



COACHING EVOLUTION INT'L
ACADEMY

A new era of coaching

HOW TO MAKE COACH TRAINING COUNT

ISSUE #1

May 2020

What you will read in this issue

Raising the bar

This issue is packed with information on three basic things.

1. How to coach a CEO. When even the companies don't get it right, how can you go in and actually make a difference? What does it take on your part to coach a senior executive or a CEO?
2. Have you ever actually thought about the competencies you are asked to learn and apply in your coaching practice? Will these competencies and the way you are evaluated in these truly prepare you to deal with real clients and make a difference in their lives? A quick look into the difference between competence and competency in coaching.
3. There are at least four coaching levels out there. From an elementary level all the way up to higher education (Master's courses). How will the client know who to hire? Based on what? Does the current training framework merely enhance the gap?

For more details about our Company, visit
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contents

coach certification | issue 1 | May 2020

04

THE EDITOR-IN-CHIEF

What do most people think when they hear you say "I am a coach"? They ask if you are a life coach and if it has to do with psychology. I see it more as teaching through toughness, self-directed learning and love.

07

HOW TO COACH A CEO

The ultimate goal for many coaches: to make it good and coach senior executives and CEOs. But is it that easy? Or do coaches resort to consulting to provide value with this tough group?

13

LEVELS OF COACHING

We have found a huge mismatch between the levels of training in coaching and the quality of the experience declared by coaches. Who do you want to pay to coach you?

05

COMPETENCE OR COMPETENCIES?

What exactly do we know about the competencies we are asked to demonstrate as coaches? Are they enough to "baptise" us as professionals?

10

WE STAND THE TEST OF TIME

We have been around since 1992 in the education field. And since 2009 in the coaching field. How have we made it? What do our students have to say about us?

17

"IF" BY RUDYARD KIPLING

Sometimes, all we want to do is become that much wiser.

FROM THE EDITOR



Give me five minutes of your time and I will give you a different perspective on a number of things related to coaching and its impact on human nature (or not).

Yes, you read well. Most coaches promise impact - but impact is a serious word. Of course we do NOT impact others and their lives that easily. It takes immense effort and an amazing personality to positively affect another person and make them change.

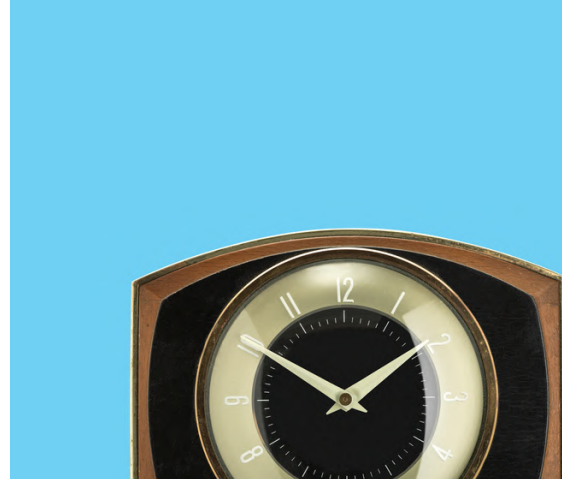
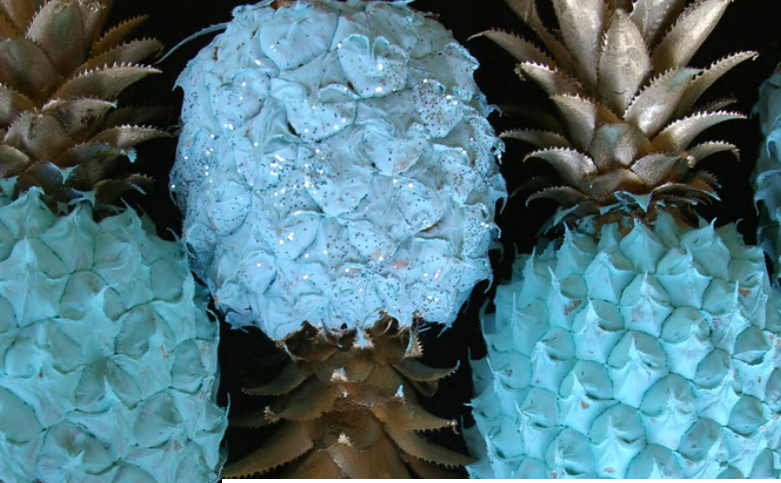
We hope that there truly are that many people out there doing so. Pretty much as there are teachers. But, you know what? 90% of the accounts I have read after scouring the internet for days on "the teacher who inspired me" were all about tough, strict teachers, who gave their students a hard time, yet they seemed to know what they were doing.

