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

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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*

- Adhere to High Standards of Ethical Conduct
- Focus on the Client’s Agenda
- Earn the Right to Advance at Each Stage of the Coaching Process
- Build Commitment Through Involvement

Effective Coaching Relationships And Engagements
Core Competencies – *Our Vehicle*

<table>
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<th>Co-creating the Relationship</th>
<th>Meaning Making with Others</th>
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<td>Leveraging Diversity</td>
<td>Testing Assumptions</td>
<td>Business Acumen</td>
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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

**ENGAGING**
- Framing...
  - Purpose
  - Benefit
  - Alignment
  - Opening Move

**ADVANCING**
- Competencies...
  - Relating
  - Coach Presence
  - Leveraging Diversity
  - Questioning
  - Listening
  - Testing Assumptions
  - Reframing
  - Contributing
  - Business Acumen

**DISENGAGING**
- Concluding...
  - Summarize
  - Check Alignment
  - Suggest Next Steps
  - Check Commitment

Skills, Action, and Behaviors  
Knowledge  
Feelings, Attitudes, and Beliefs
Next Leg of the Journey

- Degree Concentration in Executive and Organizational Coaching

- Coaching Center of Excellence
  - Research
  - Emerging and Advanced Topics