEO of Proserve Veera Johnson, who we are delighted will be addressing delegates as one of the keynote speakers at our fourth AC international conference 'Going Global 2010'.

As Conference Director I can share that we have an amazing event planned. The conference team have been working well into the night and some, very early morning, to make this event happen. I do hope you will be able to join us, as this will undoubtedly be our best conference yet!

The conference website can be found at www.acconference.com

I will also be stepping down from my role as joint editor so leave Anne Archer in the driving seat. I have thoroughly enjoyed the opportunity to co-edit the magazine and contribute to its' development. I look forward to seeing what happens next!



Sheree Owen



Anne Archer

Please contact Anne to provide your feedback, suggestions for future issues and contributions. There are submission guidelines for both book reviews and articles available on the AC website. Please contact Anne direct on the email below with for details of advertising, news and articles, or contact our book review co-ordinator Kasia Szymanska on kasia.s@tinyonline.co.uk if you would like to contribute a review.

With best wishes to all
Sheree Owen & Anne Archer
Joint Editors
editors@associationforcoaching.com

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AC Going Global – a new decade, a new vision

By Katherine Tulpa



At the eve of this new decade, it's a perfect time to reflect upon and be grateful for all the learning and opportunities the noughties* gave us. A time to review, take stock, and establish what's now needed to achieve a greater level of success and fulfilment in our lives and businesses, or make a further contribution to society.

Following the recent inspirational posts on the Association for Coaching's (AC) Linked-in™ forum, around the question, "what are you grateful for?", I know some of you, like me, are certainly grateful for our health, our relationships, the work we get to do, and quite simply, being part of this remarkable world in which we live.

Furthermore, despite the challenges and hardships from the economic downturn, there remains both a resilience and sense of excitement going into 2010, with colleagues across the coaching community, and certainly within the AC.

On this basis, I would like to take this opportunity to share the excitement, as the Association for Coaching makes some bold steps to move to a new local-global structure, to take stock of what we have achieved, and to share our new vision, for a new decade...

Local-Global Structure

The AC announced its move to a new 'local-global' structure, in October 2009, following months of consultations, planning, and putting the foundations in place. While the aim was to always expand internationally, this move was a direct result of listening to our members, now based in 42 countries, who were looking for greater visibility of coaching, and the AC, in their local countries.

Now, moving into January 2010, both AC UK and AC Ireland are the first two countries to be part of the new structure. There has been a great learning curve during the transition, and what has worked well is having lots of dialogue, and challenging each other to seek clarity, listen more, test our understanding, and remain flexible – all key coaching skills to remind ourselves of as we expand!

At the end of 2009, the Global Board also started a series of briefing calls with International Members of the AC, and so far the take-up as been phenomenal. The initial focus is to build further relationships with coaches, academic institutions, coach training/service providers, and large organizations across the globe involved in coaching, and identify key people passionate about advancing coaching within their countries.

From there, once the right people and local market needs are identified, we will then determine where it is most suitable for the AC to expand. The current goal is bring a further

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six counties fully on board by July, 2011; while, in other countries, supporting them further with targeted activities (see New Vision), including maximising the AC's virtual capability, so that members can connect and stay abreast of key developments.

Taking Stock

Looking at what has made the AC a success from when we started up in the UK in 2002, in my view it is the values we hold dear of being *collaborative*, having *high standards*, being *members & market focused*, *bold*, and *responsive*. This, along with taking a coach approach in

almost all that we do.

These values – along with the leaders and members across the AC embodying them - have enabled the AC to grow, and engage over 250 volunteers to gift their time to help advance the profession and belong to such a vibrant and supportive community, which has continued to grow.

Below highlights key AC achievements from the collective efforts of these volunteers in 2009, supported by a remarkable and highly efficient administration team (which we are grateful for):

- Organising the AC's 4th International Conference, 'Going Global 2010' being held on the 11th and 12th of March 2010 (www.aconference.com).
- Running over 200 workshops, events, and co-coaching forums for coaches and organisation's continuing professional development.
- Hosting *Corporate Think Tanks* and Discussion Forums around standards and accreditation.
- AC's Social Innovation & Sustainable Development Group launched, along with key initiatives
- Realise of two editions of *Coaching*, the AC's international, evidence-based coaching journal (in collaboration with publishing partner, Routledge).
- Realisation of the AC's 3rd book, *Diversity in Coaching* (in collaboration with publishing partner, Kogan Page, and editor, Jonathan Passmore).
- Providing a number of business opportunities for members, including the *AC's Coach Referral Service*, which helps organisations find suitable coaches (AC members), worldwide.
- Providing a number of media opportunities for members, linking them with key press contacts.
- Accrediting 50+ coaches, along with development of the AC's new 3 tiered Executive Coach Accreditation scheme (to be launched in 2010).
- Announcement and transition to the new 'Local-Global' governance, or structure.

