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The Routledge Companion to International Business Coaching

Edited by Michel Moral and Geoffrey Abbott

The Routledge Companion to International Business Coaching

An effective coach can help the business leader make sense of the challenges and complexities of modern international business, unlocking the potential of both leader and organization. This important new handbook offers the first comprehensive and detailed introduction to the theory and practice of international business coaching, drawing on the very latest academic research, as well as real-world examples of international best practice.

This book provides practitioners and students with an innovative theoretical framework, which extends existing coaching models to place coaching within cultural, organizational and group-team contexts. Contributors from around the world explore different perspectives and practices and offer practical tools to apply the theories and models to the real-life business context.

The Routledge Companion to International Business Coaching is essential reading for all business coaches, all students of coaching theory and method, and for business leaders looking to understand better the role of the modern business coach.

Michel C. Moral PhD is an executive coach, author, lecturer, coach-trainer and coach-supervisor. He teaches coaching and intercultural management at University of Paris VIII, France. He also has his own consulting and coaching practice.

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Chapter Summaries

CHAPTER 1: CONSIDERATIONS ON THE EMERGENCE OF ORGANIZATIONAL COACHING

After individual coaching and team coaching, a new concept emerges: organizational coaching where a team of coaches helps an organization to change. In the past, different approaches have been invented to force a collective change of behavior or a modification of the corporate culture. This chapter examines change processes through shifts from traditional organizational structures, to matrix, and finally to ‘cyborg’ organizations which are characterized by fluidity, constant change and uncertainty. Organizational coaching is presented as an ideal intervention to energize change processes within the new dynamic organizational environments of international business.

CHAPTER 2: INTEGRAL COACHING

There has been much written about the value of coaching in the development of personal insight. This chapter proposes that insight is not enough, especially when working in global environments. What is also required is ‘outsight’ encompassing a cultural sensibility. A cultural sensibility is the mental and emotional understanding of, and response to, the influence of the tacit, essential ethical frames of meaning constructed by a culture that are expressed through social roles, race, class and gender differences. This chapter uses practice narratives to draw out aspects of a cultural sensibility and how it can be enhanced by integral executive coaching.

CHAPTER 3: COACHING TO HIDDEN FRAMES

While we all know that culture is a human construct, the specific ways that we so construct it in our minds, live in it, and carry it with us as we move in and out of other cultures are still somewhat of a mystery. The chapter describes the theory and practice of ‘meta-coaching’ which has a primary focus on coaching the processes, structures, and contexts of a person’s

thinking and understanding – the meta-levels. From a cultural perspective, the authors use the concept of ‘hidden frames’ to encourage coaches to work beneath the surface to examine deeply embedded cultural influences on thinking and behavior. The models help to de-mystify culture so that it is not seen and felt as a ‘thing’, but as a process that we all engage in and can re-construct to increase effectiveness and reduce conflict.

CHAPTER 4: IDENTITY, LIMINALITY AND DEVELOPMENT

This chapter draws on Milton Bennett’s (1986, 1993) six-stage model of intercultural sensitivity as a frame for the author’s contention that the key dynamics which play out when people relate to other cultures in the external world also play out as people navigate the cultures they have been internalized as narratives in their inner world. The chapter draws on the author’s research on rites of passage to explore some of the liminal tensions clients experience as they develop and adapt their responses to these cultural demands. A case study outlines the ways in which Bennett’s model can be applied at an intrapersonal level in coaching and how a narrative approach can assist in using the model to assess and foster development in coaches. Narrative skills enable coaches to be more effective in helping clients to face increasingly complex cultural demands *while* maintaining a coherent narrative and sense of identity in the process.

CHAPTER 5: ONTOLOGICAL COACHING

This chapter applies the foundations of Ontological Coaching™ to the field of international business coaching. Ontological Coaching™ is a powerful, integral and interdisciplinary model for working with others to transform their capacity for effective, meaningful action. Ontological Coaching™ is based on the understanding that human beings are essentially linguistic beings and as such language is indispensable to knowing and learning. Language and culture are viewed as inseparable. The approach integrates transactional and transformational coaching and applies both to professional and personal contexts. The construct of trust and how it operates as an essential element for successful cross-cultural interactions in the coaching context are explored.

CHAPTER 6: COACHING FOR EMOTIONAL INTELLIGENCE IN INTERNATIONAL BUSINESS ENVIRONMENTS

Emotional Intelligence appeared more than a decade ago in the psychology literature across the applications of counseling, psychiatry, coaching and leadership development. This chapter explores the opportunities and challenges for coaches using Emotional Intelligence tools and frameworks in an international business environment. Some implications for practice are highlighted. Emotional Intelligence is useful for peeling the layers of cultures, a person’s own culture, working culture and ultimately national culture. Emotional Intelligence development as a subset of coaching can provide coaches with tools applicable in a cross-cultural context for deepening self-awareness, promoting greater personal clarity and achieving client progress more rapidly.

CHAPTER 7: COACHING INTERNATIONAL LEADERS TO SUCCEED COLLECTIVELY

The author introduces the concept of collective intelligence as a valuable concept to assist in the development and implementation of coaching programs in international business contexts. Collective intelligence is defined as the genuine capacity of a group to think, learn and create collectively. To be effectively mobilized in organizations, the author proposes that collective intelligence needs a vehicle which she terms 'collective leading'. The chapter addresses four crucial questions:

- 1 What is the business context generating the need for promoting collective intelligence?
- 2 How can we define collective intelligence?
- 3 How can we nurture the emergence of collective intelligence?
- 4 What do we have to change in the way we coach?

