

Literature Review of Media References on Coaching



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November 2007

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**Review of Media References on Coaching
taken from
The Foundation of Coaching Chronicle Archives
and Other Media Sources**

May 15, 2006 to October 31, 2007

The purpose of going through the Foundation of Coaching Archives (www.thefoundationofcoaching.org) was to review what was written about coaching in the global media and find specific trends in executive coaching. Overall, there were 566 stories found in the foundation of coaching archives. The majority of the media cites came from website listings (43.6%). There were 3% from unknown sources. See below for details by source.

Types of Sources from Chronicle of Coaching

Types of Sources	Number of Occurrences
Websites	247
Newspapers	196
Magazines	39
TV	21
Journals	20
Chronicle	7
Books	6
Conferences	6
Radio	3
Bulletin	1
Forums	1
Unknown Sources	19
Total	566

OVERALL FINDINGS BASED ON RESEARCH OF MEDIA SOURCES

The emergence of flatter organization, changing workplace demographics, and trend of globalization and internalization have increased the demand for **executive coaching** and decreased the viability of traditional management development approaches. An experienced and qualified *executive* coach can help high-performing directors and *executives* outshine the hindrances brought by corporate life.

A. Definition of Executive Coaching

1. There is no standard definition of coaching and executive coaching. It is often confused with training, mentoring, counseling and therapies. In addition, executive coaching is not well defined. It becomes a word that can be used on everyone, such as MBA students. Sometimes, it is intertwined with business coaching, personal coaching, and life coaching.
2. Training is about telling people to do something. Coaching is all about asking questions.
3. Executive coaching is also defined as executives who give coaching to their subordinates.
4. Although there is no standard definition of executive coaching, there are some agreements among the authors. Executive coaching can be defined as the helping relationship which is formed between a client who has managerial authority and responsibility in an organization and a professional coach. Typically, this coach uses a wide variety of behavioral science techniques and methods to help clients achieve a mutually identified job-related set of goals to improve his or her professional and personal performance (Dai & De Meuse, 2007). It is based on the collaborative relationship among the executive, his or her boss, and an executive coach.
5. It is different from other types of coaching (Clerkin, 2007).
 - **Executive coaching** purely focuses on the needs of an executive in the work context. The types of needs which executives work on can vary greatly. The coaching program is usually paid for by the employer for the benefit of the employee.
 - **Personal/life coaching** helps individuals gain awareness of and clarify their personal goals and priorities, better understand their thoughts, feelings, and options, and take appropriate actions to change their lives, accomplish their goals, and feel more fulfilled.
 - **Career coaching** helps individuals identify what they want and need from their career, then make decisions and take the needed actions to accomplish their career objectives in balance with the other parts of their lives.
 - **Business coaching** is confused with executive coaching. Business coaching tends to focus on the goals and direction of a business. It is possible that the personal issues will get addressed if they get in the way of the progress of the business.

Key Articles

1. Battley, S. (2007). When to call in an executive coach. *Associations Now*, 3(6), 34-39.
 - Executive coaching is different from business coaching. It is more at the individual or personal level.

2. Clerkin, N. (2007). *Executive coach blogs overview of coaching*. Retrieved November 11, 2007, from www.TrainingZone.co.uk
 - Coaching is a broad church that incorporates the search from personal fulfillment through life coaching to particular professional issues. There are several different types of coaching that fit beneath the coaching umbrella. These include life coaching, business coaching, executive coaching, and transformational coaching.

Life coaching tends to be offered for individuals. Usually, the clients pay from their own pocket in order to help them to deal with their personal issues.
 - Often, business coaching is confused with executive coaching. Business coaching tends to focus on the goals and direction of a business. It is possible that the personal issues will get addressed if they get in the way of the progress of the business.
 - Executive coaching purely focuses on the needs of an executive in the work context. The types of needs which executives work on can vary greatly. The coaching program is usually paid for by the employer for the benefit of the employee.

3. Reeves, W. B. (2006). The value proposition for executive coaching. *Financial Executive*, 22(10), 48-49.
 - Coaching is different from mentoring, albeit they both offer a one-on-one relationship.
 - Mentoring is given by a person that is more qualified and experienced in an organization or industry. The mentor shares his or her experience and knowledge, and can open doors to opportunities for the protégé. The mentoring relationship tends to be directive, with the mentor telling or showing the protégé what to do and how to do it.
 - Coaching is given by a person that doesn't necessarily have industry or functional experience relevant to the executive. He or she uses his or her professional skills to help the executive achieve his or her goals. The coach doesn't direct, but create a safe environment for self-exploration, leading to self-awareness and self-improvement.

B. Reasons Executives Seek Coaching

Based on the research, these are the common reasons why people employ executive coaches.

1. Improve Emotional intelligence (e.g., interpersonal and communication skills)
2. Coach his or her direct reports

3. Increase self-awareness and self-confidence
4. Improve leadership skills or develop new skills
5. Maintain work-life balance
6. Improve job performance, team performance, or organizational performance

Key articles

1. Battley, S. (2007). When to call in an executive coach. *Associations Now*, 3(6), 34-39.
Executive coaching helps to:
 - Make better decisions based on proactive strategic analysis
 - Improve your capabilities to initiate and carry out transformational change
 - Enhance your ability to recruit, develop, and retain talent
 - Eliminate any counterproductive attitudes and behavior
 - Obtain candid, practical feedback on your performance
 - Address stress and work-life balance issues
 - Hone your skills so you can become a more effective leader and partner with your key members
2. "Coaching statistics show progress." (2006). *The Malaysia Star Newspaper*.
According to a survey conducted by the International Coaching Federation (2004),
 - Most clients wanted to listen to their coach's honest feedback. Other reasons for hiring a coach were for motivation (78.1%), to be a friend (56.7%), mentor (50.5%), business consultant (46.6%), teacher (41.0%), taskmaster (30.5%), and spiritual guide (29.5%).
3. Dennant, A. (2007). *Pros and cons of internal, external executive coaching*. Retrieved November 9, 2007, from www.trainingpressreleases.com
Executive coaching can enhance personal development and progress by learning to solve problems, reflecting on current experience, clarifying career direction, increasing self-awareness, developing a greater adaptability to change, increasing personal impact on colleagues, enhancing the performance of their teams and direct reports, developing a between work-life balance, and adapting their leadership style.
4. "Few companies measure bottom line return on coaching investment." (2007). *Personnel Today*. Retrieved November 3, 2007, from www.personneltoday.com
This research is based on responses from 497 companies in the UK with an average of 12,481 employees.
 - In a survey of 500 Personnel Today readers, conducted in conjunction with HR consultancy Chiumento, coaching is offered to board level (46%), senior management (75%), other managerial people (54%), and other (19%).
 - The majority use coaching as a tool to improve individual performance (77%), while 67% use it to develop skills, and 63% use it to train managers in coaching skills.
5. Grensing-Pophal, L. (2007). Coaching HR: Hr professionals can benefit from a service they provide for others. *HR Magazine*, 52(2), 95-99.

