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The Systematic and Strategic use of Coaching in Enterprises - Coaching Programmes of the 2nd Generation (English Contribution)

In this presentation, we will discuss the optimal use of coaching in companies from the perspective of practice, theory and research. Coaching is one of the fastest growing business phenomena in the world and is increasingly used as a business tool and becoming ingrained into organisational life. However, the practice of the professional design, implementation and optimization of coaching programmes in companies is still in its infancy.

On the one hand, the number of promising examples of professionally implemented coaching programmes with good results is increasing. What is common to these companies, is that they have thought through their coaching initiatives in a systematic way and have tailored their coaching initiatives to their specific context and business strategy to a higher extent. This is the start of the emergence of what we call 'second-generation coaching programmes'.

On the other hand, however, our global market observations and research also show that the average quality of coaching programmes in businesses today is not high - it is still very low. We can in particular identify the following three critical areas in this regard: 1. Poor qualifications of many implementers 2. Lack of real coaching plans/concepts in companies 3. No or very low strategic integration of coaching programmes. Other research studies confirm these findings.

Biography

Frank Bresser, MBA, was the first to develop the systematic and strategic design, implementation and optimization of coaching programmes as a distinct discipline. Bresser Consulting is an independent consultancy helping companies design, implement and optimize tailor-made coaching programmes. In addition, they have conducted various, leading-edge research projects on coaching in business (e.g. Coaching-Programme Research Project 2005/2006; Global Coaching Survey 2008/2009). Frank is the author of over 30 books and articles on coaching (e.g. 'The global business guide for the successful use of coaching in organisations', Sep 2010) and recently received for his work the Global HR Excellence Award 2011 at the World HRD Congress 2011.

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Literature

„The global business guide for the successful use of coaching in organisations“ by Frank Bresser, Sep 2010, Bresser Verlag, www.bresser-consulting.com

“Global trends in the use of coaching in the workplace“ Research study, M. Rule and Dr. D. Rock, NeuroLeadershipGroup 2011