

WHAT'S GOING ON IN THE COACHING WORLD?

KELVIN LIM KIAN MENG

FOUNDER, *EXECUTIVE COACH INTERNATIONAL*
EXECUTIVE PRODUCER OF *LEAP*, WORLD'S FIRST COACHING MOVIE
WORLD RECORD HOLDER, *MOST PEOPLE COACHED*
CONSECUTIVELY BY A SINGLE PERSON

Never seen before road map to the critical components of what makes coaching work, blended with candid snapshots of life. This book will matter to people who care about living, transforming and evolving lives, including their own.

What's Going on in the Coaching World?

By Kelvin Lim Kian Meng

Order the complete book from the publisher

[Booklocker.com](https://www.booklocker.com)

<https://www.booklocker.com/p/books/10436.html?s=pdf>

**or from your favorite neighborhood
or online bookstore.**

WHAT'S GOING ON IN THE COACHING WORLD?

KELVIN LIM KIAN MENG

FOUNDER, *EXECUTIVE COACH INTERNATIONAL*

EXECUTIVE PRODUCER OF *LEAP*, WORLD'S FIRST COACHING MOVIE

WORLD RECORD HOLDER, *MOST PEOPLE COACHED*

CONSECUTIVELY BY A SINGLE PERSON

What's Going On in the Coaching World ?

Copyright © 2019 by Kelvin Lim Kian Meng

ISBN: 978-1-64438-409-1

All rights reserved. No part of this book may be used or reproduced in any manner whatsoever without written permission except in the case of brief quotations embodied in critical articles or reviews.

Printed on acid-free paper.

This book is meant to supplement, not replace coaching or coach training. This book is also not intended as a substitute for professional advice, psychology counselling or any type of therapy or medical advice. Although the author and publisher have made every effort to ensure that the information in this book is correct at press time, the author and publisher do not assume and hereby disclaim any liability to any party for any loss, damage, or disruption caused by errors or omissions, whether such errors result from negligence, accident, or any other cause.

First Edition
2019

Editing by Su-Ann Mae Phillips and Julia Ng
Cover Design by Todd Engel, Engel Creative
Layout by Foo Siew Huey

For more information contact :
Kelvin Lim Kian Meng
www.ecicoaching.com

Contents

1	WHAT MAKES COACHING WORK?	1
	Coaching is.....	2
	Coaching in Today’s World	3
	Approaches in Coaching	4
	What this Book is about.....	5
2	20 GENERAL PRINCIPLES	9
	Ethics.....	11
	Coaching Agreement	14
	Without Prejudice.....	17
	Trust and Intimacy	21
	Coach Presence	27
	Coach Expertise.....	33
	Engagement.....	42
	Listening.....	46
	Casing	51
	Questioning.....	55
	Direct Communication.....	60
	Empowerment	64
	Creating Awareness.....	68
	Enablement	73
	Choice	78

	Progress and Accountability	84
	Flexibility	87
	Strategy.....	91
	Designing Actions	95
	Planning and Goal Setting.....	98
3	AREAS OF COACHING	101
	Life Coaching.....	103
	Business Coaching.....	103
	Corporate Coaching.....	104
	Performance-related Coaching.....	106
	Breakthrough-related Coaching	107
	Results-related Coaching.....	107
	Strategic Outcome-related Coaching.....	107
	Life Coaching.....	108
	Life-related Coaching	108
	Lifestyle-related Coaching.....	108
	Recovery-related Coaching	109
	Transition-related Coaching.....	109
	Personal Communication-related Coaching.....	109
	Knowledge/Skills-related Coaching.....	110
	Relationship-related Coaching.....	110
	Gender-related Coaching	110
	Business Coaching	111
	Business Startup-related Coaching.....	111
	Business Planning-related Coaching	112
	Business Development-related Coaching.....	112
	Business Troubleshooting-related Coaching.....	112
	Leadership-related Coaching	112
	Team-related Coaching.....	113
	Diversification/Integrative-related Coaching	113
	Multi-Culturalism-related Coaching	114

