Contents

Lists of figures
List of tables
Notes on contributors

Foreword: an overview of coaching and mentoring in the Asia Pacific region xvii

Part I
Setting the scene

1 A brief history of coaching and mentoring
   DAVID CLUTTERBUCK AND TAMMY TURNER

2 Key challenges for coaching and mentoring in Asia Pacific
   DERRICK KON AND ANNA BLACKMAN

3 What does good practice look like?
   ANNA BLACKMAN AND DAVID CLUTTERBUCK

4 Role and future of coaching supervision in Asia Pacific
   VIMALA SUPPIAH

Part II
Coaching cases

5 Coaching in Thailand
   CHÉRIE CARTER- SCOTT
The Cross-Cultural Kaleidoscope™ model: a systems approach to coaching in the Asia Pacific region
JENNY PLAISTER-TEN

Asia’s unique leadership challenges
TONY MATHERS

Transitioning the new CEO while embedding a merger: how coaching supported a newly appointed CEO based in Malaysia who was appointed to lead a newly merged technology company across Asia
PADRAIG O’SULLIVAN

Technology leader in Asia
RAM RAMANATHAN

Are leaders born or made? A tale of two executives
ROSS SWAN

Auckland City amalgamation and culture development using the traditional Maori concept of Kaiarahi
VANESSA FUDGE

Asia Pacific organizational coaching case study
CHARLIE LANG

Strength-based leadership and team coaching in Asia Pacific
DOUG MACKIE

Empowering women leaders in STEM (Science, Technology, Engineering and Mathematics)
DAVID PIERCE, KASIA GURGUL, SUE HUBBARD AND ANNA BLACKMAN

Leadership coaching: an Australian context
JULIA MILNER AND MIKE ARMOUR
16 “The different me-s”: using the multi-selves model for peak performance and alignment
MARION NEUBRONNER

17 High performance team coaching
MORNÉ MARITZ

18 Coaching in Asia Pacific from the perspective of the coachee
SIQIWEN LI, ANNA BLACKMAN AND ALISON CARTER

Part III
Mentoring cases

19 Can a ‘white-fella’ be mentored using traditional ‘black-fella’ wisdom?
AKRAM SABBAGH

20 Mentoring within the Pacific Islands
CHRISTOPHER NUNN

21 The Mentoring for Effective Teaching (MET) programme
PETER HUDSON AND SUZANNE HUDSON

22 To mentor or not to mentor: a mentor speaks
YA-HUI KUO

23 Young women in leadership, Massey University
VASUDHA BHIDE AND BETH TOOTELL

24 Familial mentoring in Hawaii: understanding the influence of culture on mentors and protégés
DONNEL NUNES

25 How to match mentors and mentees effectively
GEORGE QUEK
Part IV
Conclusions

26 Lessons learnt
DAVID CLUTTERBUCK, ANNA BLACKMAN AND DERRICK KON

Index
6.1 The Cross- Cultural Kaleidoscope™ model
7.1 Whole system organisational coaching
8.1 Individual development model
8.2 The PALDER framework
11.1 ATEED values
12.1 Coaching framework for leaders/mentors
14.1 Hierarchy of achievement theme
14.2 Most important coach characteristics
16.1 Peak Performing You Model
17.1 A model of positive deviance: qualities, facilitators and outcomes
18.1 Coachees’ perspectives of coaching in the Asia Pacific region
21.1 Model for forming and sustaining the mentor- mentee relationship
21.2 Three dimensions of observation
25.1 Groupings of mentors and mentees by competency
Tables

1.1 Key influences on the evolution of modern coaching
1.2 Four levels of coach maturity
2.1 Requirements for a successful coaching culture
A5.1 Western coaching assumptions versus Thai coaching perspectives
8.1 Coaching programme
18.1 Industries and professions of respondents
25.1 Client’s leadership competency framework
25.2 Leadership competency framework
25.3 Matching table for each mentee
25.4 Summary of the matched pairs
Contributors

Mike Armour heads up the leadership and talent function for a mid-sized insurance organisation where coaching and mentoring have been key elements of the leadership framework and have been an essential part of developing skills and capabilities for the future. He completed a Master’s degree in Business Coaching in 2012 and is currently undertaking a PhD through the Sydney Business School, University of Wollongong focusing on coaching supervision. He can be contacted on mike.armour@bigpond.com.

