



## **Business Coaching for Multinational Companies**

### **UNIT OUTLINE**

(Indicative Syllabus)

## **Business Coaching for Multinational Companies**

### **Unit Description**

This unit is designed to enable students to understand the theory and practice of business coaching in a multinational company. Students will develop coaching skills such as listening, questioning, feedback and goal-setting. Students will learn how coaching can be applied in a multinational company, for example, in leadership, strategy, change management, and managing expatriates.

A particular focus will be on how coaching approaches vary in different countries especially those related to multinationals in Asia. The impact of different cultural values and traditions on coaching individuals and teams will be explored. The perspectives of the coach, the person coached, and the sponsoring organisation will be compared. Students will be encouraged to think about the ethical considerations involved in business coaching relationships.

### **Course Objectives**

On completion of this unit, students should be able to:

1. Understand what is meant by business coaching, explain different coaching frameworks and demonstrate coaching skills.
2. Appreciate the application of business coaching skills, particularly in multinationals in Asia.
3. Understand the links between business analysis, change management and business improvement.
4. Apply ethical principles to decisions in business coaching.
5. Recognise the issues involved in introducing a coaching culture to a company.

### **Content Outline**

#### **1. What is business coaching?**

Coaching and related helping professions; coaching frameworks

#### Learning Outcomes:

1. Differentiate between coaching, consultancy, counselling and mentoring, and between executive, life and business coaching.
2. Understand the coaching process
3. Explain different coaching frameworks

**2. Coaching skills**

Active listening, powerful questioning, constructive feedback, positive goal setting

Learning Outcomes:

1. Be able to demonstrate key coaching skills
2. Develop awareness of own competence in key skills
3. Be able to take feedback on board and develop plan to address

**3. Applications of coaching in a multinational company**

Coaching for leaders; virtual multinational teams, expatriates, mergers, strategy, business improvement, innovation, change.

Learning Outcomes:

1. Understand how coaching can be used to develop leaders and teams
2. Appreciate applications of coaching in strategy, innovation and change
3. Recognise how cultural dimensions can impact on the coaching relationship

**4. Stakeholder perspectives and ethics in the coaching relationship**

Coach, coachee, manager, sponsor; criteria for buying coaching services, internal/external coaches, ethical dilemmas and codes of conduct

Learning Outcomes:

1. Understand the role of coach, coachee, manager and sponsor
2. Benefits and challenges of internal and external coaches
3. Select appropriate coaching interventions using relevant criteria
4. Appreciate the potential dilemmas which may arise in business coaching
5. Be able to define an appropriate code of conduct for a business coach in a multinational

**5. Business Coaching East and West**

Coaching philosophies and practices in different countries, examples of specific country differences, intercultural tools.

Learning outcomes:

1. Recognise the importance of culture in coaching
2. Appreciate how values and traditions may require a different approach to coaching in Asia than in other parts of the world
3. Select appropriate coaching approaches for different scenarios

**6. Coaching programs for multinationals**

Developing a coaching culture, implementing a coaching strategy, evaluating a coaching program.

Learning outcomes:

1. Understand what is meant by a coaching culture
2. Appreciate how to develop a coaching program for a multinational company
3. Understand how to implement a coaching program
4. Evaluate a coaching program for a multinational

**7. Current issues in coaching**

Return on Investment, coaching supervision, accreditation

Learning outcomes:

1. Calculate the return on investment of a coaching intervention
2. Understand options and reasons for coaching supervision
3. Understand the state of accreditation and regulation in the coaching industry

**Grading and results**

You will be assessed in accordance with the grading scale -- both numeric and alphabetical -- specified by your home University.

Your home university will determine your final grades for your AISAM 2010 studies and advise you of those grades. You will also receive from ANBS a letter indicating the Mark and grade recommended by ANBS.

**Assessment**

- (1) 50% for work completed in Penang (consisting of 25% for a reflection on an in-class coaching assignment and 25% for a group facilitation exercise on a coaching topic.)
- (2) 50% for an individual assignment of no less than 3000 words and no more than 5000 words prepared after the AISAM 2009 program. This assignment must be received at the ANBS Office Friday, September 10, 2010.

