

A Worldwide Association of Business Coaches®

Business Coaching Worldwide

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Premier Issue 2005

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IN THIS ISSUE

Feature Article

[Creating a COACHING CULTURE](#)

by Tom Crane

From the WABC President/CEO

[What the World Needs Now...](#)

by Wendy Johnson

Column

[The ROI of Business Coaching](#)

by Jack Phillips

Column

[Beyond Business Basics](#)

by Sylva Leduc

Column

[Assessment Corner](#)

by Roberta Hill

Movers and Shakers

[An Interview with Kaoru Hosokawa](#)

by Wendy Johnson

Success Profile

[A&S BMW Motorcycles](#)

by Gary Henson

Get The Edge

[Blogging For Your Business](#)

by Les Brown

[From The Editor](#)

[Take The Poll](#)

[Did You Know?](#)

[Hiring A Business Coach?](#)

[Join The Conversation](#)

[WABC Coaches In The News!](#)

[Upcoming Events](#)

[Send Us Your Feedback](#)

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[The Fine Print](#)

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FEATURE ARTICLE

Creating a COACHING CULTURE - today's most potent organizational change process for creating a "high-performance" culture

By Tom Crane

Coaching Cultures are the future of organizational effectiveness. They represent the accumulation of the advances in organizational effectiveness theory over the last several decades, representing the best practices of organizational change, Executive Coaching, leadership development, team effectiveness, and many other performance enhancing practices such as Emotional Intelligence.

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FROM THE WABC PRESIDENT/CEO

What the World Needs Now...

By Wendy Johnson

"What the world needs now....," a familiar line to a popular song written during the cultural unrest of the 1960s, is the theme of my 2005 President's message. To me, I believe, what the world needs now is ... business coaching. Yes, a bit less poetic than "... love sweet love." But read on...

↘ [Complete Article](#)



FROM THE EDITOR

Normally you'd see just one person represented in this section, but that wouldn't capture the teamwork that it takes to put together a publication like this, especially the Premier Issue. It's been a challenge putting together content that will serve not only the business coaches that our publication will reach, but our clients and business leaders worldwide. The biggest questions on my mind as an editor have been...

↘ [Complete Letter](#)

COLUMN

The ROI of Business Coaching

By Jack Phillips

As business coaching expenditures increase, clients and executives require increased accountability. Collectively they're asking about the return on investment. Get ahead of the accountability curve! Learn about the four phases of measuring the ROI in business coaching.

↘ [Complete Column](#)

COLUMN

Beyond Business Basics

By Sylva Leduc

Do you use the right tools and technologies for managing, marketing and growing your coaching business? Sylva Leduc, the President of Client Compass software, shares

her knowledge and best practices. In this issue, she discusses the "must haves" for running an effective coaching business.

↘ [Complete Column](#)

COLUMN

Assessment Corner

By Roberta Hill

Read why author Roberta Hill, a Mentor and Leadership Coach, confesses to us why she personally is averse to asking for or receiving most feedback. She illustrates how assessments, when used correctly, can be one useful vehicle to providing potentially neutral data and feedback.

↘ [Complete Column](#)

MOVERS AND SHAKERS

An Interview with Kaoru Hosokawa

By Wendy Johnson

Wendy Johnson, president and CEO of the Worldwide Association of Business Coaches, discusses business coaching with well-known Japanese business coach Kaoru Hosokawa, president and CEO of Coach-f Co., Ltd.

↘ [Complete Interview](#)

SUCCESS PROFILE

A&S BMW Motorcycles

By Gary B. Henson

Randy Felice, owner of the largest BMW Motorcycle dealership in the world, was struggling with leadership and strategic direction for the business. He turned to Gary Henson, president of BusinessCoach.com, and together they transformed the way A&S BMW serves its customers and employees.

↘ [Complete Article](#)

TAKE THE POLL

Individuals in my organization effectively and consistently give and receive feedback.

Yes

No

DID YOU KNOW?

That how your clients' customers (internal or external) feel about them is actually more important than their performance? According to the Gallup organization, determining whether a customer is...

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HIRING A BUSINESS COACH?

One of the first things that people often want to know about business coaching is: "Why work with a business coach? What can a business coach do for me?" Your business coach acts as a...

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↘ [Complete Article](#)

GET THE EDGE Blogging For Your Business

By Les Brown

Have you been wondering how to keep in touch with your network? Although "blogging" is not for everyone, it can be a way to quickly deliver value to clients, prospects and colleagues and create a discussion on topics of interest.

↘ [Complete Article](#)

Coming In Our Next Issue!

Feature: Philippe Rosinski, author of *Coaching Across Cultures* and founder of Rosinski & Company, discusses the need for leveraging cultural diversity in business today. Learn more about Phil at <http://www.philrosinski.com>.

Letters to the Editor: Any insights, experiences, or feedback connected to our Premier Issue? Let us know at [BCW Editor](#), and we may include your letter.

Hot Topics: What are business coaches and business leaders thinking about? What are the burning questions and issues?

WABC COACHES IN THE NEWS!

Want to know what some of our WABC Coaches are up to? Read on!

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Find out about our WABC Round Tables and Registered Corporate Coach (RCC) Designation Program.

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FEATURE ARTICLE

Creating a COACHING CULTURE - today's most potent organizational change process for creating a "high-performance" culture

By Tom Crane

How do we Executive Coaches and Organizational Consultants help our clients create the cultural conditions for sustainable high performance? We need to look no further than the powerful process of coaching. We already know that coaching assists individuals to grow and develop. Imagine what would happen if the entire organization were able to tap the power, ideas, and wisdom of its own members...through people learning how to deliver and respond to feedback in powerful and healthy ways.

What is the vision of a "coaching culture"?