- An executive coach helps executives to be more successful in their careers, so they have more opportunities and options.
 - To help them to develop stronger leadership skills, to close the gaps – the distances between where they are in leadership skills and where they need to be to achieve their goals.
6. Lang, C. (2007). Executive coaching lets winners shine. *South China Morning Post*.
- Executive coaching provides insight and deeper understanding of executives' behavioral patterns and they can use them more successfully, and benefit them in their personal life as they learn to behave and communicate more effectively with the people around him.
 - While some organizations still use the executive coaching to “fix” executives with behavioral problems, it is evident that executive coaching can be used in a more proactive and forward-thinking way.
7. Leonardi, C. (2007). *The benefits of corporate coaching*. Retrieved November 10, 2007, from www.marketingweb.co.za
- Executive coaching is a powerful tool to develop leadership skills and improve financial and competitive performance.
 - Professional coaches teach people how to cope with social demands, reduce stress, and encourage spiritual and leisure activities.
8. Mitchell, R. L. (2007). Coaching for IT success. *Computerworld Management*.
- Coaches help with executives' emotional intelligence issues, which include political savvy, communication skills, and interpersonal skills.
9. Nocks, J. (2007). Executive coaching – who needs it? *Physician Executive*, 33(2), 46-48.
- Executive coaching helps to:
- Maintain work-life balance
 - Improve emotional intelligence
 - Address gaps along with the developmental opportunities
10. Reeves, W. B. (2006). The value proposition for executive coaching. *Financial Executive*, 22(10), 48-49.
- Coaching is an opportunity for self-development and can be useful for leaderships who want to:
- Improve confidence or assertiveness
 - Optimize energy while maintaining life balance
 - Develop a new skill or approach in preparation for a change of role
 - Improve interpersonal and communication skills
 - Identify goals and values
 - Enhance the use of experience and emotional intelligence.

C. Trends in Executive Coaching

Based on the research, these are the trends in executive coaching.

1. People tend to confuse executive coaching with other types of coaching.
2. There is no clear distinction among training, counseling, coaching, mentoring, and therapies.
3. Coaching has been growing in recent years. For instance, membership in the International Coach Federation, an organization for both life and executive coaches, has jumped from 1,500 in 1999 to more than 10,000 today (Johnson, 2007).
4. It is expanding to other countries, such as Australia, China, Hong Kong, and India.
5. The perspective of using a coach has changed. It is used more often and not as skeptical as before. It is not merely used to “fix” executives who are having difficulties carrying out their roles, but it is also used to develop their skills.
6. Executive coaching is growing and it needs to be measured. Many have nagging questions about the effectiveness of executive coaching and how to measure it. The effectiveness of executive coaching should be measured.
7. There are a lot of coaches who are largely untrained and lacking in experience. There is a need for more coaches get certified. According to Sandy Vilas, CEO of Coach U, the coaching industry has been growing in the past few years. About 700 new students took the 6-day intensive coaching programs (Michael, 2007). Who should give certifications?
8. It needs more regulations, guidelines, and standards.
9. Coaching software is introduced 24/7 to ensure high performance is achieved and sustained in the workplace, maximizing ROI in learning and development programs. For instance, the GROW™ card soft programs that apply imagery and animation through a structured goal setting process and provides 24/7 coaching support.
10. E-coaching – strategic use of Internet resources - is gaining popularity. Today, most coaches use electronic means to communicate to their clients. In some cases, executive coaching happens merely online using instant messaging, with voice or even video. But, some experienced coaches doubt that trust and credibility happen at a distance. Those who prefer personal contact to establish trusting relationships suggest to have at least an initial face-to-face meeting or videoconference (“E-coaching enhances executive experience”, 2006).

Additional research that provides information about the trend of executive coaching.

1. Amble, B. (2007). *Executive coaching losing its gloss*. Retrieved November 9, 2007, from www.management-issues.com
 - Executive coaching might have passed its peak of popularity. According to Novations Group, a global consulting firm based in Boston asked 2,000 human resource executives about their organizations’ use of executive coaching. The results show that a third were relying less on coaching, with 48% saying that there was no change, and 19% were increasing their use of coaching. The researchers suggested that the use of executive coaching may be slowing due to the difficulty to measure its effectiveness.

2. Barry, S. (2006). *Coaching – just the ticket for Wales’ top executives*. Retrieved November 11, 2007, from www.icwales.co.uk
 - The use of executive coaching in Wales is growing as executives seek to improve their performance.
3. “CEOs in India embrace coaching.” (2006). *Financial Express*.
 - Corporate leaders who were reluctant to accept coaching for fear of giving the impression that they were less than perfect are now turning to coaches because of pressure to deliver results the market demands.
 - Executive coaching helps to develop energized leadership and responsibility for the organization and personal development, which in turn speeds up organizational change.
4. Low, Y. F. (2007). Business: Bringing out your deepest life desires. *The New Strait Times*.
 - Coaches should be certified by the International Coach Federation. There are many individuals who call themselves coaches who have not been formally trained in uniquely coach-specific skills.
5. McKee, J. (2007). *Thinking about using a business or success coach? Watch out*. Retrieved November 1, 2007, from www.jobsearchsecrets.net
 - Things to watch out while looking a coach: be a smart shopper, coaching should pay for itself, and how long it takes.
 - While looking for a coach, these questions need to be asked. (1) Are you certified?; (2) Have you actually done what you coach?; (3) What professional associations do you belong to?
6. Murzyn, L. (2006). *Coaching becomes big business*. Retrieved November 7, 2007 from www.nwitimes.com
 - The International Coaching Federation (2006) indicated that the coaching field has grown so rapidly that statistics is lacking. Its own membership increases from 2,122 members in 1999 to 11,100 in 2006 is an indicator.
7. Norton, F. (2006). *Helping new executives start right*. Retrieved November 11, 2007, from www.newsobserver.com
 - Executive coaching increases due to high turnover rate, like insurance for search firms. Executive coaches help new executives set sales goals, build management teams, identify talent, spot dissenters, and understand and fix personality defects.
8. Pomeroy, A. (2007). Executive coaching: Face to face or over the phone? *HR Magazine*, 52(6), 18.
 - A survey conducted by Sherpa Coaching L.L.C. examined various forms of executive coaching. The results show that 54 percent of personal and life coaches prefer telephone-based coaching. Human resource professionals and other executive coaching customers prefer in-person coaching (96%). Seventy percent of coaches agreed that judge in-person sessions is the most effective form of executive coaching.