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The AC has always prided itself on inspiring action, while equally getting the balance right between academic rigour and practical application. These achievements, illustrate this. This, along with maintaining the 'being' part of who we are, will put us on solid footing as we enter the new decade!

New Vision

At this stage in the Association for Coaching's growth, a period of change and renewal, it seems only appropriate to refresh our vision. Below is our working draft, which we welcome any comments on:

Vision

*"To inspire and champion coaching excellence,
by being bold, collaborative and purposeful,
so that we advance the coaching profession,
making a positive and lasting difference in the world.*

— Association for Coaching® 2010

We feel the new vision now suits where we have evolved to as a professional body, taking stock of our values, while equally harnessing the enthusiasm that lies ahead.

And already we are aligned with the vision, looking at the year ahead, which involves raising the bar around excellence and releasing our new Executive Coach Accreditation scheme, thanks to the efforts by the AC Accreditation team, along with the launch of our 4th book, *Leadership Coaching*.

We will also be investing in a new robust, technology platform, making it much easier to collaborate with other members, apply for membership and accreditation online, and enable new countries that establish an AC to have their own micro-sites, within their own languages.

Other areas of focus include the AC's 4th International Conference, **Going Global 2010** in March. This conference, above others, will have a truly international flavour. Already there are delegates flying over to the UK from Switzerland, the USA, Greece, Kuwait, Germany, Turkey, Bahrain, Russia, Belgium, Ireland, France, Portugal, Singapore and Netherlands.

There are also a large number of other initiatives underway, which we will share in due course. There is time, and the challenge for us will be to get the right pace – juggling creativity, enthusiasm and demand, with capability. After all, we are only into year 8 of a much longer journey.

We also know it's about knowing the destination, or direction we want to go in, while appreciating the journey along the way. It's also about taking small steps to achieve the vision, and not having to do it alone – we are connected, as a broader community ... Oh, what a wonderful world it is!

Katherine Tulpa, CEO and Co-Founder,
Association for Coaching

Katherine can be contacted on
ktulpa@associationforcoaching.com

**typically referred to as the period between 2000 - 2009*



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Association for Coaching UK – Past, Present and Future

By Gladeana McMahon

2009 has seen the AC continue to develop its presence in the coaching world. In October 2009 the AC went Global with Katherine Tulpa, Alex Szabo and Darren Robson moving into Global roles to develop the AC internationally. The existing Council Members continued in their roles within AC UK and I became Chair of what is now one of the largest UK based professional bodies for coaching.

AC UK covers England, Scotland and Wales. AC Ireland covers both Eire and Northern Ireland, although members in Northern Ireland who wish to are welcome to join AC UK.

Many of you may not know how the AC came into being and a historical perspective may be of interest. Back in 2002, Professor Stephen Palmer, Michael Neenan and myself set up the Centre for Coaching. We ran the first Cognitive Behavioural Coaching training programme in the UK and were lucky to have Katherine Tulpa, Alex Szabo and some of the original AC Council Members as our first group of students.

It was following this training that Katherine and Alex approached Stephen and myself to get involved in supporting the AC, amongst others, given our experience of setting up and managing a range of professional bodies. Whilst it was always the desire for the AC to be an internationally recognized professional coaching body, it was first agreed that the initial focus would be in the UK. I have nostalgic memories of our first meeting held in the summer of 2002 which ended up with some of us sitting on the grass in St James' Park on a warm summer's evening after being ejected from the Royal Society of Arts Fellows Meeting Room for overstaying our welcome. There was just so much to discuss, with such a high level of enthusiasm, intelligence and commitment of all those present.

Thanks to the leadership of Katherine and Alex and the tireless enthusiasm of Council Members past and present we soon began making our mark as a professional body.