A coaching culture is present when...all members of the culture fearlessly engage in candid, respectful coaching conversations, unrestricted by reporting relationships, about how they can improve their working relationships and individual and collective work performance. All have learned to value and effectively use feedback as a powerful learning tool to produce personal and professional development, high-trust working relationships, continually-improving job performance, and ever-increasing customer satisfaction.

How do we know we have one? It looks like this...

The 7 Characteristics of a Coaching Culture

1. Leaders are Positive Role Models

Organizational cultures take their cue from its leaders at the top. They set the tone, pace, and expectations for what is right and what is wrong -- what is acceptable and what is not. When leaders become skilled coach-practitioners, they transform their leadership style from being THE BOSS OF PEOPLE to THE COACH FOR PEOPLE.

Coaching is "applied leadership," requiring the best of what we know about contemporary leadership. Leaders who master coaching learn to create powerful, emotionally-intelligent conversations where the coach guides productive change, passion, and inspired action.

2. Every Member is Focused on Customer Feedback

Most modern organizations have feedback channels that capture information from the customers they serve. This is not new. However, in a *coaching culture*, there is a huge emphasis on expanding these feedback channels and making them truly effective at what they're capable of doing. It becomes the responsibility of every member in a *coaching culture* to proactively seek, strive to understand, and non-defensively respond to the feedback and the customer who is delivering it. Everyone understands the significance of their role as it relates to the mission of serving (internal or external) customers.

3. Coaching Flows in all directions -- Up, Down, and Laterally

In a *coaching culture*, coaching flows in all directions from all parties, making a networked web across the organization consisting of many connections between people in the same departments, across departments, between teams, and up and down and across the hierarchy. The key to this rich flow of coaching communications is the establishment of explicit coaching relationships.

We know that leaders and managers, when optimally effective, provide performance and developmental coaching for their direct reports. This is a necessary component of high-performance, yet, in itself, is not sufficient to create the true high-performance cultural conditions required in today's businesses.

Peer coaching is the second place for creating explicit coaching relationships. Coaching relationships across the organization are established to support ongoing dialogue, learning, problem solving, and enhanced working conditions. Peer coaching is an invaluable element that supports learning, growth, and productivity improvements.

Upward coaching is the third element and often the most challenging to establish. There are many reasons why. The leader/manager may either be unaware or unwilling to receive upward feedback. The direct reports might not feel safe or that permission exists to offer candid feedback even though they would like to be able to deliver it. For whatever reason, the nature of the relationship must dramatically transform if feedback is to flow freely between a manager and direct reports. Becoming coaches for one another makes this shift by creating safety, trust, respect, and rapport in the relationship.

4. Teams Become Passionate and Energized

The process of coaching, when learned by teams, creates egalitarian, high-trust relationships

that transcend traditional Boss/Subordinate/Competitor dynamics, and moves people toward a collaborative Coach/Coachee/Partner relationship.

In high performance cultures, people feel part of the larger whole. This enhanced feeling of connection occurs because teams make a point of opening up dialogue to explore how they are working together. Teams focus on creating connection and high trust. Trust directly supports people being able to work together more effectively and more efficiently which leads to higher performance.

The relationships that teams create in a *coaching culture* can be characterized by a high degree of commitment to teammates' success. Internal competition for the spotlight, job promotions, and accolades from top management do not become destructive. The fundamental belief is that all members of the team work for the same company. They are part of the same team. Everybody is in the same big boat together and pulls her own weight and is accountable for their contribution to team performance. They accept this truth: we can't win unless everyone wins. My job is to make my teammates successful.

5. Learning Occurs, More Effective Decisions are Made, & Change Moves Faster

Coaching speeds up the personal and team learning curve by capturing lessons learned more quickly. Teams make frequent use of after-action-reviews to document any and all lessons learned. People become anxious to tap and share wisdom across the team. People learn to fail fast without fear of repercussion in what is truly a learning environment.

In a *coaching culture*, it is common practice to involve everybody affected by the change in the decision to make the change, and certainly in the implementation planning. Coaching is the act of engaging people in safe dialogue where they are expected to respectfully share their candid concerns, ideas, and points-of-view so that they experience feeling part of the process and being valued as a partner.

6. HR Systems are Aligned and Fully Integrated

Human resource systems are comprised of talent acquisition, orientation, training, performance evaluation, promotions, recognition programs, and compensation. Coaching must be fully integrated into all the systems that impact people.

Most organizations today have articulated organizational values that hang on the boardroom wall. *Coaching cultures* actively embrace and use their espoused core values as a compass to guide people and business decisions. Members of the culture are expected to observe and coach their colleagues on the extent their colleagues' observed behaviors are congruent with the core values and guiding behaviors. This makes values relevant, useful, and meaningful to the organization.

Coaching cultures use 360° processes to gather feedback on a regular basis. All members of the culture have personal development plans that are taken seriously, reviewed annually, and serve to significantly impact the effectiveness of individuals and teams.

Job descriptions include a clear description of relevant coaching skills required to be successful in the job. Everyone is expected to perceive themselves as a "coach practitioner" engaged in continuous learning about what it means to be a coach.

7. The Organization Has a Common Coaching Practice and Language

We define coaching as "the process of helping others enhance their effectiveness...in a way

they feel helped." This comprehensive definition of coaching reflects the intention of the coach as well as offers guidance in how to organize and conduct the coaching conversation. *Coaching cultures* adopt a singular approach and methodology so the culture has an easily recognized, commonly understood approach. Why is this important?

If an entire culture has a shared understanding of HOW to coach, then the coaching conversations are more easily started and sustained between people. The mystery is removed. People can connect easily and communicate with fewer distractions, making the communication much more effective. This increases the likelihood that more people will start getting more of what they want, and less of what they do not want.

The Emerging Results

Organizations have seen the powerful impact on the effectiveness of Executives who retain external Executive or utilize internal Business Coaches. They are also beginning to connect-the-dots and extrapolate the incredible power of an organization whose capacity for growth and change is enhanced through the systematic practice of coaching.