9. Turner, F. (2000). Executive coaching – buyer beware of scams. *Jacksonville Business Journal*.
 - Executive coaches are expensive and more organizations are willing to spend a huge chunk of money from their annual budget on hiring an executive coach.
 - There is a trend in which more coaches receive some form of training or accreditation in coaching. There are more certifications offered by the Foundation of Coaching and universities in these past 5 years.
 - According to PDI's survey (1999), less than 10% of organizations evaluated the impact of coaching.
 - There is always a concern about the qualifications of coaches.
10. Zenger, J. H. & Stinnet, K. (2006). Leadership coaching: Developing effective executives. *Chief Learning Officer*, 5(7), 44-47.

Organizations that offer executive coaching regularly should include:

 - Criteria for screening executive coaches
 - Give training to coaches
 - Identify goals and measurement of results
 - Produce coaching process and tool guidelines

D. How to Measure the Effectiveness of Executive Coaching

1. It is hard to measure the effectiveness of coaching. Hence, many organizations do not do so.
2. If compared with the past few years, more organizations evaluate the effectiveness of executive coaching. According to PDI's survey (1999), less than 10% of organizations evaluated the impact of coaching. In a survey of 500 Personnel Today readers (2007), only one-third of respondents report that there is some kind of formal measurement in place.
3. Albeit the effectiveness of executive coaching is measured, organizations use various qualitative and quantitative ways to measure it. The ROI should be more operationalized and psychometrically measured.
4. Although calculating the effectiveness of executive coaching is arduous, more and more studies point to positive results.

Additionally, other authors provide some information.

1. "Coaching statistics show progress. " (2006). *The Malaysia Star Newspaper*.

According to a survey conducted by the International Coaching Federation (2004),

 - 98% of the 210 clients of professional and personal coaches felt that their money was well spent; 71% said their investment in a coach was very valuable; 28.5% said that their investment was valuable and only 1.5% said their investment in a coach had not been valuable.
 - 31% were males, 69% were females. The average age of clients was 41 years old while the minimum age was 24. Most of them were employed professionals.

- Most clients reported that they achieved a higher level of self-awareness and self-confidence from their coaching sessions. Here were some of the outcomes: increased self-awareness (67.6%), setting better goals (62.4%), more balanced life (60.5%), lower stress levels (57.1%), self-discovery (52.9%), self-confidence (52.4%), improved quality of life (43.3%), enhanced communication skills (39.5%) better family relationships (33.3%), and more free time (22.9%).
2. “Few companies measure bottom line return on coaching investment.” (2007). *Personnel Today*. Retrieved November 3, 2007, from www.personneltoday.com

This research is based on responses from 497 companies in the UK with an average of 12,481 employees.

- In a survey of 500 *Personnel Today* readers (2007), conducted in conjunction with HR consultancy Chimento, coaching is offered to board level (46%), senior management (75%), other managerial people (54%), and other (19%).
- There is an overwhelming belief that measuring the effectiveness of coaching is too arduous. According to the respondents, more than half believe that it is only possible to get anecdotal evidence of its effectiveness, while 44% feel that it is impossible to measure the ROI of coaching.
- Due to lack of accreditation of coaching, the respondents were asked whether coaches should be accredited or not. 85% of respondents say that coaches should be accredited, and 83% agree that the coaching profession needs more regulations.
- The majority use coaching as a tool to improve individual performance (77%), while 67% use it to develop skills, and 63% use it to train managers in coaching skills.
- The majority of organizations use both internal and external coaches (53%), although 10% rely on internal coaches only (coaching staff employed by organization) to give coaching, and 16% use only external coaches.
- Since coaching was introduced, 96% of organizations claim that individual performance has improved. 94% agree that there is improvement in personal development. Nearly 92% have also seen improvements in leadership and management effectiveness.
- According to the survey, it is clear that coaching eats out a big chunk of an organization’s budget. The majority of organizations’ coaching budgets are spent on one-on-one executive coaching. While 41% of organizations spend less than £50,000 a year on coaching, 44% spend between £100,000 (\$206,579) and £499,999 (\$1,032,897) a year on coaching.
- When choosing a coach, 71% look at the quality of coaches, followed by recommendation (49%), and price (48%).
- Two-thirds of respondents say return on investment (ROI) in relation to coaching is not formally measured within their organization. A further 20% say that they don’t know if coaching gets measured. Only 13% of respondents say that there is some kind of formal measurement in place. Of these, participant feedback is the most popular method, used by 80%, while appraisal (73%), feedback forms from coaches (70%), and employee engagement surveys (66%) are also considered useful. These methods are a qualitative way of tracking investment, which are not necessarily accurate. Achievement of a

3. Leonardi, C. (2007). *The benefits of corporate coaching*. Retrieved November 10, 2007, from www.marketingweb.co.za
 - Professional services firm MetrixGlobal's 2001 executive coaching case, involving a Fortune 500 company, did a study on the business impact of executive coaching. They study found that executive coaching produced a 529% return on investment (ROI). The financial benefits from employee retention boosted the overall ROI to 788%.
4. Turner, F. (2000). Executive coaching – buyer beware of scams. *Jacksonville Business Journal*.
 - The Kirkpatrick Model is still the most widely used approach to evaluate the ROI and may be helpful in determining if the coaching dollars are wisely spent. There are four levels in the Kirkpatrick Model: Reaction, Learning, Behavior, and Results.
5. Reeves, W. B. (2006). The value proposition for executive coaching. *Financial Executive*, 22(10), 48-49.

Those who have used executive coaches report that they have been helped to:

 - Manage complex organizational change more effectively and with greater confidence
 - Identify stakeholder issues earlier
 - Boost their effectiveness
 - Inspire and empower higher levels of performance from others
 - Create powerful and effective leaderships
 - Assert authority appropriately
 - Experience greater satisfaction both professionally and personally

E. Executive Coaching Best Practices

Based on the research, these are the common best practices mentioned.

