

Coaching

Coaching as a Management
Development Tool

Ward Howell' Talent Equity Institute - internal research and development division. Its main goal is generating and disseminating knowledge about managerial talent and leadership in emerging markets. The Institute engages in research on human capital and development of practical models, as well as consulting products, designed specifically for emerging markets and based on these models.



Stanislav Shekshnia
Senior Partner,
Ward Howell/
Zest Leadership

Paraphrasing the popular catch phrase of a former deputy of the USSR Supreme Soviet regarding there being no sex in the Soviet Union, I would like to begin this brief introduction by asserting one thing: we do have coaching! This issue of Talent Equity Newsletter contains results from research done by the Talent Equity Institute that shows coaching as a development tool exists in Russian companies, is used to people's benefit and is having its application expanded.

I find this to be good news, not just because business coaching is my job or that our company has been developing this industry for a long time now, but because I believe in coaching as being a tool for modernizing Russian business. We are in grave need of leadership skills, and we urgently need to catch up to the rest of the world, which that has left us in the dust, by obtaining them. Coaching is one of the few tools that can give us the help we so desperately need.

I also see coaching as an effective method for managing modern, complex and independent people that helps spread the values I cherish. I interpret coaching as being a philosophy of equality, mutual respect, partnership, one's personal quest and paying attention to one another. Coaching helps not only the employee become more productive, but also makes the manager using it more humane, better and spiritually richer.

This is what I wanted to wish you and your employees!

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In previous Talent Equity Newsletter issues we talked about leadership during an economic crisis, but just knowing the best practices is often not enough to produce results. Increasing efficiency requires changing the way we think and act, which, in turn, means that managers, like anyone, must be patient, attentive to themselves and highly motivated. They must put in significant amounts of effort and, occasionally, accept other people's help.

In this issue we are going to look at business coaching – a development instrument that more and more managers are using. We did not choose this topic by chance: Ward Howell/Zest Leadership consultants have been successfully using coaching for more than ten years to achieve their clients' goals. We know this method rather well and it continues to be very intriguing. Moreover, we have seen that demand for coaching grew over the past year despite the economic recession.

Today coaching is becoming almost as popular among senior management as working with business consultants, auditors and recruitment specialists.

In this issue of Talent Equity Newsletter we set out to do two things: first, talk about business coaching succinctly and clearly, and give a few recommendations on how to use this instrument in one's management practices; second, give our readers the chance to get some "straight talk" from

the consumers and suppliers of coaching services in Russia, Ukraine and Kazakhstan.

In addition to a cycle of interviews and our own expert opinion, we used survey results from one hundred senior executives when putting together this newsletter (survey was conducted in Russia, Ukraine and Kazakhstan).

Just What is Coaching?

Coaching is one of the fastest growing industries in management consulting. According to the International Federation of Coaching, there are more than forty thousand certified business coaches across the world. Coaches' daily rates in developed countries can range from one thousand to thirty-thousand dollars. Twenty years ago it was seen as extravagant for a manager to work with a coach, and ten years ago it was considered fashionable. Today, coaching is becoming almost as popular among senior management as working with business consultants, auditors and recruitment specialists.

The initial meaning of the word "to coach" was transport, to carry from one place to another¹. This is a good definition in that it points toward the main goal of coaching – achieving specific changes in a person's

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behavior. Business coaching can latterly be described as a partnership between a coach and a coachee meant to increase the latter's productivity by heightening their motivation, changing their professional behavior (style) and helping to find the answers to difficult questions.

There are also other definitions of this method. We believe that these multiple definitions show the complexity of the concept of coaching which is difficult to describe using just one sentence. Here we will list off the most important features of business coaching:

- Coaching consists of a series of dialogues between the coach and the coachee;
- Coaching implies that the coachee receives feedback about their strong and weak sides, style, achievements, problems, etc.;
- Coaching implies that the coachee knows himself or herself and is able to expand that knowledge;
- Coaching addresses the client's specific issues dealing with his or her professional activities;
- Coaching is a non-prescriptive form of development in that the coach gives no instructions, but rather helps the coachee find the answer by himself or herself;
- Coaching is intended to increase one's productivity, develop skills and/or heighten one's motivation;
- Coaching implies that the coachee is mentally stable and does not require medical help;
- A coaching program has a limited time frame.

Some might think coaching is similar to consulting, while others might see it as psychotherapy or mentoring. So what makes coaching peculiar, what separates it from allied disciplines? Take this vivid example: Imagine an adult who wants to learn how to ride a bike, and to do this he or she can hire a psychotherapist, consultant, mentor or coach. Each one of them can help, but in their own way. A consultant will pick out the appropriate bicycle and explain in

detail how to ride it correctly. A psychotherapist will uncover why the person still does not know how to ride a bike (for example, that fear was a hindrance) and help him or her overcome this. A mentor will demonstrate how you need to ride a bike and talk about his own bike-riding experience. A coach will help the person find the inner strength and inspiration to get on that bike and ride, with the coach running alongside or behind until the student feels confident enough to ride alone.

Coaching as a discipline is also heterogeneous. There are various approaches, and at the core of each of them is a concept for increasing a person's productivity in the business world. The main goal of coaching as part of the psychodynamic approach is to help the coachee better understand the reasons for their actions, emotions and thoughts deep down, and then transform the ones that hold back efficient growth into constructive ones. The behaviorist school of coaching focuses on peoples' behavior and concrete actions. And when using this approach the coach considers attaining noticeable changes in the coachee's behavior, developing their constant skills and heightening their experience to be the main result. The systemic approach sees the coachee as one of the elements of a complex organizational system. Coaching's goal here is to clear up all interested parties' expectations and make changes to the relationship system that would allow the coachees to increase their productivity.

Of course, in practice none of these approaches are isolated from one another. While preferring to work with one style, experienced coaches combine these approaches depending on each situation and the goal they want to achieve. At the same time, a company may prefer a coaching school by virtue of tradition or the character of the task at hand.

An important peculiarity in using coaching in business is that the client and consumer can be different people. A coach is hired by an organization whose representative

¹ The word acquired its meaning of "instructor/trainer" in the 19th century (someone who "carries" a student through an exam or athletic competition). The modern business sense appeared in the 20th century.

sets goals for the coachee's development and assesses the results achieved. For example, if a company shareholder hires a coach for a new CEO to precipitate his or her getting adapted to their new surroundings, then the shareholder here is the coach's client and the CEO is the coachee. To make such a versatile relationship effective, business coaching pays a lot of attention to finding out everyone's expectations, signing a contract of confidentiality and having the participants trust each other during the process.

Coaching in Russia

The coaching market in Russia (just like many other service-industry markets) is not as large or as matured as in developed countries, but it is growing very quickly. Even during 2009, a year of economic troubles, the coaching market grew² which is especially noticeable in contrast to overall expenditures on personnel development. Consultants at Ward Howell/Zest Leadership and other companies have taken notice of the growing demand for individual coaching too.

So how can one explain this phenomenon? Just a few years ago all of the coaching done in Russia had to do

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with coaching executives and top-managers, and so far that has not changed (46% of companies surveyed said that they used coaching for their top-management). It is even continuing to grow. Today, however, more and more companies are embracing coaching as a way to develop promising employees or talent pools (24%) and middle management (27%) (diagram 1).

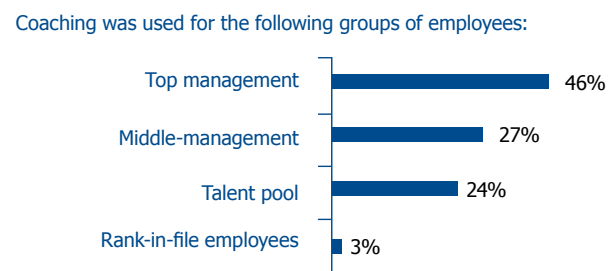


Diagram 1

Our observations show that coaching is spreading through Russian businesses from the top down. Top-managers who experience the success and productivity that coaching gives them apply it throughout their organization. Russian business overall has started paying attention to developing management talent and career planning, and coaching is an effective tool for this. Finally, managers on all levels have found that during the economic crisis there have been fewer opportunities to bring in outside resources, such as additional financing or consulting, to achieve their goals. Therefore, what is left is to better utilize resources within a company, again through coaching.

What goals do managers have when using coaching? First, they look to obtain practical results for their business. More than 40% of the companies that have used coaching did so to tackle specific business goals. One fourth of the companies used coaching to develop their strongest employees, and a third of the companies used coaching to help managers adapt to a new position. Only 4% of the managers said

² For example Julia Uzhakina the Partner of Amplua-Broker (tenders and recommendations on the choice of providers of services in the area of personnel management) reports a 15% growth in the market for coaching in 2009, while the market for training shrunk by 40%. Find Julia's interview later in this issue.

Situations in which coaching was Used



Diagram 2

that they used coaching to support those lagging behind, most likely because it is less effective (diagram 2).

There were also some changes in the type coaching sought: more than 20% of those managers surveyed who used coaching said they have started to use it on a regular basis. Of course, the majority is only trying coaching: 78% of those surveyed said that they used coaching once or only a few times (diagram 3). Research has also shown that big companies with a large enough budget and work force are able to use coaching on a constant basis.

This all indicates that demand is continuing to grow. The majority of managers in the post-Soviet republics have not

Managers have found that during the economic crisis there have been fewer opportunities to bring in outside resources to achieve their goals. Therefore what is left is to better utilize resources within a company, again through coaching

yet used coaching themselves. Having said that, almost three-fourths of those managers surveyed who currently do not use coaching said that they are open to using it in the future (diagram 4). Research of the West's experience done by the American Association of Management in 2008 discovered the following: More than half of those organizations surveyed said that they use coaching programs

How often a company uses coaching

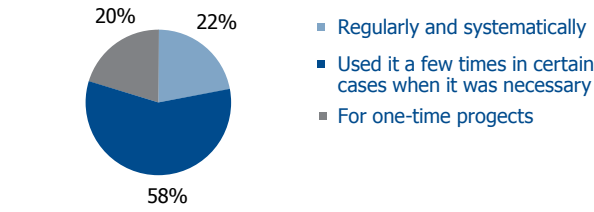


Diagram 3

on a constant basis, and two-thirds of them affirm that they are using coaching more than before. At that, talent pools (60% of companies) are the main group that receives coaching, with senior managers coming in second (42%). In the future the percentage of Russia's talent pool members receiving coaching is expected to increase significantly. While the demand for coaching is growing, its quality does not always keep up.

Coaching in Russia has traditionally been taken up as a job by professionals from generic fields, such as business training and psychotherapy. As opposed to the United States and Europe, Russia has very few experienced managers that have switched over to the coaching business. Coaches that came from the business sphere are appreciated by managers most of all. Unfortunately, there does not seem to be a large influx of people coming over

to coaching from business, since Russian business people are young and absorbed by their work, and the market offers them many opportunities.

Some trainers see coaching as the next step in their development and as a new specialty, while others see it as a way to make some extra money. The biggest category of coaches consists of former psychotherapists. Each coaches naturally makes his own contribution to the work that they do: businessmen can offer direct advice from their own experience, trainers are inclined to teach skills they

Are you open to using coaching in your organization in the future?

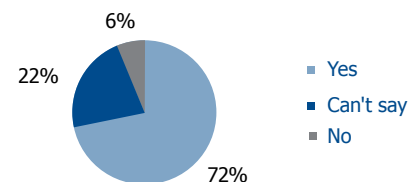


Diagram 4

know and psychotherapists lean toward a coachee's personal needs and worries more than business goals. So the more facultative coaching for a specialist becomes, the higher the risk that a different kind of service will be rendered (it may be professional and high-quality, but at the same time not fit in with the definition of business coaching).

