
The Four Cs of Global Coaching

An Inclusive Method of Coaching

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Video: Whose Job Is It



Observe the scene between an employee, Lin, and her manager, Roger, about a conflict occurring with her colleague, Bo.

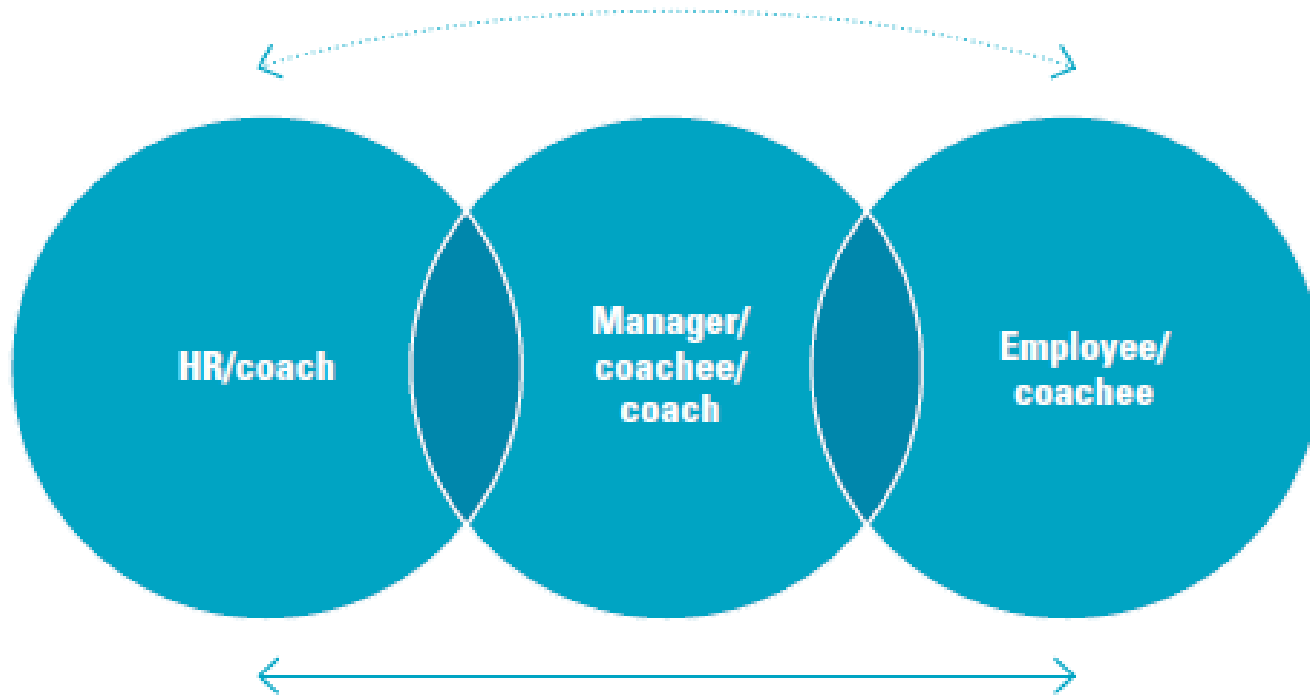
Pair up with a partner to discuss your thoughts on the following:

- What is each person's goal of the meeting? What is each thinking or feeling?
- What could Roger have done to improve the outcome of this conversation?

Defining terms:

- **Coaching** – Act of providing feedback to improve job performance
- **Coach** – Individual providing feedback/information
- **Coachee** – Individual receiving feedback/information
- **Emotional Intelligence** – concept created by Daniel Goleman. Includes emotional awareness, application and regulation as a part of a successful relationship
- **Cultural Intelligence** – the ability to flex one's style cross-culturally in various situations, without losing self-identity

