

# **So You Want to Become a Coach?**

**A Guide to Training and  
Skills for Life and  
Business Coaching**

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# SO YOU WANT TO BECOME A COACH

A Guide to Training and Skills for Life and Business Coaching  
*Marianne Craig MCC, ICF Master Certified Coach*

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## INTRODUCTION

I hope this eBook will help you clarify all you need to know and do to become a life or business coach. I am often approached by people who want to become a coach and so I have brought together all the information I could find as a way of answering the most frequently asked questions. This book represents only my own perspectives and is independent of any organisation.

I have worked with many people exploring coaching as a career and business option and I have constantly emphasised one key point: the importance of good training. The coaching profession is currently unregulated and anyone can claim to be a coach - without any training or professional accreditation. A good training course not only gives you the skills and confidence to coach well, it also increases your credibility with clients and companies. You will find a list of 57 coach training providers in Chapter 4 with website addresses and contact details. These organisations offer training to people resident in the UK. There are additional contact details for coach training providers in countries outside the UK. I also include a checklist of questions to ask the training schools to help you assess standards and choose the right course for you. This chapter features information about the important issue of professional accreditation. Chapter 1 gives my top ten tips for becoming a coach and Chapter 2 describes the process of coaching and the benefits to clients. I list some of the different kinds of specialist coaching together with niche areas within the profession. Large companies employ coaches who work with individuals and teams. Some coaches are partners in large coaching companies or consultancies offering coaching. But the majority of coaches are self-employed professionals, running a small business alone or with associates. Chapter 3 outlines the kinds of skills and experience needed to coach professionally and Chapter 5 gives you information you need to set up and run a successful coaching business. Chapter 6 answers the frequently asked questions about becoming a coach and Chapter 7 suggests some questions for you to ponder if you are considering joining this profession. Appendix 1 lists the International Coach Federation's Standards of Ethical Conduct for the profession. Appendix 4 lists many further resources including books and websites.

Throughout this ebook you will find blue underlines. These identify live links to websites and email addresses. To access such hyperlinks, you must be connected to the Internet. When you are online, click on the link and you immediately jump to the website in question. The chapter headings on the Contents page are also live links. When you click on one of these you will be taken immediately to that chapter.

There is no better way to explore the world of coaching than to experience coaching for yourself. Being coached is an extremely useful way to explore your options, plan your transition, find a course, work out how to fund your training, set up your business and attract the clients you need. You can find a coach through the various training providers' websites, coach directories and professional associations' websites. See Appendix 4 for details and Appendix 2 for the Association of Coaching's guidelines on choosing a coach.

**A word of caution.** Working as a coach can seem a very attractive option. However, to succeed in the market is not easy. It has been estimated that only 5-15% of all coaches earn a good living. The market is becoming increasingly competitive and you need more than good coaching skills to succeed. Being “good with people” is not enough. I believe that prospective clients will increasingly expect coaches to have trained with a credible coach-training organisation, to have professional accreditation and to belong to a professional association which requires compliance with a code of ethics and standards. To succeed as a coach, you also need to be prepared to market your services and to know - or be prepared to learn - how to run a business. The majority of successful coaches combine coaching with another income stream such as consulting, counselling, writing or training. Nevertheless if you are a skilled coach and you get out there and let people know about you, and you are committed to building a great business, it is possible to be successful and to have a very fulfilling and rewarding life besides.

## Updates

I will update this ebook every twelve months or so and welcome your feedback. Any comment on factual errors is welcome! I would also like to hear about new coach training providers especially those being set up outside the U.K. and the U.S.A.

## How I Got Into Coaching

I first heard about coaching on BBC Radio’s Woman’s Hour early in 1999. I was inspired and by the end of the programme I found myself dialling the information line for the coach training school’s number. Lots of coaches tell a similar story – they stumbled on coaching and just knew that it was what they wanted to do for a living.

I have built my own successful coaching business and I am a partner in Mentor Coaches International and Firework Coaching Company. I am a graduate of Coach U and have been awarded the designation Master Certified Coach by the International Coach Federation. I work with people in the UK and abroad, who want to become more effective and fulfilled in their personal and professional life – many of my clients feel they are at a crossroads in their life. Over six years, I have worked with hundreds of clients – entrepreneurs, professionals, coaches, executives and managers, people in some kind of life transition, people who are successful but stressed and who are looking for more work/life balance. I have developed a career coaching programme to work in a structured way with people who feel they are at a career crossroads. I also offer mentor coaching to coaches working towards professional accreditation or building their coaching business, and people thinking of becoming a coach. I particularly enjoy working with people who, like me, want to make a difference. For me, coaching is an enormously satisfying and fulfilling profession and I trust that you will find it so too.

Warmest regards,  
Marianne Craig MCC  
April 2006



## A Story

Early one morning a man was walking along the beach, watching the ocean waves breaking on the shore, and he saw a most unusual thing. He saw that the beach was littered with thousands of starfish that had been washed up on shore and were dying in the sun. Far down the beach in the distance, he could see a young woman picking up starfish and throwing them back in the ocean, one at a time. When he was close enough to her to be heard above the waves the man said, “You’re wasting your time. There are *thousands* of starfish here. You can’t possibly make any difference.” The young woman reached down, picked up a starfish, and threw it as far as she could, back into the sea. “I made a difference to that one,” she said, and she reached down to pick up another.

**Co-Active Coaching** by Laura Whitworth et al

## 1. TOP TEN TIPS ON BECOMING A COACH

1. Research the field of coaching and its training providers. Speak to coaches and to students about their training and accreditation.
2. Enlist in a good coaching training programme
3. Hire a coach.
4. Create a vision for your coaching business.
5. Start practising coaching techniques as soon as possible - offer free coaching to friends and contacts.
6. Join a professional association for coaches.
7. Get a website and promote it.
8. Learn about business planning, fee setting and marketing.
9. Work consistently **on** your business as well as **in** it.
10. Don't give up the day job until your business is up and running.

Bonus tip: Enjoy yourself!