Russia still lacks any generally-recognized accreditation or certification systems for coaching, has no distinct industry standards for coaching, and it is still not clearly recognized as a specialization (it is worth pointing out that this is normal for coaching across the world, given that the industry was only recently created). Despite all this, the experience and level of coach training is gradually on the rise. There is even a certain group of professional coaches that have coaching as their main

In contrast with the United States and Europe, Russia has very few experienced managers that have switched over to the coaching business

profession. Coaches belonging to this group regularly receive international training, supervision (professional patronage and mentoring) and certification.

The coaching market as a whole is characterized by a lack of information transparency. There are very few resources in which Russian managers can find information about coaching and the services it offers; information on coaching is fragmented and very hard to find. Coaches sometimes either do not want to or are unable to offer all the information clients request. On the one hand, some coaches try to compensate

Reasons an organization did not use coaching



Diagram 5

for their lack of experience or necessary tools with their charisma. On the other hand, coaches are not always able to openly acknowledge any of the results they have achieved in their work because many clients prefer to keep their names confidential.

It's not surprising that some managers have no trust for coaching and go about things with a wait-and-see attitude.

Many of those who indicated in our survey that they do not use coaching gave one of two reasons for this: not being very familiar with coaching as an instrument or not being confident in its efficiency (31% and 17% respectively). Managers also point out other reasons for not using coaching: 39% have other investment priorities, while roughly 19% are wary of the organizational complexities. Having said that, only 17% of all respondents said that they have never had the need for coaching arise (diagram 5).

The lack of clarity in the coaching world is also seen in how its pricing system works. Only half of the managers we surveyed stated how much they have spent on coaching. While almost a fourth of them paid less than three hundred

Price range for one hour of coaching

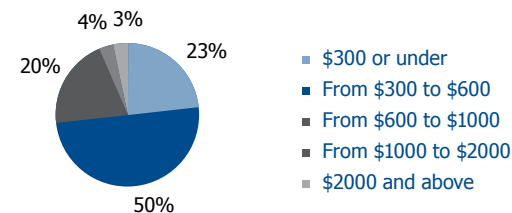


Diagram 6

dollars an hour for coaching. Most of them (roughly half) spent from three hundred to six hundred dollars; 20% spend from six hundred to one thousand dollars. The highest price category was filled by 7% of surveyed companies, which spent more than one thousand dollars an hour on coaching. Despite expectations, coaching for middle-level managers was not always cheaper than coaching for senior managers. This, therefore, fortifies yet another feature seen on the market: A coach's professional training and experience have little to do with the price of coaching in Russia. Internationally recognized specialists that receive global rates (more than one thousand and even two thousand dollars an hour) are the exception (diagram 6).

Assessing coaching's effectiveness is probably one of the most important and difficult aspects for two reasons: Coaching results are often hard to identify and separate from other influential factors. Our experience shows that most companies choose to evaluate coaching as being effective if the coachee is subjectively satisfied and his managers have a positive assessment of the process. You can read more in this edition's interview about the practiced methods for analyzing coaching's effectiveness.

We asked respondents to our survey just how much coaching had met their expectations. Almost two-thirds said that they got what they were looking for. 4% of managers said that they got more than what they expected, while 29% said they were not satisfied with the results. 2% said they were disappointed in what coaching gave them (diagram 7). We believe there may be two more

Assessing coaching results

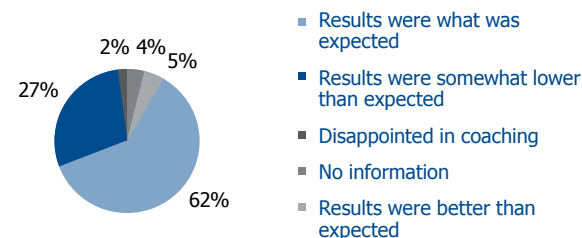


Diagram 7

explanations for this besides low quality of service. First, far from all coaches clearly state their expectations and goals with their coachee, their manager and HR service, either because coaches do not see this as necessary, or they are afraid of giving away the magic of their method and thus losing their contract. Second, coaching is an extremely intensive process of development and change that is certainly not always pleasant, can often be difficult or even painful, and demands that the coachee put in a lot of effort. Managers that have become used to a consumer-knowledge role during training or a buyer-knowledge role when working with consultants can at times be unpleasantly surprised when coaching requires a lot of active and constant work from them.

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How to Increase Productivity in Working with a Coach

We are not claiming to have an exhaustive list of all the factors in coaching's productivity, but we would like to note a few that we believe most often to be key to a coach's and coachee's success.

1. **The coachee's willingness to work and take responsibility.** Showing the similarity of a business coach and a sports coach, we are going to resort to a sports metaphor: when you hire a coach, you are buying the opportunity to work out, not ready-made six-pack abs. If the coachee does not have the energy, time and/or desire to work, then a good coach, just like a good athletic trainer, can make an effort to inspire and motivate this person (heighten their aspiration and realize their motives), pick out the most convenient and efficient training program, sort out mistakes,

All participants' expectations should be clear to everyone. The coach should not act as a broken telephone or play toy between a coachee and his or her managers and colleagues

provide emotional support and challenge him or her to reach their goal, but the coach cannot make any changes happen magically, do the exercises that the coachee should do, be by the coachee's side 24/7 or make sure he or she is following the course.

2. **Choosing the right coach.** Choosing the right coach is extremely important for the coach and coachee to be successful together. Making the right choice depends, on selecting a coach from a professional point of view (compare the type of coaching and a coach's profile with your goals), and on being satisfied that the coach and coachee are psycho-

logically compatible (or "have chemistry"). Just like with any profession, the idea of there being a universal specialist in coaching is a myth, as most coaches have their own niches: some focus on attaining the coachee's business goals, some put the emphasis on personal goals, some are willing to use elements of psychotherapy, while others are not, some are more inclined to working individually and others with groups. We would advise both the coachee and coach to stop working together if things don't seem to be working out, but only after the third session. Before this, a coachee that does not understand the coaching process and has not seen the first results may prematurely and unjustifiably be disappointed in their coaching.

3. **Clearing up everyone's expectations and having a clear contract.** As we talked about above, a contract and having specific expectations are some of the most difficult and important parts of working with a coach. Working out a contract is effectively part of the coaching process. All participants' expectations - the coachee's, coach's, client's (usually the coachee's managers or the coachee himself) and quite possibly HR specialists' - should be crystal clear to everyone. The coach should not act as a broken telephone or play toy between a coachee and his or her managers and colleagues. We recommend having at least two trilateral sessions during the coaching period to avoid this from happening.

In this article we talked about the concept of coaching, did a brief review of the market in Russia and CIS and looked over what we believe to be the most important issues in coaching's development. Finally, we offer

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some recommendations for managers who would like to use coaching to obtain optimum productivity. Here we would like to finish up our general overview and hand things off to our direct market participants.

Take a moment to meet the following professional coaches and representatives of various schools and styles of coaching:

[Vladimir Shubin, TCI](#)
[Roman Sedikh, Independent Coach](#)
[Ivan Maurakh, Business Relations](#)
[Pavel Kirukhantsev, Ward Howell/Zest Leadership](#)

We thought it important to give the floor to managers that use coaching for their own development and team development:

[Kirill Kravchenko, CEO, Petroleum Industry of Serbia \(NIS\)](#)
[Yevgeny Romashchin, Director of coal production and enrichment, Donbasskaya Toplivno-Energy Company \(DTEK\)](#)
[Nikolai Pryanishnikov, President, Microsoft Russia](#)

We are also publishing an interview with Yulia Uzhakina, director and partner of Amplua-Broker, expert in the personnel training-and-development market.

You will notice that the opinion of those interviewed vary on several issues, and may differ from the positions

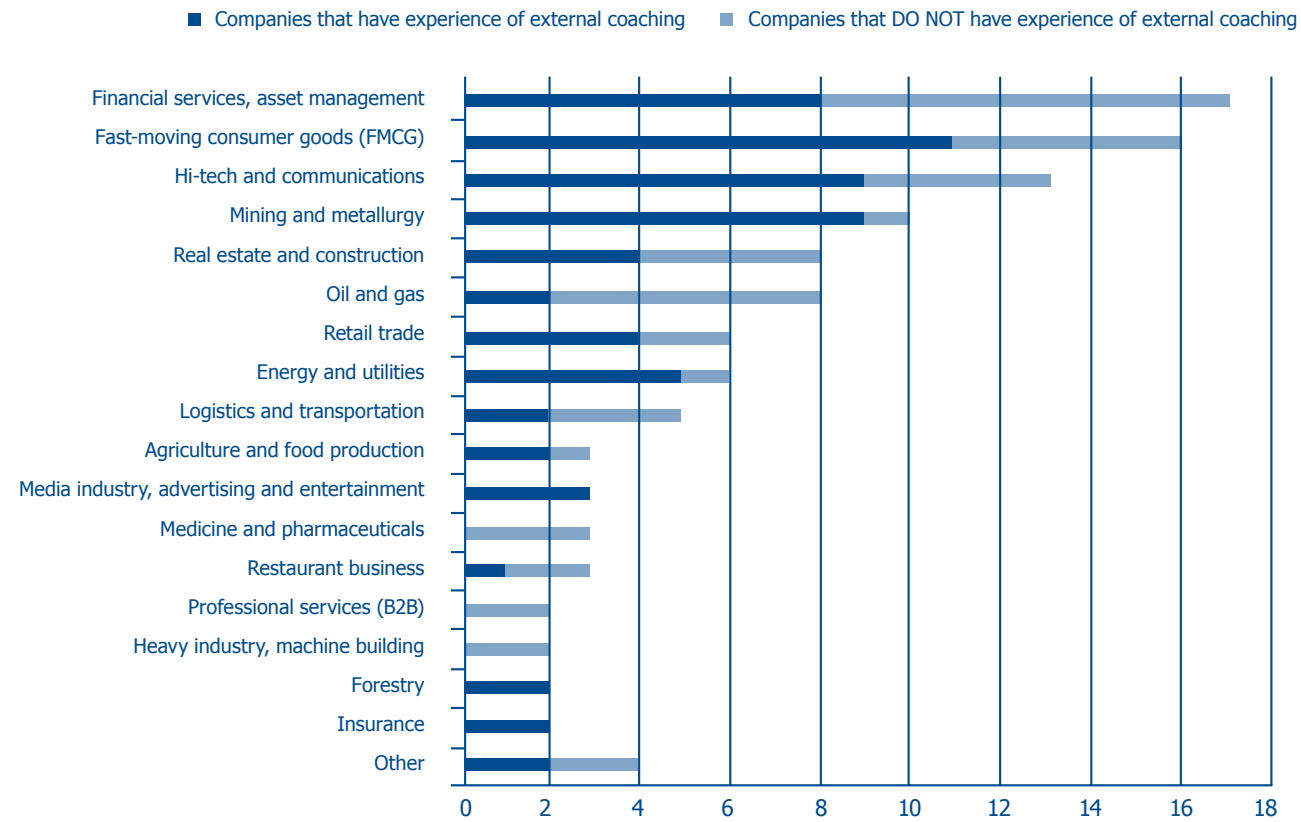
we have taken. We hope that this only increases your interest in coaching and helps you in forming your own opinion.

Below we present a list of sources for additional study. This list does not contain everything available on coaching; rather it reflects the opinions of authors whose positions we consider intriguing or parallel to our own.