**Provisional Schedule**

Day 1	<input type="checkbox"/> 1. What is business coaching? <input type="checkbox"/> 2. Applications of coaching in a multinational company <input type="checkbox"/> 3. Coaching skills (1)
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Day 2	<input type="checkbox"/> 3. Coaching skills (2) <input type="checkbox"/> 4. Stakeholder perspectives and ethics in the coaching relationship <input type="checkbox"/> Essence
Day 3	<input type="checkbox"/> 5. Business coaching East and West – coaching philosophies and practices in different countries <input type="checkbox"/> Company visit
Day 4	<input type="checkbox"/> 6. Coaching programs for multinational companies <input type="checkbox"/> 7. Current issues in coaching
Day 5	<input type="checkbox"/> Group assignment facilitation

### Readings:

Abbott, G. (2009) Executive coaching through cross-border mergers and acquisitions In: Moral, M. and Abbott, G. (eds.) *The Routledge Companion to International Business Coaching*. Abingdon: Routledge

Abbott, G. and Rosinski, P. (2007) Global coaching and evidence based coaching:  
Multiple perspectives operating in a process of pragmatic humanism.  
*International Journal of Evidence Based Coaching and Mentoring* Vol. 5, No.1,

<http://www.business.brookes.ac.uk/research/areas/coachingandmentoring/volume/abbott.html>

Blackman, A. (2006) Factors that contribute to the effectiveness of business coaching: the coachees' perspective. *The Business Review*, Vol. 5 No. 1 pp. 98 – 104

Connor, M. and Pokora, J. (2007) *Coaching and Mentoring at work*. Maidenhead: McGraw-Hill Chapter 9 What are the ethical issues in coaching and mentoring?

Coutu, D., Kauffman, C., Charan, R., Peterson, D.B., Maccoby, M., Scoular, P.A., Grant, A.M. 2009, What can coaches do for you? *Harvard Business Review*. Vol. 87 Issue 1, pp 91-97.

Garvey, B. et al. (2009) *Coaching and mentoring*. London: Sage Chapter 10 The goal assumption: a mindset issue in organizations?

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- Goldsmith, M. and Lyons, L. (2006) *Coaching for leadership*. 2<sup>nd</sup> ed. San Francisco: Pfeiffer pp. 229-244
- Hunt, J.M. and Weintraub, J.R. (2007) *The coaching organization, a strategy for developing leaders*. Thousand Oaks, Ca: Sage. Pp. 85-118
- Ives, Y. (2008) What is 'Coaching'? An Exploration of Conflicting Paradigms *International Journal of Evidence Based Coaching and Mentoring* Vol. 6, No.2, August 2008 Page 100-113  
[http://www.business.brookes.ac.uk/research/areas/coachingandmentoring/volume/volume6\\_num2.html](http://www.business.brookes.ac.uk/research/areas/coachingandmentoring/volume/volume6_num2.html)
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<http://www.business.brookes.ac.uk/research/areas/coachingandmentoring/volume/smith&cox.html>
- Leedham, M. (2005) The coaching scorecard. *International Journal of Evidence Based Coaching and Mentoring* Vol. 3, No. 2, Autumn 2005 Page 30 – 44  
<http://www.business.brookes.ac.uk/research/areas/coachingandmentoring/volume/leedham.html>
- Leimon, A et al., 2005, *Essential Business Coaching*, Sussex: Routledge. Chapter 2 Theoretical frameworks of coaching
- Lindbom, D. (2007). A Culture of Coaching: The Challenge of Managing Performance for Long-Term Results. *Organization Development Journal*, 25(2), pp101-106
- McDermott, M. et al. (2007) What coaching can and can't do for your organisation, *HR Human Resource Planning*, Vol. 30 No. 2 pp. 30 – 37
- Ng, C. (2009) Coaching in China In: Passmore, J. (ed).(2009). *Diversity in coaching*. London: Kogan Page, pp.96 - 109
- Passmore, J. and Law. H. (2009) Cross-cultural and diversity coaching In: Passmore, J. (ed) *Diversity in coaching*. London: Kogan Page, pp. 4-16
- Rosenfeld, R. R. (2008) All About People: Why Leaders Need to Know the Human Side of Innovation. *LIA* Vol. 27, No. 6 Jan-Feb. 2008
- Stober, Dianne R. (2008) 'Making it stick: coaching as a tool for organizational change', *Coaching: An International Journal of Theory, Research and Practice*, Vol.1 No.1, pp.71 — 80

Ting, S. et al. *The CCL Handbook of coaching*, San Francisco: Jossey-Bass  
Chapter 11 Brief solution-focused coaching

Tulpa, K. (2006) Coaching within organizations. In: Passmore, J. (ed.)  
*Excellence in Coaching: the industry guide*. London: Kogan Page

Wilson, C. (2007) *Best practice in performance coaching*. London: Kogan Page  
Chapter 7 How to create a coaching culture in organizations

## **Lecturer Profile**

### **Dr Grace McCarthy**

Dr Grace McCarthy is a Lecturer at Sydney Business School, University of Wollongong. She developed and coordinates the Master of Business Coaching and the Doctor of Business Administration programs. Her research interests include leadership, business coaching, innovation and business excellence. She has 13 years experience of working in a multinational company, most recently as European Director of Customer Service. The application of real world experience and academic rigour make Grace's courses challenging and engaging.