*“Coaching is the art of facilitating the performance, learning and development of another.”* The School of Coaching

## 2. WHAT IS COACHING?

*“A coach is someone who tells you what you don’t want to hear, who has you see what you don’t want to see, so you can be who you have always known you could be.”* Tom Landry

A personal life or business coach provides support and a different point of view, offers different options and opens up possibilities for people so they can make decisions based on what they truly want – not what they *should* want. A coach is someone who wants a lot for their client and is committed to their success and fulfilment. A coach helps their client meet challenges and stay focused and on track, sharing observations and insights and making requests for action. In other words, the client identifies a gap between where they are and where they want to be - the coach helps them bridge that gap.

*Coaching is “a process that enables learning and development to occur and thus performance to improve. To be successful, a coach requires a knowledge and understanding of process as well as a variety of styles, skills, and techniques that are appropriate to the context in which the coaching takes place”.* Eric Parsloe

Coaching is not therapy or counselling. The latter often deal predominantly with a person’s past and painful events. Their focus is on talking about issues and on healing. While acknowledging the importance of past events and experiences, coaching deals more with a person’s present and the focus is on taking action and on creating a desirable future. While the experience of the coaching process itself may be healing or even therapeutic for a client, the coach is not a therapist and is not in the business of giving a diagnosis as a therapist would. Note that some coaches also have training in psychotherapy or counselling.

Coaching is not consulting. A consultant is paid for their expert advice while the coach assists the client to find their own solutions.

### **Learning to ride a bike**

A consultant will help you buy the right bicycle

A therapist will help you address your fears about learning to ride the bike.

A coach will run along behind you until you take off and ride the bike on your own.

*“Professional Coaching is an ongoing partnership that helps clients produce fulfilling results in their personal and professional lives. Through the process of coaching, clients deepen their learning, improve their performance, and enhance their quality of life.*

*In each meeting, the client chooses the focus of conversation, while the coach listens and contributes observations and questions. This interaction creates clarity and moves the client into action. Coaching accelerates the client’s progress by providing greater focus and awareness of choice. Coaching concentrates on where clients are today and what they are willing to do to get to where they want to be tomorrow.”*

***International Coach Federation’s definition of coaching***

Coaching began in the 1980's in the USA and at first was mainly used by executives. It was so effective that it quickly spread beyond corporations and to other countries. There are now several thousand coaches throughout the U.K. working within organisations and with individuals as executive coaches, business coaches and life coaches. Coaches work face to face, by phone and email. Telephone coaching is a particular growth area. No one knows how many coaches there are worldwide but the International Coach Federation has more than 9,000 members in 80 countries and there are other professional associations across the globe. There are also numerous coaches who are not members of any professional bodies.

*“Coaching is the act of helping someone - through expanding awareness and sharing experience - leverage their talents to do/be/have something MUCH faster than they could do alone.”* Coachville's definition of coaching.

## Benefits of Coaching

No one needs a coach but *everyone can benefit from having one*. We are living in a time of rapid and profound change. Our work structures are changing and our goals for ourselves are evolving. New skills are required of us, particularly the skills for navigating change. Parents juggle the competing demands of work and family. People are seeking greater fulfilment from work and more balance between work and personal life. Behaviour change that is sustainable and dependable under stress requires consistent encouragement, practice and feedback.

*“Imagine a relationship where the total focus is on you, on what you want in your life, and on what will help you achieve it. The coaching relationship is like that. It's unique. There is no other relationship in our lives that consistently offers this extraordinary level of support and encouragement...Coaching is a powerful relationship for people making important changes in their lives.”*

### Co-Active Coaching by Laura Whitworth et al

An individual works with their coach on a range of issues or topics which may include:

- Career development
- Success
- Effectiveness
- Life balance
- Goal setting
- Change management
- Thinking bigger
- Stress management
- Financial independence
- Leadership
- Management issues
- Performance
- Fulfilment
- Personal development
- Time management
- Growing a business
- Overall health and well-being
- Creativity
- Personal transition
- Organisational development
- Relationship issues
- Confidence

A coach helps their client identify goals, set targets, devise and implement strategies for achieving them. The coach is there, encouraging every step of the way.

<b>Six Foundation Principles of Coaching</b>	
<p>1. <i>The client is resourceful. He or she has not come to be 'fixed' but has the ability to resolve their own situation.</i></p> <p>2. <i>The coach's role is to spring loose the client's resourcefulness. It is not to give advice.</i></p> <p>3. <i>Coaching addresses the whole person, past, present and future.</i></p>	<p>4. <i>The client sets the agenda</i></p> <p>5. <i>The coach and the client are equals. It is not a doctor / patient relationship.</i></p> <p>6. <i>Coaching is about change. It is not to give comfort so much as to help the client become more effective.</i></p> <p style="text-align: center;"><b>Coaching Futures</b></p>

## How Does it Work?

Coaching takes place during regular sessions in person or by phone. Appointments are scheduled at mutually convenient times. Some coaches request a commitment to a period of time such as three months and most regularly review progress with their client. The client decides the issues or topics to be tackled in the session, and throughout the coaching relationship, and it is the coach's job to follow the client's agenda. Central to coaching is a focus on action. Client and coach agree ways forward and the coach makes requests of the client to commit to taking steps to achieve his or her goals. This accountability is one of the reasons coaching so powerful and so effective.

## Niches and Target Markets

Some coaches choose to occupy a particular niche market. While some coaches work with a broad spectrum of clients, some prefer to specialise in particular areas called niches. Niches include health and well-being, relationships, business, career, lifestyle, confidence, creativity, diet and nutrition, clutter clearing, communication. Some coaches specialise in the kinds of clients they work with – their target markets. Examples include executives, professionals, expats, entrepreneurs, women in mid-life transition, working parents, people working from home, head teachers and so on. Coaches often specialise in areas, which reflect their own experience and interests.

## Corporate Coaching

*“Coaching in the corporate setting uses the synergy of the organisation and its members to enable them to evolve their capacity for learning and renewal into achievement of extraordinary results. Corporate coaching is central to a cultural evolution process that shifts the landscape of the workplace from one*

*where people receive direction from others to one where people commit to doing things they care passionately about. Everyone wins, and organisations achieve competitive advantage when organisational members' creativity and potential are realised.” CoachU*

The term “corporate coaching” usually applies to coaching which takes place in an organisational setting i.e. public, private and voluntary sector organisations. Corporate coaches work with management on vision, goal setting, strategy, performance, leadership, change management and on personal and professional development. Many of the core coaching competencies for corporate coaching are the same as for life coaching and the emphasis is on the unique potential of each individual. The benefits of corporate coaching include vision within an organisation, improved communication, staff retention, job satisfaction and performance.