Vasudha Bhide is an Assistant Lecturer and doctoral student in the School of Management, Massey University, Palmerston North, New Zealand. Her research interest is in the area of women and leadership and her doctoral research focuses on the diverse experiences of workplace sponsoring among women in New Zealand. She is also interested in and actively involved with leadership development programmes for young women and students. She can be contacted on justvasudha@gmail.com.

Anna Blackman is an Associate Professor at James Cook University, Australia, in the College of Business, Law and Governance. She is the Course Coordinator for the Graduate Certificate in Australian Rural Leadership for the Australian Rural Leadership Foundation and is a Queensland Councillor for the Australian Human Resources Institute. Her areas of expertise and research interest include coaching effectiveness, human resource management, business management and leadership. She can be contacted on anna.blackman@jcu.edu.au.

Alison Carter is a Principal Research Fellow at the Institute for Employment Studies (IES) in the UK. Her current research includes mindfulness applications in the workplace. She also
writes, speaks and consults on a range of human resources, organisational development and coaching issues. Alison was a founding Director of the European Mentoring and Coaching Council (EMCC), Co-Chair of the 2nd Harvard International Coaching Research Forum, Chartered Fellow of CIPD and member of the US Academy of Management. She can be contacted on alisoncarterdba@aol.com.

**Chérie Carter-Scott** is a #1 *New York Times* best-selling author with books in 40 languages. She has been the MMS Coach Trainer since 1974 with over 10,000 coaching hours and an Executive Producer of the LEAP coaching documentary and writer of *The Workshop* musical production. She is the only MCC in Asia who is also a certified Mentor Coach and a certified ICF Assessor. To contact her: www.drcherie.com, drcheriecs@gmail.com.

**David Clutterbuck** is Visiting Professor in the coaching and mentoring faculties of three UK universities: Sheffield Hallam, Oxford Brookes and York St John. One of the two original founders of the European Mentoring and Coaching Council, he is now its Special Ambassador, tasked with spreading good practice internationally. He is a pioneer of the evidence-based approach to coaching. His book, *Everyone Needs a Mentor*, first published in 1985, remains the core text for mainstream developmental mentoring. He carries out continuous research, with current focus on effective supervision of coaches and team coaches and on how coaches and mentors assist clients in managing ethical dilemmas. He has been named as one of ‘HR’s most influential’. He is author, co-author or editor of more than 65 books, about half of them in the field of coaching and mentoring. He can be contacted on david@davidclutterbuckpartnership.com.

**Vanessa Fudge** is the founder of the consulting and coaching firm Leading-Well Group. Currently she is authoring a programme called ‘Leading Well’ with FeelGood Leadership UK. She is a registered psychologist specialising in organisational system dynamics, a coach supervisor and a member of the European Mentoring and Coaching Council (EMCC). She can be contacted on vanessa@leadingwellgroup.com.au.

**Anthony M. Grant** is globally recognised as a key pioneer of
Coaching Psychology and evidence-based approaches to coaching. He holds a BA (Hons), an MA in Behavioural Science and a PhD in Coaching Psychology. In January 2000 he established the world’s first Coaching Psychology Unit at Sydney University where he is the Director of the Coaching Psychology Unit. He has over 100 coaching-related publications. He is a Visiting Professor at Oxford Brookes University; a Senior Fellow at the Melbourne School of Business; and an Associate Fellow at the Säid School of Business, Oxford University. In 2007 he was awarded the British Psychological Society Award for outstanding professional and scientific contribution to Coaching Psychology. In 2009 he was awarded the ‘Vision of Excellence Award’ from Harvard University for his pioneering work in helping to develop a scientific foundation to coaching. He was a 2014 Scientist in Residence for the ABC – the Australian Broadcasting Corporation – and in 2016 was awarded the Australian Psychological Society ‘Workplace Excellence Award for Coaching and Leadership’. He enjoys playing loud (but unfortunately not particularly Claptonesque) blues guitar.