	Corporate Coaching	114
	Leadership Development-related Coaching	114
	Executive/C-Suite-related Coaching.....	115
	Corporate Management-related Coaching	115
	Career-related Coaching	115
	Career Transition-related Coaching.....	116
	Communication-related Coaching.....	116
	Mediative/Bridging-related Coaching.....	116
	Holistic Coaching	117
	Beingness-related Coaching.....	117
	Direction/Purpose-related Coaching.....	118
	Discipline-related Coaching	118
	Discovery-related Coaching	118
	Personal Quality Development-related Coaching.....	119
	Roles-related Coaching	119
	Values-related Coaching	119
4	COACHING APPROACHES.....	121
	10-8-8 Coaching Approaches.....	122
	10 Major Coaching Approaches.....	122
	MAJOR APPROACH: Client-based coaching	123
	MAJOR APPROACH: Model-based coaching.....	124
	MAJOR APPROACH: Principle-based coaching.....	125
	MAJOR APPROACH: Situational-based coaching	126
	MAJOR APPROACH: Objective-based coaching.....	129
	MAJOR APPROACH: Essence-based coaching	130
	MAJOR APPROACH: Systems-based coaching	131
	MAJOR APPROACH: Ideology-based coaching.....	133
	MAJOR APPROACH: Discipline-based coaching.....	134
	MAJOR APPROACH: Process-based coaching.....	136
	8 Minors/Niche Coaching Approaches.....	138
	MINOR APPROACH: Analytical-based coaching.....	139
	MINOR APPROACH: Experience-based coaching.....	140

	MINOR APPROACH: Age and seniority-based coaching	142
	MINOR APPROACH: Culturally-based coaching	143
	MINOR APPROACH: Racial-based coaching.....	145
	MINOR APPROACH: Position/Role-based coaching	146
	MINOR APPROACH: Mentoring-based coaching.....	148
	MINOR APPROACH: Cookie cutter-based coaching	149
	8 Non-coach Approaches.....	151
	NON-COACH APPROACH: Exploitative dependency	152
	NON-COACH APPROACH: Punishment and reward	153
	NON-COACH APPROACH: Vague promises	155
	NON-COACH APPROACH: Programming-based.....	157
	NON-COACH APPROACH: Power/Dominance and Submission..	158
	NON-COACH APPROACH: Self-asserted authority	160
	NON-COACH APPROACH: Somatic	162
	NON-COACH APPROACH: Unrealistic optimism	163
5	9CUPS.....	166
	9 Core Conversations.....	169
	Coach Cycle.....	173
	Universal Model.....	176
	Project Coaching.....	180
	Sequences.....	183
	INTERVIEW WITH KELVIN	187
	ABOUT	
	EXECUTIVE COACH INTERNATIONAL.....	196
	ACKNOWLEDGEMENTS	199
	APPENDIX	201
	LIST OF FIGURES.....	203
	IMAGE CREDITS.....	206

1

What makes coaching work?

THERE IS A WHOLE GENERATION OF PEOPLE who are waking up to the idea of being responsible for themselves, out of the “lost” internet generation. (The lost internet generation came about because there was an overwhelm of information that the previously established intellectual and social structures were not equipped to handle.) There are many people in this so called lost generation who have the equipment and the makings of an amazing coach. Except that the information they are receiving about coaching is confused, garbled and unclear.

With so much noise in the marketplace, where do they find a path that will truly work for them?

I want to offer a path for these people who will find a use for the brilliance of what coaching was originally was, as it was created by the people who founded it. And may it serve as a tool for the future to come.

I'D LIKE TO PROPOSE A DEEPER UNDERSTANDING of the key components, segments and principles that make coaching work regardless of the approach that is taken that makes up the so called “magic” of coaching.

Coaching is...