The latter question is given particular attention in the case study, which demonstrates how coaches might apply collective intelligence in the way they work.

CHAPTER 8: THE HEART OF CROSS-CULTURAL CREATION

This chapter gives attention to the heart and spirit of coaching. In our current vernacular, the term cross-cultural is used frequently to define a desired business end. While much time is spent discussing how to be cross-cultural and why that is good for the business, little time is spent discussing why real cross-culturalism works or what it does for the people in a corporation. Without understanding the heart and spirit, any cross-cultural initiative will eventually crack at its foundation. The authors illustrate this principle through the building of the International Coach Federation multicultural assessment team.

CHAPTER 9: STIMULATING ADVERSARIAL GROWTH IN CULTURAL UNCERTAINTY

The author is a military survival instructor – and an executive coach: in this chapter, he links the two. Based upon research in worldwide real life survival situations it appears that only 20 per cent of people are able to assess appropriately the traumatic situation they are experiencing. The rest have their reasoning significantly impaired. Similar dysfunctions occur in the turbulent and diverse world of international business. This chapter examines the transposition of disaster survival theory and practice to complex international business situations (both the dramatic and the mundane). The main point is that coaches armed with knowledge of survival techniques that work can assist their executive clients to cope and thrive in situations, which, while on the surface are not life-threatening, in reality and over time can be just that.

CHAPTER 10: FOSTERING INDIVIDUAL AND COLLECTIVE DEVELOPMENT USING THE CULTURAL ORIENTATIONS FRAMEWORK ASSESSMENT

Multidisciplinary research has found that there are differences between people based on their cultural backgrounds. These differences can be measured using various scales, including those based on the work of Geert Hofstede, Fons Trompenaars and others. These tools are widely used in cross-cultural management and are of increasing interest in global coaching. This chapter examines how differences between people can be leveraged for advantage in the international business context. The chapter provides a tool – the Cultural Orientations Framework – and explains how it can be used to leverage differences and unleash client potential. The case study provides evidence of the efficacy of the tool in coach-training and in dealing with diversity generally.

CHAPTER 11: INTERCULTURAL COACHING TOOLS

Most of the tools used by executive coaches have been designed in Esalen or Palo Alto in the USA and carry many assumptions of Western culture and business. The global coach who is working across cultures has to make judgments about which tool to use in which context, or how to customize tools to meet client needs. Adopting a constructivist approach in the selection of specific coaching tools, the coach and the clients alike are led to examine their own underlying assumptions about their own and other cultures. It is this understanding of an individual process of reality construction that helps internationally active professionals to effectively deal with very different cultural contexts. This chapter examines some of the major constructivist tools that are available and what choices might be open to the global coach in applying them.

CHAPTER 12: COACHING EXPATRIATE EXECUTIVES

The chapter gives some attention to how extensive research on different aspects of the expatriate manager experience can be applied to design and enhance coaching interventions for sojourners and their families. The authors stress the importance of coaches working interactively with their clients across the cognitive, emotional and behavioral dimensions, while paying attention to cultural and situational factors. They refer to some of the major research on cultural dimensions by Geert Hofstede and others, at the same time noting the need for caution in applying such research findings in the coaching situation, particularly the need to avoid cultural stereotyping. Guidance is provided to coaches on different phases of the expatriate experience and how they might maximize impact.

CHAPTER 13: COUPLES COACHING FOR EXPATRIATE COUPLES

The high cost of failed expatriate assignments and the role that spousal and family adjustment problems have in those failures are well documented. In addition to the services already offered to expatriates and their families, the authors propose that multinationals could benefit greatly from offering couples coaching as an available support service. A coaching relationship, if made

available to and requested by the expatriate, can focus on the satisfactory adjustment and fulfillment of the expatriate couple and their family, areas that traditionally have been outside the control of the company. Ultimately, coaching for expatriate couples represents a sound investment for international businesses.

CHAPTER 14: COACHING WOMEN MANAGERS IN MULTINATIONAL COMPANIES

Executive success in multinationals relies on leadership skill, expatriate experience, and intercultural competence. Yet, despite strong numbers of women ready for key international posts, few women are chosen for overseas assignments. Both global and indigenous prejudices and misunderstandings about women in international roles might be responsible. This chapter explores the myths, paradoxes, and realities of women as expatriates in multinational companies; outlines the specific issues they face; and details keys to coaching women in multinational companies.

CHAPTER 15: COACHING MANAGERS IN MULTINATIONAL COMPANIES

Various types of multinational executive are defined, including the expatriate, the immigrant, and the global nomadic leader. Executive nomadic leaders are described: those internationally mobile executives who have been exposed to multiple cultures while growing up and have a multicultural ‘third culture’ reference. The author suggests that the qualities and experiences of global nomadic leaders position them well for high-impact leadership roles in global businesses. The characteristics, multicultural talents, and challenges of the global nomadic leader are detailed. Scenarios and tips for coaching the global nomad are discussed.