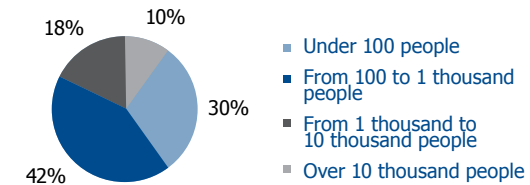
About the Survey

One hundred people took part in the survey, with 93 of them giving complete answers that were used in this analysis. We used a host of different companies with a work force from five people to fifty thousand people (including global corporations with three hundred sixty thousand employees).

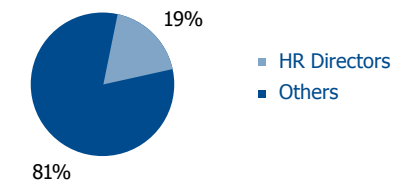
Respondent companies were arranged by industry, with a breakdown shown below of those with experience working with foreign coaches and those without.



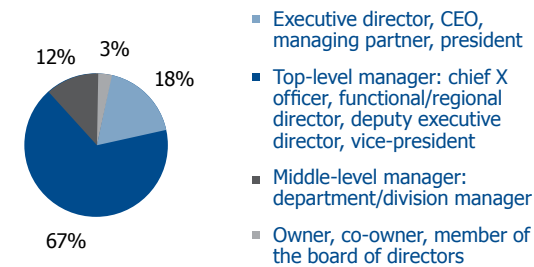
The respondent companies were arranged in the following pie graphs in terms of the number of employees:



Among them, roughly a fifth are responsible for a company's personnel functions (HR directors).



Respondents were arranged by their level in the management hierarchy:



Overall, a just under a third of the companies had experience with coaching. The breakdown of companies, however, probably does not reflect the actual coefficient of those who use and do not use coaching, because taking part in our research was most likely more interesting for companies that had already had experience with coaching.



Vladimir Shubin
Coach, President of TCI

Mr. Shubin is the President of TCI and the author of original methods for personnel growth through training breakthroughs. He received a Ph. D in management from Moscow State University and has another Ph. D in economics. He worked for many years at the Russian Academy of Sciences, participating in organizational development projects and running training sessions. He has been working exclusively as a coach in Russia and abroad since 1992.

TEI: When and why do your clients choose to work with you?

Vladimir Shubin: Coaching is intended for people that want support in progressing toward their goals, and what makes an ideal situation is when people come to me with exactly this in mind. In other words, the client sets an ambitious goal while remembering that he needs to do some serious work on himself to achieve it. This does not mean that these types of people have achieved little in life. Some of them have been very successful, are prestigious and have billions in wealth, but they can still set more significant goals for themselves. And they always recognize that if they do not achieve their goals, then something needs to change. The first temptation is to change something around you: from personnel to your wife. But then you realize that you need to change yourself, and that is when people look to coaching for help.

Sometimes I get people in situations where they have been moving forward for a long time in building a business, and now everything has been built and they are rich. Then suddenly, the person's life comes to a halt; the drive,

If a client tells me of a situation where he is not able to succeed, then I always ask the same question: How did you create this situation? Where, how, when and at what moment?

enthusiasm and intensity have been replaced by a feeling of wanting to know what is next. Obviously I can't assign goals for my client, but I support him as he decides what to do next, as he sets bigger goals again, makes a connection with his future and moves forward.

Considerations of fashion, diversity and curiosity are other reasons. People get recommendations from their acquaintances and come to check out what coaching is and what people are talking about. There is no room for training here. This is like in sport, where the ideal athlete comes and says, "I currently can jump 2.20 meters. The Olympics are next year and I really need to win a gold medal. This means everything to me. In order to win the gold, I need to be able to jump 2.50 meters. Now let's get to work!" And then you have a different case where a person comes and says, "I can jump pretty far, and people tell me that you are a good coach, so how about you train me?" This is not a normal request for coaching and there is no point in working with this kind of client.

Sometimes we get a request that in no way actually fits the situation at hand, which happens everywhere in the consulting business. One of the goals of a coach is to get a grasp of what is actually going on. One time I was called on to work with a well-known businessman, but it was his HR service that looked for the coach, not himself. They even announced a tender. The goal set was on developing time

management: he was being overwhelmed, did not have time to do anything and was complaining that he barely spent time at home, which was destroying everything there. I got together

with this guy and he started to talk about time management. After some time we began to trust each other and I said, "You know, I could teach you how to manage your time better, but you need to understand one thing: if it really were important for you to be at home, then you would

mold your life in a way that would allow you to come home at seven o'clock, and not at midnight when everyone has already gone to bed and there is no one to talk to. Or even when coming home at midnight, you could still spend enough time with your loved ones and give them enough love and attention that they would wait for you to come home — that they would be happy to have at least a little bit of time with you, something like a holiday of sorts. But if you do not want to go home, then time management is not going to save you." In the end we put time management off.

TEI: What tools do you use in your job?

Vladimir Shubin: To be honest, I do not really define the genre that I work in. There are times when I call it active, contextual coaching. I, for example, do not work with skills. I work with deep things, with life ideology, with what a person

That is when I suggested he try not knowing what is impossible, just like I do

believes in and what he bases his life on, all the while he, possibly, does not realize any of this. I encourage people to take responsibility for everything that happens in their life. Each one of us always has someone else to blame: presidents, deputies, the government, men, women, subordinates, working conditions, etc. Admitting that you yourself are the problem is difficult to do. And if a client tells me about a situation where he is not able to succeed, then I always ask the same question: How did you create this situation? Where, how, when and at what moment?

In life you will find a great deal of examples such as when a husband is completely out of it, gets a divorce, and then a half year later he has a different wife, is absolutely blooming and is a total prince. Where did this all come from? It could be that his second wife invested a lot of time in him, inspired him and simply hit the right chord with him. She may have given him a wake-up call, gotten him to realize what he can be in life and just how important it would be for them both. This wife is someone I see as a fantastic coach. And this is exactly the role I play, the role of the "second wife." As I see it, every manager should play this kind of role: wake people up, be the

catalyst, inspire, clear things up and care about the future. No matter how you put it, each of us plays the role of the first or second wife in life — we either cause problems or help find solutions.

As for technology, I will give you an example. The owner of a large business was recommended by his friends to work with me. He asked, "What do you do?" I said, "I believe that I inspire and support people, challenge them, give feedback, and push the right buttons to have people start believing in themselves and show more potential. He says, "Well, every manager should do that, and that is exactly what I do. Where is the magic?" I answered, "There is no magic, for all the magic is within you." He said, "Well, if there is no magic, see you later." About a year to a year and a half later, he wanted to speak with me again, saying the conversation would be

different. When I asked what had happened during this time, it turned out that seventeen or eighteen of his

twenty executives had left the company to either join the competition or found their own business.

TEI: Can you remember a specific case from your work that you are proud of?

Vladimir Shubin: I can tell you about the biggest result that a company that I worked with had ever achieved. This is not, however, included in any kind of statistics and I would not want anyone to use it as a reference. I had a client that was unusually successful and was very result-oriented. When asking him about his goals, he said, "I cannot set any production goals because we have already had a miracle, and year after year we work to achieve a miracle. Our company is three years old, and in that time we have made five-hundred million dollars and have become the eighth biggest company in the world. In our niche, half a billion dollars is the limit." It is easy for me to offer people goals, since I do not know what is possible and what is not. So I asked, "And why can't you reach a billion?" He was even offended by this question. That is when I suggested he try not knowing what is impossible, just like I do. That is when we started to think about why one billion dollars would be needed.

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We talked about his future and his life. This is when he made up his mind to set goals that used to be nothing more than a dream. These were unbelievable goals set for ten years down the road. That is when it became clear, that in order to achieve all of this, he needed to make a billion dollars in the coming year. And when he finally came to terms with these goals, he said, "We are going to make a billion. I do not know how, I really do not, but we are going to do it because I need it. It is important to me." During that year, the company went through some tough and unpredictable scenarios. I flew out to meet with him once a week and constantly reminded him that leadership involves not giving up. His company did things that one would not even think of, and at the end of the year, the company made five and a half billion dollars.

TEI: What kind of barriers to being effective might the coach have?

Vladimir Shubin: Sometimes people think that once a coach has been hired, everything has been done. There is not any understanding that one needs to work as well. Having said that, there is a large gap between understanding and action. To convert that understanding into action, you need courage, valor, the willingness to take risks, and even at times look like an idiot.

Oddly, there are difficulties when the goals are small because the people are small in a way as well. Please excuse my tone, but when you start working with "small people," then the work is difficult because they are afraid to open up. If they open up, they are afraid that everyone will see everything that there is or more importantly not there. More often than not, they get the idea that no more growth can be attained and there is no more new territory to conquer. "Big people," on the other hand, understand that there is always a next level in life, love, their career, in making money, in realizing one's own potential, anything at all. And in order to get to the next level, they admit their mistakes, call things as they should be and are not afraid to look foolish. They are able to get through this rather easily. "Big people" who are result-oriented could not really care less what people think about them or how they look.

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TEI: What advice would you give executives who plan on using coaching?

Vladimir Shubin: Count on yourself, not on the coach. You need to realize that even the best coach in the world cannot do the work for you, all the responsibility rests on your shoulders. Just like in sport. If you want to become an Olympic champion you will need a coach that trains champions, but whether you will be a champion or not depends on you and you alone. All the training, work and strain depend on you.

The client should sincerely realize that he alone is responsible for the result. In my mind I am responsible for the client's result, but I want him to think that he is fully responsible for the result.

TEI: Can a coach create the confidence to change and get a person to be responsible for the end result?

Vladimir Shubin: This is exactly what has to be worked on in many instances. People usually don't live by any goals. If I were to stop a hundred people on the street and ask what goals they have based their life on over the past three months, I would think that ninety percent of them would not even understand the question and say, "In the morning, the alarm clock goes off and I go to work. What goals are you talking about?" People that each and every day check up on their goals and look at what needs to be changed to reach them are definitely unique.

Many people have fallen out of the habit of wishing for something: some do not believe in their own strength, others think it is impossible, while yet others think they have achieved enough, they are already tired and the valuable things in life are comfort, peace and quiet. Some people do not believe that their efforts have been rightly rewarded. People have various motives in life – one has to look for them, address them, wake them up and catalyze them. This is one of the main capacities of a coach.

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Roman Sedikh
Independent Coach

Mr. Sedikh Graduated from St. Petersburg State University with a degree in biophysics. He has had his own practice in business consulting and training since 1992, and has been a coach and psychotherapist since 1999. Mr. Sedikh was in charge of several large companies' HR services from 1993 to 1999. He specializes in coaching business owners and executives.

TEI: What goals do your clients have when they look to work with you?

Roman Sedikh: I spend half my time working on my clients' business goals and the other half on their personal goals. They are often inseparable from each other, especially in Russia. The environment we live in has always been much more aggressive, and our businessmen and managers have taken a psychological beating during their careers. When someone changes his social status, he is forced to break his psyche, revamp himself completely, and get rid of old habits, preferences and even friends, which are all very difficult to do. Billionaires became who they are by having to rearrange their lives dozens of times throughout their career.

TEI: How can coaching be utilized to achieve business goals?