Let us begin with exploring the understanding of coaching as essentially the critical conversation held as a forwarding dialogue between a coach and the client.

The coaching conversation accounts for the situation and the conditions, as well as the frameworks, psychologies and experience of the client in order to catalyse the client into a decision making process, a planning strategy, a commitment to change, accountability and manifestation.

Coaching conversations result in enabling the client to become more expanded, integrated and aligned in order to move forward in the direction that is beneficial to the client. As such, coaching becomes a forwarding process that works when any or all of these elements shift in favour of that.

What makes coaching work?

The fact that somebody – a client – is ready to make a change in their life, and the coach happens to be able to be at hand to give them everything they need to make that bridge. Without the fundamental desire for change, coaching becomes a difficult job, because it is no longer change, but it becomes persuasion to change, or manoeuvre to change, or trying to change.

Coaching in Today's World

Many different schools have emerged over the last thirty years of coaching. Most of these are particularly insightful adaptations of coaching principles that make coaching work. And due to marketing and branding needs for differentiation, many schools and coaches have selectively packaged essential principles, rebranded them, given them fancy names and pretended that it is some kind of unique creation.

That is not, however, what makes coaching really work.

What makes coaching work is that these practitioners have been able to successfully deploy essential principles that create the “magic” of coaching effect, and they have every right to name the establishment of a process which they discovered in their practice.

Of course, given that coaching has a part where it allows us to discover ourselves and our own passions, many founders and coaches have an emotional layer added to their tools that form an ideological emphasis on what they believe is valuable and a contribution to the world from their end. This makes coaching not a totally academic subject because of the very involvement of what it means to be human.

So as much as I would like to simplify a very complex and magical process and try to argue that only three things are necessary to make coaching work, I would be doing coaching a disservice because that will not be a balanced perspective, but a biased approach from my point of view. If, in reading this book, you are able to identify aspects of the coaching process that you may have picked up along the way in your journey, I hope to be able to shed more light as to the place, position and functionality of the different components that you may have picked up, regardless of the philosophy or ideology that you have come to ascribe to.

My conversation here is not to undermine any of these labels but instead to highlight, if I so may, the critical components that make any successful coach's approach functional. In this way, I hope to offer a

deeper understanding of what I believe is a more complete map of what coaching looks like. I also wish to celebrate the different uniqueness that my colleagues around the world have been able to deploy with their unique gifts and orientations into the world of coaching.

Approaches in Coaching

Some coaching approaches are far more valuable in its ability to facilitate changes and transformations in certain areas of life, and facilitate applications that make certain approaches more effective for certain kinds of client needs. At the same time, the proportion or the factors added or changed could produce amazing outcomes where least expected or lead to a new adaptation and application of coaching principles.

If you are seeking an approach to your coaching, whether it is through training or designing your own, one of the key things I found I have in common with many coaches out there is that we use our coaching approach to make a difference (at least I do) because once upon a time, somebody in the coach position made a difference for me. And when I speak with my fellow colleagues around the world, this is a very common sentiment that we tend to share.

Coaching is making a great impact in the world because of the difference that it does make. Coaching has transformed the worldwide training and development industry in such an impactful way that it overshadows its own origins.

If you live in today's age, it is probably impossible for you to have not come across coaching. And the benefits of that, if I must say, is pretty cool, (assuming you encounter a good coach who knows what the hell they are doing).

At the very least, you would find a well-meaning but badly educated coach who is simply trying to help a fellow man. It can be as simple as a friend trying to advise another friend when they are down. On the other hand, you have the master coaches who will psychoanalyse you in under one minute without telling you anything. And you have the unique pleasure of having them point to you and work with you to the very core, critical weaknesses or emphasises which, when you work with that, it will be pivotal to your transformation. Hence, the value of the coaches who are at masterful levels. In between, you have coaches who are attempting to emulate such deep levels of observation with various tools and assessments and prescribing workable solutions via cooperative and partnership dialogues to co-create solutions that the clients can fully own. And such solutions permeate into all walks of life and all areas which I would discuss in Section 3 on applications in this book.