Within a relatively short period of time the AC grew into what you are part of today – a respected and innovative professional coaching organization. In 2008 it was felt that we were now reaching the point where we would be able to achieve our original desire of going Global. 2008/9 was spent putting the global structure in place and AC Global was launched on 1st October 2009.

Having been a founder member of the AC, I was honoured when Katherine asked me to become the Chair of AC UK and to lead what is a group of highly talented and committed individuals in the form of the AC UK Council. AC UK continues to hold the vision and values that have led to its success. Integrity, honesty, openness, strong values and commitment to our membership continue to be at the heart of what we strive to achieve.

The AC has always been innovative: we recognised the need to educate the market and early on ran events for organisations; we were the first coaching body to set up co-coaching groups; we put strategic partnerships in place with professional indemnity insurers and publishers; we spearheaded the push for a professional internationally researched coaching journal with Routledge. Our monthly CPD events (now duplicated across the UK) host well-known speakers and attract increasingly large audiences. Our bi-annual international



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coaching conference has also been a major success. Our accreditation scheme has continued to develop, supported by the Coach Mentor-Supervisor tele-meetings. We lead the field in addressing new issues, such as how regulation in related areas may impact on the coaching industry, so that we can influence the debate.

So what's ahead? The AC UK has many plans for 2010 and beyond. We are in the process of setting up Special Interest Groups (SIGs) to bring together coaches whose focus is on a specific area. We have set up Teleclasses as a way of reaching members who otherwise might not be able to attend monthly events and will provide more services online, for access by anyone any-time. We are forging links with government bodies and organisations that can educate the public on what coaching can offer as well as add value to our membership. We are building a strong Advisory Panel – individuals with specific expertise and presence in the fields of acade-

mia, corporates, the media and more recently social media in order to help inform our strategies. Our on-line Forum continues to be an active community and LinkedIn also now offers an opportunity for networking. During 2010 plans are afoot to work with leaders in the corporate and sports field. All of our experts give their time freely.

What makes the AC UK special is you the membership. We have over 200 volunteers who assist the AC increase its offering. We could not provide the services we do without the energy and generosity of spirit of these volunteers. They are truly our unsung heroes and heroines, people who give of their time and expertise.

On behalf of the AC UK Council may I wish members everything they would wish themselves for 2010.

Gladeana McMahon
Chair
Association for Coaching UK

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Coaches Toolbox: COACHING TOOLS

By Carol Wilson

Coaching is fundamentally a simple process, a way of being and communicating which can be enhanced by a small number of guidelines. After mastering the basics, coaches often discover tools and models which may come from fields as diverse as therapy or business psychology, which can be usefully applied in conjunction with coaching. In this article I will briefly describe the most common of these and attempt to evaluate their benefit and possible pitfalls when applied in a coaching situation. The views expressed in this article are largely drawn from my own experience of the models and are not intended to represent those of the AC or the coaching profession in general.

NLP (Neuro Linguistic Programming) is a commonly heard term and many coaches owe their training to this field. NLP draws on models gleaned from various fields of psychology and repackaged into easy to use formats. For example, VAK learning styles, originally devised by a number of psychologists in the 1920s, which has been rechristened 'VAK Modalities' in NLP, divides people into five preferences:

	Visual:	How does it look?
	Auditory:	What are you telling yourself?
	Kinaesthetic:	How do you feel?
	Gustatory:	It leaves a bad taste
	Olfactory:	It smells fishy to me

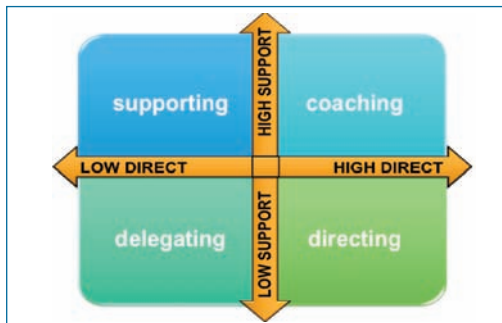
Some people appear to think and communicate mostly in one of these styles, some in all of them, and some in different styles for different contexts. One way coaches can usefully apply the VAK model is by phrasing questions about a particular issue in several different modalities, which will help the coachee to view the situation from different perspectives (visual!) - or hear other sides to the argument (auditory!) - or walk a mile in someone else's shoes (kinaesthetic!). A pitfall can be that if the coach tries too hard to accommodate a coachee's style, particularly if it is not aligned to the coach's own, then the coach's focus on the coachee may be diluted. In practice I have found that:

- Most people are able to work in any of the styles
- A (say) auditory person, when asked a visual question, will reply in auditory terms; if the coach is observing good practice by reflecting the coachee's words back, the alignment will happen naturally.
- If a coachee looks blank at a question phrased in one modality, rephrasing it in another sometimes elicits a response.

