

Executive Coaching, coach training and implementing action research within organisations for post-Age frameworks

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I am currently researching the area of executive coaching, coach training and implementing action research within organisations. I am interested in receiving feedback on the topic below:

There is an increasing awareness that current business practices, which have ignored ecological impact and social justice inequities, are unsustainable. Traditionally, decision makers within organisations have been educated in tertiary institutions that are aligned, in fact often obligated by affiliation, to Industrial Age management philosophies and outmoded teaching practices and values. For MBA students to be successful, they must 'buy in' to, or at least conform to, the 'religion' of short-term profit imperatives and all of the consequences resulting from that mode of thinking (patriarchy, inequity, and ecological irresponsibility). Yet, as Einstein pointed out, "We can't solve problems by using the same kind of thinking we used when we created them."

Virtually all corporate new hires with management aspirations are the product of this tertiary education process. Yet concurrently, a multibillion-dollar worldwide executive coaching industry has emerged in the practitioner domain and is expanding rapidly. There are many reasons that executives seek the services of coaches however for some it is because they 'know' at some level that the frameworks within which they operate are not serving them well. Although coaching is a phenomenon with multiple identities and troubled by definitional/ontological problems there are extraordinary opportunities for innovation in coaching practices to emerge as an alternative to the fearful, reactive mentalities that are the result of the way of thinking whose time has passed.

Over 50,000 coaches are registered worldwide (International Coach Federation). To gain registration they will have experienced some form of coach training selected from among the variety of programs available. According to coach training organisation websites and information sessions many providers speak of their training programs as personally transforming. However, they do not generally support their claims with a worldview that would allow prospective coaches to build their capacity to relate to the complex systems they will encounter when coaching. Nor do they explore, using other than Industrial Age thinking, how what the coach says and does affect these systems.

It is hypothesized that by learning how to 'learn how to coach' using action research, coaches can be instrumental in the creation of sustainable life-affirming organisations and the development of post-Industrial Age frameworks. The intent of this session is to therefore reflect on the creation of (i) a coach training program for people wishing to become coaches; and (ii) a program for existing coaches to learn how to assist their clients to implement action research within their own organisations.