1. Identify goals
2. Choose the right coach
3. Get buy-in from the executive – be open to feedback and willing to create positive change
4. Give feedback and follow through
5. Make sure they practice their behaviors

Key articles

1. Chinsky, D. (2007). Executive coaching: Taking leadership development to the next level. *Healthcare Executive*, 22(1), 50-53.

The selection of a competent and experienced coach can be a challenge. When selecting an executive coach, ask:

- What is your coaching experience?
 - Where did you obtain your coaching training?
 - Do you hold a credential, or are you enrolled in an accredited training program?
 - What is your coaching specialty or niche?
 - What specialized skills or experience do you bring to your coaching?
 - What process or methodology best describes your approach to coaching?
 - What are some of your coaching success stories?
2. "Five steps to choosing a coach." (2007). *Director*, 60(11), 33.
- Ask the candidate coach to coach you for 10 minutes. This will give you a sense of how they work and also help with the "chemistry test".
 - Make sure they fit best to your needs
 - Test the extent of their knowledge of adult learning and behavioral understanding and remember to be cautious: anyone can claim to be a coach. What models do they use? How deep is their coaching expertise?
 - Take up the coach's references and assess their experience. Do they have the right level of practical expertise? What have they achieved and what else, besides coaching, do they do?
 - Check whether the coach is qualified. There are an increasing number of professional qualifications.
3. Goldsmith, M. (2007). Executive coaching: Make sure your leaders practice their behaviors. *Leadership Excellence*, 23(11), 7-8.
- It is essential to follow up with your clients. Clients who do not follow up make no progress, while those who return from the coaching programs, practice what is taught, discuss what they learn with coworkers, and do regular progress checks are seen as becoming a more effective leader.
 - Be a positive and support coach, not a cynic, critic, or judge
 - Make sure clients practice their behaviors.
 - Clients should keep track or measure everything that matters. For instance, how often they ask for input, or how often they are polite to their subordinates.
4. Grensing-Pophal, L. (2007). Coaching HR: HR professionals can benefit from a service they provide for others. *HR Magazine*, 52 (2).
- Coaching could be on the phone or face to face.
 - It could be three months, 6 months, or a year. It depends on the objectives.
 - Titles of coaches may range from executive coach to life coach to career coach to personal development coach. This variety and lack of consistency make coaching challenging to find the right fit. Thus, it is crucial to use some kind of screening process.
 - It is essential to look for executive coaches who have been HR professionals before. Besides coaches' credentials and track record, it is also imperative to look for a coach that has a personal chemistry with the client – someone whom the client could feel comfortable establishing a professional relationship, confiding in, and sharing strengths and weaknesses.

- It is imperative for both parties to develop clear, specific professional and personal objectives for the client. These goals should be discussed and agreed by the coach, the client, and the organization.
 - A good coach should be able to assess the clients' skills, strengths, weaknesses, values, and expectations. Psychometric-sounded instruments, such as MBTI and the Strong Interest Survey, can be used to assess the clients. A 360-degree feedback can be used to discover the clients' characteristics.
 - With such feedback and assessment, the coach will work with the HR professionals to develop a developmental plan to achieve the agreed-upon outcomes.
 - Individuals being coached need to be committed, be honest, and engaged in the process. Clients need to know that they will be uncomfortable and vulnerable to open up themselves to the coach.
5. Johnson, L. K. (2007). Getting more from executive coaching. *Harvard Management Update*, 12(1), 3-6.
- In order to maximize the effective of coaching, take the following three steps:
- **Identify your coaching goals.** Clarify what you want to work on: specific skills, particular situation, or position yourself for a job.
 - **Follow a disciplined coach-selection process.**
 - **Adopt a learning mindset.**
6. Kofodimos, J. (2007). Executive coaching: Ten tips for getting the most ROI. *Leadership Excellence*, 24(8), 10.
- I. **Know your goals.**
 - II. **Know stakeholders' goals** – including boss, HR manager, and direct reports.
 - III. **Understand and communicate coaching limits.** Your leadership style is not something that you can change at will. You can become more aware of your patterns, increase sensitivity to others, and make better choices, but you will not become a different person.
 - IV. **Commit to your role in the coaching process.**
 - V. **Choose the right coach.** An effective coach maintains confidentiality, provides structure, balances support and challenge, helps you create feedback loops and clarify your purpose and interests, broadens perspective, builds skills, and influences how others see you. You should be comfortable with your coach.
 - VI. **Keep stakeholders engaged.** You can keep them engaged by asking for feedback on your behavior and impact, seeking their inputs about goals, sharing your insights and developmental plans, and discussing new expectations with them.
 - VII. **Expect backsliding.**
 - VIII. **Make it positive.** Coaching is seen as a developmental opportunity, instead of “fixing” the problem. Executives will be more likely to grow and develop if they see it this way.
 - IX. **Demonstrate the value.** It is crucial to assess the impact of the coaching.
 - X. **Engage your coach when you have concerns.** Identify any concerns about your coaching experiences and address the concerns to your coach.

7. Pollard, I. (2007). *Business coaching: A practitioner's perspective*. Retrieved November 13, 2007, from www.ceoforum.com.au
 - It is crucial to find the right fit between the client and the coach. Executives should hire coaches that are not afraid to make their clients uncomfortable by stretching them beyond what they thought was possible.
 - The relationship between coach and CEO is not judgmental.
 - For coaching to be successful, coaches need buy-in from the clients.
 - Coaching works on the premise that the client has the answers themselves. Coaches' role is to help to find the resources in themselves and to develop through that experience.

8. Zenger, J. H. & Stinnet, K. (2006). Leadership coaching: Developing effective executives. *Chief Learning Officer*, 5(7), 44-47.

In order to make executive coaching work, some of these ingredients are imperative:

 - Concepts and ideas that are job relevant
 - Content that is practical, actionable, and personalized to the individual
 - Highly engaging learning methods
 - Emphasis on the long term and follow through
 - Content that is appealing to the executive
 - Having regularly scheduled coaching sessions

F. Some Additional Issues Pertaining to Executive Coaching

1. Battley, S. (2007). When to call in an executive coach. *Associations Now*, 3(6), 34-39.

Common coaching myths:

 - **Successful people don't use coaches.** Coaching is not just about disabusing performance deficits, it is also helpful to sustain and extend professional excellence.
 - **Coaching takes too much time.** Coaching sessions help to increase self-awareness, skill acquisition, and the overall quality of the decision-making processes. Coaching helps you with improved focus, tactical options, and leadership skills that make you more effective and efficient.
 - **A coach is the same as a mentor.** A mentor is usually a senior person in the organization or industry. An executive coach may be someone with different or complementary expertise to you own.

