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Creating A Coaching Program: Our Journey to Date & Where We Are Headed!

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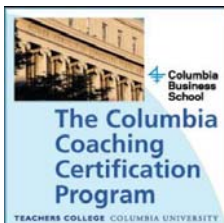
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Creating A Coaching Program: Our Journey to Date & Where We Are Headed!



Creating A Coaching Program

Our Journey to Date & and Where we are Headed!



Profile

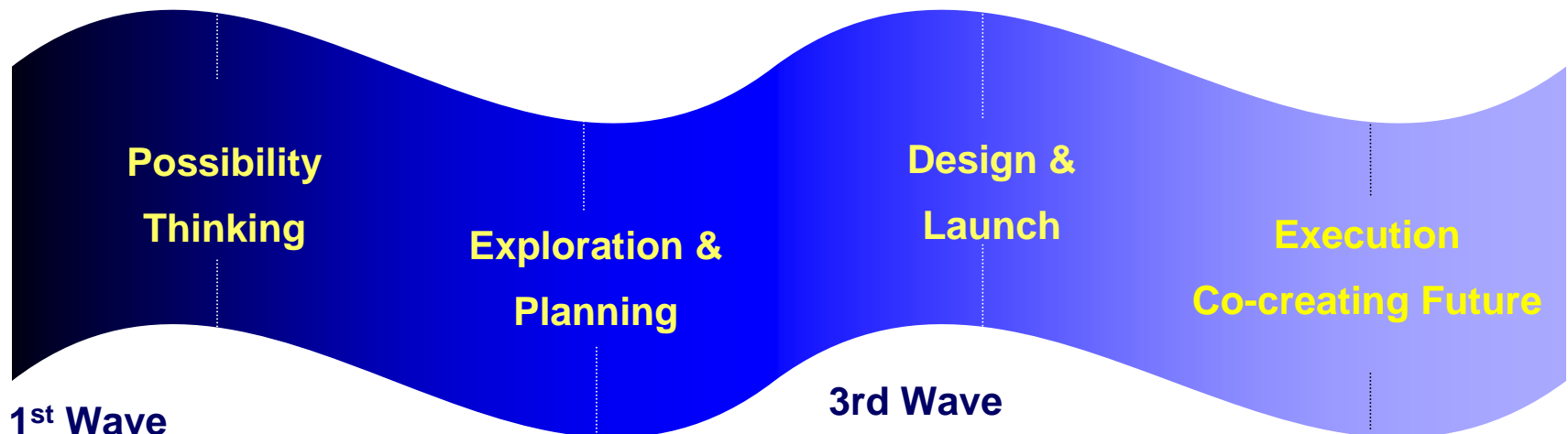
- **4 Graduate Level Courses:** Department of Organization and Leadership
 - *Prep of Coaching*
 - *Executive Coaching*
 - *Group Coaching*
 - *Assessment and Evaluation*

- **Coaching Component in Suite of Executive Education Programs**

- **Program on Social Intelligence**—Columbia Business School

- **The Columbia Coaching Certification Program (CCCP)**

Our Path to Date...



1st Wave

Spring/Summer 2006

- Meetings w/ Faculty
- Q-storming Session
- Position Paper
- Partnership Meeting

2nd Wave

Fall 2006/Spring 2007

- Conferences
- Associations
- Research
- Feasibility Study

3rd Wave

Spring/Summer 2007

- New Credit Courses
- Program Structure
- Module Design
- Staffing
- Marketing
- Preparation

Emerging Wave

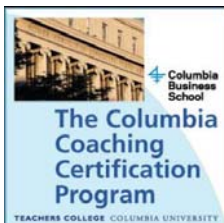
Fall 2007 +

- Residential Intensives
- 72 Completed
- 1st Graduates (6/1)
- COP/Alumni
- What's next?



Columbia Coaching Certification Program

Program Components



The Columbia Coaching Certification Program

(Columbia Business School Executive Education & Teachers College)



Program Structure

130 Contact Hours with World-class Faculty and Experienced, Credentialed Coaches...

- **Up Front, 5-Day Residential Intensives** (External or Internal)
- **Field-based Practicum** (7 to 8 months)
- **Advanced, 5-Day Residential Intensive** (including written exam, evaluated 30 minute coaching conversation, & demonstration project)
- **Contact Hours Do Not Include Independent Work**

Practicum

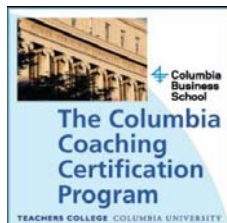
Components...