The next model we will look at is Situational Leadership, which engenders a lot of confusion. Created by Ken Blanchard and Paul Hersey in the 1960s, it is widely used in organisations today. The original model comprises four quadrants, depicting the style of leadership which a manager may need to adopt in any given situation. So far so good, but by the 1980's one of those quadrants had come to be called 'coaching'.

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This is confusing because the term ‘coaching’ did not have its current meaning, of ‘self directed learning’ at that time. ‘Coaching’ referred to the word’s origins of ‘coaxing’ and denoted a way of leading and persuading staff to adopt the manager’s solution. This is quite the opposite of ‘performance coaching’ as defined by Sir John Whitmore (Brealey 1992) which urges managers to encourage people to come up with their own solutions, and where ‘leading’ the coachee is anathema.

Managers are left wondering, after having completed their two day coaching skills course, whether the other three boxes are now ‘out of bounds’ and, if so, how on earth are they going to educate and correct their staff?

My own answer to this is that coaching is more about attitude and behaviour than words and actions; if your intention is to develop, respect and support your colleagues, then you will be a coaching manager; without this intention, no amount of Active Listening or Effective Questioning will turn you into one. So the Situational Leadership model can sit happily in a coaching culture, as long as coaching principles are applied to all the boxes and not just one.

Many of the models and tools which coaches encounter are concerned with identifying people’s styles of learning, performance or personality. As well as VAK above, processes for categorising people into types have been devised by Kolb, Belbin, Honey & Mumford, Schutz (Firo-

B), and Myers-Briggs, mostly drawing from Jung’s original personality types definitions. Another is DISC and the variations of it that have developed over the years. In addition there are methods ancient and new, from the Enneagram to Nigel Risner’s easy to understand animal types.

The pitfall of these methods is that labels can limit people, particularly if applied at an early age, before they have explored their potential. The value of such processes lies in their potential for increasing self awareness.

None of the learning styles processes has ever been put to the test by science, and Baroness Susan Greenfield is widely quoted as saying that: “from a neuroscientific point of view [the learning styles approach to teaching] is nonsense”. Yet practitioners and clients who have benefited from the tools claim to see useful results, so perhaps it is simply that they have not been proven *yet*.

Other processes commonly used in the workplace are surveys like 360 degree feedback. This provides managers with anonymous ratings from a cross section of all the people they come into contact with at work, which might include reports, bosses, customers and peers. At best, it can provide enlightenment and a pathway for learning, at worst it can result in humiliation and shattered confidence. It is essential that the results of such tools are handled sensitively and confidentially. My preferred method in this area is Richard Barratt’s Cultural Transformation Tools, which ask staff to identify the values which are showing up in an organisation rather than making personal judgements about any particular manager.

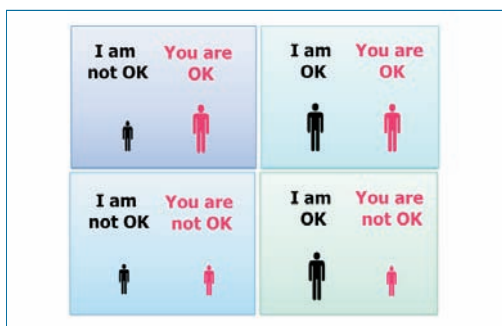
Coaching evolved from the positive turn that psychology took in the middle of the last century, and a number of similarly solution focused practices, which were developed in parallel with coaching, can usefully be drawn upon by the coach. One of these is Eric Byrne’s Transactional Analysis. The name refers to the social interactions, or ‘transactions’, that take

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place between people. Berne identified that most of us tend to operate in one of three states which he defined as Parent, Child and Adult. For example, the Parent state may range from setting healthy boundaries to bullying; the Child state from respecting rules to silliness or over-submissiveness. The Adult state and is considered to be the area where healthy transactions take place, free of baggage from the past.