2. Dennant, A. (2007). *Pros and cons of internal, external executive coaching*. Retrieved November 8, 2007, from www.trainingpressreleases.com
 - internal coaches understand the corporate history and culture, and an internal coaching strategy indicates supportive management. They are more easily available and cheaper.
 - Advantages of external coaches include objectivity and confidentiality, according to this coaching firm. They are more able to provide sensitive feedback that an internal coach would be unable to do.

3. Johnson, L. K. (2007). Getting more from executive coaching. *Harvard Management Update*, 12(1), 3-6.
 - A six-month contract with a highly qualified and experienced executive coach can run between \$15,000 and \$30,000. Furthermore, executive coaching can eat out a huge chunk of highly compensated executive time.

4. "Spa Chakra launches lifestyle assessment program for executives." (2007). Retrieved November 15, 2007. from www.InsideIndianaBusiness.com
 - Through a combination of integrative medicine, nutritional, and fitness assessments and coaching, this innovative program delivers a personalized, practical, and empowering plan for all corporate lifestyles.
 - The Executive Lifestyle Assessment Program includes:
 1. medical evaluation
 2. nutritional assessment
 3. kinetic analysis
 4. integrative stress consultation
 5. customized exercise prescription and private personal training session
 6. dietary consultation
 7. lifestyle evaluation

5. Ucko, T. (2007). Myths of executive coaching. *Credit Union Management*, 44(6), 4. There are many myths of executive coaching.
 - **Executive coaching is for executives in trouble.** Credit unions increasingly use coaching to develop executives who already perform well but will benefit from some guidance.
 - **It is very expensive.** It is not cheap. However, studies have shown that there is a substantial return on investment.
 - **Executive coaching is too much like therapy.** Unlike therapy, executive coaching does not deal with the client's past, explore unconscious motivations, or seek to change personality. Executive coaching includes performance feedback, goal-setting, and performance plan design.
 - **It is only for executives.** It can be given to directors and middle managers.

Websites

Type	Number of Occurrences
<i>PR Web</i>	39
<i>Business Wire</i>	16
<i>PR Newswire</i>	14
<i>Emediawire</i>	13
<i>ecademy.com</i>	6
<i>TrainingZone.co.uk</i>	6
<i>Embody</i>	5
<i>Leadership Blog</i>	5
<i>yop2.com</i>	5
<i>Coach Training Alliance Blog</i>	4
<i>Earthtimes.org</i>	4
<i>PR.com</i>	4
<i>Scotsman.com</i>	4
<i>YourHub.com</i>	4
<i>AddPR.com</i>	3
<i>Business Performance Coaching Blog</i>	3
<i>Emergence Business Coaching Blog</i>	3
<i>Infomean Blog</i>	3
<i>Success.com</i>	3
<i>The Coach Virtual Assistant Blog</i>	3
<i>WishfulThinking.com</i>	3
<i>Accounting Web</i>	2
<i>Biz.yahoo</i>	2
<i>Charlotte Observer</i>	2
<i>ContentForReprint.com</i>	2
<i>ic.Wales</i>	2
<i>Inc.com</i>	2
<i>NewsReleaseWire.com</i>	2
<i>NewsReleaseWire.com</i>	2
<i>Newswire Today</i>	2
<i>Online Recruitment</i>	2
<i>Telegraph.co.uk</i>	2
<i>Xtra.ca</i>	2
<i>About.com</i>	1
<i>adaringadventure.com</i>	1
<i>ArticleDashboard.com</i>	1
<i>Baltimore Examiner</i>	1
<i>Barkeeper.ie</i>	1
<i>Bizcommunity.com</i>	1
<i>Bizjournals.com</i>	1
<i>Black Enterprise</i>	1
<i>BostonWorks.com</i>	1
<i>BuaNews Online</i>	1
<i>Business Knowledge Resource Blog</i>	1

Type	Number of Occurrences
<i>Business Opportunities Weblog</i>	1
<i>Career Intensity Blog</i>	1
<i>ChronicleHerald.ca</i>	1
<i>CIO.com</i>	1
<i>CNN.com</i>	1
<i>Coach Connection Blog</i>	1
<i>Coach Sappho Blog</i>	1
<i>coachingpsychologist.net</i>	1
<i>Canada.com</i>	1
<i>Ed Batista Blog</i>	1
<i>evne.net</i>	1
<i>Executive Coaching & Change Management Blog</i>	1
<i>Forbes.com</i>	1
<i>FPSnewswire</i>	1
<i>Franchising.com</i>	1
<i>Freedom Coach Blog</i>	1
<i>Hidden Self</i>	1
<i>Hour.ca</i>	1
<i>HR BLR.com</i>	1
<i>iAfrica.com</i>	1
<i>ic CheshireOnline</i>	1
<i>Inner Path Coaching Blog</i>	1
<i>Inside Indiana Business</i>	1
<i>Inner Path Coaching Blog</i>	1
<i>Kent Blumberg Blog</i>	1
<i>Law of Attraction Blog</i>	1
<i>Legal Sanity Blog</i>	1
<i>Life Coaching for Boomers Blog</i>	1
<i>Life Coaching Resource</i>	1
<i>MaineToday.com</i>	1
<i>Management Skills Information Blog</i>	1
<i>Market Wire</i>	1
<i>MSN.com</i>	1
<i>Mid-Day.com</i>	1
<i>Money Blog</i>	1
<i>Moneycontrol.com</i>	1
<i>NDTV.com</i>	1
<i>Network Marketing Challenge Blog</i>	1
<i>newKerala.com</i>	1
<i>Newsday.com</i>	1
<i>nwitimes.com</i>	1
<i>Onrec.com</i>	1
<i>OregonLive.com</i>	1
<i>PaGalGuY.com</i>	1
<i>Peterborough Examiner</i>	1
<i>Presszoom.com</i>	1