CHAPTER 16: WHEN FAR EAST MEETS WEST

Many models of coaching come from Western cultural frameworks. The authors propose that other models are required for non-Western business contexts, and where possible alternative models should be synthesized to generate high-impact coaching interventions. For Westerners applying coaching models in the Eastern cultures, it is crucial for them to understand their cultures and be sensitive about their values and how these values manifest in their behaviors and interactions. For example, the value ‘respect’ is translated in Chinese language as to ‘save face’. In behavioral terms, this may mean one does not openly criticize others in public. The cultural learning and synthesis process is two-way with many opportunities for cultural differences to be combined to make a superior third way.

CHAPTER 17: EXECUTIVE TEAM COACHING IN MULTINATIONAL COMPANIES

Team coaching is becoming increasingly common in organizations. The addition of group dynamics to the coaching relationship offers new challenges and possibilities. In an international context, team coaching takes on other dimensions as culture and distance add greater

degrees of complexity. This chapter provides some guidance of how to navigate the territory and discusses some of the central challenges for coaches and executives who undertake team coaching projects with international frameworks.

CHAPTER 18: COACHING WITH GLOBAL VIRTUAL TEAMS

Virtual business is a hot topic in management literature. In particular, global virtual teams (GVTs) are getting attention. This virtual world of work is complex, uncertain and ambiguous. All the challenges of locally bound work are there – and then some. Leading such teams has added complexity but also the possibility of great reward. In the pace and pressure, there is a risk of individuals and teams becoming alienated and disconnected from each other and also their organizations and even societies. By taking GVTs through solution-focused discussion and action planning exercises related to the themes discussed above, leaders and coaches may be able to set the stage for a new GVT, or lift engagement levels and add cohesion in environments where the virtual teaming exercise may be struggling. A case study and powerful model are provided from a successful GVT action learning coaching intervention in Orange telecommunications.

CHAPTER 19: INTERACTIVE COACHING WITH CORPORATE VENTURES

Mergers and acquisitions are strong catalysts of cultural change: coaching the ‘corporate venturers’ who lead such operations in a global environment implies facilitating the cultural and human processes by which the required aptitudes for the new venture can emerge. The author cautions that these emerging skills are also vulnerable to the inertia of the pre-existing structures on the very momentum they have created. The chapter suggests strategies for corporate venturers and their coaches for maintaining momentum and for maximizing value to the host organization. The main advice is that in today’s matrix-shaped and multicultural international organizations, the leaders of these new ventures need to rely on building strong alliances rather than on traditional managerial coordination.

CHAPTER 20: EXECUTIVE COACHING THROUGH CROSS-BORDER MERGERS AND ACQUISITIONS

There is an international trend towards consolidation in virtually all industries – airlines, steel, computing, etc. The consequences are that mergers and acquisitions (M&As) are becoming the norm rather than the exception. Also, new players are entering the market – from India, China, Brazil, etc. The cultural frameworks involved in the consolidation of companies are therefore becoming more complex. Many M&As do not meet pre-deal expectations. This chapter suggests that coaches can add value at various points. The authors explore the reality of how coaches might best approach assignments in the sometimes (but not always) hostile and difficult environments of organizational mergers across boundaries, noting the potential for coaches to add value at the often-neglected integration phase. A case study is provided of an Australian–Chinese alliance that went wrong. The example is provided in the style of a business school case study, along with suggested activities for coaches and managers who may be engaged in the volatile M&A field.

CHAPTER 21: INTERNATIONAL COACHING

This chapter provides to both human resources (HR) professionals and coaches some ideas and feedback from experience in order to better ‘bridge the worlds’ and meet in a true common area of interest. It will assist executive coaches to better understand the variety of HR realities within international organizations. It will then provide tools and techniques to HR professionals in order to select professional coaches who can make a difference and several perspectives which will help them use coaching in the most efficient and effective way. A four-frame model is provided that encourages HR professionals and coaches to examine structural, political, psycho-social, and cultural factors – and their interrelationships – as they design and implement coaching programs in international organizations.

CHAPTER 22: CHOOSING COACHES FOR INTERNATIONAL BUSINESS LEADERS?

Recent research has suggested that successful global leaders and senior executives require intellectual grunt, energy and resilience, cultural adaptation skills, emotional intelligence, and an inquisitiveness to explore. The authors propose that if coaches are to have an impact with global executives, it is reasonable to ask that they have similar characteristics – and more. This chapter examines the characteristics of a global coach, giving particular attention to the fact that different cultural business contexts are likely to require different qualities in a coach. The chapter includes guidance on how companies might go about choosing a global coach in the form of a set of suggested interview questions.

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INTRODUCTION

A new paradigm for coaching in the global business environment

Michel C. Moral, Geoffrey Abbott and Danièle Darmouni

We now live in a global economy. Much has been written about this and the evidence is clear for all to see, yet resistance to the new reality is still strong and continues to appear in sometimes frightening forms, most notably through terrorist attacks directed at symbols and major players in the global marketplace. This *Companion* is based on the premise that there is an emerging paradigm in international business with which professional coaching is closely aligned and which positions coaching at the forefront of interventions to assist individuals and organizations to fulfill their potential in the face of ongoing change and complexity.

Some challenges and features of this new reality, which we believe coaching is well suited to address, include:

- Powerful multinational companies whose budgets and influence often outstrip those of governments;
- The increasing economic influence of emerging countries, particularly through Asian business interests;
- Increasing numbers of mergers and acquisitions (many of which flounder);
- Unpredictable and rapidly evolving international business strategies;
- Growing cross-border trade;
- Disassociation between national and organizational loyalties;
- Complex government–business negotiations and relationships;
- The roll-out of globally distributed technologies;
- Greater concerns about safety;
- Resource scarcity;
- Volatile political, religious and social climates; and
- Huge environmental challenges.