Developed from this in the 1960s is Harris's accessible 'OK Corral' model.



Coachees can gain awareness simply by looking at this chart and identifying which positions they and their colleagues are taking from time to time. I designed a group exercise from this, which divides the room into the four quadrants of the OK Corral and asks people to move to the one which represents their current relationship, then to where their next step could be, and then to their ideal place for that relationship. After each move I coach the participants as a group, until they are all in the Adult - Adult quadrant, with an action plan on how to move forward.

I have always found spatial techniques effective, because when people move to a new space, they make new discoveries about themselves. This is exemplified in David Grove's Emergent Knowledge. This and Grove's Clean Language, a process which develops someone's metaphor through non-guided visualization, are extraordinarily effective in dissolving phobias and unconscious blocks that regular coaching cannot reach.

Exploring other disciplines and ideas can greatly enhance the coaching experience, as long as it's always done on the premise that techniques are servants and not masters. The key for a coach working with supplementary models is to implement them in a coaching style, using the tools to enhance self awareness in a supportive environment, and always respecting people's rights to choice and confidentiality.

An International speaker, writer and broadcaster, Carol Wilson is Head of Professional Standards & Excellence at the Association for Coaching, overseeing Accreditation, Course Recognition and Coaching Supervision. Her company, Performance Coach Training designs and delivers open and in-house programmes in Coaching Skills, Executive Coaching Tools, Coaching Supervision, Clean Language and Emergent Knowledge to various private and public sector organisations. Upcoming courses can be found on the www.performancecoachtraining.com.

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Interview with Veera Johnson CEO ProcServe

By Sheree Owen



In May 2009 Veera Johnson was named Business Woman of the Year at the Asian Women of Achievement Awards. We interviewed Veera, one of the keynote speakers at the AC's fourth international forthcoming conference 'Going Global 2010'

Veera, what would a typical day look like for you in your role?

I try not to have a typical day! And this is exactly why I love the role and working in ProcServe - it's a business that demands the best of you. This is particularly the case as a leader in the business, where you are responsible for large teams or large assignments - you have to be able to deal with change and in particular changing customer needs. One minute I could be discussing what enhancements should be included in the future releases of our systems and the next I could be presenting a proposition to a potential customer.

How did you come to found ProcServe?

It came about as a result of a project that I had led and worked on whilst I was at PA Consulting.

In 1997 I joined PA and worked on a number of key government projects mainly around using electronic systems to drive change. This included working with Cabinet Office on putting government services and information online and also the Office for Government Commerce on electronic procurement. It was through this most recent work that we established ProcServe in August 2006, and I became the CEO at that point. In the few years that ProcServe has been in existence, we have gone through tremendous change and are at the

heart of many organisations' plans to deliver procurement and supply chain related savings.

As a successful award winning business woman, what would you say has been your driving force?

I can't actually point to a single thing on its own that has been a driving force. There have been a number of things that I feel very passionate about, one of them is that I have a fundamental belief that what we are delivering to customers through ProcServe is absolutely of its time, particularly the need for savings in this current climate. The other is an overwhelming desire and drive to strive for the best in everything that I and my team do. I absolutely believe that everything we do, we must do to the best of our ability, doing an ok job is just not good enough. Stubbornness and an unwillingness to give up probably also play a strong part!

How did it feel to win your award in 2009?

I'm really thrilled and proud to receive the award.

I think the Asian Women of Achievement Awards are important because they're a great showcase of the amazing talent and business skills that exist in the Asian community in the UK.

Awards like these and their increasing recognition across the UK means that all of the finalists and winners are true role models of what

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can be achieved through hard work and determination.

What key factors or influences do you attribute your success in business to?

There is not one thing that I can point to say that this is why I have been successful – I think there have been a number of things. One of the most important has been that I have had a number of great sponsors who have believed in me and have given me a ‘can do’ attitude. The other is that I have a great team at ProcServe who are all passionate about what we do and they play a huge part in keeping me motivated and driven to make ProcServe really successful.

I wonder, how did you come to discover coaching?