Corporate coaching came into its own in the 1990's as the dot.com boom produced new companies with inexperienced executives. Human Resources professionals and experienced executives seized the opportunity and started coaching.

Internal coaches are also sometimes employed by organisations and are often people who are already natural leaders in their organisations. They want more for their organisation and are keen to help others reach for more. External coaches are contracted by organisations to work with executives, managers and teams. They usually have corporate experience and some have already been contracted by companies as management consultants. However some of the high profile coaches employed by organisations have no corporate experience and they argue that this is a distinct *advantage*, since they bring a fresh perspective.

Large companies who employ coaches normally demand rigorous objectives, outcomes, timescales, reviews and formal evaluation. A clear statement is agreed, before work begins, about the boundaries of the relationships, confidentiality and time frames for achieving goals. Some companies also require that contracted coaches have professional accreditation and formal supervision for their caseload.

## Executive Coaching

Executive coaching is the coaching of senior management within a corporate setting, and usually focuses on personal effectiveness, business and job requirements and career and personal aspirations. Executive coaching will also focus on upgrading leadership skills and developing leadership styles. The coaching relationship is a safe place for the executive to examine organisational politics and interpersonal conflicts. According to the Institute for Employment Studies:

*“The essential features are that it is a short-term, time limited, paid for, goal specific, action oriented, personally tailored approach to learning. It utilises feedback and offers some objectivity.”*

Executive coaching can reduce stress, increase job satisfaction and provide a sounding board for executives.

## Business Coaching

Sometimes, confusingly, 'business coaching' is used instead of 'corporate coaching' when someone means coaching within a business. However 'business coaching' is also used to describe coaching for small and medium business owners and entrepreneurs. Here business coaches work with business clients on increasing sales, business planning, management, productivity and profitability. Business owners might also work with a coach to improve their own work/life balance and on other personal and professional areas of their life.

It can be very confusing distinguishing between the different kinds of coaching. Here is one working distinction, which is helpful:

**Personal or life coaching:** The individual client pays for their own coaching

**Business, corporate or executive coaching:** The organisation pays for coaching.

### 3. SKILLS AND EXPERIENCE NEEDED TO BECOME A COACH

Coaches come from a diverse range of educational and professional backgrounds. The skills and experience gained in their previous careers have helped equip them to be coaches e.g. therapists and counsellors, managers, executives, accountants, teachers, health workers, financial advisers, consultants, lawyers, psychologists, social workers, researchers, journalists, entrepreneurs, administrators...this list could go on. The point is that when you become a coach you draw on your own life experience in your work with your client and in the running of your business. Often coaches develop a particular area of specialisation based on their experience e.g. working with dentists or doctors when this was one's previous profession.

#### What Sort of Person Becomes a Coach?

Coaches usually say that they have been coaching, albeit unknowingly, all their life. People who are drawn to coaching as a profession are normally good listeners. Friends and colleagues have often sought them out in the past for help and advice on career moves or to talk over life changing decisions. A coach might say, "I have always been a people person". That is to say someone who has always been interested in, and curious about other people, what makes them tick and what stops them living the life they want. A coach is someone who has often helped others look at their situation in a different light. Above all they have encouraged and acknowledged their friends' and colleagues' endeavours.

Other qualities of a successful coach include having good boundaries, coming from a position of strong personal integrity, being intuitive, and being someone who is not afraid to speak honestly, and non-judgmentally. A coach is also committed to lifelong learning, and to their own personal and professional development.

There is a debate within the coaching community about expertise. Some people believe it is essential to offer coaching together with some kind of professional expertise, with the coach offering some kind of professional advice e.g. fitness coaching. Others believe that clients simply want coaches to help them reach their goals and good coaching questions, together with a toolkit of effective coaching techniques are what is needed to be a successful coach.

Some argue that a coach must offer *wisdom* because the best coaching involves deep conversations about all aspects of life and meaning.

*"When we coach, the most powerful instrument we use is ourselves.*

*Developing yourself as a person is a fundamental element of developing yourself as a powerful and effective coach.*

*We can coach after a fashion without worrying too much about our own growth and development. But we'll be coaching from a shallow foundation- and where this shows up is our capacity to motivate and inspire. Powerful coaching has an element of the inspirational, and inspiration comes from deep inside. "* Chris Carling, Coach the Coach 2004

## Abilities of an Effective Coach

According to the UK's CIPD the abilities of an effective coach include:

- Self-awareness and self-knowledge
- Clear and effective communication skills (verbal and non-verbal)
- Relationship-building skills (including ability to establish rapport)
- Flexibility of approach
- Listening and questioning skills
- Ability to design an effective coaching process
- Ability to assist goal development and setting, including giving feedback
- Ability to motivate
- Ability to encourage new perspectives
- Ability to assist in making sense of a situation
- Ability to identify significant patterns of thinking and behaviour
- Ability to challenge and give feedback
- Ability to establish trust and respect
- Ability to facilitate depth of understanding
- Ability to promote action
- Ability to build resilience

*Coaching and Buying Coaching Services Chartered* Institute of Personnel and Development

## Core Skills of a Coach

The International Coach Federation has laid down eleven core competencies, which are the foundation stone for all its accreditation requirements for individual coaches, and for coach training courses. The core competencies are:

1. Meeting ethical guidelines and professional standards
2. Establishing the coaching agreement
3. Establishing trust and intimacy with the client
4. Coaching presence
5. Active listening
6. Powerful questioning
7. Direct communication
8. Creating awareness
9. Designing actions
10. Planning and goal setting
11. Managing process and accountability

*For further information on ICF Core Competencies see*  
[www.coachfederation.org](http://www.coachfederation.org)

## **General coaching skills, which are taught on coach training courses, include:**

- Listening
- Acknowledging the client's qualities and achievements
- Personal development
- Challenging
- Motivating
- Questioning techniques
- Summarising
- Strategising
- Requesting action
- Goal setting
- Working with values and beliefs
- Applying coaching models
- Understanding the coaching relationship and the coaching process
- Techniques for change
- Developing self esteem
- Building rapport
- Self-management

Common tools, models and techniques used in coaching include the GROW model, 360 degree feedback, NLP techniques, psychometric instruments and emotional intelligence models.