The result is complexity at every level of business – large-scale and small. Change is a constant. Little wonder that global executives are often overwhelmed, stressed and confused!

Expansive, fast-paced global media and communications mean that a lot is known about the international business environment yet there are few effective strategies for harnessing the emerging forces and trends in positive ways. The *Companion* demonstrates how coaching –

done from a perspective that views difference as opportunity – can assist companies to thrive in the complexity of the global marketplace. The *Companion* provides valuable knowledge, tools and approaches to coaches and human resource professionals whose roles are to facilitate change and success in hugely challenging environments. The fundamental philosophy of global coaching seeks to go beyond the profit motive to deal with the ethical, cultural, social, political and environmental dilemmas of our time.

The growth and maturity of professional coaching over the past ten to fifteen years has been immense. The model of the executive coach working one-to-one with a senior leader has proven powerful. However, like business itself, professional coaching needs to constantly reinvent itself to keep pace with the new reality of the changing global environment. Increasingly, coaching is being drawn into the life of organizations in different and expanding ways. This *Companion* offers a contemporary approach to coaching that embraces the new paradigm and provides practical approaches and ideas for coaches, consultants, leaders and managers to meet the challenges that are emerging.

ARCELOR MITTAL: LESSONS FOR THE FUTURE

Early in 2006, the steel manufacturer Mittal, owned by an Indian family, made a public offer to absorb its major rival Arcelor, an international company with French heritage. Arcelor executives were sharply dismissive of Mittal's initial offer and vowed that it would never go through. Former Arcelor CEO Guy Dolle at one point reportedly described the offer as having been made with 'Monopoly money' and later denigrated Mittal's products: 'They make eau de Cologne, we make perfume.' The French media gave a very negative representation of an 'emerging far-eastern raider' stealing the best of occidental industry. The French government was clearly against the deal. The initial reaction from the broader European business community was attentive. French unions and left-wing politicians were stunned to discover that the government had virtually no control of such a business tsunami.

In the end and after a bitter fight, pragmatic shareholder interests won out and the merger proceeded. Arcelor-Mittal is now the world's leading steel company and operates 61 plants across 27 countries. Mittal founder Lakshmi Mittal was made president of the company. His son Aditya became chief financial officer. Roland Junck, senior vice president of Arcelor since 2002 and a native of Luxembourg, was appointed CEO (but was later replaced as CEO by Lakshmi Mittal). Arcelor-Mittal is looking to strengthen relations with Japan's Nippon Steel, the world's second-largest steel maker. The two companies already have connections, including an automotive sheet steel venture in the US. This example illustrates several trends which are the focus of this introduction and explored from various perspectives through the *Companion*.

Limited protection of local enterprises

First, locally owned enterprises in most countries have limited protection from foreign mergers and takeovers. This situation contrasts with two or three decades ago when governments tended to give preference to locally owned enterprises. There are still exceptions in some parts of the world, particularly for small enterprises. However, the ongoing march of globalization has resulted in big corporations facing the reality of choosing between going worldwide or extinction. Governments have had to accept the same reality in designing regulatory regimes for foreign investment.

A paradox: companies must be agile and flexible but also robust and consolidated

Second, modern companies wishing to remain viable are being forced to be agile and flexible and to be constantly prepared for rapid transformation. However, at the same time they are being required to optimize and consolidate their existing strengths and assets through more robust structures and systems. This is one paradox of the modern industrial world: attack and defense must be simultaneous.

There are significant differences between Eastern and Western business practices

Third, the Arcelor-Mittal story highlights a broad difference in the structure of multinational companies in the West compared with those based in Asia. Shareholders in Western companies are traditionally enterprises or pension funds, while Eastern companies are usually owned by governments or families. One implication is that Western concepts which have dominated the global marketplace for decades will not necessarily apply in all of the new conglomerates, or if they do remain they will do so in a substantially modified form. Consequently, business coaching and organizational consulting practices will need to be aligned with the nature of the business cultures that are emerging. For example, most coaching techniques have been invented in Esalen or Palo Alto with the basic assumption that an individual human being owns its destiny. This contrasts with an Asian perspective which assumes that a person always has a higher loyalty to some collective entity. This picture is of course a bit oversimplified. Many of the leading Asian businesspeople are well schooled in Western business practices. Many coaches use techniques that have drawn from Eastern religions, philosophy and thinking. However, the intent is to show that:

- The way of doing business is often quite different between East and West; and
- If coaches want to be of value in the global business environment they need to take account of the differences and – crucially – assist clients to make use of them.

Takeovers can come from any direction

Fourth, other recent examples show that the raids originate anywhere. In 2005, the Chinese National Offshore Oil Company tried to acquire the American petroleum group Unocal but failed because the Congress was strongly against this deal. The fact that a Chinese petroleum company could make a serious bid for a US company – and come close to success – shows how much the global marketplace has changed. A company located in Dubai, controlling six American harbors, was asked to transfer the headquarters to an American entity. The French energy group Suez was the subject of a takeover bid from its Italian rival Enel. The Russian energy company Gazprom is clearly looking at absorbing some European energy distributors. In 2006, Mexican building material company Cemex announced a hostile takeover bid of Australian rival Rinker, sending shockwaves through Australian company boardrooms. Older deals are already forgotten: in 2003, the virtually unknown Chinese company TCL bought the TV division of Thomson, and in 2004 Lenovo bought the PC division from IBM. Both deals pushed China as the prime producer of these products.