Crane Consulting is actively engaged with several leading organizations that are focused on creating their own *coaching culture*. We see this work as the nexus of BOTH continuing external coaching with Executives AND showing their organizations how to coach one another. Rather than reduce or eliminate the role of Executive Coaches, this transformational organizational work actually provides Executive Coaches more to work with their executive clients on...how THEY become coaches for the teams they have the privilege of leading!

Thomas Crane, M.B.A., is an experienced OD consultant, coach, author, and speaker who specializes in working with leaders and their teams to build "feedback-rich coaching cultures" that create and sustain true "high-performance." His book, *The Heart of Coaching*, is published by FTA Press, San Diego, CA. His next book, *Creating Coaching Cultures -- The Next Wave* will be available in the fall of 2005. Read more about Tom's work at www.craneconsulting.com. He may be reached by email, at: tgcrane@craneconsulting.com.



FROM THE WABC PRESIDENT / CEO
What the World Needs Now...
By Wendy Johnson

"What the world needs now..." a familiar line to a popular song written during the cultural unrest of the 1960s, is the theme of my 2005 President's message. To me, I believe, what the world needs now is ... business coaching. Yes, a bit less poetic than "... love sweet love." But read on...

Like the American and European cultural unrest of the '60s, there are signs of a global social movement that is permeating worldwide. However, unlike the '60s, the primary driver is not political ideologies. Today's driver is business.

Globalization and world consumerism has created a force within business that is greater than any one government since the Roman Empire. Worldwide businesses such as General Electric, Nike and Toyota have offices on virtually every continent, employing a workforce and servicing customers in every nation in the world. Universal corporate taglines such as "Just Do It" have become reproduced slogans in multiple languages, and symbols such as the Golden Arches illuminate every major metropolitan skyline.

Imagine a government with such expansive presence, or a religion with such unrestrained exposure.

While social movements of the past have been driven primarily by political and religious ideologies, business is gaining power and influence in the socialization of a worldwide culture. Understanding the importance of this movement will help us to understand the pressures that this creates not only on organizational leadership but also on individual accountability. In future issues, I will explore the evolving power of business to influence society and culture, and address the role that business coaching will play in businesses as they grow in their global influence.

Unlike consulting or therapy, business coaching provides a holistic opportunity for organizations and individuals to integrate their personal and professional values. Business coaching brings forward integrity and accountability. Taking our lessons from closed systems such as Enron, Worldcom, and Tyco, business coaches have the opportunity to impact a much larger landscape than their individual clients alone. Business coaches will impact global business and, in turn, the world.

Wendy Johnson, MA, CEC, CMC is the full-time president and chief executive officer (CEO) of the Worldwide Association of Business Coaches (WABC). Johnson's vision is a business coach working with every business, organization and government. Learn more about WABC at <http://www.wabccoaches.com>. She may be reached by email, at: presceo@wabccoaches.com.



THE ROI OF BUSINESS COACHING
Measuring ROI in Business Coaching: An Overview
By Jack J. Phillips, Ph.D.

*Measuring ROI? In business coaching? Yes and yes.
Isn't this just a fad? Isn't this impossible? No and no.*

As more and more organizations use business coaching as a human resources, performance improvement, and leadership development approach, many executives question its value, particularly as coaching expenditures grow. Whether the engagement takes place in the context of an internal department for coaching or through arrangement with a business coaching firm, coaching assignments and commitments are planned and executed with good intentions. Unfortunately, however, not all coaching engagements produce the value desired by either the individual being coached (participant) or the sponsor who often pays for it. It will be increasingly important that business coaches measure a significant return on investment (ROI) and show the value of business coaching in terms that managers and executives understand.

It's Not a Fad . . .

Measuring ROI enjoys a history of nearly thirty years of application in a variety of human resource and performance improvement processes and across the full spectrum of industries and organizations. Thousands of trained practitioners implement an ROI process in their own settings and thousands of impact studies are generated annually worldwide. The methodology is the subject of many books in many languages.

It's Not Impossible . . .

Successfully measuring ROI for business coaching involves much more than simply assessing results achieved. The most effective ROI processes involve four phases: planning, data collection, data analysis, and reporting.

In the **planning** phase the coach, the person being coached, his or her manager, and the sponsor (client organization) agree on the evaluation plans and establish a baseline for expectations.

The **data collection** phase occurs in two time frames. Data is collected first during the coaching experience and then at the conclusion of the engagement or at an appropriate follow up time. The data collected include satisfaction and reaction, learning, application and implementation, business impact, and ROI. See Figure 1.

Evaluation Levels	
Level	Measurement Focus
1. Reaction & Planned Action	Measures participant satisfaction with the coaching experience and captures planned actions
2. Learning	Measures changes in knowledge, skills, and attitudes
3. Application and Implementation	Measures changes in on-the-job behavior and progress with application
4. Business Impact	Captures changes in business impact measures
5. Return on Investment	Compares coaching engagement monetary benefits to the program costs

Figure 1 - The Levels of Data

The third phase in the ROI Methodology--**data analysis**-- isolates the effects of the coaching on the business. The process includes converting data to monetary values using conservative figures

(higher figures for costs, lower figures for benefits), capturing costs, calculating the return on investment, and identifying intangible measures and benefits.

Phase four--**reporting**--requires reaching conclusions, generating reports, and communicating the information to target groups. This new knowledge affords all involved--from the coach and the person being coached to upper level executives in the client organization--the ability to assess the value of the coaching engagement and the opportunity to make adjustments going forward.

Final Thoughts . . .

Developing the ROI in business coaching is not a fad, and it's not impossible. Measuring ROI in business coaching is, and will increasingly become, an imperative for organizations and coaching firms pursuing the highest standards of accountability.