I was introduced to it during the latter stages of my career at PA Consulting. The Executive Chairman of PA Consulting, Jon Moynihan, is a firm believer in personal development and often leads PA’s leadership development programme. When I became a member of PA’s Management Group, he took on the role of my sponsor and also recognised the diversity in my approach and introduced me to personal coaching as a way of continuing my personal development alongside PA’s formal leadership development programme. It is through this that I met and have continued to work with Aspire.

How has coaching been of benefit to you personally from a leadership perspective?

Coaching has been a real revelation to me. In particular it has provided a framework in which I can challenge myself and continue to invest in my personal development. Of many of the things that I never believed I would be able to do, I now look back and realise that the tools, techniques, guidance and most impor-

tantly encouragement I have had during the coaching process, have helped me grow both as a leader and in personal confidence. There is not a week that goes by now where I do not continue to surprise myself with the decisions that I make, the challenges that I deal with and where the company has got to.

In your organisation, where and how does coaching fit?

There is a real ‘can do’ attitude and a culture that we have tried to develop that focuses on enabling individuals to succeed. Coaching and mentoring are a huge part of this approach. This included nominating a mentor and ‘buddy’ for each person, working with their line managers to develop individual action plans and half yearly appraisals. We also try to provide as much training on the job as we can.

ProcServe has a lot of very talented individuals at all ranks and there is real challenge and excitement of working with them and seeing them grow and develop.

This approach is not just limited to staff, it also applies to the leadership team. In 2009, we took the entire leadership team through a coaching programme, with the objective of preparing the team to take on the challenges of continuing to grow the company and dealing with some of the issues that this often brings with it.

Would you describe ProcServe as having a coaching culture?

Yes we do. Although we do have to work quite hard at this, as the day to day challenges can sometimes mean that its easy to forget about checking back on personal development. We recognise this and ensure that we have built into our processes at least two formal ‘check-points’ at the mid-year and end of year. This

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allows us to look at every single person in detail, consider their performance in role, what additional support they need and what actions need to be taken by their line manager and the individual concerned. All of our processes are geared towards providing the individual with the tools and guidance they need to help them succeed.

What would you say have been the key benefits of developing a coaching culture?

Because of our coaching approach and focus on continuous personal development, it has had a great impact on, not only the way we work as a team, but also on the standards that we expect of each other and the ambitions for the company.

In what way is it important for you to embrace and celebrate diversity within ProcServe?

I do believe that all organisations need to work really hard to break the barriers to progress regardless of whether its about gender, age or language – so making sure that we have diversity in the way we work, the way we recruit people and the way we reward people is really important. We have a saying in ProcServe that we continually remind ourselves of. It's by Anita Roddick, the founder of Body Shop:

“Every successful business will have a moral compass – a gut sense of what is right and wrong. Our challenge is to put these values to work both on and off the

job. The best teams walk their talk, are quick to jump up, confront tough issues head on, speak passionately about what is right. And your biggest tool is communication. Make it bold and enlivening and passionate – if you can't communicate, you are just not there. So BE BRAVE, BE BOLD, and BE DIFFERENT and if any one of you are told by anyone else it can't be done, that the business case doesn't work and the customers don't really give a toss about anything other than the products just say ... “Up yer bum!”

— Anita Roddick

What do you wish for in 2010, for yourself and /or for your company?

Well for ProcServe, the ambition is to be a leading global provider of trading network solutions. If everyone signed up and traded over the network we could get there very quickly and we could help organisations save money faster – which in this climate must be a good thing!

For me personally, I want to continue to have enough energy and spark. I love seeing other people grow; I do a lot of internal mentoring and coaching. I get my satisfaction from seeing the organisation and the people in it continuing to grow.

Veera Johnson is the CEO of Procserve, and a keynote speaker at the forthcoming AC international conference Going Global 2010 being held in London on the 11th and 12th March 2010.

www.acconference.com

Post Recession Executive Coaching

By Heather Cooper



In 2009 business has been tough. There has been a 20 – 30% decline across industries, across economies, across sectors. Talk to your coaching colleagues about how the year has been for them and most will agree 'it's been tough'. So what of the future? As economies start to officially steer their way out of recession, businesses start to grapple with a new economic model. Similarly there are significant implications for the post recession executive coach. What are these implications and what can coaches do to equip themselves to work effectively in the future?

Where have we come from?