The mergers of large groups in the steel, airline and other industries mean that during the next ten years every major industry sector (for instance airline and steel) is likely to be represented by no more than five global companies.

The merging of sometimes radically different corporate cultures is a critical and ongoing challenge

Fifthly, if ‘external development’ will represent effectively the main source of growth for the global companies, then merging corporate cultures will be a critical issue these companies will have to cope with. The experience of many mergers and acquisitions is that underlying cultural differences and tensions still linger many years after the structural and financial work has been done. Looking ahead for Arcelor-Mittal, it seems very unlikely given the bitterness of the takeover that differences in organizational cultures – undoubtedly linked to differences in national cultures – will magically disappear. Companies will need to look to interventions that assist in cultural synthesis – most notably coaching.

Managing unpredictability is another critical and ongoing challenge

Sixthly, the second critical issue will probably be the management of unpredictability. The initial reaction to the Mittal move on Arcelor was incredulity. No one saw it coming, and even when it came, few within Arcelor believed it would succeed.

The combination of these trends illustrates very clearly that the global environment is complex and is becoming incredibly more complex. The globalization of business is raising a number of unexpected and unpredictable issues, even beyond those raised so far. The alternative to dealing with mind-boggling complexity is to be blinded by it and to risk receiving a metaphorical bullet from one’s global competitors! The question facing company executives who are under increasing pressure to perform is: ‘How do we manage the seemingly unmanageable?’

The main point we want to make here is that professional business coaching is emerging as a powerful tool for individual executives, teams and organizations to try to make some sense of the complexity and to find satisfying and productive ways of moving ahead. Not only that, coaching is one of the few tools available that has been shown to be effective in the new global climate of change.

Organizational consultants have traditionally offered solutions to common business problems. Consultants have typically worked with companies to implement solutions that have been found to be effective across similar situations – a little like administering a new drug. The diagnosis process, dose, packaging and bedside manner might vary but the chemicals are the same. However, this approach is no longer effective because the world is now changing faster than the capacity of such consultancy service providers to find new solutions that work. The traditional approach reflects a problem–solution paradigm that does not fit the current global environment. There is no ‘disease’; instead there is an ongoing environmental pressure that requires organizations to be constantly vigilant, and ever ready to be both reactive and proactive at the same time.

The example of Mittal illustrates perfectly this assertion: despite several early warnings, the raid was a complete surprise and initial reactions from Arcelor were inadequate. Part of this was cultural. Western culture is convinced that any issue can be fixed by providing enough

resources. The community of occidental consultants does not believe that long-term anticipation is mandatory. The problem can always be 'fixed'. For the same reason, the community of occidental coaches is not yet convinced that coaching of organizations is really its future. Organizational consultants are finding, however, that to remain in the game they are being required to take on the skills and characteristics of professional coaches. We are proposing that professional coaching provides an effective lead intervention which can facilitate experts within companies to find their own unique solutions to their own unique issues. Much of the coaching work being done now is in 'mopping up' operations after the mergers have been done. Coaches are brought in when the 'pain meter' enters the red zone! There is scope for coaching to assist executives earlier in the process in examining the cultural and other consequences of mergers and to engage in preventive medicine.

AN ANALOGY: THE CHANGING FAMILY UNIT

An analogy is useful here to make the point: the traditional family has existed since the beginning of civilization. Millennium after millennium, different cultures have elaborated solid sets of rules to regulate the behavior of parents and children in a given social environment. Then, suddenly, starting at the end of the 1960s, the rate of divorce increased significantly in the occidental world. These single parents soon married again and the number of stepfamilies rose rapidly, reaching presently 10–15 per cent of the total number of families. The change was so sudden (a few decades) that the society was unable to establish new rules and, despite the existence of books, groups, consultants, each new stepfamily has to create its own rules to survive. One of the reasons for this is that the typology of stepfamilies, compared to families, is so diverse that the social scientists were unable to identify general laws. Adding to the complexity was that once a set of rules was established, another change in the family made it redundant.

It is exactly the same with organizations: twenty years ago, most companies were essentially hierarchical, with a management system which, from a pyramidal shape thirty years ago, evolved slowly to some kind of 'staff and line' structure and, later on, to a matrix organization which allows much more flexibility and a greater ability to react quickly to an external threat. But facts are demonstrating that this is not enough. In international business, the shift of concentrated economic power away from traditional occidental centers is like the explosion of divorce in our family analogy: a new paradigm appears suddenly while there are no rules to manage the unexpected situations. Each enterprise has to create its own set of values and rules, as does each stepfamily.

Being successful requires dealing with the paradox of having firm values and rules while at the same time knowing that they are subject to change as major and often unpredictable shifts occur in the economic, social, political and technological contexts of the business.

COACHING FOR CONTINUOUS AND SUSTAINABLE CHANGE

If there are no general rules, no universal management system, then individuals and organizations (including governments) are being required to accept permanent change as a reality and take advantage of it just instead of managing the budget, flowchart and balance sheet. In other words, everyone has to learn how to survive in a perpetually changing environment. Being able to change continuously is the answer to this challenge. Coaching has emerged in response to the new paradigm, not just in international business but across the range of human endeavors.

There are life coaches, family coaches, business coaches, career coaches, sales coaches, political coaches, and so on. The common thread is the environment of continual change.