Dr. Jack J. Phillips is a world-renowned expert on measurement and evaluation, chairman of the ROI Institute, and consultant to many Fortune 500 companies. He facilitates workshops for major conference providers throughout the world. His most recent books are *Proving the Value of HR* (SHRM, Winter 2005) and *Investing in Your Company's Human Capital* (AMACOM, Spring 2005). Find out more about Jack's work at <http://www.roiinstitute.net>. He may be reached by email, at: jack@roiinstitute.net.



BEYOND BUSINESS BASICS

Vital Technologies and Tools for Your Business

By Sylva Leduc

Welcome to the first issue of the Beyond Business Basics column. This column is dedicated to helping you, our readers, get *beyond the basics*. Whether you are a business coach, leadership, corporate, or executive coach, the WABC and I want you to benefit from my personal knowledge of the tools, technologies and systems for managing a coaching business more efficiently and effectively.

Before we can go beyond the basics, however, we need a foundation--the "must haves" for a coaching business. You probably have most of them in place already. If not, then now is a good time to get started. The following are what I consider to be vital to managing an efficient business.

Bring your computer and operating system up-to-date. Is your computer five years old or older? If you have an older computer it may not have enough memory to run newer programs. It's probably "as slow as molasses," as my grandfather used to say. In addition, you may not be able to open documents that clients or colleagues send to you. How embarrassing would that be for you?

Establish a (web) presence. Register an internet business and get your name out to the world. Two of my favorite domain name registration companies are www.godaddy.com and www.1and1.com,

where you can purchase domain names for less than \$9.00.

Do you have a website? Even now, in 2005, I've met many coaches who do not have a website. Sometimes they registered a name but that's as far as they've gotten. With the number of website template companies increasing there's no excuse to be without a virtual online brochure (i.e. website). With www.1and1.com you can create a website quickly. You do *not* need to know html or any programming language. The cost? Less than \$10 a month for hosting.

Create a business e-mail address. Using AOL or other free online e-mail services creates the impression you are not serious about your coaching business, are not tech savvy, or that you are not willing to spend money on a branded e-mail address. Set up your e-mail address to match the name of your domain name and website.

Protect your computer & e-mail system with anti-virus software. Remember the MyDoom virus from the summer of 2003? People with virus protection programs were able to avoid the heartache of lost data. However, virus protection only protects if it's updated. **Update regularly.** Note that the latest version of XP has a *built in* firewall to protect your computer even further.

Backup, backup, backup. Do you regularly backup your computer and all your data? As coaches, our information--knowledge, client notes, programs and other intellectual property--**IS** our business. Years ago, I made the mistake of not doing backups regularly. And my computer crashed. Needless to say, I made this a habit. You should, too.

Those are the basics: a good computer, a web presence, a "real" e-mail address and protection for your information.

In future issues I'll talk about other technologies. Want to know more about automating the payment process, hiring help or creating a website? Those are a few examples of what I'll be exploring. What technologies would make running your business more efficient and effective? I'd love to hear from you.

Sylva (Syl) Leduc, MEd, is a Leadership Coach who has worked with business owners, executives, and coaches for over 14 years. She is the President of www.TheLeadershipCenter.com and www.ClientCompass.com, a custom software program for coaches. Read more about Sylva in the [WABC Coach Directory](#). She may be reached by email, at: info@TheLeadershipCenter.com.



ASSESSMENT CORNER
Why I Hate Feedback
By Roberta Hill

Sure, third party feedback is important. But what do I do with it?

I hate getting feedback. I know, how dare I admit it? Aren't coaching, consulting and assessments all about feedback? Perhaps... but who wants to take a bitter pill, even if others say it's good for me? Generally, I think feedback can be devastating, especially if I feel the person giving the feedback has an agenda. It's easy for me to get defensive. Besides, I don't always know what to do with it. I just don't like it, even when I could benefit from it.

People, organizations and social systems need to continually evolve and adapt to our environments if we wish to thrive and grow. According to Peter Senge, information is essential for this process:

Human beings learn best through first hand experience... But "learning by doing" only works so long as the feedback from our actions is rapid and unambiguous.¹

Unfortunately, few of us have valid, honest, open feedback available to us. Nor do we know how to get it.

The use of assessments, particularly 360-degree feedback instruments and climate surveys, may hold the key to receiving useful and practical feedback. The output of assessments provides data that is packaged in a personal but non-judgmental format. Most of the tools that coaches use do not have a right or wrong answer. They usually provide information about someone's interests, preferences, behavioral style, or motivations, to name a few. Individuals then have a solid basis to understand how they might come across to others, especially when third party observer input is added to the mix. Any psychometrically sound assessment, used in conjunction with a skilled administrator, will provide clients with the opportunity to check their self-awareness. This information can be processed and used to develop action plans to improve emotional intelligence.

But don't be misled and fool yourself into thinking that assessments are completely neutral. Most of the assessments coaches employ are self-rater -- so people are just giving feedback to themselves. Multi-rater feedback processes and climate surveys, while much more behaviorally sound, still rely on the perceptions and biases of others. We only think the assessment is objective because we get a lot of statistical numbers and averages or fancy looking computer-generated reports.

We have to deal with millions of separate pieces of data or information every day and we do it quite effectively and simply. The trick is to ask ourselves: "What is important here?" Otherwise we will suffer from information overload. I think that the same is true of feedback.

So what is a person to do? Here is a perspective that **will** work for you and your clients when facing feedback, especially when using assessments. Constantly remind yourself: "This is just one more piece of information. It is just data; you can do whatever you want with it." Use it to build self-awareness, use it to create action plans, or decide it's not relevant and set it aside.

So dear friends, unless I ask, don't give me any feedback. And even when I ask, think twice.

Roberta Hill is a PCC as well as a PMC and Certified Teleclass Leader with CCUI. Roberta owns www.AssessmentsNow.com, an online assessment provider with a network of more than 40 worldwide-qualified coaches. Read more about Roberta in the [WABC Coach Directory](#). She may be reached by email, at: roberta@wghill.com.