Type	Number of Occurrences
<i>PR-Inside.com</i>	1
<i>PRLog.Org</i>	1
<i>Seacoast Online</i>	1
<i>Startupprincess.com</i>	1
<i>street.com</i>	1
<i>Stuff.com</i>	1
<i>Tech Digest</i>	1
<i>Tennessean.com</i>	1
<i>TheMatureMarket.com</i>	1
<i>Times Online</i>	1
<i>TravelBite.co.uk</i>	1
<i>Tribal Education Blog</i>	1
<i>Unison.ie</i>	1
<i>Wahara.com</i>	1
<i>Worcester News Blog</i>	1
<i>Zimbabwejournalists.com</i>	1
Total	247

Newspapers

Type	Number of Occurrences
<i>New York Times</i>	23
<i>Wall Street Journal</i>	9
<i>Chicago Tribune</i>	5
<i>Globe and Mail</i>	5
<i>Malaysia Star</i>	5
<i>Bangkok Post</i>	4
<i>Dallas Morning News</i>	4
<i>Newsday</i>	4
<i>Pioneer Press</i>	4
<i>Gulf Daily News</i>	3
<i>Milwaukee Small Business Times</i>	3
<i>Minneapolis Star Tribune</i>	3
<i>Small Business Times</i>	3
<i>TransWorldNews</i>	3
<i>Boston Herald</i>	2
<i>Business Times</i>	2
<i>Courier Times</i>	2
<i>Daily News</i>	2
<i>Des Moines Register</i>	2
<i>Economic Times</i>	2
<i>Guardian</i>	2
<i>Jerusalem Post</i>	2
<i>Los Angeles Times</i>	2
<i>Marco Island Sun-Times</i>	2
<i>Melbourne Herald</i>	2
<i>Miami Herald</i>	2
<i>Science Daily</i>	2
<i>Seattle Post-Intelligencer</i>	2
<i>Seattle Times</i>	2
<i>Sunday Times</i>	2
<i>Times of India</i>	2
<i>Washington Post</i>	2
<i>Wichita Eagle</i>	2
<i>Albuquerque Tribune</i>	1
<i>Asheville Citizen-Times</i>	1
<i>AZ Central</i>	1
<i>Baltimore Examiner</i>	1
<i>Beacon News</i>	1
<i>Beaverton Valley Times</i>	1
<i>Belfast Telegraph</i>	1
<i>Bend Weekly</i>	1
<i>Block Island Times</i>	1
<i>Bolton News</i>	1
<i>Boston Globe</i>	1

Type	Number of Occurrences
<i>Business Daily</i>	1
<i>Calcutta Telegraph</i>	1
<i>Christianity Today</i>	1
<i>Chronicle Herald</i>	1
<i>Cincinnati Business Courier</i>	1
<i>Cincinnati Enquirer</i>	1
<i>CMA Business Credit Services Daily News</i>	1
<i>Colorado Springs Gazette</i>	1
<i>Courier Mail</i>	1
<i>Czech Business Weekly</i>	1
<i>Daily Gleaner</i>	1
<i>Daily Iowan</i>	1
<i>Daily News & Analysis</i>	1
<i>Daily Telegraph</i>	1
<i>Danvers Herald</i>	1
<i>Decatur Daily</i>	1
<i>Denver Post</i>	1
<i>Detroit News</i>	1
<i>East Valley Tribune</i>	1
<i>Everest News</i>	1
<i>Fort Worth Star Telegram</i>	1
<i>Free Lance-Star</i>	1
<i>Genetic Engineering News</i>	1
<i>Grand Haven Tribune</i>	1
<i>Honolulu Advertiser</i>	1
<i>Huffington Post</i>	1
<i>Indianapolis Star</i>	1
<i>Japan Times</i>	1
<i>Jewish Ledger</i>	1
<i>Kilkenny Advertiser</i>	1
<i>Medical News Today</i>	1
<i>Monterey County Herald</i>	1
<i>National Post</i>	1
<i>New Straits Times</i>	1
<i>New York Post</i>	1
<i>New Zealand Herald</i>	1
<i>News-Herald</i>	1
<i>Newswire Today</i>	1
<i>Olympian</i>	1
<i>Palm Beach Post</i>	1
<i>Palo Alto Daily News</i>	1
<i>Peterborough Evening Telegraph</i>	1
<i>Phoenix</i>	1
<i>Pittsburgh Post-Gazette</i>	1
<i>Police News</i>	1
<i>Saipan Tribune</i>	1

Type	Number of Occurrences
<i>Salt Lake Tribune</i>	1
<i>San Antonio Express-News</i>	1
<i>San Gabriel Valley Tribune</i>	1
<i>Sarasota Herald-Tribune</i>	1
<i>Shreveport Times</i>	1
<i>Sierra Sun</i>	1
<i>South China Morning Post</i>	1
<i>South Coast Today</i>	1
<i>Star-Ledger</i>	1
<i>Straus Newspaper</i>	1
<i>Sunday Times</i>	1
<i>Sunshine Coast Daily</i>	1
<i>Sydney Morning Herald</i>	1
<i>Thaindian</i>	1
<i>Time of Northwest Indiana</i>	1
<i>Times of England</i>	1
<i>Times-West Virginia</i>	1
<i>Towson Times</i>	1
<i>United Press International</i>	1
<i>Washington Times</i>	1
<i>Whitby Today</i>	1
<i>Winnipeg Sun</i>	1
<i>Zanesville Times Recorder</i>	1
Total	196

Magazines

Type	Number of Occurrences
<i>Business Week</i>	9
<i>Personnel Today</i>	5
<i>Forbes</i>	3
<i>On Wall Street</i>	2
<i>CCH Magazine</i>	2
<i>CIO Magazine</i>	2
<i>Computerworld</i>	2
<i>Financial Express</i>	2
<i>Accountancy Ireland</i>	1
<i>Blogcritics Magazine</i>	1
<i>Animation World Magazine</i>	1
<i>Entrepreneur Magazine</i>	1
<i>Trinidad & Tobago Express</i>	1
<i>Finextra</i>	1
<i>Health</i>	1
<i>Legal Week</i>	1
<i>MarketWatch</i>	1
<i>Profit</i>	1
<i>SHRM Magazine</i>	1
<i>Sioux Falls Argus Leader</i>	1
Total	39

TV

Type	Number of Occurrences
<i>ABC</i>	4
<i>CNN</i>	4
<i>Fox</i>	3
<i>NBC</i>	2
<i>CBS</i>	2
<i>News Channel 10</i>	2
<i>Reality TV Show</i>	1
<i>HGTV</i>	1
<i>BuddyTV</i>	1
<i>KOMO-TV</i>	1
Total	21