All courses encourage students to practise coaching skills and some course tutors observe the trainee coach in action and offer feedback. Some offer video and audio taping of students coaching. Most courses require students to work on their own personal development. Some training providers also include training on marketing and growing you're coaching business. Required homework can include essays, dissertations, book reviews, self-assessments and coaching practice.

## **Client Management**

Some courses include client management skills such as initial client assessment, managing the intake session, creating client intake packs, contracts, agreements and invoicing.

## **Corporate, Executive and Business Coaching Skills and Training**

Courses developed for executive, corporate or business coaching build on the coaching skills training listed above for working with individuals, and offer in addition training on some or all of the following:

- Coaching teams and team building
- Coaching for corporate strategy
- Career coaching
- Assessment techniques
- Profitability
- Sales and marketing
- Leadership
- Coaching for performance

If you have extensive corporate or business experience you may wish to consider taking a good coach training course which is not geared to corporate coaching so that you focus on core coaching competencies *per se* rather than information about how corporations function, team building and corporate strategy etc.

## Continuing Professional Development

A good coach training course which teaches you core coaching skills is essential as a basic foundation, but as coaching is a new and changing profession it is a good idea to build on the foundations, taking graduate and specialist courses and attending professional and personal development workshops throughout your career as a coach. You will also have to be prepared to keep up to date by reading current articles and books about coaching and related specialist topics. See Appendix 4 for further resources.

Increasingly individuals and organisations require coaches whom they hire to have a recognised accredited coaching qualification and membership of a professional association. See Appendix 4 for a list of the professional associations which offer accreditation and certification and lay down professional standards and codes of ethics.

Many training organisations offer a range of life coaching, executive and corporate or business coaching training. Chapter 4 lists coach training providers. You can link to the coach training providers' websites directly.

## Being a Coach

The most successful coaches will tell you that one of the most important pieces of their success has been authenticity. Being a coach is about being yourself - bringing your whole self to the coaching relationship. You can learn loads from a good coach training programme and from other coaches, but your unique experience, personality, values and personal style means that you tread your own path. Ultimately mastery in coaching is a product of wisdom, experience, skills and self-awareness.

Many people who are thinking of becoming a coach worry that they are not 'sorted' enough. "How can I become a coach when I have unresolved issues of my own?" Yet it is important to understand that no one is ever completely 'sorted'. Coaches are imperfect beings with issues like everyone else. That is one reason why it is so important for coaches, new and experienced to be consistently working on their own personal development.

## 4. TRAINING TO BECOME A COACH

Good training is important in any profession and coaching is no different. A good course will give you the skills and confidence to coach well. It will also increase your credibility with clients and organisations. The organisations offering coach training in the UK are listed below, followed by some information on coach training in other countries.

### Researching Training Courses

It is important to explore all the different kinds of training courses available in order to find the one that fits your needs. Before choosing a course you need to be clear about the following:

- What is your budget for the training?
- How much time can you set aside for training?
- What sort of course do you want: residential classes or other face to face classes, teleclasses, elearning, correspondence course, or a mix of different forms?

Visit the training providers' websites by clicking on the blue links below. This will give you a lot of information and help you to narrow the field. Where free introductory sessions or free sample coaching is offered, do follow them up. Sampling will help you make your decision. Send off for course prospectuses if you need more information. And ring the school with any questions you have before enrolling and parting with cash. Where possible, speak to the person leading the training. Ensure that their description of the course matches the marketing literature. Beware of the heavy sell and don't be pressured by a cut price, time limited offer. This is an important investment and a considered choice will pay off. Follow your intuition and don't pursue a course if you don't have a good feeling about it, or if the trainer or other course representative doesn't demonstrate good coaching skills when talking with you. Below are some questions you may wish to put to the training organisations, in addition to your own personal queries.

### Checklist of questions to ask coach-training providers

- How many hours of actual training does your course give me? i.e. not home study by myself, but person to person, by a trained coach in a group or individual setting, face to face or by phone?
- How much time each week am I expected to spend on reading and assignments?
- What proportion of the course is devoted to teaching coaching skills? How many hours?
- Does the course include coaching practise and is this supervised?
- Does the school provide support and supervision to students during the course?
- How are students assessed?
- Is any part of the course devoted to building a coaching business? If so, how

many hours?

- What kind of support/supervision is available after the course?
- Does the organisation have a policy for refunding tuition fees if I am not satisfied with the course?
- Is there provision for paying for the course by instalment?
- May I talk to students or graduates of your courses?
- Does an outside body accredit the course? If so, who?
- Does the course programme lead to accreditation?
- What links if any, does the coach-training organisation have with the professional coaching community or with academic organisations?
- Does the school offer a free class or other activity, such as a sample coaching session with one of their graduates, so that I can experience the quality of teaching and materials?
- Do the organisation's student and graduate coaches abide by a professional code of ethics? If so what is the code?

## Coach Training Providers

Below are listed alphabetically, 55 organisations offering coach training in the UK. Some are based in the U.K. and others are based abroad but offer virtual classes (e-learning and/or teleconference classes) to people in the U.K. Information on training courses in other countries follows the UK list.

Some providers offer life coach training, some business coach training or executive or corporate coach training and some offer a combination of all of these. There is a mix of weekday, weekend and residential courses, teleclasses, virtual or on-line classes and correspondence courses. You may wish to consider combining several courses.

Please note that I am simply giving an exhaustive list of what I know to be available at the time of writing and this does not mean I endorse the courses personally in any way.