The Introduction to the *Evidence Based Coaching Handbook* begins as follows, ‘Change is a constant. So, too, is the search for better, more effective ways to create and sustain change’ (Grant and Stober 2006: 1). Note that the authors are suggesting that we *create and sustain* change, rather than resist or tolerate it as a necessary evil. In this *Companion* we take up this theme. Each author looks at how change, supported by coaching, can be generated in productive ways and how executives and organizations can legitimately create futures of ongoing success within a constantly changing environment.

COACHING OF ORGANIZATIONS

A major theme of the *Companion* is that coaching in the new paradigm of international business needs to be done at the level of the organization. The new paradigm presents the organization with the challenge of finding contextual solutions to highly complex issues that are situationally unique. It is hard to imagine that any off-the-shelf approach would have helped the executives of Arcelor to find a smooth passage through the events of 2006! Additionally, the paradigm dictates that not only are the challenges unique, but to add to the complexity they are constantly changing. Already, Arcelor-Mittal is looking to new horizons. The objects of their interest are in for interesting times. Coaching is well suited to this organizational reality. Our contention is that to provide high impact in international business, coaching must be delivered systematically within organizational systems, while understanding that those organizational systems are not closed and are going to be subject to ongoing and often radical renewal.

There is no easy fit between current organizational change interventions and coaching. Organizational development is a relatively mature field, but it is fair to say that it has been slow to embrace coaching. Similarly, organizational psychology has not warmed particularly to coaching, even though business coaching relies heavily on proven approaches from psychology and the other behavioral sciences. Coaching has been viewed as a separate activity, and one that can be threatening to existing providers of organizational change services and to human resource departments (to the latter because executive coaches have direct access to the top decision makers in companies, and considerable influence).

Professional coaching has developed from occidental cultural frameworks which have given prominence to the role of the individual. Executive coaching is often akin to a kind of business psychotherapy where the executive meets offsite with his or her executive coach and there is little or no connection between the coach and the organization other than through the impact on the behavior of the executive. The model has proven very powerful. If nothing else, individual coaching gives executives regular opportunities to step out of their situations and to reflect on:

- What is going on in their organizations and the environment;
- How they are operating; and
- Ways of implementing strategies that will make them more effective and more satisfied.

More recently, coaching has extended to executive teams. What generally happens is that the CEO sees the power of individual coaching and realizes the potential for the coach to work with his or her executive team (often as a way of offloading some responsibility for dealing with performance, personality, relationship or communication problems within the team, though

this motive might not be made explicit!). It is now clear that coaching a management team has obvious positive and significant effects. However, those effects are limited in time if nothing is done through the entire organization.

We are now seeing the next phase where organizations are realizing the power of coaching almost as an organizational leadership philosophy. American leadership consultant, researcher and theorist Daniel Goleman has found that effective leaders use multiple leadership strategies depending on the context. He listed coaching as one of the more powerful but least-used of six leadership styles (Goleman 2000). Coaching is now beginning to make an organizational impact. Manager-as-coach training programs are becoming commonplace. Internal coaching units are being set up and external coaches are increasingly viewed as agents of organizational change. Of course, the one-to-one model still works and it is now commonplace for senior business and even government leaders to have coaches.

We suggest that coaching will be best placed to make a strong and positive impact in international organizations if it is viewed as a multidimensional organizational intervention that can assist people at all levels to embrace change. Ideally, external and internal coaches will work in partnership with manager-coaches to focus on developing individual and organizational potential in ways that do not rely on static structures and processes. In other words, coaching can provide a pathway to personal and collective growth even while the environmental changes alluded to above continue to play out.

THE INFLUENCE OF CULTURE: COMPLEXITY, UNPREDICTABILITY AND POSSIBILITY

At the end of the 2006 football World Cup, the French captain Zinedine Zidane received insults from an Italian player and – seemingly oblivious to the importance of the game and the moment, and the global visibility of his actions – reacted brutally. The referee applied the normal penalty and Zidane was banished. France lost.

This event is illustrative of the kinds of cultural undercurrents that run through intercultural management and gives some insight into why individuals might behave in unpredictable ways when under pressure. Zidane was part of the French football team and therefore belonged to this ‘us’ when playing. He also belonged to his family and cultural roots, another ‘us’. Finally, he has his own ‘I’. When he reacted to the insults, at the exact instant he attacked the Italian player, he was supposed to be giving priority to the ‘French team us’ but instead he obeyed his ‘I’, or maybe to the ‘family and cultural roots us’.

We can conclude from this short story that time is playing a role in the intercultural team dynamics. Zidane was under high pressure and, at the very first millisecond, the prevalent mechanism had been to react according to the ‘I’ needs and not be loyal to the ‘French team us’ – despite all the team building efforts and the fact that half of the planet was watching him. This is not a general rule as we know that, for instance, the ‘team us’ is often prevalent in high-risk military operations. The other factor to be considered is that Zidane was stretched between the ‘French team us’ and the ‘family and cultural roots us’. What was the exact role of that second ‘us’ in the dynamics of the very first millisecond when he let the ‘I’ act? We know that once the ‘coping’ processes have started, usually after a few seconds, the prevalent factor is one of the ‘us’ attractions. But we do not know exactly how it works.