Very few memories were of wonderfully quiet and calm teachers that communicated their knowledge in a motherly or fatherly kind of way.

The same goes for coaching. Impact happens when the coach knows exactly what they are doing, they have most of their own mess sorted out and firmly, sternly, yet lovingly, with their own personality, leading by example, can actually impact their clients.

What have you been doing lately to make an impact?

PAMELA CARAVAS
EDITOR IN CHIEF



Competence or competencies

defining your coaching success

When it comes to applying theory to practice, it is imperative that there are two practices in order: practical application before going to market and requesting to be paid for your services and formal assessment of this ability and level of effectiveness of this application.

When you invite a plumber to come and fix the piping under the sink, you look at him and observe him while he is doing his job to see if they know what they are doing. If the plumber had come through a referral, you tend to trust them to go about their business without you stalking them as they do so. What you would expect your plumber to do is to deliver and fix things to get them working again. You do not expect them to learn there and then on the job – especially not while repairing your piping system.

When you hire a lawyer, you try to do so via referrals to the extent possible. You ask around and want to know what they are really good at and what kind of law they practice. You might even ask about their studies to verify that their experience and street credit comes with more than just sufficient studies. You would not really hire an apprentice lawyer that has not yet passed their bar exams, would you? So, which category do coaches fall into?

As the system stands, they are more likely to fall into the first one. With a rather non-existent regulation system on what defines coaching and its efficiency, we heavily rely on the morality and personal ethics of the individual to perform at a standard that benefits the current practice of coaching. Yet, morality and personal ethics are not measured nor are measurable and cannot yet be part of the competencies framework that official coaching bodies have put forth as a benchmark for quality.



What we see rather often is coaches who have an official credential yet are known to be quite inadequate as professionals. Let's add another variable to this game of competence. Is success for coaches determined by the dollar or by their decency?

Current coaching bodies have created competency frameworks that would help the client feel safe, feel that a credentialed coach can offer better quality services, pretty much like the plumber. If a plumber has been trained sufficiently, he can go out in the market and finish off the learning on the job. The level of efficiency and experience may be minimal at first, but as time and years go by, the plumber – or the coach – will acquire more skills, tackle more difficult cases, after having tried their hand at some and may or may not have failed, and by the end of a five year cycle we have a good, or even great coach, who has practically developed through trial and error.

What if this were not the case? What if we approached it all pretty much like the legal professionals do? Let's take a look at how we can develop competence and competencies under a different light in the next issue.



How To Coach a CEO

an introduction

Yes, it is very difficult to find a person with significant industry experience, a strong leader, a visionary, one who earns the confidence (hearts and minds) of the people, has strong financial and operational gifts, willing to work a significant amount of time (when they have no economic need to work), take on all the political mess, see talent in the right people, and much more.

Traditional attributes like experience in a related industry need no longer be the starting point for a hire - yet they still need to be around. It is more important to have passion to accomplish and leave a legacy, to have the power of conviction, to be able to balance risk and reward, manifest balance in decision making, to be collaborative yet decisive, demonstrate independent thinking, and surround yourself with great people.

Of all, which are the companies that are going to make it past the most recent challenges that affect them? These changes do not have to do only with the changing capital markets, which seemingly have little to do with humans and their behaviour, when in fact they have everything to do with that. The large concentrations of capital and the way this is managed by the corporations is no longer a matter of why corporations exist. The impact of these giants on society has created new collective and individual behaviours.