**Academy of Executive Coaching** - [www.academyofexecutivecoaching.com/](http://www.academyofexecutivecoaching.com/)

Tel: UK 01727 864 806 email: [info@academyofexecutivecoaching.com](mailto:info@academyofexecutivecoaching.com)

**Achievement Specialists** - [www.achievementsspecialists.co.uk/](http://www.achievementsspecialists.co.uk/)

Tel: UK 01264 326 229 email: [enquiries@achievementsspecialists.co.uk](mailto:enquiries@achievementsspecialists.co.uk)

**Ashridge Business School** [www.ashridge.org.uk](http://www.ashridge.org.uk)

Tel: UK 01442 843491 email: [jensigne.molbeckblyth@ashridge.org.uk](mailto:jensigne.molbeckblyth@ashridge.org.uk)

**Behavioural Coaching Institute** – [www.1to1coachingschool.com](http://www.1to1coachingschool.com)

Tel: 020 89016446. email: [geetu@bci-europe.com](mailto:geetu@bci-europe.com)

**Barefoot Coaching** - [www.barefootcoaching.co.uk](http://www.barefootcoaching.co.uk)

Tel: UK 01530 223485 email: via website

**Calamus International University** - [www.unicalamus.org](http://www.unicalamus.org)

Tel: UK 020 7748 3134 email: [info@unicalamus.org](mailto:info@unicalamus.org)

**Centre for Coaching** – [www.centreforcoaching.com](http://www.centreforcoaching.com)

Tel: UK 020 8293 4334 email: via website

**Centre for Supervision** [www.supervisioncentre.com](http://www.supervisioncentre.com)

Tel: UK 01684 576245 email: via website

**CEO National Coaching Register-** [www.ceogb.co.uk](http://www.ceogb.co.uk)

Tel: UK 01332 799 899 email [ceo@ceogb.co.uk](mailto:ceo@ceogb.co.uk)

**CFM consulting** [www.coachingformore.co.uk](http://www.coachingformore.co.uk)

Tel: 01786 821272 Email: via website

**Charles Bentley Coaching Programme** – [www.lifecoachuk.com/](http://www.lifecoachuk.com/)

Tel: UK 020 7834 0193 email: [info@lifecoachuk.com](mailto:info@lifecoachuk.com)

**Chartered Institute of Personnel and Development** – [www.cipd.co.uk/training/cm](http://www.cipd.co.uk/training/cm)

Tel: UK 020 8612 6202 email: via website

**City University-** [www.city.ac.uk/conted](http://www.city.ac.uk/conted)

Tel: UK 020 7040 8268 email: [ell@city.ac.uk](mailto:ell@city.ac.uk)

**Clutterbuck Associates-** [www.clutterbuckassociates.co.uk](http://www.clutterbuckassociates.co.uk)

Tel: UK 01628 661667 email through website

**Coach Training Alliance** – [www.coachtrainingalliance.com/](http://www.coachtrainingalliance.com/)

Tel: US 001 505-316-0414 email: [ideas@CoachTrainingAlliance.com](mailto:ideas@CoachTrainingAlliance.com)

**Coach U Europe** – [www.coachueurope.com](http://www.coachueurope.com)

Tel: UK 0800 085 4317 email: [info@coachueurope.com](mailto:info@coachueurope.com)

**The Coaching Centre-** [www.thecoachingcentre.com](http://www.thecoachingcentre.com)

Tel: UK 0207 608 5190 email: [sabinedembkowski@thecoachingcentre.com](mailto:sabinedembkowski@thecoachingcentre.com)

**Coaching and Mentoring International** [www.cmiexcel.com](http://www.cmiexcel.com)

Tel: UK 0800 694 0891 email: [info@the-coaching-academy.com](mailto:info@the-coaching-academy.com)

**Coaching Development** – [www.coachingdevelopment.com](http://www.coachingdevelopment.com)

Tel: UK 0845 122 7200 email: via website

**The Coaching Academy** – [www.the-coaching-academy.com](http://www.the-coaching-academy.com)

Tel: UK 0800 783 4823 email: [info@the-coaching-academy.com](mailto:info@the-coaching-academy.com)

**Coaching Futures** [www.coachingfutures.co.uk/](http://www.coachingfutures.co.uk/)

Tel: 020 7242 4030 Email: [info@coachingfutures.co.uk](mailto:info@coachingfutures.co.uk)

**The Coaches Training Institute** – [www.coaching-courses.com](http://www.coaching-courses.com)

Tel: UK 0845 299 8199 email: <mailto:info@co-activecoaching.co.uk>

**College of Executive Coaching** – [www.coec.co.uk](http://www.coec.co.uk)

Tel: UK 0870 7567 555 email: [Info@coec.co.uk](mailto:Info@coec.co.uk)

**Comprehensive CoachU** - [www.comprehensivecoachingu.com/](http://www.comprehensivecoachingu.com/)

Tel: US 001 877 401 6165 email: via website

**Elliot-Griffiths/ Iron Mill Institute** [www.ukcoaching.com](http://www.ukcoaching.com)

Tel: UK 01392 219200 email: [info@ukcoaching.com](mailto:info@ukcoaching.com)

**Enrich You** - [www.enrichyou.co.uk](http://www.enrichyou.co.uk)

Tel: UK 0845 6126006 email: [enquiries@enrichyou.co.uk](mailto:enquiries@enrichyou.co.uk)

**Erickson College** - [www.erickson.edu](http://www.erickson.edu)

Tel: Canada + 604 879 5600 email: [info@erickson.edu](mailto:info@erickson.edu)

**The Evolutionary Institute** - [www.evolutionaryinstitute.com](http://www.evolutionaryinstitute.com)

Tel: UK 0207394 4316 email: [jan@evolutionaryinstitute.com](mailto:jan@evolutionaryinstitute.com)

**Frank Daniels Associates** - [www.frankdanielsassociates.co.uk](http://www.frankdanielsassociates.co.uk)

Tel: UK 01773 532195 email: [info@frankdanielsassociates.co.uk](mailto:info@frankdanielsassociates.co.uk)

**I Coach Academy** [i-coachacademy.com](http://i-coachacademy.com)

Tel: UK 020 7317 1882 Email: [london@i-coachacademy.com](mailto:london@i-coachacademy.com)

**International Centre of the Study of Coaching (ICSC), Middlesex University -**  
[masters in executive coaching](#)

Tel: USA (212) 476-4100 Ext. 259 Email: [graduatecoach@beampines.com](mailto:graduatecoach@beampines.com)

**International Coach Academy** – [www.icoachacademy.com/](http://www.icoachacademy.com/)

Tel: UK 0800 036 4220 email: [training@icoachacademy.com](mailto:training@icoachacademy.com)