- **Total of 44 Contact Hours** (Coach Supervision & Coach Demonstrations)
- **Coach Supervision/Learning Groups (36 Contact Hours)**
- **Coach Demonstrations** (scheduled once or twice monthly starting in November for 2 hours)
- **Log Coaching Hours** (50 with at least 5 Clients)
- **Learning Journals** (topics determined by supervisor & Faculty Director)
- **Personal Project** (defined by participant / approved by program faculty)



The Columbia Approach

Executive and Organizational Coaching



Emphasis

*Creating Coaching
Organizations for
Breakthrough Performance*



*Unleashing the Power
of Human Potential
One Leader at a Time*

Worldview

High-Impact Coaching Is...

■ **Embedded in Multiple Client Systems**

- **A Lewinian Approach:** $B = f(P) \& (E)$ – Behavior is a function of “person” factors & the environmental factors
- **Open Systems Theory** – Process: (i.e., “inputs” client is bringing to the situation, “throughputs” or actions & coaching interventions designed to contribute to client success, and “outputs” or indicators of learning, growth and performance)
- **Multiple “Clients” in the “Room”** – consider key “stakeholders” (e.g., boss, manager’s boss, peers, clients, subordinates, family, suppliers, customers, and so on)

■ **Informed by Multiple Disciplines**

- **Powerful integration** of counseling, organizational, & social psychology, adult development & adult learning, and other behavioral sciences; communication theory; and managerial learning and business management

■ **Evidence-based, Strategic and Transformative**

- **Research** combined with solid theoretical knowledge
- **Alignment** between intentions and outcomes
- **Perspective** taking for expanded possibilities and success

Coaching Disciplines

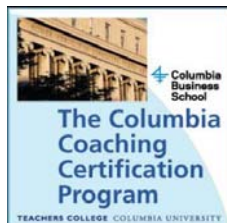


- **Multiple routes towards building coaching cultures**
- **Make coaching salable**
 - *from the “outside-in”* (i.e., using external coaches),
 - *from “inside-out”* (i.e., building internal capability)
- **Leaders and Managers** make coaching “real”
- **No “metrics” no “movement”**
 - *measurement is a critical success factor*