Kasia Gurgul is a modern leadership and management coach, mentor and trainer, working internationally with leaders to develop high-level communication and coaching skills to empower their team, boost engagement and tap into diversity. Her background is in science and technology. Having lived and worked in Australasia, the Americas and Europe, she brings a global mindset and perspective to her work. She can be contacted on kasiagurgul01@gmail.com.

Sue Hubbard is an executive coach and the director/owner of Learning Partnerships Australia. She coaches people through a process to vary their mindset and learn to deal with the blocks they face in their professional lives with a view to building people to be their best. She can be contacted on suehubbard@learningpartnerships.com.au.

Peter Hudson’s teaching career of 38 years includes 10 years as a school principal and lecturing in universities. He held four substantial Australian Commonwealth grants to advance educational practices. His model of Mentoring for Effective Teaching (MET) is at the forefront of his work in schools. He can be contacted on peter.hudson@scu.edu.au.
Suzanne Hudson is the Director of Professional Experiences at Southern Cross University and was the Project Leader of the ‘Teacher Education Done Differently’ (TEDD) program at Queensland University of Technology. She can be contacted on sue.hudson@scu.edu.au.

Derrick Kon is with The Conference Board which is a global think tank headquartered in New York with knowledge areas that include, among others: Strategic Human Resources, Global Economy and Corporate Governance. He has worked in management positions with multinationals and in global Human Capital consulting organisations such as Mercer and Mercuri Urval. He has served as the President of the Strategic Management Interest Group, with the Singapore Institute of Management. He is passionate about top management challenges in the areas of strategy, leadership and executive coaching. He is a Professional Certified Coach (PCC) with the International Coach Federation (ICF). He has published work in academic journals and global reports. He holds a Doctor of Business Administration from Victoria University, Australia and an MBA from RMIT University, Australia. He has taught at National University of Singapore Business School and Nanyang Technological University. He can be contacted on derrickkon@yahoo.com.

Ya-Hui Kuo earned her PhD degree in Educational Psychology from Auburn University in the USA. She was the Program Director for the C2 Educational Centers, Inc in Bethesda, Maryland, USA and now is an Assistant Professor in the Department of English at Wenzao Ursuline University of Languages in Kaohsiung, Taiwan. Her research interests focus on mentoring in higher education, international education and issues related to teaching and learning. She has a keen interest in qualitative research studies. She can be contacted on 94101@mail.wzu.edu.tw.

Charlie Lang is the founder and managing partner of Progress- U Asia. He is known for his innovative approaches towards leadership and coaching. He combines the latest findings in research with his own international coaching and leadership experience. He has 15 years of corporate experience, holding top positions such as Managing Director and VP Sales and Marketing for APAC. As an expert in corporate culture
development and executive coaching, he accumulated over 4,000 hours of executive coaching experience and completed numerous coaching assignments with executives in senior management positions such as CEOs, managing directors, board members, etc. He is an avid writer, having published over 200 articles and two books, *The Groupness Factor* in 2005 and *The Coach Factor* in 2012. He can be contacted on charlie.lang@progressu.com.

**Siqiwen Li**’s research interests include financial risk management, banking, financial crises, risk-based prudential regulation in the banking sector, financial risk modelling, behavioural finance, catastrophe risk management & insurance and environmental finance. She collaborates with researchers from finance, science, economics, management and other backgrounds in multi-disciplinary teams. She can be contacted on Siqiwen.Li@canberra.edu.au.

**Doug MacKie** is a business psychologist, executive coach and director of CSA Consulting. He has over 25 years’ experience in the assessment and development of executive, leadership and team capability within top companies in Australia, Asia and the UK. He has a particular expertise in positive leadership development and has pioneered the development of strength-based approaches to developing transformational leaders with organisations. He has presented at international conferences and published in leading journals on positive leadership development, the importance of effective evaluation and assessing ROI in coaching engagements. He is the author of the definitive text *Strength-based Leadership Coaching in Organizations* based on his research in this area. He can be contacted at doug@csaconsulting.biz.