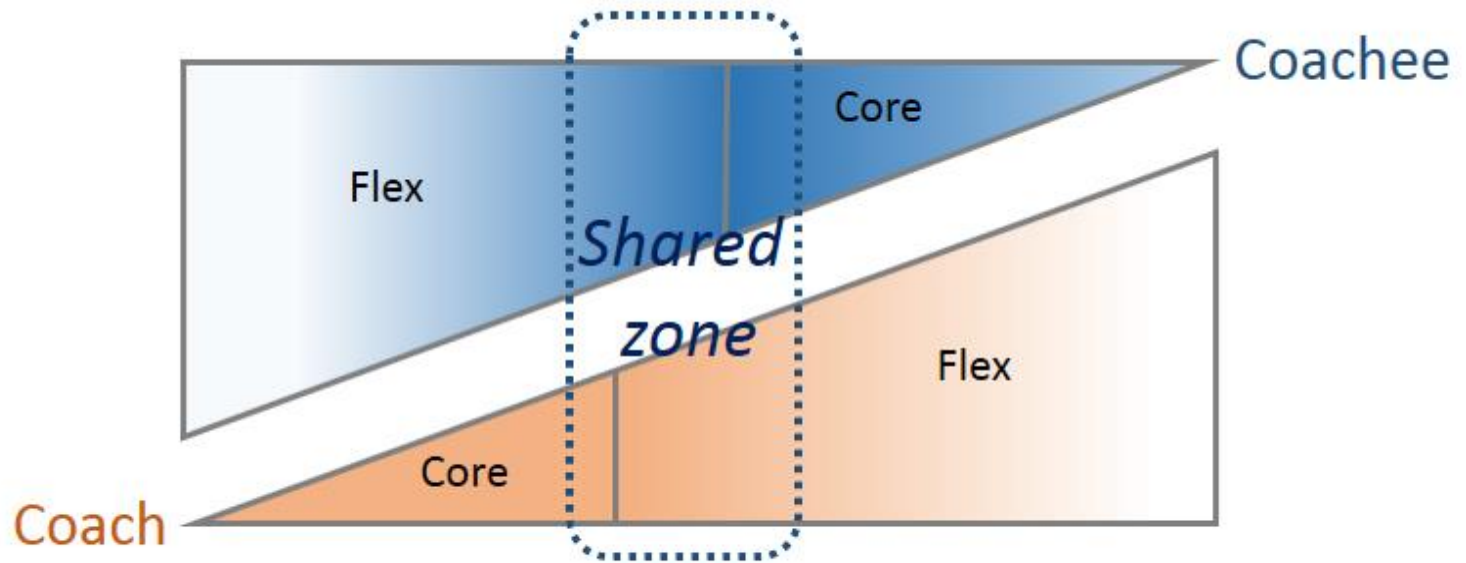
The Coaching Path



The Four Cs of Global Coaching



The Shared Zone – Between *core* and *flex*



Source: Adapted from *Cultural Intelligence* by J. Middleton

Application of the Four Cs

“Whose Job Is It”

1. Contact: Describe the details of the situation?
 - Lin and her coworker Bo are having a conflict regarding clarification of job duties.
 - Lin wants Roger to intervene and clear up who is doing what.
 - Roger believes the conflict is not a management problem thus Lin and Bo need to determine a solution on their own.

Application of the Four Cs

“Whose Job Is It”

2. Core: What values, principles or expectations are at play?

- Organizational core competencies, code of conduct
- Roger’s expectations that employees problem solve directly and are self-reliant
- Lin’s expectations that a manager should get involved when conflict arises between employees

Application of the Four Cs

“Whose Job Is It”

3. Culture: What cultural factors exist in the relationship between Roger (direct coachee) and Lin (indirect coachee)?

What cultural factors exist between you (coach) and Roger (coachee)?

Application of the Four Cs

“Whose Job Is It”

4. Conclusion: What is the desired outcome for the business?
 - Roger wants Lin and Bo to manage the problem themselves.
 - A workplace where complaints don't become issues (ie. disciplinary).
 - As the coach, what outcome do you need?

Activity: Global Coaching Practice

Whose Job Is It?

Take a few minutes to reflect on the following questions:

If Roger was your coachee:

- In what ways are you culturally similar and/or different from him?
- What would you do to generate an effective coaching session with him?

Discuss in groups of three.



A few more coaching considerations:

- What if your coachee is not comfortable with their cultural competency skills or knowledge?
- What if your coachee has low trust with their coach (the employee) who really needs the feedback?
- What if you, as a coach, don't know anything about the culture of the person you are coaching?

Effective global coaching requires:

- ✓ Leadership practice
- ✓ Emotional and Cultural Intelligence
- ✓ Knowledge of *cultural dimensions*
- ✓ Exploration of unfamiliar subjects and places
- ✓ Self-confidence
- ✓ Willingness to seek feedback to improve

Questions?

Thank You

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