The Columbia Approach

Three Essential Foundations

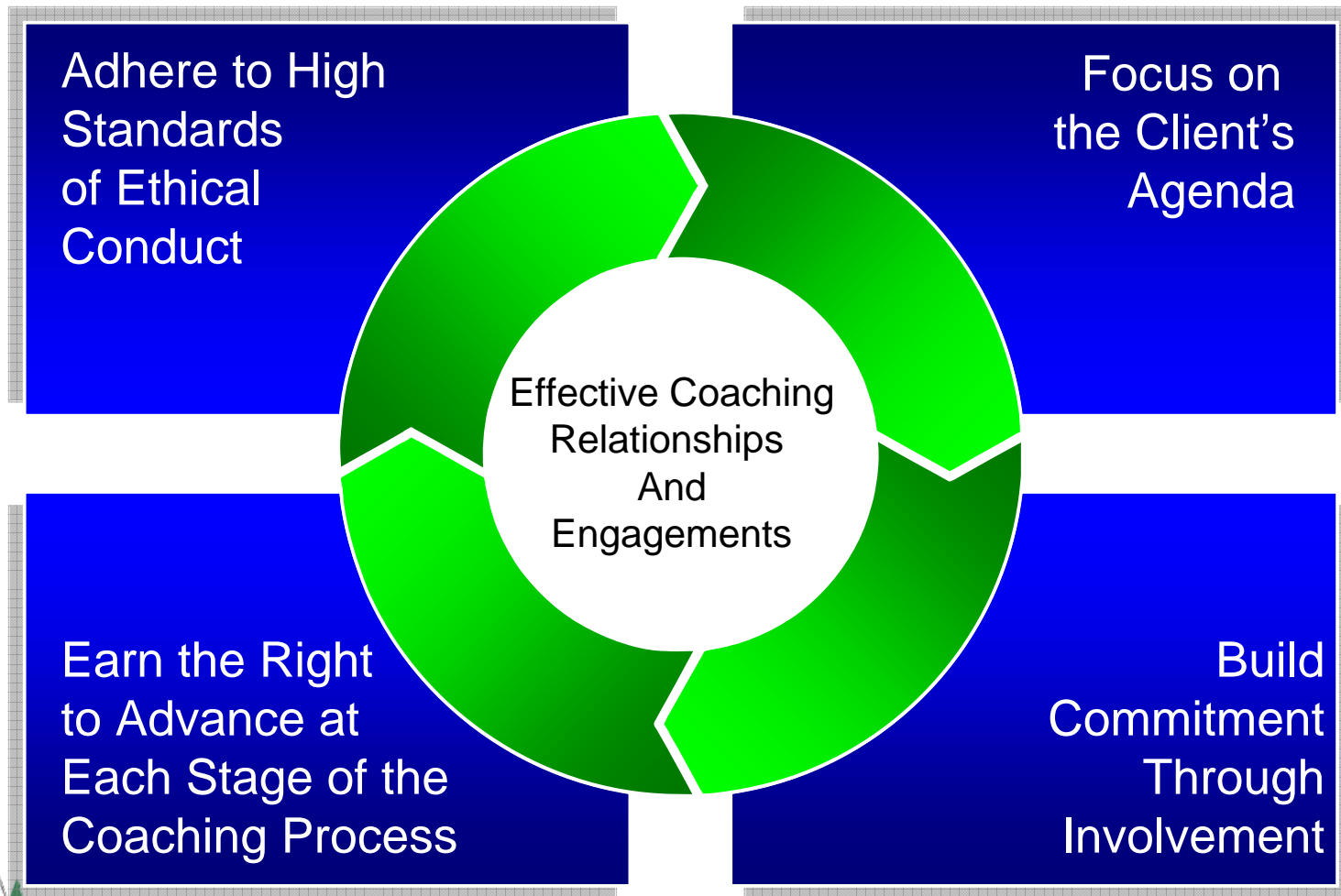


The Foundations of Coaching

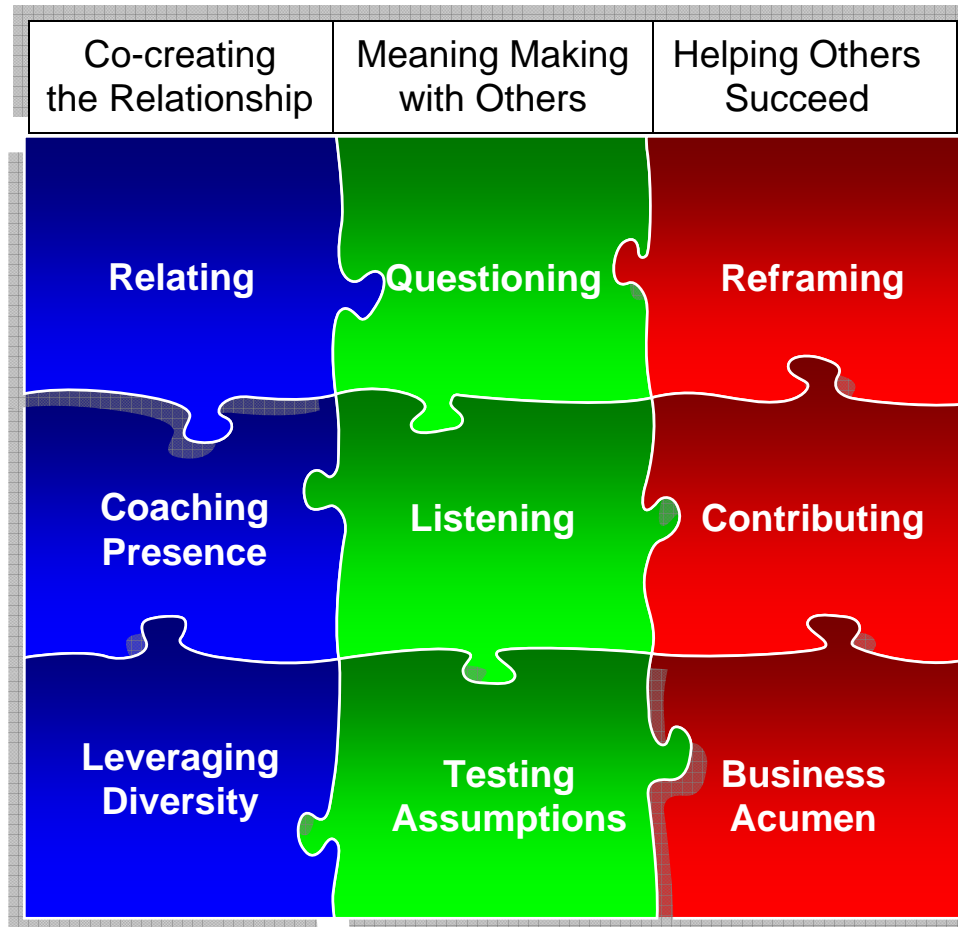
The Journey...