What this Book is about

I would like to share knowledge from my experience of working with clients and training coaches over the past few decades I have been coaching. I am humbled by the opportunities that have come my way that have brought me invaluable knowledge and wisdom and I hope I am able to offer a more balanced perspective of coaching through this book. To this end, the book has a technical side, as I wish to share how I designed my systems, approaches and techniques in the light of the on-going changes and adaptations going on in the background in the world of coaching.

My acclaimed “fame” lies in being one of the pioneers of the coaching industry in Asia. Together with a team of researchers and one of the purported fathers of professional life coaching, Thomas Leonard, we sat down and designed many tools and techniques as early as year 2000 that are still being used in the market today. And being one of the people honoured to participate in the design of such tools, I have had an opportunity to take a unique position in understanding how coaching tools are designed. Setting up a coaching organisation in Singapore in 2003 gave me the privilege to test and modify tools and technologies

as I watched and encountered different practitioners create their own unique adaptations of the principles that truly made coaching work through coaching since then.

For those who are seeking to be a coach and understand what coaching is, I have a section of the book dedicated to the fundamental understanding of what coaching is and how it works. This is summarised as Section 2 on Twenty General Principles. If you are new to the field of coaching, I recommend you read Section 2 first before attempting to understand the areas that coaching happen in, which is Section 3 on Areas of Coaching. Altogether, I have listed out 27 areas of coaching; these are by no means exhaustive, but it does provide an overview of the areas in which coaching takes place. The excruciating details in Section 4 on Coaching Approaches covers what I call the 10-8-8: 10 major and holistic approaches, 8 minor and niche approaches and 8 non-coach approaches. You may recognise some of them from your personal real life experience. While there is an attempt to be as neutral as possible, I concede that I do have my preferences when it comes to certain approaches to coaching, as evident in this book. I am also issuing a warning: the 8 non-coach approaches can be pretty controversial and confronting, but including them in this book gives you a holistic view of what is, and what is not coaching. After going through the 10-8-8, this will take you close to the end of this book, but I do not stop there. When you push on to Section 5, you will be forwarded into an introductory understanding of my system of coaching that I use to develop my coaches. I have summarised it as 9CUPS– a mix of models, frameworks and maps.

Naturally, there are going to be much more things that will be undiscovered in this field of coaching, and for the intent and purposes of sharing the content with the world, I will contain this book's content here for now.

It is my intention that this book will be able to empower the seeker with a grasp of the fundamental principles and the systemic way of how coaching works such that you, the reader, will be not left without a more comprehensive map while you are left to emulate and admire

the masterful artistry of the master practitioners who have created and made their own a unique style that is the art of their coaching.

I intend that this book serves as a comprehensive marker of the principles of professional coaching as it stands today. For those readers who are reading this book far into the future, I intend that this book be able to establish some of the essential fundamentals of this great revolution in training and education of our times.

Kelvin Lim

WHAT'S GOING ON IN THE COACHING WORLD?

KELVIN LIM KIAN MENG

FOUNDER, *EXECUTIVE COACH INTERNATIONAL*
EXECUTIVE PRODUCER OF *LEAP*, WORLD'S FIRST COACHING MOVIE
WORLD RECORD HOLDER, *MOST PEOPLE COACHED*
CONSECUTIVELY BY A SINGLE PERSON

Never seen before road map to the critical components of what makes coaching work, blended with candid snapshots of life. This book will matter to people who care about living, transforming and evolving lives, including their own.

What's Going on in the Coaching World?

By Kelvin Lim Kian Meng

Order the complete book from the publisher

[Booklocker.com](https://www.booklocker.com)

<https://www.booklocker.com/p/books/10436.html?s=pdf>

**or from your favorite neighborhood
or online bookstore.**