Roman Sedikh: Coaching can be used, for example, to help someone prepare for negotiations on mergers and acquisitions, something I help my clients with a lot. You need to talk through the other side's position, arguments,

The personal factor is the main issue when bringing in a new strategy. This is more crucial than taking care of organizational or financial issues

strengths and weaknesses. So why is it that a coach is better able than a consultant to help his client obtain their goals, you ask? First, consultants are not suited for a number of areas, such as negotiations. They can give a business analysis, but coaches are much more adept at adjusting one's mindset, sharpening one's negotiation skills and going through negotiation scenarios. Second,

business owners often have personal difficulties that hinder their ability to attain business goals, but a consultant would be unable to identify those. For example, one of my client's ability to negotiate was severely complicated by the way he would react — something he picked up during his childhood. He grew up as an intelligent young boy in a pretty tough teenage environment.

Every so often I have had to do individual and group coaching, plus concoct a management team when strategic changes are underway. This is a time when this team encounters an avalanche of work: a new strategy is brought into play, the business plan and organizational structure change, business processes and areas of responsibility get readjusted. Some are better prepared than others, plus a wave of personal difficulties and fears arise. So, taking a team through these fluctuations is something I can help with. I have led some projects on helping implement large changes to a company and because of that I don't really understand how this process can be done without a coach, because the personal factor is the main issue when bringing in a new strategy. This is more crucial than taking care

of organizational or financial issues. Company executives and clients have told me things they could not have told anyone else. And in the end we usually get a

unique moderation: some tough issues are solved with my help. By talking to both sides about dividing up responsibility and zones of influence, we end up with proposals that are implemented naturally. Both sides were unable to come to an agreement by themselves, because ingrained, hidden conflicts were exacerbated by yet one more test – implementing the strategy.

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TEI: How can a coach help his clients attain their personal goals?

Roman Sedikh: This type of coaching is called life-coaching. It is vital because a person who seems extremely successful from afar can lose grasp of his job's meaning. Many Russian elite have made a hefty amount of money, and it would seem are able to do whatever they desire. But there comes a point in time when what usually makes you happy, be it a second yacht or third country home, has lost its luster. This is when it is harder and harder to find an answer to the question: Why do I need all of this anyway? This is where a person has to

People believe that the leader knows where to run, while the leader is running just to get away from depressing thoughts

turn off that inner voice that is driving you up the wall with questions such as "Why am I doing this?" and "Just what am I doing right now, exactly?" In order to distract himself, this person starts racing around without any idea of where he is going or why. This is an unhealthy phenomenon, especially when fifteen to twenty thousand other employees in the company are running after him, believing that the leader knows where to run, while the leader is running just to get away from his depressing thoughts. A coach is needed to help find meaning, which is something that he does not fail to do.

TEI: How distinctly can one set personal and business coaching apart?

Roman Sedikh: Sometimes it can be done, and sometimes not. The more difficult the business goal is, the more objectively intricate it usually is. Therefore, a personal adjustment and difficult inner decision are undertaken when tackling business goals. For example, I have a project now with a company that has hit difficult times and has declared a debt-service default. I am personally working with several of the company's executives. What you get in addition to business problems

are personal ones: one executive cannot take a hit very well. This has to do with issues pertaining to his childhood. These are things that have to be worked out, because otherwise you cannot prepare this person for tricky negotiations.

Here is another example. An executive director became a general director because bigger shareholders left the current business and he had some issues dealing with this role and understanding his own responsibilities. He and I worked through his self-confidence together as a general director (he generally is a self-confident man, but that was because he had worked in a different position for many years).

At the same time we mapped out his duties as general director: what he needs to do and in what order, how to reposition himself

within the company, how to change his position with the shareholders that left the company, etc.

TEI: How willing are your clients to go into personal questions when tackling their business goals?

Roman Sedikh: I have never had a client say to me: "I'm going to remain unhappy, tired and whiney while we talk about how to negotiate correctly under tough conditions." This is because people deep down inside realize that business is a means for living well, feeling good and at the end of the day, being happy. If you have an unhappy entrepreneur with a huge business, then this disparity needs to be fixed quickly.

TEI: What tools do you use in your job?

Roman Sedikh: There are many tools out there, but a coach's main one is himself. The first main quality is being prepared and having the desire to help. The second is having respect for one's client. But the main thing is having personal maturity and wisdom, which means being tolerant and fully accepted by your client. This kind of maturity gains trust. We all are familiar with this: when we visit an elderly, cheerful doctor, you just want to tell

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him about everything that hurts, while when you visit a young and established one, you don't want to complain, rather you want to argue. A coach should create a one-on-one atmosphere that makes it natural for the client to share what he treasures most.

Knowing the techniques, tricks, models and coaching formats involved is very useful, although I believe that its meaning is overrated. Having knowledge of these things is important, but this is because mastering these coaching formats primarily changes the coach himself by making him more mature, wise and effective. Then he or she will use these techniques and models in a combined and varied manner when working with a client in a relaxed atmosphere.

TEI: What can prove to be a hurdle for a coach's effectiveness?

Roman Sedikh: First and foremost, the client's lack of discipline and time. Coaching has to be carried out as a habitual process — only then is it effective. This is because even the latest and quickest models often do not work the first or second time around. You need to immerse yourself in the work and become one with it. If a client is constantly being called, distracted by others or is daydreaming about something else while you are trying to coach him, then of course this is a hurdle, and this must be dealt with separately. This is the effect of the condition I mentioned already: when a person does not control his life, rather his life controls him. He does what he does not want to do, and does not do what he wants to do.

TEI: Which qualities do you believe should be intrinsic in a coach?

Roman Sedikh: As I already mentioned, you need to be very respectful of your client, show that you want to help him and have your inner resource. I call this resource maturity, but it is also called having a good inner balance. It's hard to explain this in words, but if a coach does not like his clients and people in general, then just want kind of coach is he? Even in an environment where people are not very well liked, there still should be a level of good grace. If a coach does not have a good sense

for his client and is unwilling to create a kind of unity with him, or rapport, then there will not be any trust or progress.

A coach's energy level has to be even with the client's. Executives are very energetic (it can be different levels of energy: like a volcano, or calm but big like an ocean, but this altogether is a topic for a different discussion). If someone is unhappy, then they cannot be a coach.

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Ivan Maurakh
Coach and Trainer,
Business Relations

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Mr. Maurakh graduated with a degree in mechanics and mathematics from Moscow State University, completed his graduate studies at the university's aviation mechanics department and has worked as a professor. He received his coaching education in San Francisco in 1991-1992. He began training at the International Ericson University (Vancouver-Moscow). He earned his professional coach certificate in 2006. Mr. Maurakh is one of the inspirational leaders of Business Relations, a trainer and coach.

The range of goals had can be rather large within your overall idea for increasing personnel efficiency. Some see these as being working goals, such as creating mutual understanding within a company group or solving various organizational problems. Some may need to deal with a family conflict that has been going on for quite some time in order to increase their efficiency and be able to keep their mind on their work.

TEI: So the main factor in coaching is having a goal?

Ivan Maurakh: Sometimes people are able to very accurately identify their goals, while at other times they identify their problems, but not their goals. This does not mean that there is something wrong with this person. Having a problem is an indirect indicator of having a goal. You cannot face a hurdle unless you want to go for something, take a risk. When dealing with the problems at hand, we are able to find the coachee 's goals and abilities to achieve them.

Having a problem alone is not enough. One also has to have the intention to work it out. A lot of people come to me with problems such as: "I do my job great, but the problem is my big jerk boss and there is nothing I can do about it." Trying to coach someone with this type of approach is impossible. Why in the world would you hire an outside resource just to confirm one more time that you are right? You can do that for free.

TEI: Why do people choose coaching to reach their goals or solve their problems?

Coaching is, to a certain extent, an external resource. A person has determined a goal for himself and/or has identified a problem or hurdle in their way. Then, accounting for all the stereotypes, beliefs, views and

TEI: When and why do your clients choose to work with you?

Ivan Maurakh: Some clients finished our corporate training sessions, in which we set a context of efficiency. Context is something that does not stay around for long, so you need to keep recreating it. Until employees learn how to do this on their own, we offer our clients coaching support for a year or two after training has finished to help make it a habit for them to self-support a context of efficiency when tackling certain issues and attaining concrete results.

Clients also just show up and find out about our company, Business Relations, and that we offer coaching. We both make our aims clear, and if it turns out that we have something we can take on, then we get right to work. We now have more of these types of clients, because a lot of people are talking about coaching and people have a better grasp of what this is all about. At the same time, we steer clear of advertising ourselves as coaches, because it is a limited resource. Our company's strategy stresses corporate programs and open training sessions..

TEI: You mentioned that coaching should be used only in certain cases. Could you tell us more about this?

Ivan Maurakh: Coaching is meant to get results. If you recognize a goal, then our work can be effective, meaning the client and coach clarify this goal, its importance, ways to achieve it and take the steps needed to do so, and in the end they achieve what they set out to do. This is usually the way coaching is carried out.

Coaching should not be seen as an option for dealing with empty complaints that lack any goal to change something. This could probably be addressed, but it is not something I deal in.

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experiences he has accumulated over time, this person begins to search out ways to achieve his goals. If his goal is reached, then coaching is not needed. However, take a person who has a goal or a situation he would like to change, but is unable to find the means, or if the means are available, they come along at a snail's pace: this is the type of person that should seek an external source. Having said that, coaching is not expert consulting. Everything a person needs to achieve their goals is in their head, they just don't realize it because it is knowledge that he or she has not used before. A coach's work is to pose the coachee questions that lead him to his or her own answers. And, in the end, through one's own decisions, answers and methods, goals can be achieved.

The art of coaching involves asking the right question at the right time and focusing the coachee's attention on the different sides and facts of the goal he came to achieve

TEI: Tell us about a goal you helped one of your clients reach.

Ivan Maurakh: Just yesterday I was working with a person who wanted to find the ability to motivate himself again when his company's policy changes almost literally 180 degrees every two to three months. This person wants to work and has become used to doing a good job, but every time it turns out that whatever he put a lot of work into was for nothing. When this happens, he starts to doubt whether it is worth investing so much of himself in his work. I believe that my client's ability to overcome his own idea of not being able to get the most out of his work under a constantly changing company policy was his main breakthrough during the coaching process. To do this, he used his own metaphor: if a tailor's goal is not to adjust a certain dress or pair of pants, but to do what he can to make his client look sharp, then he will always be in demand. This person had the power to determine his goals in a way that had motivated him, no matter what policy his company may have.

He probably knew even before that he is a top-manager, not a general director or shareholder, and his goal is

not to determine company policy, but rather to work as effectively as possible. When he uncovered this approach, making changes for him turned from a concept into a reality. You should have just seen his face. After talking with him, his eyes lit up and his motivation to do the work he had been doing for many years already was fully renewed.

TEI: How are these types of discoveries made?

Ivan Maurakh: I see there being two components here. First, the coachee's intention, which is different from his or her desire: there needs to be a willingness to re-examine one's position, to overcome confidence in one's being right, to be prepared to be wrong about something you thought you were right about over the past several years or your entire life. The second component is

my experience and expertise in running a session: what questions need to be asked and what does the person's attention need to be focused on. The art of coaching involves asking the right question at the right time and focusing the coachee's attention on the different sides and facts of the goal he came to achieve.

So when these components, a coachee's intention and the art of coaching, converge, the coachee makes a discovery: "I never thought about that." If the coachee does think about this now, then where did this come from? His head, of course. It is just that previously he did not have a conscious need for it.

TEI: How many sessions do you usually have with a client?

Ivan Maurakh: I have had cases where a coachee comes in, we work for an hour, and then meet again around a year to a year and a half later. The coachee tells me that he is still using what he learned during that hour-long session we had together. There have been instances when a coachee came to work with me once every two weeks over a three month period, and progressed one to two steps during each session. When I notice that our sessions

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do not bring the coachee any benefit, then I advise him to stop working with me.