Add to the mix the rising concerns of climate change – dismissed by many boards as insignificant to the purpose of the company or as insubstantial – the ever growing in popularity issue of income inequality, digitalization and the powerful waves of populism taking over from the smallest to the largest communities of all kinds globally, and you pretty much have a new world order.

So, can we actually coach a CEO?

The HBR article on Corporate Governance, A Guide to the Big Ideas and Debates in Corporate Governance by Lynn S. Paine and Suraj Srinivasan raises the question of corporate performance and how this is now measured amidst all the changes. A 2017 survey on CEO talent in America by the Stanford Graduate School of Business and The Rock Center for Corporate Governance, reveal the challenges top companies in their industry face when it comes to finding a new CEO.

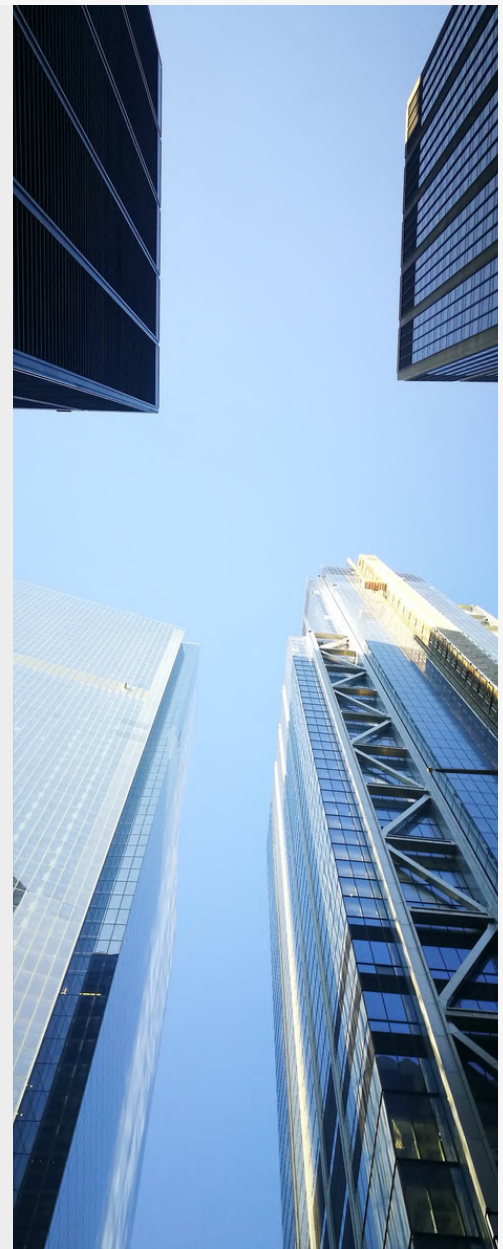
So how can we coach a CEO? Can a CEO be actually coached, and if so, why would they choose coaching as their preferred method of development or to build perspective, if indeed development and perspective is what they need. This is a great starting point. Does a CEO who has that very specific skill set which helps them overcome obstacles in times of adversity need "development"? What is the definition that this small pool of high achievers would give that would ratify a coaching contract for them?

