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Arun Kohli

Effective Coaching, and the Fallacy of Sustainable Change

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*I write this book with a deep sense of
gratitude and dedication
to the people who have been the strongest
inspirations and support for me*

Gabriele B. Kohli[†]

13.04.1965–15.01.1994

My first Coach and beloved wife

Anke Kohli

My beloved wife and the sunny side of life

Mrs Mohini Kohli

My mother and the iron pillar of my life

Neeru and Ritu Kohli

*Two strong women and most wonderful
sisters without whom I would not have
mastered many challenges in India*

&

David Ben Adam and Anna Mohini Kohli

*My wife's and my reincarnations with a
superior operating system*

Foreword by Stefan Rau

Coaching and Leadership



Stefan Rau

You are not born a leader. Your rise on the career path is often very fast. The problems of leading teams or individuals are often ignored or underestimated, and potential or rising new leaders are often not sufficiently prepared for their new roles—to both the new leader’s and the corporation’s disadvantage.

The requirements and demands of employees are very different and more involved today than they once were. The consequences can be seen in the culture of your company which reflects your style of leadership! Employee satisfaction is significantly influenced by your communication through your leadership style and also your personal behaviour. To lead and inspire employees

in a manner that they follow you is a key to your success within the company—this is true for all management levels.

With personal coaching you are supported in personal development through self-reflection; you learn about the differences between your self-image and your public image: what you think of yourself and what others do. With coaching it is easier to interpret and to relate to employee reactions to certain management challenges and consequently, where necessary, bring about changed behaviours and increased or better performance.

For me the professional, critical, and honest feedback on my behaviour was the key benefit and opportunity I gained from personal coaching.

It was also important for me to understand the clear difference between managing and leading—for me, personally, it assisted in considering how to lead my reports and reflecting about how to motivate employees. I found that knowing more than their names . . . admitting mistakes does not weaken me but strengthens their respect for me as their leader. Employees value an authentic leader who does not

simply copy an off-the-shelf idealistic management style. Coaching has given me the opportunity to discover my own leadership style, on my own terms. I found it was extremely productive to get insight about my self-hood and on the effect I have on others through an honest and unbiased self-reflection, conducted with my coach. The outcome was that it led to an improvement in my leadership style, which affected those around me in a positive way.

Stefan Rau, coaching client. Managing Director/Geschäftsfuehrer: Global Process Plants Director, TI Automotive (Heidelberg) GmbH. Heidelberg, Germany March 2013

Foreword by Juliana Roth

The Best Coaches for Successful Intercultural Venues



Juliana Roth

Intercultural coaching is a new subject in the world of international business. Theoreticians may still attribute little importance to it; others may even consider it to be only a new buzzword in international business. There is some research on it, but it is based less on original theories than on findings adopted from other bodies of knowledge, such as system theory or intercultural training or competence. As a result, we still lack valid definitions, methodological guidelines, and accepted work formats for intercultural coaching venues.

But in spite of this academic neglect, intercultural coaching has firmly established itself as a tool in personnel development and is regarded as a much needed service for managers in positions of leadership. In today's globalised business, leaders are urged to develop their personality and identity to adapt to quickly varying international contexts. They also have to enhance their personal skills, to include self-reflection, cultural self-awareness, perspective change, and empathy. In my view, the most effective way to gain these competences is in individualised intercultural coaching venues.

Intercultural coaching gained popularity thanks to the efforts of the many practising coaches who quickly grasped the importance of the new educational format and began to enclose in their portfolios intercultural issues such as cultural difference, solution-seeking, or conflict resolution for intercultural situations. Due to the lack of a uniting theory and job profile, the services which intercultural coaches provide can vary a lot. Some rely mainly on the cultural dimension and conduct their venues as simplified mini intercultural training, while others emphasise a systemic approach and tend to minimise the importance of cultural

differences. Between these two extremes, there is a variety of formats which coaches use—depending on their affinity to certain topics or on their biographical experience.

Intercultural coaching can also vary, depending on who the coachees are. They can be individual executives, expatriate couples, small groups, or multicultural teams. This text refers to the most frequently applied format of individual coaching for business executives.

With regard to content, intercultural training and intercultural coaching have a lot in common, but they are not identical. There are certain strategic differences that make these two settings distinct from each other. The differences derive primarily from the specificity of the communicative situation in a coaching session where coach and coachee work intensively one-to-one and face-to-face.

In intercultural coaching:

- Coachees receive individual customised support.
- The privacy of the client is guaranteed.
- Coach and coachee are in a closer relationship.
- Coaches can be flexible with their time management and be more responsive to the worries of their clients.
- Coaches can intervene more directly and achieve higher effectiveness of their work.
- Coaching sessions allow for a dynamic reaction to changes in the personal and work environments of the client.
- Problematic issues can be brought in and discussed spontaneously.
- Coach and coachee can develop strategies and solutions for troublesome issues.

All the above points are derived from the personal experience of practitioners. I am sure that there are many more practical insights into the essence of intercultural executive coaching and especially into the criteria for successful coaches. The absence of general academic criteria renders great relevance to the insights of experienced coaches. For the corporations that include intercultural coaching as a tool for the personal development of their business leaders, this means that they have to invest more scrutiny when deciding about coaches and coaching strategies.

Juliana Roth, Professor of Intercultural Communication, Ludwig Maximilians University of Munich, Germany April 2016

Foreword by Dirk Brinkmann

Coaching for Leadership



Dirk Brinkmann

Colleagues become reports, bosses become colleagues, and decisions need to be taken and responded to faster than ever before: Welcome to modern leadership!

Seminars and toolkits alone cannot be the right response for a smooth transition of a young manager from middle to upper management. Coaching that is close to real-life practice—better still, ‘shadowing’ in the current job—is becoming more and more an elementary necessity and an appropriate support for young managers in transition.

Dirk Brinkmann, coaching client, Director, Arvato Bertelsmann SE Munich, Germany April 2012

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A dear friend who I have known for as long as I can remember advised me to move to Cuba, drink good wines, and smoke cigars to get inspiration for my book. According to him that is the only way to write a book. Even though I disagree with his views, I would like to express my sincere gratitude to my friend, Dipam Patel, in London, without whose support this book would never have taken off the ground.

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