TEI: Tell us what barriers to efficiency might a coach run in to?

Ivan Maurakh: Taking a position such as “my life does not depend on me” can serve as a serious hindrance. If a person deep down inside is convinced that he cannot change anything and is unwilling to listen to another person’s opinion — not even just a coach’s, but any of his own opinions — any work done will be fruitless.

Another possible barrier is the popular belief that a strong person can attain the desired results by himself, a stereotype that gains even more justification when talking about company executives and presidents. I think this happens because people think that going to a coaching session is admitting their own faults, even in the eyes of their subordinates. But this is not so! If a person is bent on attaining results and being responsible for them, then he is also responsible for finding the external resources that can help him.

People think that going to a coaching session is admitting their own faults, even in the eyes of their subordinates. But this is not so! If a person is bent on attain results and being responsible for them, then he is also responsible for finding the external resources that can help him

Take seven-time Tour-de-France champion Lance Armstrong. He, of course, knows how to ride a bicycle, but he hires several trainers with various specialties. Lance sees these trainers as people who help him, and not as indicators of his weakness. Whereas in the Russian business community, many people believe that top executives should not seek help.

I also see a gender hurdle as well: a client can subconsciously compete with a male coach, or in other words think that that if he is working with a coach then he is somehow losing to this coach. I try with all my might

to neutralize any sense of competition by explaining that there cannot be any in the first place: I am not knowledgeable of his business. All I am doing is asking questions so that the coachee can find his own answers. As far as I know, women coaches usually work more effectively with top managers.

TEI: What advice would you give to executives who plan to use coaching?

Ivan Maurakh: The simplest piece of advice I could give is to find your own coach. One’s own coach should have a wide range of styles, but even at that there might be some differences between him and the coachee. Therefore I have yet one more piece of advice for a client: do not stick with just one coach, try out several of them.

Second, I have a pretty obvious recommendation: be open in your work, for trusting a coach is absolutely necessary. There is a saying that was used in my day that goes something like this: “bullshit in, bullshit out.” Therefore to have real, valuable and useful results

from coaching sessions, it makes sense to be open, sincere and involved in your work from the very start.

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Pavel Kirukhantsev
Coach, Partner at Ward Howell/Zest Leadership

Mr. Kirukhantsev graduated with a degree in psychology from St. Petersburg State University. He has held various administrative posts in large companies over eleven years, and is now an independent member of several companies' board of directors. He has more than twenty years of experience working in both coaching and facilitation in Russia and Europe. He works as a coach in conjunction with the INSEAD Global Leadership Center.

TEI: When and why do your clients look to work with you?

Pavel Kirukhantsev: Individual clients are usually those who have worked with me in a group, but keep in mind that I work in the executive-coaching sphere, so these groups are virtually always made up of top-management teams.

Another possibility: when beginning to work with a leader, we dive pretty deeply into what is going on in his organization, subordinate businesses and the team that he runs. During this conversation – before we interact with the entire team – the coachee might have some questions arise regarding individual work. Or we may see for ourselves that the coachee has a number of questions that we can work through quickly and efficiently in a way that can help the coachee and his business very promptly.

TEI: If the client takes the initiative to work with you, why do you think this is?

Pavel Kirukhantsev: I think there are many reasons for this. The client may know that coaching is a method for the strong and successful. He may come for coaching (more often than not in Russia) because one of his friends or colleagues that have already had coaching recommended it.

The motives behind seeking coaching are endless: someone gets a hunch that he needs some more personal power; another person believes that he must develop certain specific skills, such as public interaction; one wants to learn how to organize a team to work better, while another understands that his concentration is needed for strategic growth. Yet another person is confident that he has qualities that are taking him to the top, but would like to become even stronger and be more efficient.

Having said that, the idea of effectiveness is the typical reference model in the initial stage. Existential questions

and meta-questions like, “How can you be happier? How can you make your life more harmonious and pleasurable?” arise less often in the first stage, but if a coach is able to do his work in a very in-depth manner, then these types of questions are unavoidably going to come about at some point.

TEI: Just how unavoidable are these types of questions for you? Do you always get to existential questions with your clients?

Pavel Kirukhantsev: No, not always. Some failures do happen when everything stays on a conventional, superficial level (but what you are doing is still significantly deeper than just regular conversation). In such cases your job concerns just the technical side of things. Take for example, how to teach a person to have a better influence or stand up to influence; you can help the coachee out, and that is where your work ends. The coachee has gotten a better feel for himself, mastered some technical skills and you have helped the coachee focus his understanding. Your contract with the coachee can come to an end here. If your work is drawn out and more profound, however, the meta-questions are virtually inescapable, because in the end you are focused on the coachee’s personality, thus helping him personally. Efficiency within any person is only just a piece of the entire mental pie, while you, the coach, are maneuvering across the entire pie. And wherever your coachee would like your help, you try to give him that help. Of course, only where you know how you can help - you cannot be of help in everything.

TEI: Give us an example of a goal you helped one of your clients achieve.

Pavel Kirukhantsev: There was one case with this one person who was very successful, business-oriented, had thousands of subordinates and ran a large, billion-dollar business, all the while the coachee had a number of faults

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that he was not very aware of. These faults were mostly with his tendency to be very aggressive in the business environment in a way totally unjustified by the goals before him. The coachee had a tendency to attack people and behave not just assertively, but in a destructive manner. One of my goals was, first, to fix this by making sure his awareness of this problematic behavior increased, and second, to have the coachee reap the benefits from the results.

The basic model for combative behavior is pretty simple. Someone who is inclined to have diverse behavior and not be combative when he does not need to be will work in a colorful, diverse world. Whereas conflict-inclined people see the world completely different, deprived of colors. If you have a conflict mindset, you are always in a heightened battle ready state of mind, where you are ready to attack, shoot and destroy. In the end you see the world as a threat and are constantly awaiting attack. Your own behavior thus unnoticeably transforms your entire world into one of nothing but aggression and conflict. Therefore, you do not just get into difficult situations that you created yourself; you also deprive the world you live in of what makes it rich and colorful.

You need to be very careful to help this kind of client, because his entire life structure could be based on this one personal trait. But when I started working with the person in question, I discovered that his personal characteristics are not at all those of natural aggression, because during some circumstances and types of interaction, he was able

The subtlety of being a coach includes helping the coachee become aware of his or her motive and strengthen it

to easily become a very welcoming and friendly person. So from there we worked on various goals, including business goals, all the while keeping in mind the conflict problem. Well, at least I always kept it in mind. I believe that we were able to do a lot in decreasing the number of senseless conflicts and shouting matches he was in. These results then naturally began to rectify the business environment. He was much quicker in achieving the successes that he was striving for, and continues to be successful today.

TEI: What kind of barriers to being effective does a coach come across?

Pavel Kirukhantsev: There are some barriers that have to do with the coach, coaching and external circumstances.

We will start with the latter. The coaching style and environment often clash. A manager and owner environment is a very tense, high-strung and discrete one, especially now during the economic crisis. And no matter how we might try to convince ourselves otherwise, this crisis is one of fantastic scale that has struck businesses all over. Everything is being changed extremely quickly, plans are being altered, people are orienting toward different markets and emphasis is being shuffled. Coaching, meanwhile, is a continuous, regular action that requires consistency. Therefore, coaching and the environment it is in can clash with some harsh contradictions that are especially noticeable during an economic crisis.

If we are to look at coaching, then we see that its central element is the motivation emphasis, the maturity of motivation. In other words, the coachee needs to have an attitude of "I want to do something with myself." The coach needs to uncover this motivation within the coachee. Sometimes, this motivation simply does not exist, as a large number of people live senselessly and without motivation. These types of "amoeba" are everywhere, even among the most successful people around:

they simply wandered to the top by chance and, in most respects, do not want anything in life. All too often

motivation is hindered by a person's belief that some people are simply chosen by a higher power - there is a huge number of unmotivated people at the top, and it may not even be worth waking their motivation - it may open their eyes in a way that they will fall from the top. It is better to let these people drift until they run out of luck. All in all, when a person does not have any resources, there is no point in trying to wake up the motivation within him.

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The subtlety of being a coach includes helping the coachee become aware of his or her motive and strengthen it. You can, however, strengthen only what has potential energy; you need to latch on to the potential that a person already has.

TEI: What kind of barriers to being effective might a coach have?

Pavel Kirukhantsev: Just like leaders, coaches are very different. At times you may look at a person and it seems that he does not understand himself and can do little if anything, while in reality this person is a very effective advisor to someone...

There are, however, some common requirements as to what a coach should be. The first aspect is having emotional intellect. This is how you know yourself and others, and on which you base your interactions with the rest of the world. A coach starts with being aware of himself. I have, though, come across successful coaches (successful by pure luck, as far as I can tell), that have not discovered themselves in the depths of their own souls...

The second aspect is knowing human nature as it is. And if we keep in mind that another unknown soul is also a dark world, then you have to spend a lot of energy on this, even during your free time.

The third aspect is being successful in communication. A coach needs to be confident when communicating with various people, including when on the verge of risk, when having a conflict with someone, and when, what is called in psychology, resistance and transfer begin.

And most important of all, the fourth aspect, is something I have already talked about - your personality, you. Your coachee should find you to be an intriguing person. You should have a fascinating, comprehensive personality, which is what you sell yourself on. You need to attract each specific person - this person should know that you are a bright personality.

TEI: What advice would you give executives who plan to use coaching?

Pavel Kirukhantsev: My first piece of advice is to use coaching if you have the option to do so. Coaching is

a modern tool second to none in depth and strength, because it allows you to achieve a lot in a short period of time.

My second piece of advice is almost the opposite of the first one: don't expect quick victories, just be attentive to yourself.

And third: with a coach, you need to look for not only what is similar, but also what is different. In other words, when choosing a coach, don't just look for chemistry between the two of you; also try to find something in a coach that is the opposite of who you are.

And my last bit of advice: at the first stage when you and a coach are building your relationship, try to be as serious as possible when determining your goals for the coach, the ones that the two of you write out together. Don't be afraid of having to look over these goals again, maybe even before the contract is up. After all, working with goals is development in and of itself.

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Mr. Kravchenko graduated from Lomonosov Moscow State University, Open British University and IMD Business School. He is a professor with a Ph. D in economics who worked in consulting, and then at various positions at Yukos, Schlumberger and EuroChem Mining and Chemical Company. In various years he has been elected to the boards of large companies. He was appointed Vice-President of Gazprom Neft in 2007. He has been the Vice-Chairman of the Board and Deputy General Director for Organizational Issues at JSC Gazprom Neft since 2008. He was appointed General Director and a member of the Board of Directors at NIS (Petroleum Industry of Serbia) in 2009, in addition to being named the Deputy General Director at JSC Gazprom Neft for managing foreign assets.

TEI: When and why did you decide to use coaching? What arguments are there for and against coaching?

Kirill Kravchenko: I have had a few experiences in working with external and internal coaches who helped me both make some certain improvements in how I work and learn more about myself and others. Therefore when I was appointed General Director at NIS, I found it natural to think about taking on a coaching program, especially since my immediate supervisor had been thinking the same thing.

