

THE COACHING NEWS

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This newsletter is a publication of [Peer Resources](#), and is distributed at no cost every 45-60 days. Back issues of *The Coaching News* are available at www.peer.ca. All articles are written by Rey Carr unless otherwise indicated. Anyone who would like to contribute an article or information for an upcoming issue of the newsletter can contact Rey Carr at rcarr@peer.ca

Peer Resources is a non-profit, member-supported organization dedicated to identifying coaching information from around the world and turning it into knowledge, support, and resources of value to coaches, the coaching industry, and the general public.

TOPICS THIS MONTH:

- Flaws in Survey Research Can Be Instructive
- Attend a Top Level Coaching Event
- Leadership Coach Proposals Requested
- Five Studies and Resources to Guide Coaching Practice
- What's New in the Coach Training World
- Join the Peer Resources Network
- Details About The Coaching News

FLAWS IN SURVEY RESEARCH CAN BE INSTRUCTIVE

As a coach with a global clientele I was eager to learn about the results of the ICF-sponsored Global Coaching Client Survey. But when I read about the methodology used to collect the data, I knew there were going to be problems.

There is only one way that the approximately 2100 respondents who completed the ICF coached client survey can be considered a valid representation of the millions of coached clients worldwide. Unfortunately, the ICF study did not use the survey method that would have produced such results.

Instead, the ICF used a method that maximizes bias in the reporting sample. In other words, the online survey model they used severely reduces the likelihood that that coached clients who completed the survey were an accurate sampling of coached clients around the world. Just ask yourself: Of the millions of coached clients around the world, and of the hundreds of thousands of those that would have access to the Internet, and of the 50,000 or so that were informed about this survey, what bias (or characteristics) might the 2100 who responded have in common? And how might those factors influence the outcome of the study? Only random sampling methods (of which there are several) could prevent or reduce such bias.

To compound this error, the ICF is making claims about the study and is promoting the results of the study AS IF they did use the most reliable and valid method. One of the most important outcomes from any survey research study is the degree to which the results can be applied to samples or populations other than those people who completed the survey. This is called generalization or transferability of results.

Qualified survey researchers typically include in their research reports information about the limits of the applications of their research or cautions about generalizing the results to other populations. The ICF survey reports fail to provide this essential information.

In addition, the ICF is marketing the survey research in a way that glosses over the flaws, and may even be exploiting the lack of research knowledge of those subjected to their marketing ploy. For example, the most recent newsletter of the ICF described the study as "landmark research" with "top-line findings."

What is even more unusual is that they are actually charging their own members for copies of the completed report in an attempt to reclaim the costs for conducting the error-prone survey. Cost recovery is not inappropriate, but the current ICF promotion of the survey results while at the same time not including details about cautions and limits is a good example of the misleading "bait-and-switch" marketing practice. (Requests to the ICF to determine the actual costs for the survey were not successful.)

There are a number of unanswered questions. The ICF membership includes many qualified researchers who would have paid better attention to valid and reliable data collection methods. Why were none of them involved in conducting this survey research? The data collected in the coached client survey is not worthless and can be valuable, but it must be placed in an accurate context so that it does not mislead practitioners and the public. Why isn't the ICF providing legitimate information about the limits? And why have they been unresponsive to the critiques of this research?

The ICF could use this misstep to help educate members as to how to ensure research standards are being met. Why minimize or cover up the flaws? What not use them to show

ATTEND A TOP LEVEL COACHING EVENT

Eighty coaching conferences and training events are scheduled over the next few months. Here are a some of the 95 in-person events listed on the Peer Resources' [Coaching Events page](#).

Team Coaching: The Living Systems Approach

August 27-29, 2009

Arizona State University, West Campus, Phoenix, Arizona

www.adlercoachsw.com/registration.htm

(602) 493-1886

contact@adlercoachsw.com

Inner Game Conference with Timmy Gallwey and Johnny Witmore

September 8-9, 2009

Prague, Czech Republic

www.corporatecoaching.cz or www.koucinkcentrum.cz

+420 241 401 795

schilderova@koucinkcentrum.cz

Resource Realizations Coaching Conference

September 11-13, 2009

Southwest Conference Center of the Hampton Inn Tropicana, Las Vegas, Nevada

www.resourcerealisationsnetwork.com/Conference.htm

radmin@resourcerealisationsnetwork.com

Being Abundant: A Body-Centered Coach Training with Marlina Field

September 18-20, 2009

Vancouver, British Columbia

For full information, plus video testimonials:

www.bodymindspiritcoaching.com

(250) 851-0145

marlena@bodymindspiritcoaching.com

FIVE STUDIES & RESOURCES TO GUIDE PROFESSIONAL PRACTICE

Peer Resources continually scans the professional and popular literature for articles, books, videos and other useful reference materials. They provide a brief synopsis of the latest work as well as citation details and summaries on their website at <http://www.peer.ca/coaching.html>. They also provide a searchable format on their site at www.peer.ca/SearchB.html. Here are some recent additions that you won't learn about from other larger coaching federations:

Coleman, J. and Corbett, B. (March 30,2009). Executive coaching changing as economy shifts. *Fort Worth Business Press*. (Retrieved April 3, 2009 from <http://www.sherpacoaching.com/fwbp-coaching-article.html>). The authors define executive coaching as "regular meetings between a business leader and a trained facilitator, designed to produce positive changes in business behavior in a limited time frame." They describe the role of the executive coach and how it differs from the mentor, consultant, and counselor. They also report on the results of their survey research that showed increased attention to developing leadership skills as a focus of executive coaching with a decrease in attention to dealing with specific problems or challenges. The survey also revealed that the field is stabilizing with fewer people entering the field and a growing number of seasoned coaches. While more experienced coaches earn more, most executive coaches are starting at the \$60K level according to the survey results. There is also a preference by clients for more in-person sessions which is a 40% increase than previous years of the survey. And there is a strong bias among HR professionals and clients that in-person delivery is the most effective. More women coach by phone and have a stronger belief in its value than men.

Levine, M. (2008). Choosing an executive coach: Speed dating or an arranged marriage? *The Linkage Leader*. Burlington, Massachusetts: Linkage. The author, a principal consultant, describes the way a typical executive chooses a coach as a "speed dating" model where goodness of fit appears more important than effectiveness. Organizations often reinforce this approach, he argues, for cultural reasons. An alternative method that more likely results in effectiveness he describes as an "arranged marriage" where a third party pairs a coach and client based on known specific competencies of the coach and the perceived need(s) of the client. Peer Resources Network members can access this article in the password protected area Featured Resources section.

Nelson, E., and Hogan, R. (March, 2009). Coaching on the dark side. *International Coaching Psychology Review*, 4, 1, 9-21. [Retrieved May 21, 2009 from <http://bit.ly/aZ2lo>]. The authors believe that assessment of dysfunctional personality characteristics is essential for both leadership effectiveness and preventing derailment. A coach is in a key position to assist a leader to improve self-awareness and develop strategies to reduce the impact of dysfunctional personality traits.

Spinelli, E. (2007). *Coaching and therapy: Similarities and divergences*. Paper presented at the 3rd Annual National Counselling Psychology Conference. This paper critically examines the major similarities and differences between coaching and therapy as presented by previous authors. In particular, it considers the idea of a "fuzzy space" between the professions and argues that coaching psychology is particularly well placed to inhabit this "fuzzy space". Finally, the paper considers three major issues that provide pathways to both convergence and divergence between the professions: contracting; the quality and type of relationship being engendered; and the inter-relational stance. Peer

WHAT'S NEW IN THE COACHING WORLD

With close to 425 coach training organizations to choose from and more than 65 varieties of certification available in the coaching field, what was once a relatively easy decision has become infinitely more complicated.

Here are a few of the latest coach training schools, coaching associations, cautions, warnings, and details added to the listings in the Peer Resources' Coaching Directory. For more contact details visit the Directory at (<http://www.peer.ca/coaching.html>).

(Note: In North America, the term "accreditation" or "accredited" is generally associated with an organization; whereas in Europe the term is often used to describe an individual's certification. Coaches in Europe will often use the term "accredited" to mean what coaches in North America would call "certified" or "credentialed." To add to the confusion, while the International Coach Federation reviews coach training organizations and has created a system to "accredit" such training, their accreditation has no standing for US or Canadian post-secondary institutions, and they are not recognized in the US or Canada as an authorized accrediting agency.)

Center for Right Relationship provides an Organization and Relationship Systems Coaching (ORSC) certification program. Training consists of eight months of weekly teleclasses, and concludes in a three-day residential training. Certification requires completion of the five ORSC core curriculum courses (accredited by the International Coach Federation), a minimum of four documented systems coaching clients on entering the program, maintaining four clients throughout the program, attending the full residential program at the end of the virtual portion of the program, and developing a world work project during the program. In

addition, participants must complete 15 supervision sessions where participants present client coaching tapes for feedback from CRR faculty. Tuition for the program is \$6600.00. Graduates of the program can participate in paid mentor coaching groups.

