

7. Training and development

7.1 Training and development Concept

Human Resource Management, training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including human resource development, and learning and development.

Harrison observes that the name was endlessly debated by the Chartered Institute of Personnel and Development during its review of professional standards in 1999/2000. "Employee Development" was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to feel comfortable with. "Human Resource Development" was rejected by academics, who objected to the idea that people were "resources" & dash; an idea that they felt to be demeaning to the individual. Eventually, the CIPD settled upon "Learning and Development", although that was itself not free from problems, "learning" being an overgeneral and ambiguous name. Moreover, the field is still widely known by the other names.

Training and development (T&D) encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the International Institute of Market Research and Analytics, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The "stakeholders" in training and development are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And

the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

The conflicts that are the best part of career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

Talent development

Talent development, part of human resource development, is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. Rothwell notes that the name may well be a term in search of a meaning, like so much in management, and suggests that it be thought of as selective attention paid to the top 10% of employees, either by potential or performance.

While talent development is reserved for the top management it is becoming increasingly clear that career development is necessary for the retention of any employee, no matter what their level in the company. Research has shown that some type of career path is necessary for job satisfaction and hence job retention. Perhaps organizations need to include this area in their overview of employee satisfaction.

The term talent development is becoming increasingly popular in several organizations, as companies are now moving from the traditional term training and development. Talent development encompasses a variety of components such as training, career development, career management, and organizational development, and training and development. It is expected that during the 21st century more companies will begin to use more integrated terms such as talent development.

Washington Group International, in their paper "The Nuclear Renaissance, A Life Cycle Perspective" defined two logical laws of talent development:

First law of talent development: "The beginnings of any technology-rich business are all characterized by a shortage of large numbers of technically trained people needed to support ultimate growth"

Second law of talent development: "The resources will come when the business becomes attractive to the best-and brightest who adapt skills to become part of an exciting opportunity"

Talent development refers to an organization's ability to align strategic training and career opportunities for employees.

7.2 Coaching

Origins

Etymologically, the English term "coach" is derived from a medium of transport that traces its origins to the Hungarian word *kocsi* meaning "carriage" that was named after the village where it was first made. The first use of the term coaching to mean an instructor or trainer arose around 1830 in Oxford University slang for a tutor who "carries" a student through an exam. Coaching thus has been used in language to describe the process used to transport people from where they are, to where they want to be. The first use of the term in relation to sports came in 1861.

Historically the evolution of coaching has been influenced by many other fields of study including those of personal development, adult education, psychology (sports, clinical, developmental, organizational, social and industrial) and other organizational or leadership theories and practices. Since the mid-1990s, coaching has developed into a more independent discipline and professional associations such as the Association for Coaching, The International Coach Federation, and the European Coaching and Mentoring Council have helped develop a set of training standards. Janet Harvey, president of the International Coach Federation, was quoted in a New York Times article about the growing practice of Life Coaching, in which she traces the development of coaching to the early 1970s Human Potential Movement and credited the teachings of Werner Erhard's "EST Training," the popular self-motivation workshops he designed and led in the '70s and early '80s.

Thomas Leonard who founded "Coach U", "International Coach Federation", "Coachville" and "the International Association of Coaches" was an EST employee in the 1980 's. After having resigned from EST, Thomas Leonard continued being always concerned with EST or Landmark-Education as a business partner. He is always under the influence of Werner Erhard, and participated in foundation of

"Coaches Training Institute". Naming of "coaching" is also Erhard 's influence clearly. Werner Erhard believed "Affirmations (New Age)" and took his original expressions in the seminars. For example, he often added "-ing" to behind the words which have both functions of a verb and the noun. The usage became like vogue words in the '70s and early '80s.

The facilitative approach to coaching in sport was pioneered by Timothy Gallwey;[before this, sports coaching was (and often remains) solely a skills-based learning experience from a master in the sport. Other contexts for coaching include executive coaching, life coaching, emotional intelligence coaching and wealth coaching.

Applications

There are many definitions of coaching, mentoring and various styles of management and training.