**Morné Maritz** is Principal at Morné Maritz and COO for Fiscus Capital and Fiscus Strategy. He holds a Master’s degree in Organisational Psychology from the University of Johannesburg, and an MBA from Melbourne Business School (Melbourne University). He helps organisations to understand, apply and profit from innovation and change, leadership enablement and high-performance coaching. In that respect he is a disrupter of the status quo and helps his clients to answer two important questions – “Should I/ we do this?” and then “Why?” Once they have a clear common understanding of those, he helps to bring
an understanding of “How” to accelerate and realise the full potential of ideas, strategies and strengths. Prior to founding his current practice, he worked and lived in the UK, South Africa and the US in various roles. He has developed a unique high performance framework while researching the national rugby team of South Africa. He is currently an associate with Melbourne Business School where he is responsible for the design and implementation of the overall governance and engagement framework for Executive Coaching. He can be contacted on mornem@omnemaritz.com.

Tony Mathers is Chief Executive at the Institute of Executive Coaching and Leadership (IECL). He combines leading the company from Sydney with coaching a number of senior executives in the corporate, government and academic environments, both in Australia and Asia. He is an executive coach with many thousands of hours of one-to-one coaching experience and a business career spanning the UK, Asia and Australia, including a global leadership position in financial markets and later regional responsibility for Asia for a leading Australian bank. He was early into the executive coaching space back in 1999 and approximately 100 of the people he has coached have been based in Asia. He can be contacted at tonym@iecl.com.

Julia Milner is a Professor in Leadership at EDHEC Business School, France and a management consultant working internationally with leading organisations, focusing on leadership development and business coaching. As the Director of the International Centre for Leadership Coaching she has extensive work experience in Australia, Asia and Europe. She can be contacted on julia@coachingint.com.

Marion Neubronner graduated from Harvard with a Masters in Human Development and Psychology and is faculty with the Behavioral Coaching Institute. With over 20 years’ experience in coaching, mentoring, training and development, she has transformed clients (like Oracle, Google, Singtel, Schneider-Electric) with her expertise in leadership, multi-generational workforce, business growth, positive psychology and resilience. She can be contacted on marionneubronner@gmail.com.

Donnel Nunes is a family learning consultant with expertise in
behaviour, education and mentoring relationships between family members. He is the founder of PVA Knowledge Group (pvaknowledge.com), a boutique firm that offers advising for individuals and organisations with a focus on family owned businesses. He is an associate of the Aspen Family Business Group and the Hawaii regional representative for Coaching and Mentoring International. He can be contacted on donnel@pvaknowledge.com.

Christopher Nunn is internationally recognised for his leadership qualities and strategic thinking. He has a passion for assisting people reach their potential. As a motivated individual himself he has the ability to assess the current situation, find the opportunities for growth and develop goals aimed at providing a successful outcome. He can be contacted on chris@chrisnunn.com.au.

Padraig O’Sullivan is the President Asia Pacific of The Leadership Circle and The Full Circle Group. He is also an Honorary Fellow at Sydney Business School, University of Wollongong where he lectures on the Masters of Business Coaching Degree. He works across Australia, South East Asia and the Middle East. He is the author of the Foreigner in Charge series of books and has contributed to three other books. He has written extensively on ‘C’ level transitions into the most senior leadership roles based up his 15 years’ experience working in a coaching capacity. He can be contacted on padraig.osullivan@fcgglobal.com.

David Pierce is an executive coach and a Professional Certified Coach with the International Coach Federation. He works with leaders at all levels to identify what matters to them and helps them to discover their purpose. The definition of purpose leads to setting goals and implementing the actions to get there. He can be contacted on enzocons@bigpond.net.au.

Jenny Plaister-Ten is the Director of 10 Consulting Ltd and a Global Executive Coach with a background in international marketing. She spent more than a decade living and working in the Asia Pacific region. She is the author of The Cross- Cultural Coaching Kaleidoscope (2016). She worked in a regional role for ICL Asia Pacific setting up a new PC division, before founding her own regional consulting practice based in Singapore. She has a Master’s degree in Coaching and Mentoring Practice and
now specialises in coaching global leaders and multicultural teams. She can be contacted on jenny.plaister@10consulting.co.uk.

George Quek is a leadership coach and consultant who has helped numerous organisations set up their Structured Mentoring initiatives as well as equipped their mentors and mentees. In 2004, he launched the first programme in Asia Pacific on ‘How to Set Up a Structured Mentoring Programme’ for HR/LD professionals. Besides mentoring, he focuses on talent assessment and development. He can be reached at george@distinctionsasia.com.