¹ Senge, Peter, *The Fifth Discipline* (New York: Currency, 1990), 313.

MOVERS AND SHAKERS

An Interview with Kaoru Hosokawa

By Wendy Johnson

Kaoru Hosokawa, well-known Japanese business coach, founded Tokyo-based Coach-f Co., Ltd. in 2003. Coach-f currently offers corporate training services to high-profile companies in Japan, joint coaching seminars with Nikkei Venture Magazine and Nikkei Business Associates, and one-on-one and group business coaching.

Mr. Hosokawa is one of the most active writers on business coaching in Japan. He has written many articles and columns for major business publications like Nikkei Business Associates, Nikkei Venture, and Tosho Newspaper. In addition, one of his recently published books has ranked #5 in the <http://amazon.co.jp> (Japanese Amazon.com) monthly business book review.



Kaoru Hosokawa and Coach-f Co. have a three-fold vision:

- *Enhancing the motivation of corporate employees*
- *Revitalizing business organizations*
- *Building a powerful, healthy society*

BCW: Mr. Hosokawa, thank you for speaking with us. Of all the things you could be doing at this point in your life, and coming from a successful career in corporate leadership, what attracted you to business coaching?

KH: I saw a better opportunity through business coaching to fulfill my vision of motivating employees and revitalizing businesses, and thus building society. Although I could do that within AIG Edison Life Insurance Company as a business leader, through business coaching I can extend my reach beyond one organization and have greater influence.

BCW: What sets you apart from others who also provide business coaching services?

KH: I believe that the salient features of Coach-f include:

- We specialize in business coaching
- With our clients, we identify and focus on specific desired business targets
- We actively utilize the media as business partners
- We are aiming to go public on the stock market in the business coaching field
- We keep Coach-f constantly visible as a leading provider of business coaching
- We focus primarily on working with the major business corporations in Japan

When I founded Coach-f, I began by coaching managers and executives within businesses and organizations. I soon found, however, that to reach my vision to enhance the motivation of corporate employees, revitalize business organizations, and build a powerful, healthy society, I needed a wider reach.

I have worked to spread the word about business coaching through synergistic alliances with the Japanese media as well as book and magazine publishers. I have also felt that for business coaching to really make a difference in Japanese business, leaders within Japanese companies must learn how to become coaches to those they lead. As a result, I have developed many seminars and training sessions wherein the participants can experience the results of coaching and then learn how to lead more effectively by using coaching methods.

BCW: When did business coaching emerge in Japan?

KH: Business coaching in Japan emerged about 1999. Although one-on-one coaching engagements are a part of our business coaching approach, we have found that the management of a corporation is usually more interested in a "one-to-many" training approach.

When we work with an organization, the leaders will typically engage us for a one-, two- or three-day training program focused on improving and developing daily business activities for their management personnel. Through those training sessions, and sometimes subsequent one-on-one coaching, we focus on:

- Helping the members of an organization and the organization as a whole grow without interruption.
- Establishing ourselves as business partners involved in bringing outstanding achievements.
- Building communication and accountability systems that foster business accomplishments.
- Putting "out of the box" ideas into practice and shifting gears boldly for people and organizations.

BCW: What kinds of businesses and organizations tend to use business coaches?

KH: Although I don't see much difference in the use of business coaches between different kinds of organizations, I have found that the organizations that can translate business coaching outcomes to numbers (in other words, business coaching has impacted the company's bottom line through increased sales, profit, and/or customer service) are more likely to see the value of business coaching and continue with it. And the root of those outcomes is often the people--business leaders have a more positive outlook, humility, honesty and thoughtfulness toward others, which boosts employees' behavior, performance, diligence and morale. Team members begin to show the feeling of security and respect toward their leader, thus helping their team gain momentum.

BCW: We hear Japan is moving out of a recession into recovery and new growth. I imagine that businesses' and organizations' coaching needs have also changed during this time period. How?

KH: The largest factor that has brought change in business as a whole in Japan is "corporate restructuring" or "downsizing." As a result, most companies have a higher income but a reduced number of employees. Obviously, such rapid change in corporate environment has created a widespread concern about the lack of communication at different levels of the organization. Also, needs and requests are sharply rising for really powerful business leaders. We've found that business coaching can help a leader to think more strategically, but at the same time, to cultivate communication and compassion so that changes go much more smoothly.

BCW: As you know, many countries around the world have had their share of corporate malfeasance over the last years. Some notable North American examples are Enron, Worldcom, Adelphia, Global Crossing, Tyco, Martha Stewart, Livent, Bre-X, and Hollinger International. All reported accounts suggest that the executive management teams lost their bearings and control over appropriate governance and accountability. Has Japan encountered similar situations? If yes, how do you think business coaching could play a role in possibly preventing or minimizing these types of situations?

KH: Although we don't see as much fraud or deception, procrastination and cover-up are the problems more prominent with corporations here in Japan. During a manager's or business leader's tenure, he would prefer not to hear of things going badly and may ignore those reports or attempt to cover them up. These executives, especially in large corporations, will often hire peace-loving subordinate officers who will not want to rock the boat and will go along with the cover-up.

As an example, three years ago a large foodstuff maker in Japan lost its brand and business reputation throughout the country because of this sort of malpractice. The upper management ignored a number of "bad-news reports" that had been made inside the factories, which resulted in producing defective products and causing damages to consumers. What's worse, the company failed to fix the problem once it became evident to the public because of slow reporting inside the company. That accelerated the widespread damage in the market and society.

One clear advantage of practicing business coaching is that companies are able to establish positive, clear-sighted self-responsibility and team-responsibility in the organization, which makes people in any position capable of responding to requirements and questions about them. This will eventually build an organization of prompt and accurate responsiveness.