To look ahead, it might first be useful to look back and share my experience as an executive coaching working within city based businesses in Europe. In January 2009 I was still working away busily, fully aware of the recession but complacent about the implication for my business. Obviously recession was hitting my clients hard, but they needed support to lead their businesses through these desperate times. Issues relating to management of change, maintaining morale, downsizing, managing underperformance were prevalent and clients still had budget to enlist coaching to help support them to manage these challenging situations. However, that was all to change. By July 2009 my work load had become much quieter as many of my clients were going through their second round of redundancies and budget cutting. Often any budget for coaching was reduced to ZERO.

My reaction was to do something that I have never done before. I took an extended holiday and had a great time travelling across Europe with the family. Whilst this was a fabulous experience, on return, the economic realities returned and I had to take a long, hard look at

my own business model.

Efficiencies as a coach

As a result of the recession I made a number of changes to the way I conduct my work as a coach. In the summer I talked to my clients about the recession and how it was impacting on their business. We explored ways in which I could work innovatively or differently to delivery coaching services. These discussions resulted in a number of changes including:

- In some situations agreeing to work at a reduced fee rate
- Offering 'group' coaching as an option instead of working 1 to 1. Typically this is a mixture of 1 to 1 and small group action learning sessions where there are common development needs. With one of my professional services client, this approach has been piloted with great success and has resulted in the client agreeing to a larger number of 'group' coaching assignments to be delivered in 2010.
- Finding opportunities to use internal coaches to deliver some of the coaching elements e.g. objective setting, briefing and conducting diagnostics. Within a legal firm, the HR team have delivered the 360 degree feedback in advance of the coaching. This reduced the overall cost of the coaching considerably.
- Technology has improved drastically over recent years. Generation Y are very comfortable in using technology to learn. SKYPE, e learning and /or telephone coaching can be very powerful and cost effective in delivering coaching solutions

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- Booking sessions in advance means you can take advantage of cheaper travel fares. This has been considerable for my short haul flights into Europe where the budget airlines offer extremely good rates when booked early.
- Moving from a dedicated office support services to 'virtual' services e.g. a virtual pa and other 'just in time' office facilities
- Focus on coaching evaluation. Getting clients to feed back to their businesses the benefits that the business is gaining from their coaching

All of these initiatives had the effect of reducing my own overheads, as well as finding a cost effective solution for the client. This has been greatly appreciated by my clients and has led to new contracts being agreed.

New Coaching Conversations

As well as the way in which coaching is being offered; I have also noticed a shift in the types of coaching conversations that are happening now. The chart below shows how these conversations have changed recently and presents some ideas the issues that leaders will be facing in the future.

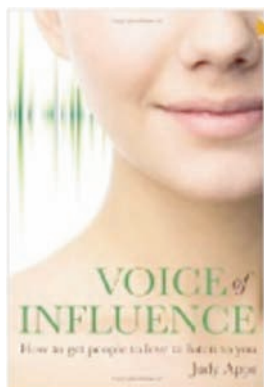
Coaching Conversations Jan 2009	Coaching Conversations Jan 2010	Coaching Conversations Jan 2011
Management of change	Innovation	Values based leadership
Maintaining morale	Globalisation – impact of India and China	Cross cultural leadership
Downsizing	Leadership – values and beliefs	Innovation as a business tool
Managing underperformance	Management of risk – what has been learnt from the recession	Risk and regulation
		Generation Y – the new leadership style

Implications for Coaching in 2011 and beyond

As a result there are a number of challenges that the executive coach will need in the future:

- Able to support internal coaches to develop their coaching skills. These coaches will need enhanced coaching skills, coaching qualifications and supervision
- The coach will need to be experienced in working with different cultures and in different languages
- He/she will need to be comfortable with technology and able to bring new technology based coaching solutions to their work
- The global recession will result in a global requirement to address to any risks associated with their work. Coaches will need to be well qualified, maintain and update their development at coaches regularly, properly supervised, insured and regulated by an appropriate body.

Heather Cooper is an experienced executive coach, consultant and senior team developer. She leads the executive coaching team at Gordon Cooper Associates Ltd a management development and coaching consultancy, is a Director of Executive Coaching Tools Ltd, an on line company providing 360 degree analysis, and works with Partner Development LLP who specialise in working with high performers within the professional services industries.