I found myself dealing with a fairly difficult field of work. First, NIS is a Serbian company. Second, it is the country's largest company and provides up to a fourth of the state's revenue. Third, it is a joint company between Gazprom

I continue to understand that I am to work as the General Director, not the coach...at that, it is great to get an outside view and hear the opinion of an experienced person who is committed to your being successful

Neft and the Republic of Serbia, plus in the near future all adult-aged Serbian citizens are to be come shareholders in the company. Fourth, when we took control of NIS, the company was in a very dire financial state. In addition to all of that, this is my first time as a general director.

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Kirill Kravchenko
General Director, NIS
(Petroleum Industry of Serbia)

TEI: How did you search for a coach? What criteria did you use to choose him? Was this decision hard to make?

Kirill Kravchenko: I have known my coach for a pretty long time – he was my manager's coach and worked with Gazprom Neft's management team, although I myself did not have a chance to work with him before. Fitting in with my new position, my coach's managerial experience, his record in fulfilling similar project in the past, academic knowledge and reputation are what drew me to him.

TEI: Give an example of a goal that a coach helped you achieve. How was this done? When did you feel coaching's initial results?

Kirill Kravchenko: I do not expect coaching to deliver any ready-made answers. I talk through my problems, actions, doubts and potential solutions with my coach. Through using his own experience, contextual knowledge and leading questions, he helps me evaluate myself better, see new perspectives and account for additional risks. Since we trust each other, I can discuss any issue of importance with him, including those that I will not discuss with my vices or managers. I believe that since our trust in many ways

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was already there before my formal coaching began, the results came very quickly.

In working with a coach, I determined my priorities and thought carefully about who I want to be in the eyes of the employees and shareholders of NIS, the local authorities, what I need to learn to achieve this and how to do this. The coach helped me in putting together a management team. I think that three or four months later I began to feel more confident as the company's General Director, which probably helped us turn the company around and put it in the black.

TEI: How did you evaluate coaching's effectiveness? What barriers do you see to a coach's effectiveness?

Kirill Kravchenko: I found coaching to be very effective since I approached it with the right expectations – I did not look at it as being a magic wand. I continue to understand that I am to work as the General Director, not the coach. I have to develop a strategy, make decisions, explain them to people, meet with partners and run meetings. At that, it is great to get an outside view and hear the opinion of an experienced person who is committed to your being successful.

TEI: Do you use coaching for other employees in your organization? If yes, then what category of employees do you use it for and for what kinds of goals?

Kirill Kravchenko: Unfortunately, Serbia has pretty limited opportunities for coaching, although we are planning to use it for our key employees.

My main problem is having limited time to interact with the coach, and his having limited opportunities to get a better understanding of our organizations and to study the details, because the context here is exceedingly important.

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Mr. Romashchin graduated from Tula State University, where he also finished his graduate studies in economics and economic management. As part of the presidential program for management personnel preparation, he studied at the LINK International Institute of Management in 2000 and at the Open University of Britain. He has worked at Stroimateriali-Tulachermet and Severstal. He was appointed Economics and Finance Director at Karelsky Okatish in 2001, and in 2005 he was the Finance Director at DTEK. He has been the Director of Coal Production and Enrichment at DTEK since August 2007.



Evgeny Romashchin
Director of Coal Production and Enrichment, DTEK

TEI: How did you decide to use a coach?

Evgeny Romashchin: Our company has a regular 360 degree assessment that has colleagues, managers and subordinates rate an employee, his strengths and his weaknesses. My results clearly showed that anything having to do with communication was not one of my strengths. My manager and I were discussing my development plan for the coming year, he asked if I wanted to give coaching a shot, partly for developing my communication skills. At that time he had been working with

By the end of the first session, I understood that I had made some pretty hasty conclusions. Two or three sessions later I drastically changed my view of coaching

a personal coach for about a year, and during that time I had noticed many positive changes in his personal efficiency, so it did not take him long to convince me. I was in favor of the idea.

TEI: How did you choose a coach?

Evgeny Romashchin: A coach was recommended to me and I set up a meeting to get to know him. I noticed that my coach was a rather young man, the same age as me. I checked up on his background, and it turned out that before becoming a coach, he was a financial director for a considerably long time. I should say that at that time I

did not understand what coaching was too well. I figured that this is a fashionable new word that HR specialists had thought up to replace the word training. The word coaching at that time made me smirk. And when I saw that my coach's professional experience was at least no worse than mine, I thought, "Just what can he teach me?" I very delicately, but directly told him this. He attentively heard me out without any emotional reaction to any of my words and then calmly asked me to think about things for a bit. I also explained this to my manager, saying that I do not see the point in working with a coach. He

suggested I have one trial coaching session with this person, take a look at the results and then make a final decision.

I agreed, although I was confident that this undertaking would fall flat on its face. Oddly enough, by the end of the first session, I understood that I had made some pretty hasty conclusions. Two or three sessions later I drastically changed my view of coaching and its effectiveness in development.

TEI: What changed in your attitude toward coaching?

Evgeny Romashchin: First, I understood what coaching is and that it definitely works. Coaching does not give you packaged answers, rather it helps you concentrate and make the correct decision yourself, which is very effective. I had not come across this type of work method

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before. Second, I realized that a finance director's professional qualities were not needed: the coach and I talked about issues completely unrelated to calculation methods for returning investment capital. Third, my coach pleasantly surprised me by being a very solid guy. Someone who was calm and very level-headed. I understood that he was further advanced than I in terms of his personal development. So I had something to strive for and learn, not as a former CFO, but as a solid, integral person. Some things that he and I discussed cannot be heard or read in

We discussed topics that were relevant at that moment, and not hypothetical ones that could come in handy someday

very many places. I used to think that I understood some things about psychology, but after working with a coach, I realized that I knew almost nothing about it at all.

TEI: What were the main issues dealt with during your coaching sessions?

Evgeny Romashchin: The main focus was on things concerning interaction with people and understanding what drives them. This really helped me: I looked at this differently and saw how you can predict a person's behavior with a high rate of accuracy and model the development of the situation. Another thing that the coach helped me master was a method that involved putting yourself in another person's shoes, be it your colleague's, employee's or partner's, when you are trying to react the way they would.

TEI: Could you give us some examples of goals that were achieved with a coach's help?

Evgeny Romashchin: For example, before having had coaching, if I would see a significant issue in the company, I would do the following: I would ask to have a word with the board of directors, talk about the problem, try to measure its consequences in tons and monetary wise, then propose solutions and give my thoughts on which of these solutions is the best. I used to think that this was enough. I would make my proposal, and someone on the board of directors would say, "There are no problems,

we already took care of everything." Then the conversation would turn into an argument, one that sometimes included insults and conflicts. Now I understand that I had acted incorrectly. People can choose to not support an idea for various different reasons, sometimes objective and sometimes subjective. You need to think beforehand about how you are going to make this decision intriguing for them, how you are going to recruit people into your corner and hit on their demands, while voicing this idea in the type of language they understand. What is important

for me may be insignificant for my colleague. For example, it might be important for me to have a

project have a certain amount of savings involved, while someone else sees this same project as one that can be used for expanding the company's reputation, image and becoming popular in the press. Understanding this definitely has helped me. There was an area of work that I was able to recruit internal partners for by using this approach. This is not the type of work that can be built once and for all over a year, but we made a lot of serious, tangible process.

Here is another example. It became obvious to me that making decisions for someone is an "act of violence" and a violation of their personal boundaries. I might have a great relationship with someone who, in fact, might fully agree with me regarding a certain decision, but if he feels that this decision was made without his participation, then he carries it out much less effectively: he sabotages it or fulfills it with little zeal. You do not have to tell a person what to do - in most cases, he is able to make an effective decision. When I understood this and tried it out myself, I realized that it works. Now I am ready from within to agree with a reasonable decision, even if it is one that I would not have made myself. If this is an important issue, one of life or death, I will make an argument to defend my option, but if I can tell that my option is only a bit better, then I try to agree with another person's proposal. This has really helped me with my effectiveness in interacting with fellow colleagues. If

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you ask people the right questions, then most of the time they are able to answer them and make an effective decision. Every time I agreed with a decision that differed from my own, I felt satisfied and gave myself a point for this. I did not expect this kind of result from coaching – what I received has surpassed my expectations.

I began to have a better understanding in life for what comes first and what comes second. Do you really need to be working as hard as you can whatever it takes? I cannot say that I know a fail-safe answer to this, but coaching helped me to have a conscious attitude in this respect

TEI: Were you put off by having to invest a lot of time and energy in coaching?

Evgeny Romashchin: I did not have to choose between spending time on coaching or doing something useful concerning work. We discussed topics that were relevant at that moment, and not hypothetical ones that could come in handy someday. These were specific issues that I really needed to take care of, so I did not see doing this as additional time expenditure. Even without coaching, I would still have to tackle these goals. Our sessions let us find answers really quickly and the solutions were often more creative. Plus, I got a lot more job satisfaction.

For example, we had some difficulties with the work efficiency of one of our factories. The corporate center employees' relationship with those at the factory was very strained. When they spoke with each other without upper management present, things would get really nasty. We did not know what the root cause of this was. My coach and I thought up some ways to solve the problem, and I implemented them, but in the end, after checking all possible hypotheses, we understood that the real problem was the factory's director, or to be more exact, his base motive was his affiliation motive (this topic is talked about in detail in psychology,

especially Carl Jung). It was very difficult for this person to fulfill his duties as an administrator. Any type of decision was very hard for him to make, which made him uncomfortable. He had a manipulative way of affiliating with people and he did not feel responsibility for his actions. It probably would have been better if this story had a happy ending, but we had to remove him and

appoint another person to this position. After that we saw changes in the factory's work immediately: the management team and workers' attitude had changed, and was seen rather quick-

ly in an increase in production and financial efficiency at the factory. Working with a coach helped me uncover the root cause of inefficiency at the factory, and gain the confidence to make such a drastic decision like replacing a large factory's manager. Thanks to my coach, I was able to get a grasp of all the details and comprehend the situation in full.

TEI: Did you discuss only work issues, or non-work issues as well?

Evgeny Romashchin: Both. For example, we talked about correctly balancing a manager's work with private life, nature and the meaning of stresses, managers and employees being overworked, etc. I began to have a better understanding in life for what comes first and what comes second. Do you really need to be working as hard as you can whatever it takes? I cannot say that I know a fail-safe answer to this, but coaching helped me to have a conscious attitude in this respect. Or when you are unable to give your kids enough attention, how can you try to solve this problem when your time is severely limited? Coaching's ability to find answers to these types of problems makes it very attractive.

TEI: Did you set any limits as to how many times you should meet and how long the coaching should last?

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Evgeny Romashchin: Over the course of a year we met roughly every two months, which is pretty rare by coaching theory standards. Each time we met, we worked for the entire day, or even day and a half, which is also pretty unusual (I should point out that the coach and I are pretty far away from each other). I felt the practical results from coaching after about three months. I did not have a tight budget, the limit was rather my time.

TEI: What is the secret to effective coaching?

Evgeny Romashchin: First and foremost, getting a sense for yourself. Second, having a better understanding for others, what motivates them and why they act the way they do. Understanding yourself is hardest of all. Understanding others is easier, but not exactly simple to do either. I believe that I have made progress in both areas: I have begun to get a better feel for others, myself and how I look at life. I have learned how to divide up my time in a way that does not negatively affect my other life values. I learned how to compensate for not having sufficient time to spend with my family and how to be a father figure for my children. In

In working as a mentor, I use many elements that my coach had used with me

a certain sense I can say without any exaggeration that coaching has helped me become a happier and more complete person.

TEI: Could you yourself become a coach?