BCW: Can business coaching bring about change and improvement in people and organizations in ways that other kinds of interventions (i.e. consulting) cannot?

KH: Yes, it can. The primary role of a business coach is to help the client shift herself into a real business leader, not simply to offer a helping hand to solve problems in the short-term. The high-caliber business coach is humble and has the ability to communicate with anyone amicably, from junior staff members to organizational leaders. Business coaching can help junior staff members grow to be successful managers, and managers to excellent leaders in the organization. Those leaders are able to grow a company and/or team into a profit center in the real sense of the term.

BCW: Working with our clients impacts us. In this way, our beliefs, values and ideas can be challenged, giving rise to our own growth as coaches and human beings. Can you share with us such a time that a client really impacted you?

KH: I have found that what our clients do with the insights they gain through coaching can have incredible results, both tangible and intangible. I had a memorable business coaching experience with one of my business clients, Mr. Saito. As a result of our work together, Mr. Saito reformed his

business team into an organization capable of boosting its monthly business performance by 250%. It was impressive to see how Mr. Saito enhanced the motivation and growth of his team members.

The remarkable thing was not just the achievement itself, but Mr. Saito's understanding and application of the coaching process that fostered it. Mr. Saito said, "Until some time ago, I believed that the role of a manager as coach was to help team leaders grow and mature. Now, I've changed my mind about the role: All I did was touch and push their hidden power up above the surface so that they could see it and act on it."

BCW: What is the most important issue that the business coaching industry as a whole faces in Japan and around the world?

KH: I am concerned that we do not have a standard for business coaching training and certification. Some clients do not have the assurance that a business coach will be truly competent and able to meet their needs. Three things have to be done, I believe.

One, we must create a comprehensive business coaching educational system. Through such a system, we need to be able to teach numerous advanced-level business coaching skills. Because business coaching requires business experience, I'd like to see that we only allow experienced businesspeople to participate and that participants complete and pass on-the-job training assignments before they can progress to higher-level courses. I believe that the WABC could work with experienced business coaching companies to create the educational curriculum and subsequent certification necessary to train top-notch international business coaches.

Second, when working with our clients, we need to use only business coaching methods with which we have a full track-record with a number of clients.

Third, and very importantly, we need to develop an advanced-level educational system through which we will create prominent mentor-level business coaches. I visualize a system in which we create super-level business coaches out of fully-experienced, resourceful businesspeople.

BCW: What's the best piece of business advice you've followed and why?

KH: "Give a full thought, and then be sure to put it into practice."

I've adopted this as a motto. What it means to me is this: I must consider a question from all possible angles and once I've identified a solution, I must follow through immediately.

BCW: If you could give one piece of advice to someone just beginning a career as a business coach, what would it be?

KH: May I give three?

- Be constantly aware of the client's environment and how it is impacting him.
- Listen to the client's inner voice, not just the client's outer words or voice. The client's real intention is in her mind, not in her words.
- Make sure you live what you are coaching your clients to put into practice.

BCW: And to our more experienced business coach who wants to take their business to the next level of success?

KH: As an advanced business coach, you must be able to help your clients produce immediate, tangible results. However, you must, at the same time, live your mission, vision, and philosophy--

think of it as "show and tell" in your everyday life. You must always be present and visible to your clients and to others, both physically and mentally. Establishing yourself in such a way can undoubtedly be the gateway to becoming a top-notch business coach.

SUCCESS PROFILE

A&S BMW Motorcycles

By Gary Henson

The Business / The Organization: Randy Felice is the owner of A&S BMW Motorcycles, the largest BMW Motorcycle dealership in the world. With humble beginnings, A&S began as a salvage motorcycle store in 1968. In 1988 they became a BMW motorcycle dealership. By 1998 they finalized the contract to provide BMW motorcycles to the California Highway Patrol and began to grow rapidly.

The Partnership: As the son of the original founder of A&S Cycles, Randy has worked in the business all of his life. When his parents retired in 2003, he began registering his leadership team in management classes. On the last day of one of Randy's courses, the leader recommended getting a business coach.

Although Gary Henson, president of BusinessCoach.com, had spoken previously to Randy several times about business coaching, Randy admits not really understanding the value that coaching could have for him and A&S BMW. The timing was right; Gary made a routine follow-up call soon after Randy's discussion with the management course leader. Randy said, "I chose Coach Gary because he was committed to being my coach. I could tell that he would be committed to the success of my business like it was his own."

The Challenge: Randy's priority in hiring a business coach was to cut business expenses. Even with his degree in business, Randy also knew that he needed help learning to be an effective manager. As the partnership developed, Gary and Randy found that these additional issues needed addressing:

- The company had no clear vision or mission
- The company had no stated core values
- Employees didn't know the strategic direction of the company
- Employees had no clear goals or commitments
- Randy was uncomfortable leading staff meetings
- He didn't know how to become an effective leader or see the clear value of leadership
- He didn't know how to develop a team culture

The Approach: At the beginning of the coaching partnership, Gary asked Randy to clarify three things: *"What do you want? What are you committed to? Who's going to hold you accountable?"* When the foundation of trust and accountability was established, Randy began to take the following steps with Gary's help:

- Established all-company staff meetings to build shared vision, values and goals and foster communication
- Established managers as leaders of their individual departments
- Implemented performance- and commitment-based systems for the company
- Developed a monthly managers' budgeting and training meeting
- Utilized profile assessments to ensure that employee characteristics were in alignment with critical need areas
- Replaced underperforming employees with highly effective team leaders

- Added new product lines that were complementary to A&S BMW's retail environment, such as Vespa, Kymco and Rokon Powersports

The Value Delivered: Once A&S BMW developed and implemented the shared vision, mission statement, commitments and goals, the impact on the bottom line was striking:

- An 18% increase in profits from retail operations. This was despite a 5.9% decrease in sales as BMW Motorcycles discontinued many of its models to prepare for new models.
- A 12% decrease in employee expenses, including insurance, worker's compensation, etc. Randy states, "Once we got everyone going in the same direction, we could get more done with fewer people."