“VOICE OF INFLUENCE

How to get people to love to listen to you”

By Judy Apps

Published by Crown House 2009

£16.99 (£8.49 from Amazon)

Be honest – which of us *wouldn't* like to speak more powerfully, influence others more easily and be known for fine oratory?! I know I

would, as would most of my clients. I'll wager most politicians would, too, as they approach the General Election. And I reckon even the most seasoned of public speakers will find something fresh to enhance their personal presentation style in Judy Apps's excellent new book *Voice of Influence*.

What makes this book stand out from other presentation skills guides is that the author not only covers practical techniques (breathing, annunciation, resonance) for vocal development. She also addresses a person's individual inner purpose and energy, arguing that the voice is at its best when allowed to fully express “the real you”. The book provides a truly integrated approach, recognising that one's voice reflects a person's state of mind, encouraging the reader to find the freedom to “live out loud”.

The structure of *Voice of Influence* is a clear one, working from the outside of a person inwards. So the first sections focus on the voice and how it works, ways to speak effectively, and troubleshooting particular voice issues. (A useful appendix covers this last area very practically too). The book then moves on to examine the difference between speakers with powerful influence,

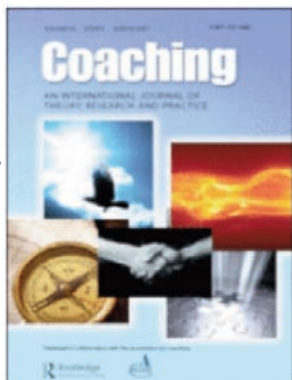
and those, even with good voices, without! The final part gets to the nub of the matter: how to tap into your own unique energy and passion, to express who you are and where you're going.

Written in a lively, accessible style, the book is packed with vivid anecdotes and salient quotes and references. It offers a wealth of practical exercises, which are not only fun to try, but will enhance the toolkit of any coach working with clients on presentation and confidence issues. Apps's enthusiasm for her subject shines through the pages and is infectious. Even on a quick read-through I couldn't resist trying some of the exercises as I went. Reading out a list of full-bodied Shakespearean insults (a way to add energy to a voice) felt as empowering as the All Blacks must find the haka when firing up before a rugby match.

Personally I might have liked a little more encouragement for the reader to invent their own new approaches and techniques. And perhaps the final chapter might have included a couple of challenging exercises to steer those readers eager to explore further their inner voice and life purpose – to balance out the myriad of tools for grooming the physical voice.

Nonetheless, this remains an inspiring, comprehensive and enjoyable guide likely to add some sparkle to our personal styles as we face the challenges of the year ahead.

Judi Conner



Coaching: An International Journal of Theory, Research and Practice

Published in collaboration with the Association for Coaching

Applications are invited for the post of Editor-in-Chief of *Coaching: An International Journal of Theory, Research and Practice*.

Coaching is fast expanding as a professional area and is also the subject of growing research within leadership, human resources, business, management, psychology, mental health and education.

Coaching meets the need for an international, peer-reviewed journal dedicated to the theory, research and practice of coaching. This pioneering journal is engaged in developing novel insights, advancing research, and exploring applications. It offers an international forum for debates on policy and practice. Broad and interdisciplinary in focus, the journal publishes original research, reviews, interviews, technique and case reports. Special sections or special issues cover key topics or themes. The Editor-in-Chief position represents an excellent opportunity to aid the advancement of this exciting field.

For more information about the journal, please visit our web site at <http://www.tandf.co.uk/journals/rcoa>

One of the main tasks of the Editor-in-Chief is to solicit, receive and process contributions for the journal through peer review, and make the final decision on publication. They will also be responsible for liaising with the sponsor of the journal, the Association for Coaching.

The Editor-in-Chief will be supported by the outgoing Editor-in-Chief who will remain as Commissioning Editor, the current Executive Editor, Associate Editors and the International Editorial Board. The Editor-in-Chief will also be responsible for other aspects of journal maintenance and development in addition to those mentioned above.

Some financial support is available to the Editor-in-Chief.

The closing date for applications is 19th March 2010.

For further details and a job description, please contact the current Editor-in-Chief, Carol Kauffman, carolkauffmanphd@aol.com or Wendy Leung, Managing Editor, Routledge Journals, wendy.leung@tandf.co.uk