Journals

Type	Number of Occurrences
<i>Atlanta Journal Constitution</i>	2
<i>Daily News Journal</i>	2
<i>News Journal</i>	2
<i>Central Penn Business Journal</i>	1
<i>Consulting Psychology Journal: Practice and Research</i>	1
<i>Ithaca Journal</i>	1
<i>Jacksonville Business Journal</i>	1
<i>Marquette Mining Journal</i>	1
<i>Martinsburg Journal</i>	1
<i>Milwaukee Journal Sentinel</i>	1
<i>Phoenix Business Journal</i>	1
<i>Selma Times-Journal</i>	1
<i>Texas Bar Journal</i>	1
<i>Portland Business Journal</i>	1
<i>Nova Scotia Business Journal</i>	1
<i>Nashville Business Journal</i>	1
<i>Winston-Salem Journal</i>	1
Total	20

Chronicles

Type	Number of Occurrences
<i>American Chronicle</i>	3
<i>Houston Chronicle</i>	2
<i>Rochester Democrat and Chronicle</i>	1
<i>Chronicle of Higher Education</i>	1
Total	7

Conferences

Type	Number of Occurrences
<i>International Coach Federation conference</i>	3
<i>College of Executive Coaching Intensive Training Institute</i>	1
<i>European Mentoring and Coaching Council (EMCC) Conference</i>	1
<i>Worldwide Association of Business Coaching (WABC) Business Coaching Conference</i>	1
Total	6

Books

<i>1. Coaching into Greatness: 4 Steps to Success in Business and Life</i>
<i>2. Evidence Based Coaching Handbook: Putting Best Practices to Work for Your Clients.</i>
<i>3. The Control Freak's Guide to Living Lightly: Manifesting a Life of Total Trust</i>
<i>4. Coaching to the Human Soul, Volume II: Emotional Learning and Ontological Coaching</i>
<i>5. The Art and Science of Coaching Parents</i>
<i>6. Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges, 2nd Edition</i>

Radio

Type	Number of Occurrences
<i>National 9</i>	1
<i>Minnesota Public Radio</i>	1
<i>National Public Radio</i>	1
Total	3

Bulletin

Type	Number of Occurrences
<i>University of St. Thomas Bulletin</i>	1

Forum

Type	Number of Occurrences
<i>CEO Forum</i>	1

Unknown Sources

Type	Number of Occurrences
<i>Charlotte Observer</i>	3
<i>Business Portal 24</i>	2
<i>Job Search Secrets</i>	2
<i>OC Register</i>	1
<i>Inside Higher Ed</i>	1
<i>Carlisle Sentinel</i>	1
<i>North Lake Tahoe Bonanza</i>	1
<i>Teacher Support</i>	1
<i>Lawn & Landscape</i>	1
<i>Comox Valley Record</i>	1
<i>Coach Training Alliance</i>	1
<i>StartupNation</i>	1
<i>Quesnel Cariboo Observer</i>	1
<i>San Luis Obispo</i>	1
<i>Age</i>	1
Total	19

Summary of the Foundation of Coaching Archives

Field of Coaching	Number of Occurrences	Target of Coaching	Topic
Anger coaching	2		Anger management
Awards or recognition for coaches	5		Business coaching
Books/products of coaching	19	Life, software for coaches, executives	Depression, anxiety, health, EQ, personal effectiveness, leadership, teamwork, innovation, strategy, branding and execution, lifestyles, life goals, executive coaching, leadership
Business coaching	117	Managers, business people, mothers, American idols, future leaders	Improve services, start business, work-life balance, expand business, become a coach, networking, business sales, marketing skills, changes, scams, money, new business, talent management, wealth, image, performance, best business practices, male vs. female differences in business, management skills, sales
Career coaching	30	Students, graduates, young adults, executives, coaches, doctors (given by senior doctors), teachers, military spouses	Goal achievement, leadership, careers, resumes, talent, self-discovery, happiness
Coaching Conferences	7	Life coaches, executives, health coaches	Asian markets, conversations, health, strengths & weaknesses
Cross-cultural coaching	1	Executives	
Effectiveness of coaching	8		Empower leaders, ROI
Energy coaching	1	Executives	Get energy
Executive coaching	79	Executives, MBA	Relax, achieve business

Field of Coaching	Number of Occurrences	Target of Coaching	Topic
		Students, software, blacks, HR	Goals, holidays, job performance, help derailed executives, self-improvement, onboarding, EQ, IT skills, scams, leadership, best boss, listening skills, effective leaders, health, build talents, relationships with DRs, retention, career, best business practices, micromanaging, business acumen, work-life balance, credibility, hiring and staffing, effective meetings, networking
Export coaching	1	Business owners	Export
Financial coaching	9	People, retirees	Growth, services, costs, retirement plans, money management
Gardening coaching	2		Gardens
General coaching	46	Mentors, graduates, survivors of tragedy, ADHD people, underperformers, lawyers, inmates, employees, obese, kids, baby boomers, students, parents	Conflict resolution, life, get work done, skills, self-esteem, goal setting, organizational skills, stress, personal growth, frustrations, work-life balance, deal with clients, interpersonal relationships, talent management, resolution, leadership, management and leadership, weight, sports, skills, retirement, entry exams, how to manage modern life, stress management, college preparation, business leadership
Health/fitness Coaching	42	Employees, workers	Reduce insurance, health, fitness, weight, insurance, wellness, nutrition, health risks
Image/Makeover Coaching	2	Executives	
Language coaching	1	Children	

Field of Coaching	Number of Occurrences	Target of Coaching	Topic
Lesbian coaching	1		
Life Coaching	112	Businessmen, college students, women, young children, singles, retirees, top models, divorcees, minorities, parents, college graduates, teenagers, baby boomers, tragedy survivors, couples	Flexible, optimistic, image, holidays, ADHD, gifts, new year resolution, retirement, habits, marriage, life, happiness, personal growth, love, parenting, trips, adulthood, burnout, parenting dilemmas, character makeover, weight, lifestyle, job hunting, get psyched, life skills, life strategic plan, fitness, relaxation techniques, education, EQ, marriage, deal with changes
Love/dating Coaching	14	Singles, women, men	Dating, relationships, profiles
Marketing coaching	2		Marketing skills
Marriage coaching	1	Couples	Marriage
Maternity coaching	3	Women	Success
Parent coaching	7	Parents	Children, job performance
Personal coaching	12	Students	Bigger game in life, empowerment strategies, lead your own life, productivity, goal setting, branding, handle assignments and class schedules
Retirement coaching	3		Retirement, financial plan
Sales coaching	1	Direct salespeople	Sales
Self-coaching	2		Self-improvement
Speech coaching	1		Speaking skills
Speed coaching	1		
Spiritual coaching	7	Church members	Spiritual, Christianity
Sports coaching	14		Sports
Strategy coaching	1		Strategic skills
Travel coaching	1		
Total	555		

1. Based on the table above, there are 555 times when coaching was mentioned. However, only 14% (79) was about executive coaching.