Randy says, "so much has changed that it's difficult to cover it all, but what's important to know is, Gary made a promise to transform our business and he has kept that promise. I would have never believed that my life could have changed to this degree, not in a million years." Randy further states, "Anyone who hasn't taken on coaching is only half running a business."

Today, a year and a half into the business coaching relationship with BusinessCoach.com, A&S BMW is a different place to work, and now, a different place to play.

Gary B. Henson, founder and president of BusinessCoach.com, specializes in business coaching as a strategic/change management tool leading to improved customer/employee satisfaction and overall increased corporate performance. Gary Henson and Randy Felice have recently partnered to write a book called *The Fearless Leader*. Learn more about Gary and BusinessCoach.com in the [WABC Coach Directory](#). He may be reached by email, at: coaching@businesscoach.com.



GET THE EDGE **Blogging for Business Coaches**

By Les Brown

Since you're reading this article, you're obviously aware of the benefits that come from a published e-zine or online newsletter. Recently, we've seen the introduction of *weblogs* (called *blogs*). Blogs have all the features of websites, e-zines, and online newsletters *plus* they have three major advantages: immediacy, manageability and interactivity.

Important facts that came to your attention just this morning can appear in your blog almost immediately. With no publishing deadlines and a quick publishing process, how fast you can get your information to your reader is limited only by how fast you can write. It is as immediate as you want (or need) it to be.

If you'd like, you may employ Web designers to make your blog look pretty, but many people can create an attractive, professional-looking blog from scratch in only a few hours. Blogs are easily manageable. If you want to make changes to the design of your blog, it's fairly easy to do so with just a few minutes' work. As an experiment, I created a blog from scratch in about half a day. Look for the results and some blogging resources at www.ProActivation.typepad.com.

Once your blog is online and your articles are in the hands of your readers, you have the opportunity to receive immediate feedback. How often have you wanted to write a letter to the editor after reading a provocative article? Blogs let your readers do just that: they can interact. If you allow readers to post comments, they can start a discussion with you or among themselves.

One of the biggest concerns for anyone who has a website, e-zine or online newsletter is, "How do I get my site noticed?" Blogs help to solve that problem. True, you may restrict your blog to a private audience; or you may even password-protect it to limit your readership to subscriptions only. Yet, if you choose to make your blog publicly available, it will get noticed quickly. One useful strategy is to draw people to your blog, then redirect them by including link to your website. Blog hosting sites are one of the first places search engines go. In fact, one free blog hosting site is owned and operated by Google.

If you publish a blog, you'll want to know what an aggregator is. An aggregator is a small (low-cost or free) program that you can download from the internet and run on your desktop. Aggregators, like all browsers, read HTML (*hypertext markup language* -- the "source code" that creates websites). Aggregators can also read XML (*extended markup language*), a brand of HTML that allows the aggregator to read and digest web contents electronically.

This electronic reading ability is called RSS (*really simple syndication*). When you see a small orange XML logo on a website, you know that website is available in RSS. You simply copy the link found at the XML logo and paste it into your aggregator's address bar and click on the *syndicate* button. Once your aggregator has syndicated the selected e-zine, online newsletter, or blog, it begins checking that site for new content regularly. It then delivers the new content to your desktop automatically. If you're the publisher, YOUR content will automatically end up on all your syndicators' desks!

Is a blog right for your business? The answer very much depends on what you want to accomplish. Blogs are not good for keeping static content: things about you and your business that seldom change. That belongs on a static website. If you create a blog, your readers will expect to see content regularly. Also, remember that public blogs can be very public. Yet, for immediacy, manageability, interactivity, as well as for price, building community, and promotion, it's hard to beat a blog.

Les Brown, MA, CFCC, co-founder of ProActivation (<http://www.proactivation.com>), is an innovator and change strategist who helps clients to effect deep and lasting change in their personal and professional lives. Read more about Les in the [WABC Coach Directory](#). He may be reached by email, at: lbrown@ProActivation.com.



FROM THE EDITOR
Introducing Our Editorial Team

By Sara Hurd

Normally you'd see just one person represented in this section, but that wouldn't capture the teamwork that it takes to put together a publication like this, especially the Premier Issue. It's been a challenge putting together content that will serve not only the business coaches that our publication will reach, but our clients and business leaders worldwide. The biggest questions on my mind as an editor have been: "What concerns our readers the most?" "What would they most like to know?"

And finding the answer to those questions has been a team effort. I'll take the opportunity in this Premier Issue to introduce the team of volunteers that have assisted in every way they could to make *Business Coaching Worldwide* a quality publication. They each bring needed expertise and experience to the table, and it's through their work that we can deliver the content that you expect.

R. Scott Ward, Researcher

R. Scott Ward, BIS, RCC is an adjunct professor in George Mason University's School of Management. He will complete his MBA there in May of 2005. Scott is the Founder and Principal Coach of Leading Solutions, Inc., a Business and Executive Coaching firm. Scott has over twenty years of experience in operations management. He has managed technical and administrative teams, produced detailed technical analysis, and refined work organization. Scott spent seven years working as co-owner, Corporate Officer, and Director of Operations of an engineering firm headquartered in McLean, Virginia.

Thanks to Scott, we have gained a good understanding of what the members of the WABC and other readers are looking for from *Business Coaching Worldwide*. We have done many formal and informal surveys over the past few years, and Scott has compiled that information in order to give us some great recommendations. Scott will continue to be our eyes and ears--listening for what our readers most need and keeping us on track.