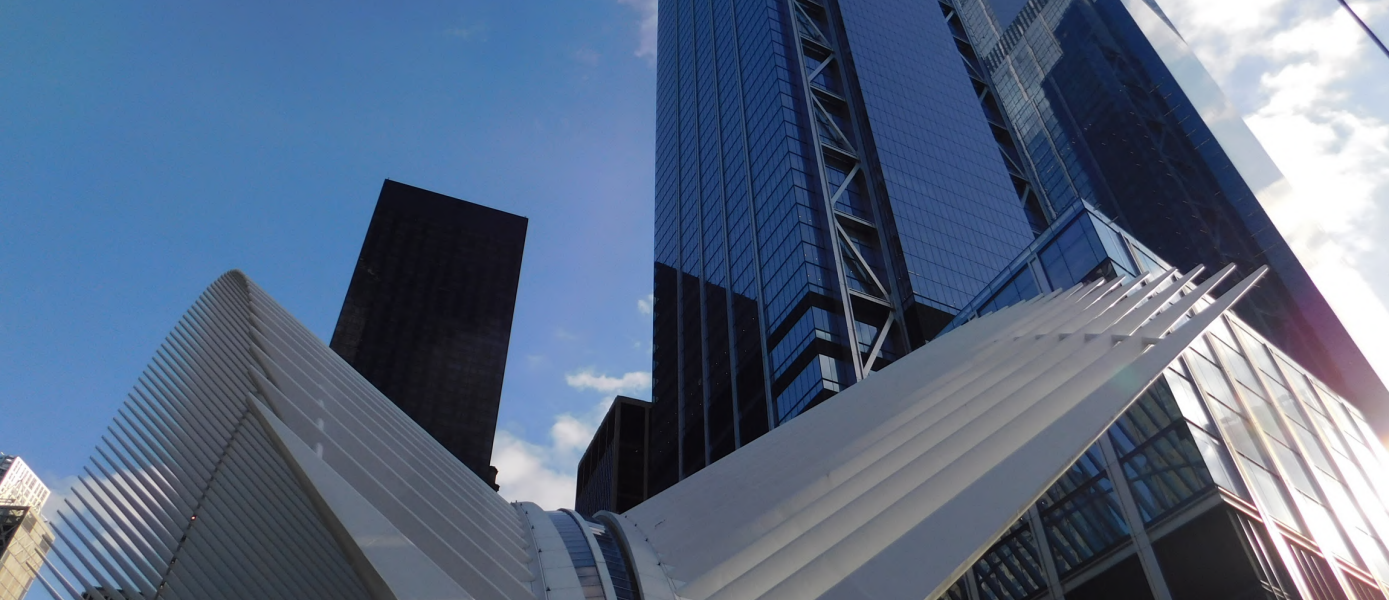
A good start

According to an executive consultant: "Expense reduction initiatives in most years have eliminated many leadership development programs and mentors, exacerbating the problem" (Stanford 2017 survey). That is, the problem of not creating great CEOs and, thus, missing something in the design of the structures and processes needed for an effective succession planning.

The HBR Special Issue on How to Learn Faster and Better makes the point through its contents that everyone should keep learning. Mentoring and coaching are the two most favourable methods over the past decades even though many companies feel that cutting costs by not pursuing continuous learning also saves time for the ever so busy CEO and executives.

Chen Zhang and her coauthors have used research in favour of learning in her book "To Cope with Stress, Try Learning Something New". Developing a new skill or investing in intellectual performance enhancement may lead to feeling less stressed over the seemingly insurmountable tasks that need a solution.





3 Things US companies believe block finding a great CEO

According to Stanford Graduate School of Business Professor David F. Larcker, the beliefs that the directors have about finding a CEO significantly affects talent development and CEO compensation. These are summed up in the following:

- The pool from which to choose the qualified CEO talent is limited
 - The culture fit is not predictable nor measurable to tick off as easy as the other criteria
 - The implications of making the wrong choice are profound and multidimensional
-

Focusing on the coaching impact

Nick Donatiello, lecturer in corporate governance at Stanford Graduate School of Business has summed up what a CEO needs to have to tick all the criteria off the list. He emphasises that most senior executives do not actually have these skills. These include:

- General management expertise
- Industry specific expertise
- Functional experience
- Leadership skills
- Cultural fit

Grooming senior executives seems like a fine plan, but still failing to deliver is still part of the game. Designing the right structure of a succession plan also seems like another fine plan, provided the executive is not tempted to transition to the CEO position for a competitor.

Coaching can actually take place, not so much at CEO level, but more during the preparation stages. A successful fit between the CEO to be and the coach may lead to a lasting collaboration.

When it comes to coaching CEOs, they must be willing to constantly challenge themselves and prepare to become “antifragile” when the going gets tough by engaging in what we, as a coaching & training company, call Intellectual Performance Enhancement.



Testimonials

coach certification | issue 1 | May 2020

We stand the test of time

Since 1992 we have been in the world of teaching. First, with children. Then in 2004 with adults. Then came training for executives in companies. From BIC to L'óreal, training became coaching for Unilever and Siemens among other companies.

