

Participant Guide:

The Four Cs of Global Coaching

An Inclusive Method of Coaching

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Welcome to the Four Considerations (Four Cs) of Global Coaching – An Inclusive Method of Coaching

This session will provide leaders with a tool to encourage accountability, and most importantly, strengthen relationships in the modern workplace.

“As the workplace becomes more diverse and globalized, leadership, including human resources, is struggling to keep up with the changes. The influx of ambitious Millennials, the increase of multi-cultural teams, and the push for equality are driving a need for management skills that are adaptable and appropriate for the new workplace. Coaching is a skill that eludes many leaders, yet integral to building relationships and establishing a culture of accountability.

There are four considerations to be mindful of and to apply within the coaching context: The Four Cs of Global Coaching provides a framework for a leader to apply when having a coaching dialogue with an individual from a different culture. Especially for human resources—as mentors they must use their influence rather than authority to achieve success for their organization.”¹

Learning Outcomes:

- Participants will discover how an effective coaching relationship does not require traditional organizational power to create engagement.
- Participants will be able to identify how coaching includes a cultural component by learning about the Four Cs model.
- Participants will learn about the application of global coaching to build respect and increase engagement.

Activity: Whose Job Is It

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

Lin: But he's not my boss. He should not tell me how to do my job.

Roger: Look Lin, from what Bo said, he was just offering you some friendly advice. He was trying to be helpful.

Lin: But I don't need his advice. I know how to do my job.

Roger: Lin, we all know that you're very capable. And I'm sure it wasn't his intent to offend you. It really looks like it's a simple misunderstanding; something you should be able to sort out yourselves.

Lin: Hmm... But someone should tell Bo not to interfere in my work. Maybe you should tell him.

Roger: I really think it would be better if you would work it out together, on your own.

Lin: But you're the boss!?

Roger: Yeah... true, but the responsibility here is really with you. Remember when you joined the team and you took that conflict resolution training? This would be the perfect opportunity to put that training into practice.

Lin: A good leader makes sure the team is working well together.

Roger: *(Inhales)* Look... *(clears throat)* I've got a lot of work to do. I trust you'll work this out with Bo ASAP. And I'll see you in the team meeting later.

Lin: I don't belong here...

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

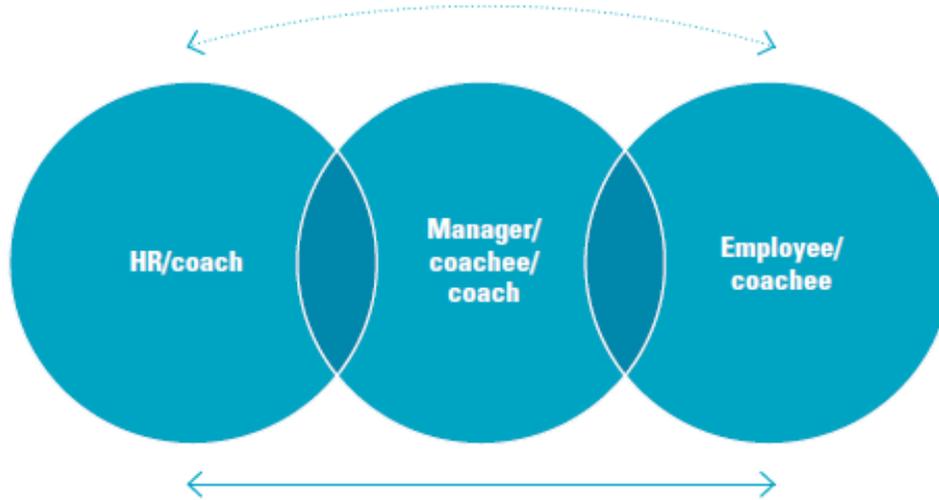


- What is each person's goal of the meeting?
- What is each person thinking or feeling?
- What could Roger have done to improve the outcome of this conversation?

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



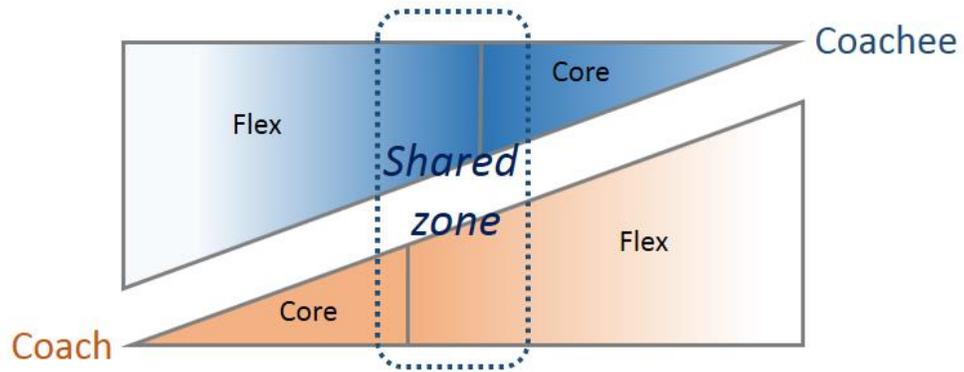
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The Four Cs of Global Coaching



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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?
2. **Core**: What values, principles or expectations are at play?
3. **Culture**: What cultural factors exist in the relationship between Roger (direct coachee) and Lin (indirect coachee)?
4. **Conclusion**: What is the desired outcome for the business?

Activity: Global Coaching Practice

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 coachee (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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