**International Teaching Seminars** – [www.itsnlp.com](http://www.itsnlp.com)

Tel: UK 01268 777125 email: [info@itsnlp.com](mailto:info@itsnlp.com)

**The Institute for Life Coach Training** – [www.lifecoachtraining.com](http://www.lifecoachtraining.com)  
Tel: US 001 972 867 1915 email: [info@lifecoachtraining.com](mailto:info@lifecoachtraining.com)

**Lancaster University Management School**  
[www.lums.lancs.ac.uk/executive/pt/coaching/](http://www.lums.lancs.ac.uk/executive/pt/coaching/)  
Tel: UK 01524 593591 email: [coaching@lancaster.ac.uk](mailto:coaching@lancaster.ac.uk)

**Leeds Metropolitan University-** [www.leedsmet.ac.uk](http://www.leedsmet.ac.uk)  
Tel: UK 0113 812 6127 email: [admissions.fblpg@leedsmet.ac.uk](mailto:admissions.fblpg@leedsmet.ac.uk)

**Learning Curve** – [www.learning-curve.org](http://www.learning-curve.org)  
Tel: UK 01896 860661 email: via website

**Life Coaching Academy** [www.lifecoachacademy.co.uk](http://www.lifecoachacademy.co.uk)  
Tel: 0870 288 4307 email: [info@lifecoachacademy.co.uk](mailto:info@lifecoachacademy.co.uk)

**Life Coaching Institute** - [www.inst.org/coach/](http://www.inst.org/coach/)  
Tel: 0800 781 1715 email: via website

**Life Coach School International** – [www.lifecoachschoolinternational.co.uk/](http://www.lifecoachschoolinternational.co.uk/)  
Tel: UK 01202 389998 email: [enquires@lifecoachschoolinternational.co.uk](mailto:enquires@lifecoachschoolinternational.co.uk)

**The London College of Holistic Medicine** – [www.philparker.org/](http://www.philparker.org/)  
Tel: UK 0870 446 0101 email: [web@philparker.org](mailto:web@philparker.org)

**National Coaching Register (NCR) Executive Coach Training Course-**  
[www.ceogb.co.uk/](http://www.ceogb.co.uk/)  
Tel: UK 01830 799 899 email: [ceo@ceogb.co.uk](mailto:ceo@ceogb.co.uk)

**The Newcastle College** – [www.ncl-coll.ac.uk](http://www.ncl-coll.ac.uk)  
Tel: UK 0191 200 4000 email: [enquiries@ncl-coll.ac.uk](mailto:enquiries@ncl-coll.ac.uk)

**Noble Manhattan** – [www.noble-manhattan.com/](http://www.noble-manhattan.com/)  
Tel: UK 0800 19 10 100 email: [info@noble-manhattan.com](mailto:info@noble-manhattan.com)

**The OCM** [www.theocm.co.uk](http://www.theocm.co.uk)  
Tel: 01869 338989 Email: [mark@theocm.co.uk](mailto:mark@theocm.co.uk) or [emma@theocm.co.uk](mailto:emma@theocm.co.uk)

**Office of Public Management:** [www.opm.co.uk](http://www.opm.co.uk)  
Tel: 0845 055 3900 email: via website

**Oxford Brookes University/Westminster Institute of Education -**  
[www.business.brookes.ac.uk](http://www.business.brookes.ac.uk)  
Tel: UK 01865 485858 email: [business@brookes.ac.uk](mailto:business@brookes.ac.uk).

**Performance Coach Training (in conjunction with University of Portsmouth Business School) -** [www.performanceconsultants.co.uk](http://www.performanceconsultants.co.uk)  
Tel: UK (0)1732 457700 email: [TheTeam@performanceconsultants.co.uk](mailto:TheTeam@performanceconsultants.co.uk)

**Peter Bluckert Coaching-** [www.pbcoaching.com](http://www.pbcoaching.com)  
Tel: UK 0113 3882 810 email: [mail@pbcoaching.com](mailto:mail@pbcoaching.com)

**Powerchange Plus Ltd.** - [www.powerchange.co.uk/](http://www.powerchange.co.uk/)  
Tel: UK 0845 121 8000 email: [mail@powerchange.com](mailto:mail@powerchange.com)

**Professional Development Foundation** [PDF.net](http://PDF.net)  
Tel: 0207 987 2805 Email: [enquiries@pdf.net](mailto:enquiries@pdf.net)

**Q-OPD International** - [www.qopd.co.uk/](http://www.qopd.co.uk/)  
Tel: UK 1344 484634 email: [info@qopd.co.uk](mailto:info@qopd.co.uk)

**Results Coaching Systems** – [www.resultscoaches.com/](http://www.resultscoaches.com/)  
Tel: UK 0844 499 1605 email: [stephanievora@resultscoaches.com](mailto:stephanievora@resultscoaches.com)

**The School of Coaching at the Industrial Society** –  
[www.theschoolofcoaching.com/](http://www.theschoolofcoaching.com/)  
Tel: UK 020 7087 2710 email: [info@theschoolofcoaching.com](mailto:info@theschoolofcoaching.com)

**Sheffield Hallam University Faculty of Organisation and Management** -  
[www.shu.ac.uk](http://www.shu.ac.uk)  
Tel: UK 0114 225 2820, email: [ominfo@shu.ac.uk](mailto:ominfo@shu.ac.uk)

**Tavistock Institute** [Coaching for leadership and development](http://Coaching for leadership and development)  
Tel: UK 020 7417 0407 email: [r.kelly@tavinstitute.org](mailto:r.kelly@tavinstitute.org)

**University of Wolverhampton Business School** [masters in coaching and mentoring](http://masters in coaching and mentoring)  
Tel: 01902 321081 Email: [uwbs-graduate@wlv.ac.uk](mailto:uwbs-graduate@wlv.ac.uk)

## International Coach Training Providers

This eBook is mainly written for people based in the U.K. However some of the schools listed above **offer courses internationally**. Those include:

Calamus International University,  
Coach Training Alliance  
Coach U  
Coaching and Mentoring International  
The Coaches Training Institute  
Comprehensive CoachU  
Culture at Work  
Erickson College  
Graduate School of Master Coaches/AAA Coaching Partners  
International Coach Academy  
The Institute for Life Coach Training  
Life Coaching Institute  
Life Coach School International

Results Coaching Systems

The Schools of Coaching

Below are the websites of additional individual coach training providers in Europe, listed by country, followed by lists of providers outside Europe.