Ram Ramanathan (http://coacharya.com) is a leadership coach and trainer and spiritual wanderer, blending eastern spiritual wisdom with modern psychological and neurobiological knowledge to create mindless awareness. He can be contacted on ram@coacharya.com.

Akram Sabbagh has extensive experience as a board member, business founder, board advisor, business and executive coach. He plays a pivotal role in enabling numerous executives and businesses across a diverse range of sectors realise their growth objectives, transition to the next phase of their development and achieve challenging commercial and cultural objectives. He can be contacted on akram.sabbagh@altusq.com.au.

Vimala Suppiah is the Principal of GameChange Coaching Consultancy. She holds the ICF Professional Certified Coach Credential and is the co-founder and current President of the Association of Coaching Supervisors and Mentors (ACSM). She coaches leaders and executives to gain new perspectives, insights and tools to lead people and organisations. She can be contacted on suppiahvimala@yahoo.com.

Ross Swan is a behavioural leadership coach who is committed to reducing the stress for executives in managing their people. He is also focused on improving employee engagement in the workplace in order to give people a greater sense of purpose in their working day. He can be contacted on ross@soul-inspired-leadership.com.

Beth Tootell is a Lecturer and the Director of Teaching and
Learning in the School of Management, Massey University, Palmerston North, New Zealand. Her research interest is in Human Resource Management and the broader area of people's experiences at work. She has a passion for teaching and learning and is most interested in the diverse experiences of different groups at work. She can be contacted on B.L.Tootell@massey.ac.nz.

Tammy Turner is based in Sydney, Australia and is originally from the USA. She is Managing Director of TPC Leadership Australasia and Founder of The Centre for Coaching Development and Supervision. As a Master Certified Coach, she has worked with key industry and government decision makers and trained, mentored and supervised many hundreds of coaches. She has been Director, ICF Australasian Professional Standards' team and led the ICF 's global task force on coaching supervision. As a visionary in the international coaching field, she has been a contributing author to articles and books on coaching, mentoring and the power of leadership at every level. She can be contacted on tammy@developingcoaching.com.au.
Foreword

An overview of coaching and mentoring in the Asia Pacific region

Anthony M. Grant

Coaching is now pretty much a globally used methodology for enhancing performance, well-being, productivity and for facilitating positive change in corporations, government institutions, businesses and education settings. Indeed, it is hard to think of a sector of society that does not use some type of coaching methodology. For those of us who have been involved with the development and practice of coaching for some years, we have seen coaching throw aside notions of faddishness and hyperbole, and over the past 25 years we have witnessed the emergence of an evidence-based approach to coaching. We have seen the development of a solid empirical evidence base, as well as the development of conceptually coherent theories that can ethically inform our coaching practice. From both the empirical evidence and our own practical experience as coaches, we know that coaching and mentoring can be a powerful methodology for creating positive change. We have seen and experienced the positive impact of working with others in a supportive goal-orientated coaching or mentoring relationship. Although it may sound trite, we know that good coaching or mentoring can be a life-changing experience – and the empirical evidence is resoundingly supportive in this respect. This is wonderful. We have come a long way. But there is more to be achieved.

The fact is that most approaches to coaching have been developed from a Western perspective. For example, the origins
of life coaching sit firmly within the American self-help genre. Similarly, the notions of executive and business coaching have mainly arisen in American and European business contexts, and the cultural and theoretical influences on contemporary organisational mentoring follow similar lines, as David Clutterbuck and Tammy Turner’s chapter so concisely outlines.

Although many contemporary approaches to coaching and mentoring incorporate aspects of Eastern philosophy, for example, acceptance and mindfulness practice, my impression is that the coaching and mentoring industry per se has tended to merely appropriate and adapt such notions to make them fit within a Western paradigm. I should emphasise at this point that I do not want to position cultural perspectives in a dichotomous fashion; ‘us’ compared to ‘them’; ‘East’ compared to ‘West’; or ‘individualist’ versus ‘collective’. Such crude dichotomies can polarise, subjugate and dehumanise, producing the very antithesis of the coaching and mentoring mission.