2. Definition is blurry, vs. training, mentoring, counseling, and therapies. There is no clear understanding of the definition.
3. Do coaches need to be certified? Who should give the certifications? International Coaching Federation (ICF), universities.
4. Executive coaching is not well defined. It becomes a word that can be used on everyone, such as MBA students. Sometimes, it is used within the context of business coaching and life coaching.
5. There are controversies in the growth of executive coaching. Some say it is dying due to the unclear effectiveness and high costs, but some say it is growing and will become the next franchising business.
6. What is coaching effectiveness? How is coaching effectiveness measured? ROI?
7. Online/electronic coaching? Use Software to give coaching? Online services to find appropriate coaches (e-Harmony)?
8. Myth about coaching. Only derailed leaders need coaching? Or should everyone have a coach due to status?
9. A lot of questions were raised regarding the definition of coaching, differences among different types of coaching, overlapping of the definition, and tasks of coaches. Some coaches give coaching in everything.
10. Advice about how to become a good coach.
11. Who should give coaching? Internal vs. external coaches?
12. Can anyone become a coach? Former teachers, psychologists, former executives, former football player, sports coaches, HR people, VOLUNTEERS, managers, counselors, bankers, authors, retired cricket coach, pastors, and lawyers. What are the requirements? Coaching programs from universities?
13. Who can give training to become a coach?
14. Coaching has been expanding to other countries.
15. More additions announced to the new line of My Coach games for Nintendo's DS. New games include My Word Coach, My Spanish Coach, My French Coach, and My Life Coach, all of which merge self-help training with video entertainment.

Additional Literature Review from Media Sources On Executive Coaching

After visited the foundation of coaching website, we also visited the search engine “Business Source Premier” to look for non-scientific papers pertinent to executive coaching published from May 2006 through November 2007.

Types of Sources	Number of Occurrences
Magazines	118
Trade Publications	68
Journals	42
Newspapers	5
Total	233

Magazines

Type	Number of Occurrences
<i>People Management</i>	25
<i>Personnel Today</i>	20
<i>T & D</i>	9
<i>Leadership Excellence</i>	6
<i>Training</i>	5
<i>Harvard Business Review</i>	5
<i>Corporate Training & Development Advisor</i>	5
<i>Leadership Excellence</i>	4
<i>New Zealand Management</i>	4
<i>HRMagazine</i>	4
<i>Inc.</i>	4
<i>Harvard Management Update</i>	3
<i>Caribbean Business</i>	3
<i>Business Week</i>	3
<i>Entrepreneur</i>	3
<i>Associations Now</i>	3
<i>Economist</i>	2
<i>Director</i>	2
<i>Strategic HR Review</i>	2
<i>Successful Meetings</i>	2
<i>Fast Company</i>	2
<i>Compensation & Benefits for Law Offices</i>	2
<i>Office Pro</i>	1
<i>Spectator</i>	1

Type	Number of Occurrences
<i>Public Management</i>	1
<i>U.S. News & World Report</i>	1
<i>FSB: Fortune Small Business</i>	1
<i>eWeek</i>	1
<i>Forbes</i>	1
<i>Black Enterprise</i>	1
<i>Workforce Management</i>	1
<i>Finweek</i>	1
<i>Canadian Business</i>	1
<i>Ivey Business Journal</i>	1
<i>Industrial & Commercial Training</i>	1
<i>BC Business</i>	1
<i>Diversity Factor</i>	1
<i>Supply Management</i>	1
Total	118

Trade Publications

Type	Number of Occurrences
<i>Training & Coaching Today</i>	10
<i>BRW</i>	6
<i>HR Focus</i>	5
<i>Chief Learning Officer</i>	5
<i>Supervision</i>	3
<i>Caterer & Hotelkeeper</i>	2
<i>On Wall Street</i>	2
<i>Credit Union Magazine</i>	2
<i>NZ Business</i>	2
<i>Credit Union Executive Newsletter</i>	2
<i>CFO</i>	2
<i>Security: For Buyers of Products, Systems & Services</i>	1
<i>PA Times</i>	1
<i>Travel Weekly (UK)</i>	1
<i>Profit</i>	1
<i>Computer Weekly</i>	1
<i>Healthcare Executive</i>	1
<i>Computerworld</i>	1
<i>Meeting News</i>	1
<i>Restaurant Hospitality</i>	1
<i>Money Management</i>	1
<i>Contract Journal</i>	1
Total	68

Journals

Type	Number of Occurrences
<i>Consulting Psychology Journal: Practice & Research</i>	6
<i>Industrial & Commercial Training</i>	5
<i>Business Strategy Review</i>	3
<i>ABA Journal</i>	2
<i>Journal of Management Development</i>	2
<i>Academy of Management Learning & Education</i>	2
<i>Journal of Managerial Issues</i>	1
<i>Journal of Applied Psychology</i>	1
<i>Human Resources Planning</i>	1
<i>Organization Studies</i>	1
<i>Physician Executive</i>	1
<i>Nursing Management</i>	1
<i>MIT Sloan Management Review</i>	1
<i>Management Services</i>	1
<i>Management Learning</i>	1
<i>Career Development International</i>	1
<i>British Journal of Management</i>	1
<i>Financial Executive</i>	1
<i>Journal of Financial Planning</i>	1
<i>Human Resource Development International</i>	1
<i>Organization Development Journal</i>	1
<i>Journal of General Management</i>	1
<i>Journal of Managerial Psychology</i>	1
<i>Consulting to Management - C2M</i>	1
<i>Reflections</i>	1
<i>British Journal of Administrative Management</i>	1
<i>Strategic HR Review</i>	1
<i>Leader to Leader</i>	1
Total	42

Newspaper

Type	Number of Occurrences
<i>Wall Street Journal - Eastern Edition</i>	5
Total	5

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