## Europe

### Austria

[www.coachingdachverband.at](http://www.coachingdachverband.at)

[www.future.at](http://www.future.at)

[www.trinergy.at/](http://www.trinergy.at/)

### Belgium

[Academy for Coaching and Counselling](#)

### France

[www.metasysteme.fr](http://www.metasysteme.fr)

[www.mediat-coaching.com](http://www.mediat-coaching.com)

[www.lkb-coaching.com](http://www.lkb-coaching.com)

[www.mozaik.fr](http://www.mozaik.fr)

### Germany

[www.future.at](http://www.future.at)

[www.coachdatenbank.de](http://www.coachdatenbank.de)

[www.nik.de](http://www.nik.de)

[www.systemische-professionalitaet.de](http://www.systemische-professionalitaet.de)

[www.gmx.de](http://www.gmx.de)

### Ireland

[Life and Business Coaching Association of Ireland](#)

[www.coachinstitute.ie](http://www.coachinstitute.ie)

[www.mindstream.ie](http://www.mindstream.ie)

### Italy

[www.fedro.it](http://www.fedro.it)

### Spain

[www.escuelacoaching.com](http://www.escuelacoaching.com)

[www.OlaCoach.com](http://www.OlaCoach.com)

### Sweden

[www.slh.nu](http://www.slh.nu)

### Switzerland

[www.idc-coaching.com](http://www.idc-coaching.com)

[www.brief-coaching.com](http://www.brief-coaching.com)

[www.iasag.ch](http://www.iasag.ch)

[www.weiterbildungsforum.ch/](http://www.weiterbildungsforum.ch/)

## Outside Europe

### Australia

[www.pentangle.com.au](http://www.pentangle.com.au)  
[www.universityofsydney.com](http://www.universityofsydney.com)  
[coachcorp.com.au](http://coachcorp.com.au)  
[www.thecoachinginstitute.com](http://www.thecoachinginstitute.com)  
[Coach School](#)  
[Coaching for Life](#)  
[Curtin University](#)  
[Institute of Executive Coaching](#)  
[Life Coaching Institute](#)  
[Meta-Coaching Training](#)  
[On-Purposepartners Life Coaching Academy](#)  
[Worklife's Career Coach Certification Program](#)

### Canada

[Co-Pilot Professional Coaching System](#)  
[Coaching de gestion inc \(Francophone\)](#)  
[Conflict Mastery](#)  
[Bow Valley College](#)  
[Erickson College](#)  
[Holland College Life Skills Coach Training](#)  
[The Institute of Conflict Analysis and Management](#)  
[Integral Coaching Canada, Inc.](#)  
[Performance Coaching](#)  
[Rhodes Wellness College](#)  
[Royal Roads University](#)  
[Seneca College](#)  
[York University Schulich Executive Education Centre](#)  
[George Mason University](#)

### China

[www.tophuman.com](http://www.tophuman.com)

### Columbia

[www.coachinghallinternational.com](http://www.coachinghallinternational.com)

### Hong Kong

[www.lifecoachacademy.org](http://www.lifecoachacademy.org)

### Japan

[Coach A \(formerly Coach 21 \(Japan\)\)](#)  
[Executive Coach Japan](#)

## **Mexico**

[Coaching Sistémico](#)

## **New Zealand**

[New Zealand School of Coaching](#)

## **Singapore**

[Creative Results Management \(Singapore and international\)](#)

## **South Africa**

[www.cci-coachingacademy.com](http://www.cci-coachingacademy.com)

[www.patgrove.com](http://www.patgrove.com)

[The South African College of Applied Psychology](#)

Other **international lists** of coaching courses, including those in the U.S., (Which are too numerous to list here!) can be found at the following directories:

[www.coachuniverse.com/schools/](http://www.coachuniverse.com/schools/)

[www.peer.ca/coachingschools.html](http://www.peer.ca/coachingschools.html)

[www.coachingschools.org](http://www.coachingschools.org)

[www.coachfederation.org](http://www.coachfederation.org)

## **Volunteer Coach Training**

**Coaching for Success** is a programme of volunteer projects running in schools across the U.K. It is aimed at supporting young people in achieving their potential. Coaching for Success offers training to become a volunteer Performance Coach. For further information email [stevemartin@youthatrisk.org.uk](mailto:stevemartin@youthatrisk.org.uk) Tel: 07971 891922

Note that **2HigherGround** offers free coaching to carers of people with cancer in the UK. To become a volunteer coach visit [2higherground](#)

## **Accreditation**

Increasingly organisations and individuals seeking a coach are inquiring about training, qualifications and accreditation. This, in my view is a good thing and I strongly believe that as professionals we need to take this seriously. In the UK there are two types of nationally recognised educational or training qualifications: vocational and academic. The National Network awards vocational accreditation to various coach training organisations in the UK. See [www.nocn.org.uk](http://www.nocn.org.uk) . Some courses are offered by universities and are accredited by academic accreditation bodies. Others are accredited by independent professional associations such as ICF, AC and ECI. I have included as an appendix a useful article by Dr Elaine Cox which gives an overview of the British educational system and how different types of coaching courses fit into this system. See Appendix 3 “Choosing a Coaching Course.” Dr Cox explains in some detail that accreditation is the formal recognition of the achievements of an individual in relation to internal or external standards. It is a process of confirming that performance conforms to agreed standards.

So similar to tradition colleges and universities, some coaching schools participate in an accreditation system through an academic institution or a professional organisation and you can find this information on the coach training organisations' websites.