InviteChange (formerly the Academy for Coach Training) provides comprehensive coaching skills training, including interactive in-person instruction, experiential activities, group exercises, and extensive supervised coaching practice. The school provides comprehensive training in the core competencies of coaching, and courses for the continuing education of coaches, and is fully aligned with and accredited by the International Coach Federation. The school provides a Certified Professional Coach (CPC) designation, an Internal Certified Coach Professional (ICCP) designation, and a Mentor Coach Certification designation. Courses are delivered via four in-person, interactive three and four day weekend courses and one 24-week integrative teleconference course. Courses are typically in the Seattle, Washington (affiliated with Antioch University), Edmonds, Washington, Portland, Oregon, and Washington, D.C. areas. The total cost for all courses in the full certification package is \$8,500.00. Individual courses range from \$549.00 to \$3,395.00. If you are enrolling in Antioch University and InviteChange, the fee for the dual certificate is \$9400.00.

Life's Headwaters Coach Training is a non-profit organization that provides coaching skill training for educators that focuses on leadership and improving classroom interactions. They provide a 30-hour curriculum with 24-hours in-person and six hours via telephone. The content of the program is based on the core competencies as developed by the International Coach Federation. Tuition is \$550.00. This organization also provides free coaching to anyone over 16 years of age through volunteer coaches who have met specific qualifications, including graduation from an ICF accredited coaching school. They also provide a no-

cost telephone seminar on "Introduction to Life Coaching." Check their website for the latest course scheduling.

Coaches Institute International was founded by Master Coaches Berry Fowler, founder and former chairperson of Sylvan Learning Centers, and Barbara Wainwright, former worldwide president of Certified Coaches Federation. This organization provides an Internet-based, live 16-hour Certified Professional Life Coach course that includes a focus on (1) the foundations of successful life coaching; (2) mastering the life coaching process; (3) best practices such as record keeping, confidentiality, and ethics; and (4) building a professional coaching practice. Consult their website for the latest course schedule. Tuition is \$397.00.

International Academy of Behavioral Medicine, Counseling and Psychotherapy, Inc. (IABMCP) has recently added a "Diplomate Status in Professional Coaching" as one of its membership categories. A number of requirements are listed on the website to obtain this status and include an advanced degree, specific training, a minimum of 7500 hours of clinical practice, references, and a comprehensive examination (which may be waived during the "Restricted Grandfather Period.") This membership organization does have a published code of ethics and provides limited benefits, and it appears to have a relationship with the Masterson Institute. The application fee is \$250.00 and there is a yearly \$90.00 membership fee. While this appears to be a legitimate organization, and we do not normally comment of the organizations we list here, it is not clear what value this really provides to persons involved in the coaching field. Could this be an attempt to cash-in on the coaching movement, or is it a way to recognize clinical practitioners who have added coaching to their repertoire?

The Christian Coaching Center, created by coaches for coaches, launched an information-oriented website in April,

JOIN THE PEER RESOURCES NETWORK

The rapid development of coaching as a practice has generated many associations and organizations competing for participants or members. The Peer Resources Network is the only one that provides accurate, objective, comprehensive, and up-to-date information about coaching, mentoring and peer assistance resources. And the staff is not only easy to contact via toll-free telephone, email or Internet telephone, but they also respond to enquiries typically within one-day.

In addition, members of the Peer Resources Network receive a monthly newsletter, the *Peer Bulletin*, loaded with information, practical tips, announcements, coaching program descriptions, funding opportunities, job openings, and research summaries every month. The *Peer Bulletin* contains features not available in *The Coaching News*, including graphics, links, discounts, relevant articles, free research papers, and contact details. A sample of the *Peer Bulletin* is available at <http://www.peer.ca/Bulletin161.html>

Members can also receive at no cost some of the latest books or videos on about coaching in exchange for writing a review of that resource. In many cases the retail price of the book alone is equivalent to the one-year membership fee.

Do the quotes placed in this newsletter intrigue you? Would you like to know more about the people quoted or read more of what they have to say? Members of the Peer Resources Network receive links and more details regarding each quote when they receive the monthly *Peer Bulletin*.

Peer Resources Network members have access to a variety of resources in the password protected area of www.peer.ca, and many of these documents are without cost or arrangements have been made with authors and publishers

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To learn more about the people quoted in this issue or to access more of what they have to say, consider becoming a member of the Peer Resources Network (PRN). Members receive a monthly newsletter 60-90 days earlier than The Coaching News that contains the same text plus additional articles not available in The Coaching News plus links to all quoted sources. Membership is fee-based and the benefits and features are listed at <http://www.peer.ca/PRN.html>.

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