The implication for global management is that we cannot predict how executives will react under intense pressure. How will, for example, the bicultural CEO of a global company react at the announcement of an offshore raid against the enterprise? How will an expatriate manager

perform in a new assignment in culturally unfamiliar territory? Coaching can introduce opportunities for individuals to explore their cultural contexts and their individual identities and to mentally prepare for the inevitable surprises that the new global landscape brings up.

Coaching at an organizational level must have a cultural dimension. When an organization is changing and expanding, the question of corporate culture is critical, especially in a global environment where certainties and knowledge are disrupted or no longer adequate for the global business environment. The variety of geographical locations for employees in global companies has led to an increased contact between individuals of diverse backgrounds and cultural beliefs. These cultural differences introduce an additional level of complexity in the arena of management in the global marketplace: use of power, importance of hierarchy, performance and outcome evaluations, gender and ethnicity. Even the way that people communicate has cultural implications. Virtual management teams rely on internet communications services that remain very low-context. That is, managers who are more comfortable in face-to-face situations and do business through strong interpersonal skills and relationships are being asked to operate outside of their comfort zones.

The global nature of business and change requires a new and more profound awareness of cultural differences and corresponding innovative organizational structures and communications systems as they influence both the global workplace and managers in a multicultural work environment. Such awareness can be the key that leads to success or failure in the multicultural business context and mastering culturally relevant coaching skills may be an essential component of executive and team coaching in the future. Coaching individualizes the influence of culture and equips executives to take advantage of their individual cultural repertoires.

Cultural differences play a leading role in the complexity of the global business environment. Cultural influences impact in many ways. There are obvious influences – such as the stark cultural contrasts between Mittal, representing a relatively new Indian family business culture, and Arcelor whose culture was inextricably linked with the traditions of French and European business. Other influences are more subtle and are often underestimated. There are culture differences in multinational companies between:

- ‘Head office’ and the operations in different cultures, often influenced by national culture;
- Various country operations;
- Departments in head office where powerful cultural silos generally exist;
- Functional areas in country operations, delineated by functional areas;
- Country operations between expatriate and local staff; and
- Former smaller companies taken over by multinationals, and so on.

The complex nature of multinationals leaves open the possibility that not just one or two of these but all of them exist as potential points of tension – or of advantage. For example, in El Salvador, London-based multinational SAB Miller controls the former family beer company La Constancia, the bottled water distributor Cristal, and Coca Cola. Part of its regional management is in Colombia. SAB Miller is a merger of South African beverage giant South African Breweries and Miller in the US. Its interests are expanding daily, as is the cultural complexity of its operations. For managers who have to navigate across different operational or geographical units, the challenges are obvious.

Individual coaches who have been coaching within multinationals have been working with culture for many years. However, the coaching literature on culture has been sparse and coaches have been forced to design approaches through trial and error. Relatively recently, a specific cultural perspective has begun to emerge in coaching. Rosinski (2003), Chapman, Best, and

Casteren (2003), Moral and Warnock (2005), and Rosinski and Abbott (2006) are examples of how the profession has begun to recognize the role of culture in coaching and also to view it as a positive source of leverage with corporate clients.

CULTURAL DICHOTOMIES AND MEASUREMENT

Culture is often measured through dichotomies. The work of Geert Hofstede is well known in international management. Hofstede (1980) identified four dimensions along which culture can be measured, and more recently added a fifth (Hofstede 2001). The work of Hofstede and others has been immensely useful in helping to identify issues that are culturally related and for devising strategies to work with them to advantage. However, the complexity of the global business reality is that the measurement of culture through such relatively static and linear methods is becoming less useful. It can only go so far in making sense of the environment. This is another paradox of coaching in the international business field; it is necessary to be informed about cultural dimensions and the preferences of different individuals, departments, countries, and so on, but at the same time it is important not to fall into the trap of what Osland, Bird, Delano and Jacob (2000) term 'sophisticated stereotyping' through the overuse or misuse of such tools and knowledge.

MULTICULTURALISM

Many countries and certainly many organizations and work teams are genuinely multicultural. Coaching needs to work with diversity within open organizational systems, not just across them. To use the example of SAB Miller, the company now has a mobile and multicultural team of expatriate managers who do not reflect one cultural background or one set of dimensions. Also, as the managers move from country to country they undergo transformational shifts in identity and perspective that take them a long way from their cultural origins.

The idea of the typical expatriate manager has been challenged. The image of a white married man in his late forties with a 'trailing spouse' and children, all of whom come from the home country of the multinational, is no longer universally recognizable. Expatriates come from everywhere. They sometimes marry locals and then shift to a culture that is alien to both partners. More women are taking on expatriate roles.

MULTIPLE LEARNING STRATEGIES: EXPERIENTIAL, NON-LINEAR, HOLISTIC

In order to help global companies to survive in a continuously changing environment, we need to define new and creative ways of teaching. Experiential teaching techniques, combining the best of science with the best of coaching, have been developed out of knowledge of Systems Theory, Cognitive Psychology, Action Learning, Constructivism and Emotional Intelligence as well as masterful coaching tools, including intuition.

Comprehensive learning comes from an alignment of head, heart and body. True understanding is the result of experiential learning in which we are intellectually connected, emotionally engaged and physically involved. Learning to change is a place in which the joy and chaos of exploration and inquiry are always present.