In 2011, the first Academy was set up with the aim to train coaches. In 2013, we had accredited our first course at Practitioner level with the EMCC.

Since then we have trained more than 2,000 individuals in coaching skills.

Let's take a step back in time and see what they have to say about our collaboration.



Dimi Kassari

**EMCC EIA at Practitioner Level,
Leadership and
Performance Development Coach**

I stumbled upon Coaching Evolution Int'l Academy and Pamela Caravas while researching EMCC-accredited Coaching Training. I learnt about the philosophy of her school and her vision about the future of the coaching profession, and decided that it was perfectly aligned to my own philosophy about life and my professional values. The Practitioner level course I followed was everything I needed it to be; challenging, demanding, thorough, confronting, enriching, and transformative.

This is not for the faint of heart, for those who seek a quick fix and an easy way out. This is hard work. It requires dedication and the courage to confront your own shortcomings.

This Certification has opened new career pathways for me, towards Performance and Leadership Development, People Management and Organizational Development.

Eleni Matraki

**EMCC EIA at Practitioner level
Lawyer/ Women's Empowerment Life
Coach**

The training I received at the Academy can be described as one of high standards and professionalism. The courses were challenging, inspiring and purposeful, providing the students with useful, practical tools and a solid theoretical foundation. The fact that the program was EQA Accredited at Practitioner level (Level 5) ensured that successful students met the research-based competence standards presented in the EMCC Competency Framework.

This led to my proudly receiving the European Individual Accreditation (EIA) at Practitioner level that gives value to my practice as a professional coach, it provides accountability and credibility for my clients and legitimacy to my commitment to excellence. My path to constant learning and providing quality coaching to my clients is what inspires other women, empowers them and helps them set their own goals for their personal excellence.





Vasiliki Geka

PhD candidate on Coaching in Education

One of the most important things that Pamela has taught me is resilience and learning to anticipate the unexpected. I was impressed by how well she knows human nature, how brilliant she is at communicating her knowledge during class and the extent to which she would challenge you to go the extra mile.

Pamela made me love coaching and inspired me to delve deeper into its meanings and effectiveness not only for my Master's dissertation but also for my PhD thesis. What also made an impression on me is that she always adds to her knowledge, is updated with the latest trends on everything, constantly studies and never ceases to develop as a person. She not only teaches, she practices what she teaches, as well. What raised my admiration even more for her is the fact that the more I research the literature on coaching, the more I confirm everything that I had initially learnt through her teaching. She is a person who teaches you to transcend because she does it herself on a daily basis.

Eleni Georgopoulou

Communications and PR Coach

Studying at Coaching Evolution Int'l Academy is not a walk in the park. However, looking back at myself as I was 3 years ago and at me now, I wouldn't change a single part of that marvellous journey. I took a deep dive into me! I studied with experts in the field and learned from a great teacher. I am glad I got to know the better me. I hope I get the chance to coach others and help them find their better selves too.

As time goes by, the competencies I learnt at the Academy are helping me give value to my clients and define my niche as a professional coach on communication and public relations for individuals and small businesses. The next step is to use this certification to apply for my European Individual Accreditation (EIA) at Practitioner level with the EMCC (European Mentoring & Coaching Council).





Levels of Coaching

Ever wondered which coach is an experienced one and which is not? Ever wondered if the experience matches the training or credentials levels?

In the following pages we investigate the extent to which we should all pay attention to the level a coach is trained at in combination with actual quality experience.

The reality of quality coaching

There is actually a huge mismatch between levels and experience. The two together determine the quality and effectiveness of coaching and the efficiency of a coach and whether the outcome is evident intellectual performance enhancement.

But, as a client, how do you know if a) the truth is out there as regards the coach's experience and b) if your issue can be dealt with with THAT particular coach and not be referred two or three times to another "more experienced" coach?

And what about the fee? It is not as if someone with less experience but with training at a higher level of accreditation would charge less than one with a lot more experience gained over the years yet has barely renewed their lower level credential.

At our Academy we are doing our best to ensure that this mismatch will pose no problem and that our motto of "decency over dollar" is true for us as an institution and for all our graduates.