Guiding Principles – *Our Compass*



Core Competencies – *Our Vehicle*



The Process – *Our Map*



■ Theoretical / Empirical Basis...

- *Science of Human Performance (inner)*
- *Action Research (outer)*

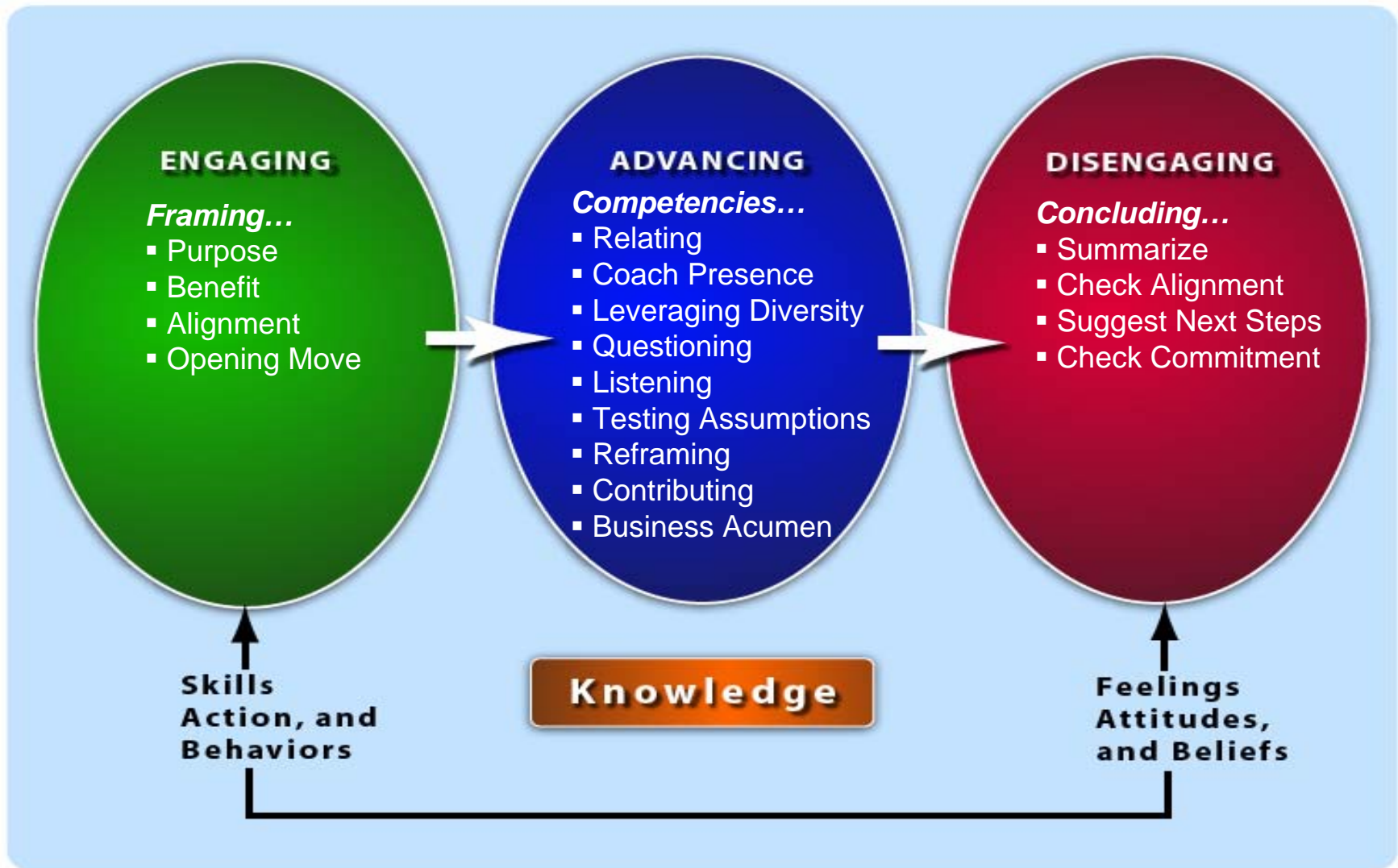
■ Structure

- *Phases*
- *Components*
- *Coaching Tasks*

■ Learning & Results-focused

- *Focus: Learning for Perspective*
- *Alignment: Learning for Knowledge*
- *Performance: Learning from Experience*

Coaching Session Outline



Next Leg of the Journey

- Degree Concentration in Executive and Organizational Coaching
- Coaching Center of Excellence
 - *Research*
 - *Emerging and Advanced Topics*