What follows are more succinct definitions of the various forms of helping. However, there may be overlap between many of these types of coaching activities.

Managing is making sure people do what they know how to do. Training is teaching people to do what they don't know how to do. Mentoring is showing people how the people who are really good at doing something do it. Counselling is helping people come to terms with issues they are facing. Coaching is none of these – it is helping to identify the skills and capabilities that are within the person, and enabling them to use them to the best of their ability.

Professional coaching uses a range of communication skills (such as targeted restatements, listening, questioning, clarifying etc.) to help clients shift their perspectives and thereby discover different solutions to achieve their goals. These skills are used when coaching clients in any field. In this sense, coaching is a form of 'meta-profession' that can apply to supporting clients in any human endeavor, ranging from their concerns in personal, professional, sport, social, family, political, spiritual dimensions, etc.

Life coaching

Life coaching draws upon a variety of tools and techniques from other disciplines such as sociology, psychology, positive adult development and career counseling with an aim towards helping people identify and achieve personal goals. Specialty life coaches may have degrees in psychological counseling, hypnosis, dream analysis, marketing and other areas relevant to providing guidance. However, they

are not necessarily therapists or consultants; psychological intervention and business analysis may lie outside the scope of some coaches' work.

The phrase "life coach" dates from at least 1941.

Contemporary life coaching can be traced to the teachings of Benjamin Karter, a college football-coach turned motivational speaker of the late 1970s and early 1980s.

Many life-coach training-schools and -programs operate worldwide, providing options (classroom attendance or home study) for the individual who wants to gain a certificate or diploma and to take up paid work in the field of life coaching. Many certificates and a few diplomas are available within the profession.

On August 14, 2012, the term Life Coach appeared for the first time in Merriam-Webster's Collegiate Dictionary.

Regulation

Critics see life coaching as akin to psychotherapy but without restrictions, oversight, regulation, or established ethical policies. Regulators have addressed some of these concerns on a state-by-state basis. In 2009, the State of Tennessee issued a memorandum emphasizing that life coaches may be subject to discipline if they perform activities construable as personal, marital, or family counseling. Some other states have made no formal statement but have legal statutes that broadly define mental-health practice. Hawaii, for example, defines the practice of psychology as any effort aimed at behavior change or to improve "interpersonal relationships, work and life adjustment, personal effectiveness, behavioral health, [or] mental health." Although such states usually provide some exclusions to licensure requirements (such as for ordained clergy), life coaches do not usually qualify for the exclusion. More favorably to life coaches, in 2004 the Colorado General Assembly specifically exempted trained life-coaches from licensure requirements that apply to other mental and behavioral health professionals in that state.

ADHD coaching

ADHD coaching is a specialized type of life coaching that uses specific techniques designed for working with the unique brain wiring of individuals with attention-deficit hyperactivity disorder. Coaches' work with clients to help them better manage time, organize, set goals and complete projects. In addition to helping clients understand the impact ADHD has had on their lives, coaches can help clients develop "work-around" strategies to deal with specific challenges, and determine

and use individual strengths. Coaches also help clients get a better grasp of what reasonable expectations are for them as individuals, since people with ADHD "brain wiring" often seem to need external mirrors for accurate self-awareness about their potential despite their impairment.

Business coaching

Business coaching is a type of personal or human resource development. It provides positive support, feedback and advice to an individual or group basis to improve their personal effectiveness in the business setting. Business coaching includes executive coaching, corporate coaching and leadership coaching.

The Professional Business Coach Alliance, The International Coach Federation, the International Coaching Council and the Worldwide Association of Business Coaches provide a membership-based association for business coaching professionals. These and other organizations train professionals to offer business coaching to business owners. However, there is no certification required to be a business or executive coach, and membership in such self-designed organizations is entirely optional. Further, standards and methods of training coaches can vary widely from organization to organization, reiterating the open-ended nature of business coaching. Many business coaches refer to themselves as Consultants, a broader business relationship than one which exclusively involves coaching. According to a MarketData Report in 2007, an estimated 40,000 people in the US, work as business or life coaches, and the \$2.4 billion industry is growing at rate of 18% per year. According to the National Post, business coaching is one of the fastest growing industries in the world.