We devised a creative way to show the level and matching experience of our coaches that is underpinned by a specific philosophy. Our courses are defined by a mindset, a way of thinking and behaving that is from the beginning admirable yet leaves room for improvement. We have also matched our course levels with the European Qualifications Framework and the Australian Qualifications Framework.

As educational providers we must ensure that our students feel that the certification they receive from our Academy follow the short cycle, first and second cycle qualifications of the Bologna Process. To ensure validity we have special Knowledge-based Modules that are combined with Competence Assessment Modules at every level.

Let's take a closer look.

Level 3 – Spartan Level (AQF Level 3)

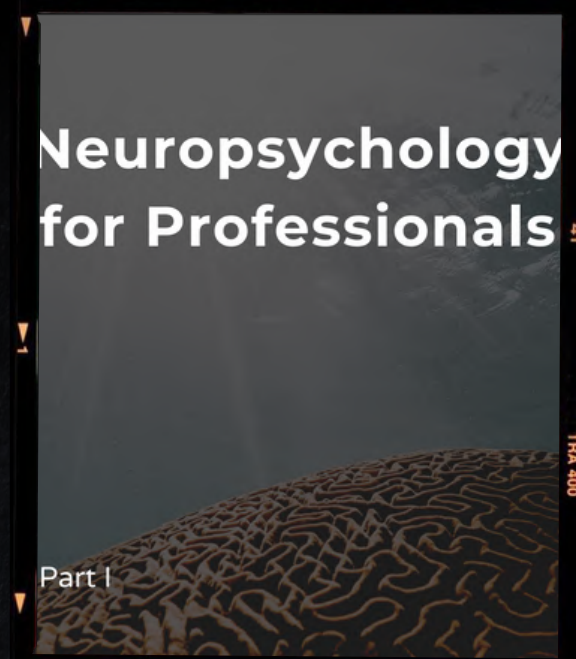
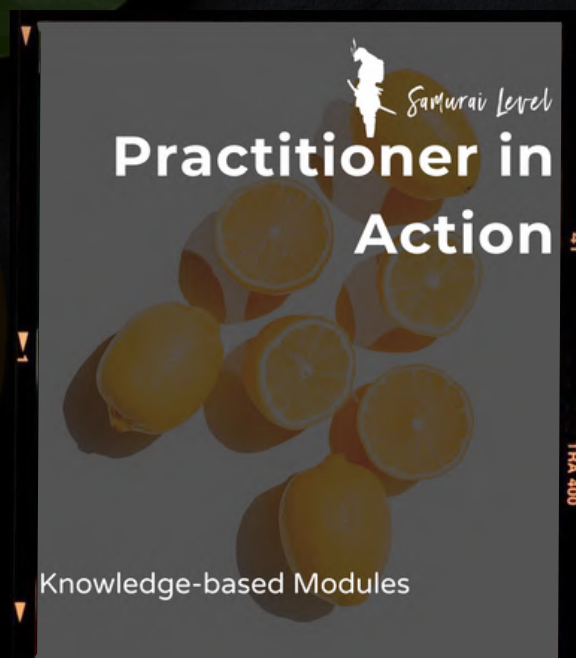
Level 5 – Samurai Level (AQF Level 6)

Level 7 – Sherlock Holmes Level (AQF Level 9)

Level 8 - Human Hacker Coach Level (AQF Level 10)

Pop over to the next page to see how our courses match the classification we have presented above. Look out for the little distinctive images!





If

by Rudyard Kipling

If you can keep your head when all about you
Are losing theirs and blaming it on you,
If you can trust yourself when all men doubt you,
But make allowance for their doubting too;
If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,
Or being hated, don't give way to hating,
And yet don't look too good, nor talk too wise:

If you can dream—and not make dreams your master;
If you can think—and not make thoughts your aim;
If you can meet with Triumph and Disaster
And treat those two impostors just the same;
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings
And never breathe a word about your loss;
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: 'Hold on!'

If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And—which is more—you'll be a Man, my son!



Coaching Evolution Int'l Academy

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