Evgeny Romashchin: Our company has a system to prepare successors for key manager positions, and this program's participants have the option to work with a mentor. The mentors are company executives that help the successor stand out from the managers that he is not a subordinate of. Successors do not open up completely to their managers, thus they will not work as efficiently. We do not call mentors coaches, because we do not believe that, from a professional point of view, our mentors are prepared to take this step. I have three

people that I am currently working with as a mentor. We meet on a regular basis, discuss their growth plans and professional progress, and I help them find answers to questions that are of interest to them. Although we do not call this coaching, I use many elements that my coach had used with me. This work without a doubt brings satisfaction, especially when you see how it helps a successor gain a practical result. This increases my self-esteem, plus it is interesting work that helps in studying other people, while helping to develop yourself. For example, I have one person with whom, before I became his mentor, it was very difficult to find common ground (we had worked with each other on several multifunctional projects). Now we are almost friends. I felt responsible for him and am concerned about the difficulties he goes through and his career progress.

Mr. Pryanishnikov has three degrees, including an MBA (Higher Commercial School of the Ministry of Foreign Economic Affairs and Trade of the Russian Federation and the International University of Management, Paris), plus a Ph. D in Economics. He has been working in telecommunications since 1992. Starting in 1999, he served on administrative posts in VimpelCom, and in 2007 he became responsible for managing all of the company's Russian operations. He became VimpelCom's Executive Vice-President for Development and International Business in 2008. He was named President of Microsoft's Russian operations on January 1, 2009.

TEI: Does Microsoft use coaching in its managers' development, and if yes, in what way?

Nikolai Pryanishnikov: We focus a lot of attention on our managers' development, and part of that process includes using coaches. We choose candidates annually for our HiPo (high-potential employees) group. We have an assessment program and even what you might call an internal competition when each team holds a meeting where they decide who will be a HiPo employee that year. These meetings often see some pretty serious arguments break out.

The company does not set any rigid framework for working with a coach. The goal is to give the manager the chance to have a trust-based association and help anything and everything

After the HiPo employees are selected, they have a special program developed for them that includes a whole line of different activities: training, help in getting extra education, aiding organizational development, etc. An individual employee development plan is also worked out within this program. And in addition to the number of managers that the employee works with, an external coach is also brought into the mix.

TEI: Could you give us some examples of goals that were set within a coaching program and tell us about how they were worked on?

Nikolai Pryanishnikov: We work out a development plan for our colleagues that they discuss with their coaches. Having said that, the company does not set any rigid framework for working with a coach. The goal is to give the manager the chance to have a trust-based conversation and help with anything and everything. The development plan was an outline that we rolled out for interaction that only had the development zones specifically laid out.

For example, you have a person who is very productive, but is not efficient enough in how he interacts with colleagues in a management or a leadership team. We define this

moment as being a development zone, where this person and his coach together work through this zone, form a plan and discuss what needs to be done to fulfill it. This could be done by holding additional meetings with colleagues to bring everyone closer together, synchronize some certain issues and make their informal relationship stronger. Later on, a discussion is had with the coach to find out what is going on while fulfilling the plan, whether any difficulties have arisen and whether the coachee's interaction has improved or not.



Nikolai Pryanishnikov
 President, Microsoft
 Russia

I must say that we saw progress in the aims laid out by directors who worked with a coach. Therefore, I believe that investing in coaching is a justifiable thing to do should you have the desire to grow and should you have the right approach.

TEI: How do you rate your subordinates' coaching results?

Nikolai Pryanishnikov: We try to rate results using a certain formula. The first criterion that we look at is the results the manager achieved. No matter what we do for development, what we expect are results. If the results improve, this is a plus, and if they get worse, this is always a bad sign. Second, we use 360-degree assessment and feedback from subordinates, the latter of which is sometimes received in an informal manner.

TEI: What do you believe helps or hinders coaching's effectiveness?

Nikolai Pryanishnikov: Coaches have worked with a number of my direct subordinates this year, and I have been able to talk with both the coaches and the managers, so I had an opportunity to see just how effective coaching is. Here is what I think about coaching: if a manager clearly understands his strong and weak sides, knows where he needs to develop, is interested in his own growth and is prepared to spend time on this, then coaching as an additional element for a high-potential manager is extremely effective. If you see coaching as the only way to help a poorly-developed manager and if you pressure using coaching without a system, plan or the manager's desire to use it, then it will be nothing but a useless tool.

When we did everything together in one package, then I saw that coaching is effective. First, it lets one get a fresh look at his development plan and at understanding the situation at hand. It could be that we are letting something slip from sight, become obsessed with something or do not see certain principle aspects. An independent coach can help here, since he is knowledgeable in many different industries, has seen many different types of managers and can give an additional point of view on things.

Second, it is always nice to have someone on the outside that you can talk with regardless of your work issues. You

can talk about, for example, your manager, priorities or stressful situations that are coming up at work. This is extremely important. When you are in the corporate world, you should always think about what you are saying and to whom you are saying it. You cannot be overly critical of your manager or colleagues. With a coach you do not have to hold anything back. On the one hand, this helps you open yourself up and see the situation as a whole, while on the other hand, it lets the coach listen to you and give some important advice.

TEI: Some companies roll out their coaching goals in terms of changing certain business indicators, achieving business goals and implementing business projects rather than in terms of expertise. Do you see this as the right thing to do?

Nikolai Pryanishnikov: We try to keep business objectives and development issues separate. If we need help solving business objectives, we hire consultants that are specialists in the field we are looking at. Moreover, we do enough analysis within the company itself to achieve our business objectives. We see coaching more as a way for developing leadership skills and managerial expertise, such as a manager's personal development. Overlapping business indicators is something that I believe complicates everything. In this case a coach should be given different requirements: he should be a professional in the business field, and know the industry, but in this instance he may not be as capable of understanding leadership skills and qualities.

TEI: The root of a manager's problems could be not just the lack of certain skills, but also in the person's personal characteristics that might have to do with his upbringing, values, etc. Should a coach discuss an employee's psychological issues or should he not go beyond business issues?

Nikolai Pryanishnikov: This is an important topic. I am very interested in psychology, including managers' psychology. This is an area that I work on myself, and I try to teach a little bit of it to my colleagues. A coach can definitely make a contribution here, because he is independent of the coachee's business.

I think it is right that a manager strives for peace of mind. Living a full-fledged personal life, being in good physical shape and being happy in general are the foundations for being a successful manager.

Therefore, we are happy to see any manager experience this kind of growth, but we do not insist on it. What is very important here is to have a balance. If a manager can improve other areas of his life, look at his overall

There are some things that you will never understand if all you have is a good education and coaching: if you have not made mistakes, been victorious, gotten laid off, received an appointment, etc., you still will not become a strong manager

well-being, satisfaction, motivation, etc., while going through a development plan, then that is good. Having said that, there is no need to dig into his personal background and upbringing. If a coach and coachee agree on this, then it helps improve the situation, helps them draw conclusions and make the right decisions for growth. If the conversation does not get this far or the person does not want to talk about this, then there is no harm in that either; every manager has the right to do so. In the end, we take responsibility for the manager's work, but not for his personal life.

TEI: We heard of a case where a company hired a coach for an employee that it had been preparing for a high-ranking position in the finance department. When her work with the coach was through, she decided to quit the company and become an artist. The company saw this as an example of coaching being dangerous. What is your view on these types of results?

Nikolai Pryanishnikov: This is a positive result. When someone has some hidden characteristics, they will still be uncovered later on. If a person wants to become an artist, then finances will sooner or later make her absolutely sick, or she could have a nervous breakdown while

putting together a yearly balance, which would backfire on the company to a much greater extent.

Whatever the case, a person's growth, and giving him the chance to get to know himself better is the right thing to do. You gave a pretty extreme example, since coaching usually does not get to that point, normally certain qualities of an employee are brought to light and his confined interests are brought out. These qualities and interests can usually be tied in with his development within the organization, give the employee a better opportunity to realize their potential, find additional motivators and do more for the company.

TEI: How much do you believe an organization should control a coach's work? Do you think that there should be any reports, meetings, etc.?

Nikolai Pryanishnikov: I would say that there needs to be a general outline, development course and action plan that is agreed upon and discussed, but the organization should not have to concoct a deep analysis. This does nothing but throw everything into the bureaucratic mix and kill the idea entirely. All you need is an outline, defined regularity and minimal information (on what was agreed upon and what aims does the work take on), while any further formalities can only worsen things.

TEI: Have you worked with a coach before?

Nikolai Pryanishnikov: I have never worked with an external coach before, though I have always tried to learn from managers around me. I am thankful for those who have helped me grow during my career, and am learning now from my managers here at Microsoft. What is more, I have always tried to learn not just from my managers, but also from my colleagues. If the "neighboring" vice-president has some unique experience, then you can use this for your own growth. You can even

learn from your subordinates. If you hire strong managers – and this is exactly the way you need to do things – they should always have something to learn from. This is all about constantly learning and growing, which is very important.

Would it be better if I used coaching? At some point, it could probably help me become faster and more effective. Coaching is an additional element that can be of a lot of help when you have the right set up for growth and development. I have seen how this has worked with my directors. But at the same time I would not talk about coaching as a goal in and of itself. In the end, the main thing is to have a base that includes a good education as the foundation and some managing experience. There are some things that you will never understand if all you have is a good education and coaching: if you have not made mistakes, been victorious, gotten laid off, received an appointment, etc., you still will not become a strong manager. If you have an education, have some serious managerial practice and are in addition continuing to grow by working out your own development plan, continuing to train, are conversing with your colleagues at the same level, all the while working with a coach, then in the end you have a very synergetic effect for growing.

TEI: If you would want to hire a coach for yourself, what qualities will become critical for making your choice?

Nikolai Pryanishnikov: I would analyze several factors. The first factor would be the person's experience in similar projects and work. The second would be his international experience, meaning that the person would not get hung up on work within one certain country, plus the person would know and understand different cultures and have a broad outlook on things. The third would, of course, be his psychological skills, either from education in psychology, experience with it or something connected to it in his results.

Finally, the fourth thing would be the level of confidentiality I would have in conversing with this person. We are all human, so after the first meeting everything should be crystal clear: you are either able to open yourself up to this person and trust him, or not.

Our directors have used foreign coaches, which gives me some doubts. On the one hand, a foreign coach can be a good coach and have international experience, which is both right and good. But on the other hand, the coach is required to be a good psychologist, be able to understand his coachee intuitively and see all the nuances when you interpret events or your goals. In this respective, it is very important for the coach to speak with you in your native language. In the long term it is very important to have more coaches with international experience, all the while speaking your native tongue – this makes things more effective for you. Therefore, Russian coaching for managers has promise.

TEI: Could you be a coach?

Nikolai Pryanishnikov: That is an interesting question. I think I could. What is more, after seventeen years of a pretty successful managerial and leadership career, I would like to share my knowledge more. I have already begun to do this, and I think I will continue to follow this path. I have a workshop called "10 principles for being successful in a large corporation." I have held it for both university students and company directors. Coaching is something separate, but since in any case I am constantly dealing in managerial activities, certain concrete skills are certainly there. Moreover, when you are talking about one manager meeting another, you have even more trust than if you are talking with someone who has not run anything. So becoming a coach could be interesting in principle. In what form and when is hard to say, but I would be prepared to review different options for my continuing to develop as a coach.

Ms. Uzhakina graduated from Lomonosov Moscow State University, IBS and the National Academy of Economics under the auspices of the Russian Government (Executive MBA). She has been working in HR since 1999. She knows how to run organizational diagnostics, analyze a company's need for training, training's effectiveness and she can form a personnel-training system. She is a partner at Amplua, which represents Amplua-Broker (tenders and recommendations for the best personnel-management provider) and Amplua-Insights (research and benchmarking for different types of personnel management and for the HR services market, as well as consulting and organizational diagnostics).



