

THE BUSINESS COACH

@ SYDNEY BUSINESS SCHOOL

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BUSINESS COACHING – the 21st century approach to management!

Today's business world is vastly different from the business world of a decade ago. Constant change is now the norm. Businesses form alliances with competitors, customers and suppliers. The workforce is diverse. IT has enabled people to work together across the globe. All these changes have led to a change in the qualities demanded of leaders. Leaders must adopt new approaches in order to get the best from their people.

Twenty-first century management skills include mentoring, coaching and facilitation, skills which were not required in times past, when management was more hierarchical.

The new Master of Business Coaching at Sydney Business School is a response to the need of businesses to develop these skills. The course will give people both a theoretical understanding of the latest management thinking and the opportunity to develop and

hone these skills, which they can apply in their work environment. The course will also enable practising coaches to formalise their understanding of their discipline and obtain a formal qualification.



John J. Glynn,
Dean, Graduate School of Business, University of Wollongong

NEW MASTER OF BUSINESS COACHING at Sydney Business School in 2008



Sydney Business School is part of the Graduate School of Business, a faculty of the University of Wollongong. In addition to general Masters courses such as the MBA, we have a range of specialist masters such as the Master of Science (Logistics) and from 2008, the

Master of Business Coaching.

Sydney Business School is developing the Master of Business Coaching with Shirlaws, an international business coaching firm with offices based in Australia, New Zealand, Spain, UK and USA. Shirlaws' success is based on the idea that a coaching approach is

more likely to achieve sustainable success with clients than the 'telling' approach of traditional management consultants.

This combination of the academic rigour and research expertise of the Graduate School of Business and the applied knowledge and practice of Shirlaws has enabled us to create a Masters programme based on the latest research but also on experience of what works in practice. The programme is ideal for managers seeking to update their skills and for coaches working in the unregulated business coaching market where having a Master of Business Coaching will demonstrate professional competence.

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Who uses Business Coaches and why?

Many different organisations hire the services of business coaches. For some, the reason is quite simple, they do not have the expertise or resource in-house which the business coach can bring.

Business coaches use a less directive approach than consultants and support their clients in developing their own solutions. This approach can be

particularly appealing to Small and Medium Enterprises (SMEs).

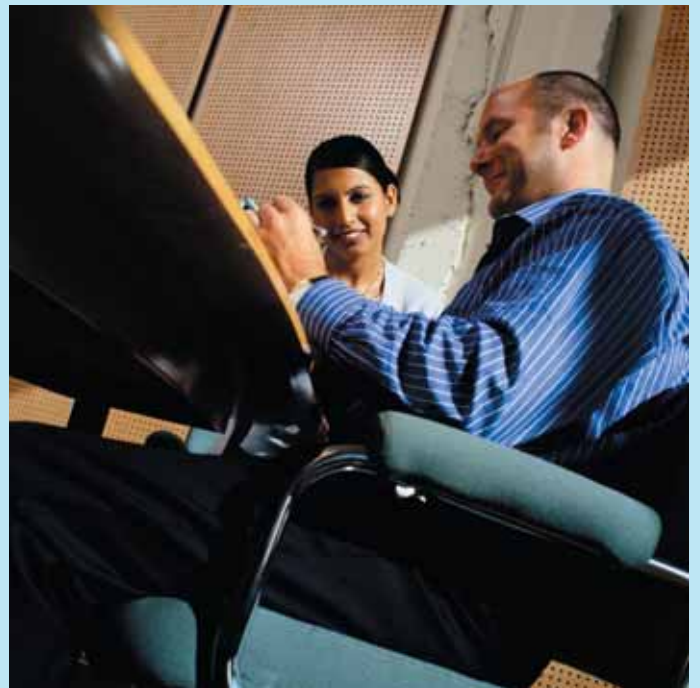
In a 2007 survey, 62% of SMEs globally and 76% in Australia gave recruitment and retention as the biggest challenges they face. Chris Dionne, global director of Shirlaws, said the research showed SMEs are now focused on getting the right culture in place and attracting the right people. Business coaches are key in helping SMEs improve

their leadership capabilities and change the culture of their organisations.

For large organisations, there is an advantage in having an outside person come in to challenge and help develop more robust business goals and strategies. The business coaching approach appeals to organisations seeking to develop their own solution and improve their skills base.

The Internal Business Coach

Internal business coaches give organisations access to business coaching experts who also have in-depth knowledge of the organisation, its people, its processes and its environment. As such, they can be valuable contributors across the organisation, using their ability to ask questions in a non-threatening way and their facilitation skills to help their colleagues define their goals and how they can achieve them. They help groups work well together and can help reduce conflict, resulting in more productive teamwork.



A Short Glossary of Coaching Terms

BUSINESS COACHING

Based on a partnership model where the coach and client work together, with the coach using techniques such as facilitation to help businesses to define and achieve their goals.

CONSULTANCY

Providing expertise to clients who require a particular type of knowledge or service for a specific period of time.

COUNSELLING/THERAPY

Helping individuals with personal difficulties.

EXECUTIVE COACHING

Helping executives set and achieve organisational goals.

FACILITATION

Helping groups work through processes, meetings etc.

LIFE COACHING

Helping individuals set and achieve

personal goals. It is not counselling or therapy.