The brain in the occident is a pattern-seeking organ (Nisbett 2003). Every learner's brain is a uniquely organized system which is highly self-generating. The search for meaning is innate and occurs through the continuing search by the brain for patterns and relevance to the learner. Emotions are a fundamental part of learning because the brain 'down-shifts' whenever there is a perceived threat or emotional upset, diminishing its capacity for engaging in higher-level thinking. And the brain 'up-shifts' whenever there is a perceived hope or emotional reward, enhancing its capacity for engaging in higher-level thinking.

According to Constructivism, learning is a process of creating personal meaning from new information by tying it to prior knowledge and experience. Learning is not linear; rather, it is recursive, iterative, and tied to particular situations. We transfer information from one context to another only if we construct bridges to higher levels of learning.

Above all, learning is strategic. It is goal-oriented and involves the learner's assimilation of strategies associated with meta-cognition (thinking about thinking) and knowing when to use knowledge, how to adapt it, and how to manage one's own learning process. Coaches as well as executives need to adopt multiple learning strategies. We add a related note of caution that the trend towards the development of private coaching training institutions – as good as some might be – carries a risk. Some schools promote proprietary models of coaching that carry an assumption there is one approach to coaching which is superior to others. How coaches operate with executives partly reflects their training. How executives operate in their organizations reflects to some extent their coaching. In the international environment, coaches cannot afford to be limited. Their agility and flexibility must be at similar levels to those required of their organizational clients.

CASE STUDY AND ACTION LEARNING METHODOLOGIES

We ascribe to evidence-based coaching which refers to the intelligent and conscientious use of the best current knowledge in making decisions about how to deliver coaching to clients, and in designing and teaching coach-training programs (Grant 2005: 7). Accordingly, each chapter provides case studies to support the theories and coaching approaches that are discussed. Our assumption is that all evidence-based coaching methodologies that are developed with rigor and supported by research in the field have something to offer. The more of these approaches that coaches can incorporate in their repertoire, the more likely they are to have success in the evolving international business environment.

The favored methodologies in most of the chapters are related to action learning and research (e.g. Kolb 1984; Lewin 1946). That is, the coaching approach is to work in partnership with clients to generate actions and solutions to their challenges. Action research methodologies encourage perspectives beyond the individuals to their teams, organizations, communities, countries and to the impact on global society in general. The coaching works through cycles of exploration, awareness, action, reflection, and so on. External or 'expert' knowledge has no sacred position – it is only valuable if it can be applied in context. Similarly the carriers of such external knowledge – coaches – have no assumed status.

Various related images and metaphors of the external coach are explored – consistent with the social constructivist position of international coaching which assumes multiple realities and thus multiple roles for a coach. The coach can operate in the role of the 'friendly outsider', and as a '*zhengyou*' – a true friend or partner who sees beyond immediate benefit (Chapter 18). The coach can be a 'bricoleur' – a pragmatic 'jack-of-all-trades' who works within and across the stories of each situation (Chapter 20). Through the action learning and action research lenses,

the coach is a bridge between theory and practice – one who is both inside and outside at the same time.

The emphasis on case studies gives readers an insight into the complex reality of coaching in international business. It also reflects the nature of coaching as a contextual experience that relies on narratives of real people operating in real situations for which there are no packaged or formula responses.

Readers can traverse the different chapters and case studies that appear relevant to their contexts and do their own research and analysis to inform their coaching and organizational practice. This exploration will generate new insights and generate informed action that is appropriate to the external reality. Then after reflection on what happened as a result of their new actions, readers explore further and try new approaches, and so on. We are therefore putting the book forward as an action learning resource. The application of case studies to different situations puts a degree of responsibility on the readers to make their own judgments about what will work and what won't – termed in case study research as 'analytic' or 'naturalistic' generalization (Yin 2003; Stake 2000). Similarly in coaching the assumption is that clients (working in partnership with coaches) have the knowledge and capacity to determine whether or not approaches drawn from somewhere or someone else will be useful.

COACHING TOOLS

Each chapter concludes with a practical tool or model which coaches and managers can use and adapt. An evidence-based coaching approach is based on the application of sound theory and research. Fundamentally though, its effectiveness is based on results. The tools and models are aimed to increase the impact of coaching – to assist practitioners to bridge the gap between the science and the practice. From the various chapters, readers can be pragmatic in selecting tools that will enhance their own practices.

CONCLUSION

We are putting forward themes, strategies, case studies and approaches that we believe offer models for coaching in the new paradigm of international business. Yet, we know that the reality of coaching in each organization and within each sub-unit within each organization is going to be different. The influence of culture ensures a lack of predictability and the need for executives to explore their own cultural backgrounds and how they are situated within their international and organizational contexts. There are no recipes that will bring success in all situations. The organizational context must drive the coaching process. International business coaching therefore requires the same acceptance of constant change that is required by executives who are working in international business generally. Exploration, awareness, curiosity, flexibility and adaptability are vital ingredients for successful coaching relationships. The idea is for global coaches and executives who are using coaching approaches to become equipped with a variety of techniques and methodologies that they can use depending on the context. Coaching in international organizations in the new paradigm needs to be multidimensional and multifaceted.

The *Companion* is divided into three sections. The first section contains alternative and complementary frameworks and models that can be applied in coaching interventions in international business. Each has a body of evidence to support its efficacy. The art of international

business coaching practice is to ‘mix and match’, i.e. to synthesize different approaches into an intervention that works for the client in the context. The second and third sections examine specific challenges and opportunities – individual and collective – and provide guidance and strategies from the field that can be used by coaches and organizations to meet these challenges and take advantage of the opportunities.

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