Yulia Uzhakina
 Director and Partner at Amplua-Broker, Expert on the personnel training and development market

TEI: How is the coaching market doing these days?

Yulia Uzhakina: The coaching market is growing very quickly. Our analysis has shown that, despite the crisis, the number of coaching requests at the end of last year grew by 15%, while the training market fell by 40%.

TEI: What is the coaching market's structure like?

Yulia Uzhakina: We conducted research among roughly 200 coaches. Even though there are more than that on the market, this number allows us to draw some conclusions. As a result we have divided up coaches into the following categories:

First, you have a pool of those one can call executive coaches. This category is made up of people that work with chief executives and do nothing but coaching for a living. These types of coaches often work both in Russia and Europe, are multilingual, and sometimes they are foreigners that know the Russian market well, and may even know Russian.

The next category is for coaches that also work with chief executives, but in the meantime are able to switch to various different formats. This category includes many professional trainers that see coaching as the next step in their professional development. For example, they can quickly switch to individual training if the coachee turns out to not know a certain topic or does not wield a certain skill.

The last group is the largest and least homogeneous. It includes many trainers that are looking for a way to make

money and, when sensing that there is now a very large demand for coaching, think to themselves: Why not? They do not, however, see the big difference between a trainer and a coach. We also include former or current psychotherapists in this group, which there are a lot of among coaches and who do not always see the big difference between psychotherapy and coaching.

TEI: Why is it hard for a psychotherapist to work as a coach?

Yulia Uzhakina: We define coaching as an instrument that helps a person or group solve concrete goals that have to do with their profession. Psychotherapists who work as coaches are geared toward something different. They work in what is called the "problem field," meaning that they follow the coachee in moving from one specific professional issue to the next, which is often a personal one. Therefore the contract length cannot be specifically laid out because each person's problem field is endless. Moreover, if the client wants to stop working with the psychotherapist, the latter may request one or two more sessions to "ease out" of the coaching process.

TEI: So you see coaching more as a way to reach certain business goals and less as being targeted toward personal or psychological problems?

Business coaching can be both about business and personal issues. What is important is that the company makes a conscious choice about what its goals are. For example, one large bank let its top managers' coaches cross into personal space if need be, and this was laid out

in the contract with the coach. To put it more simply, if a person has to solve their own personal problems rooted in their family life in order to solve a bank's complex issues, a coach could be used for doing just this. This is why they looked for coaches with experience in psychotherapy.

However, there are other companies where doing just this is forbidden. In such a case the company tells the coach, "You are working in a business context, and if you have

Despite the crisis, the number of coaching requests at the end of last year grew by 15%

discovered that the coachee needs to work out his personal problems to reach certain goals, let us know and don't get involved."

You need to remember that a coach works with a coachee as a whole, and not just with his business side. It is tough for companies to get a guarantee that the coach will respect that fine line that separates a person's personal and corporate goals. For example, not too long ago there was a case when a business-unit director, who had a coach hired for her by her company to prepare for an upcoming position, came to the management and said, "You know, I have decided to become an artist because I have found it to contain the meaning of life." This was a shock for the company management, which had invested thousands of dollars in her, with the assumption that she would work in the company. Many coaches believe that this was the right thing to do, because what is important is that a person finds oneself, realizes their potential, finds harmony, etc. This is good for the person, but is it for the company?

TEI: How does a company get the idea to use a coach?

Yulia Uzhakina: Our experience tells us that HR people are usually the initiators, which is why they are often the main clients. Having said that, the company's HR department needs to sell this idea as well. For example, a department manager comes face to face with some problems in the team and asks the HR manager to organize a team building event. Here a smart HR will say, "We can have a coaching session instead."

Such a request by company management can occur when a coaching-style management is welcome in a company. Here, a manager that has a problematic situation or a difficult subordinate can request a coach for either goal.

Is it true that people use coaching more when problems arise rather than to reach ambitious goals?

There are various different examples, but more often than not people look for a coach's help when the fat lady has already started to sing. Why is it here that the coach is most needed? It is because managers in fact have it pretty tough these days. They make tough decisions, and they need a person they can think with.

TEI: What kind of employees is coaching used for?

Yulia Uzhakina: As for employee status, external coaching is used for those who are at least middle-management, but more often than not for executives.

A rather popular practice is to use coaching for so called HiPos, or potential future successors of high positions. Very few companies during the economic crisis have shut down their HiPo programs, although they all have looked for ways to cut expenses. Coaching, being less expensive than high-cost MBA programs and so forth, was an easy solution to this problem.

Many HR managers point out that coaching does not need to be used for young employees. Mentors and career-development consultants fit these types of employees better. A coach is more effective when working with older employees.

TEI: Are there instances where managers hire coaches themselves?

Yulia Uzhakina: Yes there are. Cases like this have appeared this past summer in fact. Sometimes in these instances HR managers help find a coach, while the employee pays for the coach's services. Occasionally, an individual coach (if coaching is not used in a company at all, but the need for it has arisen) can be paid from the training budget. This is a very reasonable decision in many cases.

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TEI: What practices are used to analyze coaching's effectiveness?

Yulia Uzhakina: The most popular practice is to use the percentage of goals that coached employees have reached for the year as the key indicator of a coach's work. Another way is to track the changes in the indicators of the process accompanied by coaching.

Analyzing the effectiveness of coaching programs by looking at the changes in survey results on employee

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satisfaction is gaining popularity. These types of surveys usually include parts that can be correlated with the quality of coaching within an organization — for example, a block of questions on management style or developmental responsibilities.

Yet one more popular indicator of coaching's effectiveness is the decrease in personnel turnover. Separating a coaching's influence from other factors, of course, is difficult, but nonetheless this is an indicator that companies take advantage of. I should point out that employee turnover as a whole should not be taken into account, rather only people who quit for reasons such as, "there are no prospects for growth" or "dissatisfied with management".

Russia is responsible for coming up with the following method for tracking a coach's effectiveness: looking at changes in behavioral indicators of the references that are made using a 360-degree assessment. The problem, however, is that competency models have recently created a cause to doubt their effectiveness, triggering many companies to have a second look at their own competency models because of the crisis.

Some companies are replacing effectiveness indicators with quality indicators, such as a coachee satisfaction analysis. This is not exactly the right way to do things.

There are examples where a coachee has given the coach very bad feedback because the process was very difficult, while the changes in his behavior were in fact enormous.

TEI: How are relations built between management, the HR manager, coach and coachee?

Yulia Uzhakina: The coachee's manager sets the coaching program's goals, and this is the best way to do it. Some of these goals may be behavior related. If the coachee sets goals, then this represents more of an encouragement system and less of a development system.

If an employee consciously works with a coach, then a lot will depend on

the coach, because it is the latter that is responsible for the coachee having fulfilled his or her set goals. You cannot, of course, force the coachee to work if he does not want to, but you also cannot believe a coach that washes his hands of the situation beforehand and states that nothing depends on them.

The coach needs to understand that his client is the company that hired him, not the coachee. The beginning of the program must consist of a trilateral meeting, and intermediate trilateral meetings are also desirable.

The HR manager has a definite role in the coaching process: he is what makes the process move. The HR manager's goal is to achieve the needed communication, and to have the coach-coachee pair work well together so that the coaching process does not drag along. Monitoring feedback is also an HR manager's job.

TEI: How are coach-coachee pairs made?

Yulia Uzhakina: There are a few ways. A really popular method is when an HR manager speaks with each coach and employee, and then makes the pairs himself. This works pretty well, but it is important for the HR manager to have the coachee understand that the coach can and needs to be changed if he so desires. Moreover, you should not hope that the employee will say this himself. You need to constantly ask how things are going.

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A different kind of format is the group format. Miniature presentations for a group of employees soon-to-be coached are given by the possible coaches. Here the HR manager leads the presentations in a talk-show like atmosphere, as the coaches talk about themselves and answer questions. After meeting the coaches, the coachees then say with whom they would like to work.

But lack of chemistry is always a risk, even when the coachee chooses the coach.

TEI: How do companies deal with the issue of a coach's work confidentiality and monitoring?

Yulia Uzhakina: The company that decided to hire a coach for its employee should determine the confidentiality lines. The lines depend on how afraid they are of what goes on between a coach and coachee behind closed doors. There can be different approaches here. Some companies set up complete control, and the coach and the

The company that decided to hire a coach for its employee should determine the confidentiality lines. The lines depend on how afraid they are of what goes on between a coach and coachee behind closed doors

coachee write reports on each session they have. At the other extreme there is no formalization whatsoever and the company announces that whatever goes on between a coach and a coachee is their own business.

Our recommendation is to keep sensible reports, one or two for the entire coaching program, that are then sent to a manager or program curator.

TEI: Can a coachee be open and honest with a coach if the former knows that the coach writes reports to be read by management?

Yulia Uzhakina: This is an issue of the coach's professionalism. A professional coach can create an atmosphere of trust and prove his usefulness and benefit that he or she provides for the employee, even if the coachee knows

that the coach talks with the management every day about what went on during the sessions. A coachee should understand that everything is done in his own interests.

TEI: What factors do companies focus on when selecting a coach?

Yulia Uzhakina: The first and most important factor is the personnel level that the coach has worked with. If the coach has worked with regular managers, then it is better not to assign him to work with executives.

People will always prefer a coach that increases his own coaching qualifications, is a member of professional associations and finished some short-term program, for example. There are, however, some red flags to be aware of, including schools and applied methods that have a negative effect on one's resume.

The number of client hours is also very important, but the client list is no less important. There are a lot of coaches

on the market that have racked up many client hours, but the clients they have worked with are either friends, relatives or fellow coaches.

It is important for a coach to name the

coaching model and tools that he uses. Many companies expect to see coaches that have come from the business world, but in reality we have very few such coaches. Business has yet to run out of steam, and people that over time could become coaches are still active in their own work. As for one's psychology background, opinions often differ: some companies believe that it is needed, while others forbid it.

A coach's willingness to follow the rules and be disciplined is an important criterion for hiring one for a corporate environment. This criterion is checked by the coach's willingness to fill out a form, present information on time, etc. If a coach cannot do this, then one starts to wonder whether this coach is able to work in a structured manner with a coachee.

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Western companies often have very stringent requirements for a coach to provide recommendations, but there is one problem here. A coach is not always ready to give out a recommender's contact information. We do not see this as being a coach's problem, but rather a peculiarity among Russian clients, as many would rather

A coach's willingness to follow the rules and be disciplined is important criterion for hiring one for a corporate environment

not talk about them having worked with a coach or having hired a coach for their employees.

We also recommend that the coach have a supervisor. Unfortunately, this factor is often overlooked.

TEI: Could you share some numbers with us: how much does coaching cost, how many meetings does a standard program entail and how often are meetings organized?

Yulia Uzhakina: We should point out that our survey has not uncovered a correlation between the cost of coaching and the criteria for choosing one – qualifications, number of client hours, etc. One hour of coaching costs from two thousand rubles to thirty-five hundred euros. The median price is roughly three hundred euros an hour. The number of meetings is usually spelled out in the contract beforehand, with standard practice calling for six to seven sessions per program. There are no rules set in stone for the number of meetings, since everything depends on the time needed for fulfilling the goals at hand. If a goal needs to be reached immediately, then meetings could take place every day.

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Ward Howell

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