Les Brown, Researcher

Les Brown, MA, CFCC is a certified Franklin Covey coach and a certified Marshall Goldsmith Leadership Effectiveness coach. He has Masters Degrees in philosophy and theology from the University of Ottawa. His experience includes ten years in the ministry and over fifteen years in corporate management. His expertise as an innovator and change strategist has enabled him to develop a program that allows his clients to effect deep and lasting change in their personal and professional lives.



Les is a talented writer who will be contributing in many ways to *Business Coaching Worldwide*. You'll find his work in "Get the Edge" this month, and he will be working in the future to research and write about leading edge and exciting developments in the business and business coaching worlds. Read more about Les in the [WABC Coach Directory](#).

Gaynell Scott, Researcher

Gaynell Scott is a Career Development Coach and training manager for the Personnel Support Team with the Georgia Tech Research Institute. Her background is in Human Resources hiring and recruiting, and prior to joining GTRI eight years ago, she worked in hiring for the City of Charleston, South Carolina. She is a graduate of South Carolina State University.



Gaynell, a new member of our team, will contribute to the "Hiring a Business Coach?" section. She comes from the perspective of having "been there, done that" in her current position. As she researched coaching in order to find the best coaching company to partner with her organization, she recognized in herself the capacity and desire to become a coach. Since then, she has built an internal coaching program that is continuing to grow.

And lastly,

Sara Hurd, Editor

Sara Hurd, BS, CFCC has been a coach for Franklin Covey Company since 1998. She has used her skills in product development and training to develop and deliver coaching and coach training programs for Professional Education Institute. Sara owns Keyway Strategies, a coaching company specializing in helping small business owners grow their businesses, navigate a sea of technological tools, and create healthy relationships with themselves, others and their businesses. She has a passion for seeing words come together to deliver insight and growth to the reader. Read more about Sara in the [WABC Coach Directory](#).



I see *Business Coaching Worldwide* as a great opportunity to tell the world about business coaching and stimulate discussion on topics that will help to shape our industry. I have already had the opportunity to speak and collaborate with thought leaders in business and business coaching, and I can tell you, the future looks bright.

Sara Hurd may be reached by email, at: [BCW Editor](#).

Did You Know...

That how your clients' customers (internal or external) feel about them is actually more important than their performance? According to the Gallup organization, determining whether a customer is "satisfied" with a supplier's performance is less important than determining how emotionally "engaged" the customer may be. Evidently, loyalty is not based solely on excellence of performance. Loyalty results from strong emotional attachments to the individual, team or company performing the service. Training people in core competencies while ignoring emotional intelligence (EQ) may result in "wandering" clients, even when the service has been outstanding. As a coach, it's important to be aware of and, wherever possible, foster EQ growth.

HIRING A BUSINESS COACH? How Can A Business Coach Help Me?

One of the first things that people often want to know about business coaching is: "Why work with a business coach? What can a business coach do for me?"

Your business coach acts as a confidential strategic business partner who assists you to leverage your personal and operational success. Among the broad array of service offerings, your coach may assist you to:

- Rejuvenate business growth
- Build interpersonal competencies

- Enhance organizational capabilities
- Develop skills and knowledge base
- Prioritize goals and develop strategies to achieve objectives within set timeframes
- Deal with conflict
- Streamline business processes and systems
- Improve morale
- Direct and support organizational change
- Collaborate to create and execute personal/business development plans
- Deliver feedback
- Conduct needs analyses
- Develop and interpret performance assessments

You and your coach will work together to clarify the objectives for your partnership.

In future issues: How do I find a "credible" business coach? What is the process of coaching? What is the difference between a coach and other professionals?

Find out more about: [hiring a business coach](#).

Join the Conversation

Are you a WABC Member? Did any of the *Business Coaching Worldwide* articles stimulate thought or a desire to take action? Discuss it with your business coaching colleagues in the Worldwide Association of Business Coaches All Members' eCommunity!

Your eCommunity is the place where you can collaborate with other professionals online, where we encourage open and uncensored discussions and where you can receive immediate notification whenever someone responds to your postings.

Want to ask a business question? A business coaching question? WABC eCommunity offers you one of the fastest and easiest ways to connect with and learn from your colleagues around the world!

<http://www.wabccoaches.com/members/forum>

WABC Coaches In the News!

4th Quarter 2004

Mark Goulston, MD, is a regular contributor to Fast Company, and his writing has been included in many publications. His column, "The Leading Edge," can be viewed at <http://www.fastcompany.com/resources/columnists/mg/>. | [WABC Coach Directory Profile](#)

Nick Arrizza, MD, was featured October 11, 2004 on BusinessAmericaRadio.com. He spoke about the Mind Resonance Process(R): A new and powerful tool to dissolve negative emotions in the workplace, enhance performance and productivity, enhance leadership potential, expand employee creative potential, reduce stress, enhance organizational competitiveness and resilience. | [WABC Coach Directory Profile](#)

[View all WABC Coaches in the News!](#)

Are you a WABC member who has been recently featured in the media? Submit the information about your media exposure at [WABC Coaches In the News!](#) and let us tell the world!

FEATURED EVENTS

Round Tables

Our *brand new* WABC Round Tables will provide participants with high-powered, structured meetings led by an experienced and successful business leader, coach and facilitator. Designed to offer business development, networking, and practical and advanced coaching skills practice alongside your peers and colleagues, these highly responsive events will evolve and develop with the benefit of participants' continuous input. [Learn more here.](#)

FEATURED EDUCATION & TRAINING

WABC Registered Corporate Coach (RCC) Designation

WABC is pleased to offer the Registered Corporate Coach (RCC) designation. This designation is awarded to those individuals who pass a screening interview, successfully complete an *accelerated business and corporate focused coach* training program that includes demonstrating both fundamental and advanced coaching skills, and join the Worldwide Association of Business Coaches (WABC). To date, this designation has been obtained by hundreds of professionals seeking to learn how to effectively coach in businesses and organizations. [Learn more here.](#)