MENTORING

A supporting relationship where a colleague guides a less experienced colleague. Mentors provide access to networks and offer advice, but do not provide hands-on training.

TRAINING

Imparting knowledge and skills, whether one-to-one or group, formal or informal format.

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Internal business coaches understand the business and help colleagues define and achieve business goals

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BUSINESS COACHING – A Growth Industry

The Executive and Business Coaching industry is one of the fastest growing industries around – growing at about 40% a year, according to the *Economist* (Dec.2005). Worldwide, revenues from coaching were US\$1.5 billion in 2007, with Australia's share of this US\$105 million, according to a survey carried out for the International Coaching Federation by Pricewaterhouse- Coopers. The Australian Institute of Management says that over 70% of its members hire coaches.

Research from the Chartered Institute of Personnel and Development found that 99 per cent of employers accepted that coaching can deliver tangible benefits to both individuals and organisations, yet half of these organisations struggled to find accredited coaches. More than seven out of ten (72%) identified improving individual and business performance as the main objectives for developing a coaching culture. An overwhelming majority (93%) of respondents using coaching said that they believe that a coaching

culture is either 'very important' or 'important' to the success of their organisation. Research by Clegg et al (2005)* found that business coaching is in the early stages of development in Australia and that business coaches are concerned

about the lack of development, the lack of clarity about the nature of business coaching and a lack of understanding about what constitutes best practice. All the indicators suggest that business coaching is a young industry with huge opportunities for personal and company growth.

*Clegg, S.R. et al. (2005) Business coaching: challenges for an emerging industry, Industrial and Commercial Training, vol. 37 No.5 pp. 218-223



STUDENT PROFILES

The Master of Business Coaching has been designed to appeal to a broad range of people interested in business coaching:

- those already working as business coaches without a formal qualification,
- those working in companies as internal coaches,
- those working as individual/executive coaches who wish to strengthen their business understanding,
- consultants or counsellors who wish to develop their coaching skills,
- career changers, (e.g. those who have been re-trenched and wish to strengthen their portfolio),
- and managers who wish to develop coaching skills as part of their management approach.

Note that 47% of UK companies surveyed by the Chartered Institute of Professional Development in 2006 train line managers in coaching skills.

What is included in the MASTER OF BUSINESS COACHING?

The Master of Business Coaching comprises eight subjects, including two electives. Students start with an Introduction to Business Coaching and Applied Coaching Skills. Students then go on to apply these skills in Leadership and People Management, Business Coaching Strategy and Planning, Innovation, Improvement and Change

Management. Students then undertake a research project related to business coaching.

The two electives can be chosen by the student to complement their existing skills. For example, one student might choose Marketing and Finance, while another might choose Logistics and Project Management. In this way, each

student's programme will allow them to update their existing knowledge, strengthen their skills portfolio and formalise their qualifications.

The Master of Business Coaching will be delivered at the Sydney Business School, via a combination of intensive face to face sessions and eLearning support.



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The future of BUSINESS COACHING

BY CHRIS DIONNE, SHIRLAWS

The future of business and the broader skills now required for future leaders and industry participants have never been more relevant than now.

With the phenomenon of "coaching" well and truly upon us, it is clear that there is a real opportunity to consider obtaining a broader range of skills, with a stronger weighting on people management, using a formulated methodology, let's call that coaching. This is particularly apparent in today's business environment.

Today's market place is not only dynamic and fast-paced, there is a need to enhance, deliver and utilise different skills. In



businesses, a "blended communication approach" covering a broader range of disciplines and more complex skills will be required by managers in the near future than perhaps ever before.

Unlike a few years ago, managers, coaches and people involved in

inspiring and shaping others are now required to be multi-tasked individuals. There is now a requirement to have not only traditional technical skills, but new and future leaders will be required to be much better communicators and competent "to draw the best" out of people, and to ensure people are provided with the best opportunities by the manager.

Based on research in over 39 countries and 450 businesses, the challenges for the future will be culture, staff retention and succession. It will be critical to ensure that leaders address these predicted issues proactively. They all have a "soft element" to them and will require people to have the balance and skills to ensure the most effective path is followed.

Interested in the SBS 2008 MASTER OF BUSINESS COACHING?

The Master of Business Coaching is an exciting new qualification both for managers and coaches. However, before you apply, think seriously about the other commitments in your life and whether you have the time to devote to this very demanding course. An Open Evening will be held on 1st November at SBS

where you can meet SBS and Shirlaws staff, find out more about the programme and have your questions answered. To register your interest in attending the Open Evening, please contact Pauline Oei-Kalyaprasit at paulineo@uow.edu.au

Applications are already being accepted for the 2008 Master of

Business Coaching. Postgraduate Coursework Application forms can be found at www.uow.edu.au/prospective/apply/index.html and should be submitted by 30 November 2007.

Interviews with prospective candidates will be held in December 2007 and candidates will be notified by the end of December 2007.

The Master of Business Coaching will begin in February 2008 at Sydney Business School and will take two years to complete part-time. The Sydney Business School offers state of the art facilities in a unique learning environment. Located in the heart of Sydney's Central Business District and overlooking Hyde Park, SBS has 2000 square metres of tailored learning and teaching space, including a business-focused library with access to over 51,000 journal titles, 200,000 journal volumes, 250 online databases of journal articles and 4,000 ebooks.



CONTACT DETAILS

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