However, different countries and different cultures do have different values, expectations and working practices. The kind of coaching or mentoring that might work well in a New York stockbroker’s office may be of little value in coaching or mentoring under-resourced, bureaucracy-burdened social workers working with acute at-risk cases in impoverished areas of Europe. The same caveats about generalisations hold true for using Westernised corporate coaching and mentoring methodologies in the Asia Pacific region. It is both foolish and patronising for coaches schooled in Westernised approaches to coaching to assume that they can go in and ‘fix’ organisations globally. Of course, few coaches really hold such fixed or authoritarian mind-sets, but to date there have been few attempts to document the key issues to pay attention to when coaching in the Asia Pacific region, and there are few books that present a comprehensively curated anthology that can act as a practical guide for the ethically grounded and evidence-based coach or mentor. In a sense, such an endeavour has little chance of completely succeeding – not least – as Derrick Kon and Anna Blackman discuss – because of the vast differences in this massive region. Nevertheless, this book provides some
important pointers towards enhancing the effectiveness of coaching and mentoring in the Asia Pacific region.

Padraig O'Sullivan's chapter provides an illuminative example of how to best coach expatriate executives who are seeking to work in new cultural environments in the Asia Pacific region. His work reminds of us the value of bringing mindful reflective practice to such challenges. The skill set required to help expatriate executives acclimatise and adapt their existing leadership styles to unfamiliar cultural context is perhaps one of the more common applications of coaching and mentoring as Ram Ramanathan and others discuss.

A significant challenge for those of us who work in this region occurs when trying to develop the coaching and mentoring skills of the indigenous workforce. A key point that resonates for me throughout much of the book relates to fully utilising and, where necessary, working with aspects of the client's indigenous culture, rather than simply imposing pre-existing (typically 'Western') coaching values and mores onto the client's culture. Christopher Nunn adroitly discusses his experiences with working in the Pacific region and highlights how much importance is placed there on a nurturing, personalised leadership approach, compared to the transactional style we so frequently see in the Westernised commercial world.

Along similar lines, Akram Sabbagh and Vanessa Fudge provide us with a useful example from New Zealand, and focusing on how aspects of Maori culture which already echo coaching and mentoring methodologies can provide an effective foundation and framework for contemporary New Zealand coaching and mentoring practice. Similarly, Chérie Carter-Scott's chapter provides intriguing insights into the experience of coaching in Thailand, and Chérie's example of using the Thai concept 'sanuk' (meaning that everyday life should be fun) is a beautiful example of using specific cultural constructs to help the coachee reframe and rearticulate their goals. It seems to me that we all can benefit and learn from each other's cultures in many respects.

Charlie Lang's chapter neatly outlines the very real
challenges of cross-cultural coaching, and highlights a number of issues that many professional coaches will have faced. First, and this is an issue that has not as yet been discussed much in the coaching literature, are the opportunity costs that often flow from a poorly implemented coaching programme. Poorly implemented coaching and mentoring programmes can have the unintended consequence of increasing cynicism and resistance to subsequent change programmes. As far as I know there has not been any research into financial costs of poorly implemented coaching and mentoring programmes, but one can safely assume that they could be substantial on both financial and human capital levels. In Charlie Lang's chapter this issue was addressed by presenting the new programme as a 'Mentoring for Sales Leaders programme'. Second, as Charlie Lang concisely and forthrightly articulates, there are significant language barriers to be overcome. Indeed, it strikes me that it is not enough to merely translate the words of a leadership development programme or coaching technique from (say) English to (say) Korean or Japanese, we need to be able to capture the subtleties of the meanings embed in the language and convey those meanings. In a sense such cross-cultural programmes go well beyond the transmission of technical methodologies. Rather, they involve a genuine recreating of coaching principles and the ability to rearticulate those from within a different cultural reality. This is not an easy task and this book will provide useful insights for those of us engaged in such endeavours.

As Doug MacKie neatly reminds us, we seek to help our clients identify and utilise their personal, cultural and collective strengths. Regardless of geo-graphic location, good coaching and mentoring helps individuals, groups and organisations construct and move towards better futures and positive outcomes. In this way good coaching and mentoring truly can be a universal methodology for creating purposeful positive change; let's use it well.