There are almost as many different ways of delivering business coaching as there are business coaches. Some offer personal support and feedback, others combine a coaching approach with practical and structured business planning and bring a disciplined accountability to the relationship. Particularly in the small business market, business coaching is as much about driving profit as it is about developing the person.

Coaching is not a practice restricted to external experts or providers. Many organizations expect their senior leaders and middle managers to coach their team members to reach higher levels of performance, increased job satisfaction, personal growth, and career development. Business coaching is not the same as mentoring. Mentoring involves a developmental relationship between a more experienced "mentor" and a less experienced partner, and typically involves sharing of advice. A

business coach can act as a mentor given that he or she has adequate expertise and experience. However, mentoring is not a form of business coaching.

Executive coaching

Executive coaching is designed to help facilitate professional and personal development to the point of individual growth, improved performance and contentment. Most important, the coach attempts to stimulate the client's self-discovery by posing powerful questions and/or assigning homework that may take the form of "thought experiments" with written product or "field experiments" which are actions to try in the real world that may result in experiential learning and development of new approaches to situations. Coaches need to have a strong understanding of individual differences in a work place as well as the ability to adapt their coaching style or strategies. It is suggested that those coaches who are unable to acknowledge these differences will do more harm than good. Many executive coaches have a specific area of expertise: sports; business or psychology. Regardless of specific area of focus, coaches still need to be aware of motivational needs and cultural differences.

Executive coaches work their clients towards specific professional goals. These include career transition, interpersonal and professional communication, performance management, organizational effectiveness, managing career and personal changes, developing executive presence, enhancing strategic thinking, dealing effectively with conflict, and building an effective team within an organization. An industrial organizational psychologist is one example of executive coaching.

Control Theory

Multiple factors affect coaching such as motivation, cultural differences, goals, and feedback. Control theory focuses on goals and feedback. The basic premise of control theory is that people attempt to control the state of some variable by regulating their own behavior. With behavioral regulation, first compare the goal with feedback. After comparing the two you can now evaluate if there is a behavior that can be changed to increase performance which will help reach your goal.

Expatriate and global executive coaching

Expatriate and global Executive coaching deals specifically with the unique set of challenges created from crossing cultures following an international or domestic relocation. This niche of coaching tends to center around adapting to a new culture, identity issues created within relocating families, difficulties attaining professional goals amidst a changing political and social structure, and other social and personal hurdles unique to each individual. This method of coaching is either individual, or group-based and helps the client gain fulfillment, success and a sense of identity in the areas that are coached.

Career coaching

Career coaching focuses on work and career or issues around careers. It is similar in nature to career counseling and traditional counseling. Career coaching is not to be confused with life coaching, which concentrates on personal development. Another common term for a career coach is career guide, although career guides typically use techniques drawn not only from coaching, but also mentoring, advising and consulting. For instance, skills coaching and holistic counseling are increasingly of equal importance to careers guidance in the UK.

Financial coaching

Financial coaching is an emerging form of coaching that focuses on helping clients overcome their struggle to attain specific financial goals and aspirations they have set for themselves. At its most basic, financial coaching is a one-on-one relationship in which the coach works to provide encouragement and support aimed at facilitating attainment of the client's financial plans. Recognizing the array of challenges inherent in behavior change, including all too human tendencies to procrastinate and overemphasize short-term gains over long-term wellbeing, they monitor their clients' progress over time and hold the client accountable. This monitoring function is hypothesized to boost clients' self-control and willpower. Previous studies in psychology indicate that individuals are much more likely to follow through on tasks when they are monitored by others, rather than when they attempt to 'self-monitor'. Although early research links financial coaching to improvements in client outcomes, much more rigorous analysis is necessary before any causal linkages can be established. In contrast to financial counselors and educators, financial coaches do not need to be experts in personal finance because they do not focus on providing financial advice or information to clients.

Personal coaching

Personal coaching is a process which is designed and defined in a relationship agreement between a client and a coach. It is based on the client's expressed interests, goals and objectives.

