

Who is Coaching the Coaches?

Readying the Next Generation for Accelerated Talent Development

~ The old horse will know the way. Chinese proverb

The world's largest generational transition will take place over the next two decades as Asian baby boomers exit the workplace. By 2050, the number of elderly—those over 65—will triple to 857 million, according to the East-West Center. With the first wave of the baby boomers turning 65 in 2011, over 100 million workers will retire from the Asian workforce over the next 10 years. In Australia, aging baby boomers make up 33% of the workplace, following closely on their heels are Gen X at 26% and Gen Y at 24%.¹

The boom in business coaching is largely in response to these shifting demographic trends. Job transition programs fail more often than they succeed. The failure rate of the latest trend, accelerated development programs for high performing talent, has increased since the economic crisis. The intent to leave a job also rose.² Who is to blame? The coaches are taking the rap.

As coaches prepare the next generation, the training of coaches is coming under the spotlight. In the accelerated succession planning environment, the need for more coach-on-coach support is evident, including partnering, peer support and knowledge sharing.



Partnering

Australian managers are not alone in ranking leadership as the number one skills gap challenge (public sector, 51%; private sector, 40%).³ In response, DBM partnered with a global financial services institution to develop a program for high potential senior leadership candidates. Comprehensive feedback reports and action plans for the development of transitional skills were mapped against the organisation's Leadership Competency Framework. "As a result of the 6-month program, these high potential leaders are better equipped in the areas of emotional intelligence to address the demands of leadership," reports Sattar Bawany, Head of Transition Coaching Asia for DBM Singapore.

Peer Coaching

Preparing for the aging US workforce and the need for accelerated succession planning, NASA's Systems Engineering Leadership Development Program (SELDP) has created sustainable improvements. With support from ongoing peer coaching during the initial coaching process and while transitioning to new assignments, the number of participants successfully transitioning into new jobs rose from 80% in year one to 90% in year two. 360-feedback systems also are being used.⁴

Evidence-based Coaching (EBC) and Coaching the Coaches

Who is coaching the coaches? Evidence-based coaching provides continuous empirical support for coaching programs, enabling sustainable management of succession planning. Truth is, few coaches receive training or evaluations. Instead, most of their training is trial by fire, on the job, in your company, during your crisis! The Institute of Executive Coaching in Australia has created a program for coaches to provide supervision and knowledge sharing to other coaches.⁵

References

¹ ManPower Employment Outlook Survey Australia. Q1/2011. <http://manpower.com.au/documents/MEOS/2011/MEOS-AU Q1-2011.pdf>

² J. Martin, C. Schmidt (2010). How to Keep Your Top Talent. Harvard Business Review. 88 (5), 54-61.

³ Australian Institute of Management. <http://www.aimqld.com.au/research/documents/AustraliasWorkforceSkillsGap09.pdf>

⁴ C.R. Williams, A.M. Reyes (2011) High Potential Leadership Development: The System Behind the System for Systems Engineering Development at NASA. Working Paper. [http://repository.upenn.edu/cgi/viewcontent.cgi?article=1007&context=od_working_papers&sei-redir=1#search="peer+coaching+succession+planning"](http://repository.upenn.edu/cgi/viewcontent.cgi?article=1007&context=od_working_papers&sei-redir=1#search=)

⁵ H. Armstrong, M. Geddes. (2009). Developing Coach Supervision Practice: An Australian Case Study. International Journal of Evidence-based Coaching and Mentoring. 7 (2), 1-17.