A professional coach may use inquiry, reflection, requests and discussion to help clients identify personal and/or business and/or relationship goals, and develop action plans intended to achieve those goals. The client takes action, and the coach may assist, but never leads or does more than the client. Professional coaching is not counseling, therapy or consulting. These different skill sets and approaches to change may be adjunct skills and professions.

Systemic coaching

Systemic coaching is a form of counseling that employs constructivistic conversation, aimed at human problem resolution. Systemic coaching recognizes that in order for two or more persons to interact effectively in a social system, any one individual or group of individuals within that system, each as an element of the whole, may require or benefit from coaching aimed at restoring equilibrium or creating a new alignments.

Health coaching

In the world of health and wellness, a health coach is an emerging new role. Health coaching is becoming recognized as a new way to help individuals "manage" their illnesses and conditions, especially those of a chronic nature. The coach will use special techniques, personal experience, expertise and encouragement to assist the coachee in bringing his/her behavioral changes about.

Sports coaching

Marylebone Cricket Club coaching books

In sports, a coach is an individual that teaches and supervises, which involves giving directions, instruction and training of the on-field operations of an athletic team or of individual athletes. This type of coach gets involved in all the aspects of the sport, including physical and mental player development. Sports coaches train their athletes to become better at the physical components of the game, while others train athletes to become better at the mental components of the game. The coach is

assumed to know more about the sport, and have more previous experience and knowledge. The coach's job is to transfer as much of this knowledge and experience to the players to develop the most skilled athletes. When coaching its entail to the application of sport tactics and strategies during the game or contests itself, and usually entails substitution of players and other such actions as needed. Many coaches work at setting their own rules and regulations. They are expected to provide and maintain a drug free environment, act as a role model both on and off of the fields and courts. Coaches must ensure that their players are safe and protected during games as well as during practices.

Dating coaching

Dating coaches are coaches whose job is to direct and train people to improve their success in dating and relationships. A dating coach directs and trains his/her clients on various aspects of meeting and attracting long-term partners and meeting more compatible prospects. The focus of most programs is on confident and congruent communication. Dating coaches may focus on topics important to the art of dating: interpersonal skills, flirting, psychology, sociology, compatibility, fashion and recreational activities. Neil Strauss in *The Game: Penetrating the Secret Society of Pickup Artists* also focuses on neuro-linguistic programming (NLP), theories of persuasion, history and evolutionary biology, body language, humor and street smarts.

Conflict coaching

Conflict coaching may be used in an organizational context or in matrimonial and other relationship matters. Like many other techniques of this nature, it is premised on the view that conflict provides an opportunity to improve relationships, to create mutually satisfactory solutions and attain other positive outcomes when differences arise between and among people.

Victimization coaching

Victimisation coaching is a type of life coaching that educates people who consider themselves as victims of crime or those who fear victimisation. Coaches work with groups of people to assist them on how to identify and approach potentially hazardous situations.

Christian coaching

Christian coaching is becoming more common among religious organizations and churches. A Christian coach is not a pastor or counselor (although he may also be qualified in those disciplines), but rather someone who has been professionally trained to address specific coaching goals from a distinctively Christian or biblical perspective.

Although training courses exist, there is no single regulatory body for Christian coaching. Some of these training programs feature best-selling Christian authors, leaders, speakers or pastors. Several of these authors have developed their own coach training programs, such as Henry Cloud and John Townsend, or John C. Maxwell.

Coaching ethics and standards

One of the challenges in the field of coaching is upholding levels of professionalism, standards and ethics. To this end, many of the coaching bodies and organizations have codes of ethics and member standards and criteria according to which they hold their members accountable in order to protect coaching clients' interests

Viability as a career

Coaching as a career has become increasingly popular over the past 15 years, fueled in part by the work of Thomas J. Leonard. However, the competitive marketplace has posed problems for some. Suzanne Falter-Barnes and David Wood demonstrated in a 2007 survey of 3,000 coaches that more than 50% are earning less than \$10,000 a year. However, the survey canvassed a mixture of full-time and part-time coaches.