A number of independent professional associations provide accreditation of courses in the UK and in other countries. Some offer European-wide accreditation and some internationally recognised accreditation. In addition some, including ICF and AC, offer accreditation to individual coaches:

- International Coach Federation [www.coachfederation.org](http://www.coachfederation.org)
- Association for Coaching [www.associationforcoaching.com](http://www.associationforcoaching.com)
- European Coaching Institute [www.europeancoachinginstitute.net](http://www.europeancoachinginstitute.net)
- European Mentoring and Coaching Council [www.emccouncil.org](http://www.emccouncil.org)
- European Association of Supervision and Coaching [www.supervision-eas.de](http://www.supervision-eas.de) (Germany)
- Association for Professional Executive Coaching and Supervision [www.apecs.org](http://www.apecs.org) (U.S. only)

You can choose to do an accredited course or you yourself can also apply to an accreditation body to become an accredited coach. When I completed my training with CoachU, I applied to the International Coach Federation and took their exams, submitting the necessary logged coaching and training hours. I followed the process to become an ICF Professional Certified Coach and then Master Certified Coach. This process took six years.

If accreditation is important to you, it is a good idea to explore precisely how the accreditation system works before committing to a particular course of study. Currently coaching is not regulated in the U.K. but it may become so in the future, when training and accreditation will be essential for those practising as a professional coach. Currently some businesses and large organizations make accreditation a requirement of any coach contracting with them.

## Continuous Professional Development

In most professions individuals are required to complete continuous professional development (CPD) in order to keep up to the required standards of practice and this is reflected in accreditation requirements.

A professional coach is always growing and learning from their clients but it is essential that they keep up to date with new techniques and approaches. For this reason many coaches make a point of attending specialist weekend or graduate courses. Some of the above schools offer graduate training. In addition, **The Newfield Network** is a U.S. based school, which offers coach training in the U.S. and graduate training in various countries including the U.K. [www.newfieldnetwork.com/](http://www.newfieldnetwork.com/) email: [mail@aboodi.net](mailto:mail@aboodi.net)

## Supervision

Supervision has existed for a long time in the helping professions such as counseling and its key functions are professional development, quality- assurance and support. It is new in the coaching field but now seen as integral to good practice by the professional associations. It is a requirement by some of the accreditation bodies and some coaching consultancies.

Supervision offers time and space to reflect on one's work with a senior colleague, in a led group or with a number of peers. The purpose of that reflection is to make greater sense of different and complex work situations and to gain clarity. Topics can include issues arising from the coach's own coaching sessions, client feedback, ethical issues, coaching skills, techniques and style, concerns or dilemmas relating to the coach's business, professional development and personal issues which shed light on the coach's professional development.

*“Supervision is a formal arrangement for coaches to discuss their work regularly with someone who is experienced in coaching and supervision. The task is to work together to ensure and develop the efficacy of the client's work. The agenda for supervision is the coaching work together with the supervisor's reactions and comments. Thus Supervision is a process to maintain adequate standards of coaching provision. It is also a supportive process. Supervision has sometimes been called “Super Vision” as a way of demonstrating that it is not restrictive or prescriptive but rather a process for increasing creativity.”*

Association for Coaching's definition of supervision

Currently there are no national or internationally agreed guidelines on the regularity of supervision. Supervision focuses on the practice of coaching and overlaps with mentor coaching. Mentor coaching in my personal view, includes supervision but also can also focus on growing the coach's business.

## 5. THE BUSINESS OF COACHING

### Your vision for your coaching business.

It is a good idea to create a compelling vision early on. Your vision can include:

- What attracts you to coaching?
- Whom do you most want to work with?
- When, where, how do you want to work?
- How much do you want to earn?
- What unique experience and skills do you bring to your business?
- What impact do you want to have on your clients/on the world?

Your vision should be clear, simple and inspiring. Revisit it and update it regularly.

With the exception of coaches employed within an organisation, becoming a coach means setting up a business. You run your business like any other professional practitioner, be it dentist, solicitor or therapist. You set a fee, decide the appointments and the services you will offer your clients. You might also decide to form a partnership or company with other coaches.

It has been estimated that only 5 -15% of all coaches earn a good living from coaching. Many people do not complete their training; many do but don't practice as a coach afterwards. And many coach part-time, while practicing another profession. Coaching appeals to many people but is not always the appropriate profession for them. One of the key reasons is that **business skills are essential for success as a coach** and not everyone learns or applies these skills. If you don't already know how to run a business, you may wish to select a coach-training course, which includes business skills, or you may wish to do a separate course. Below are some of the basics.

### You're Business Plan

It is advisable to draw up a basic business plan for your own use. This plan should be reviewed every six months. Here are some questions to help you sketch your plan.

1. What is your vision for your business?
2. What is the service you provide? Describe your coaching service.
3. What are your objectives?
4. With whom do you want to do business? (target clients)
5. What are the main barriers to success in your business?
6. How will you communicate your message to your target market? What is your marketing strategy?
7. What makes you think you can succeed and how? (skills and experience)

8. How are you going to deliver your coaching service? (face to face/ by phone/email/one to one/groups?)
9. What tools, equipment and training do you need to deliver your coaching service?
10. What is your financial projection for the next year? (Income, expenses and net profit).
11. How will you allocate your time to your start-up business?

## Equipment

The majority of self-employed coaches work from home and some go on to rent office space. Note that some coaches prefer to meet their clients face to face in a neutral place. The following is a checklist of the minimum equipment needed by a coach who is working from home.

### Checklist

- Home/office space
- Personal computer
- Fax
- Dedicated business telephone line
- Telephone headset if coaching by phone
- Filing cabinet
- Business stationery

If you are seeing clients at home you will need a suitable quiet room with comfortable chairs for your sessions.

## Professional Indemnity Insurance

If you plan to tender for coaching contracts it is essential that you subscribe to professional indemnity insurance, as many corporate contracts require it. There is no legal requirement to have insurance if you are a self-employed coach and deciding whether to purchase insurance will be a personal choice. Some professional bodies such as the International Coach Federation link with an insurance company which offers special rates for professional indemnity insurance.

## Business Accounts

You need to send the tax office completed information on your accounts each year. You can employ an accountant or you can complete the forms yourself. It is important to keep receipts and records of all business expenditure from the beginning, and to enter all your income and expenditure in an accounts book or use an appropriate software programme, such as QuickBooks. Some coaches employ a bookkeeper or admin assistant to do this work. In the UK, the Inland Revenue requires you to keep records of the invoices that you send clients and it is essential to set up a system for invoicing clients each month.

## The Market for Coaching

Because coaching is still a very young profession, the market for coaches' services

is relatively underdeveloped. Coaching is a new service and although it is spreading fast and has received a good deal of publicity in many countries lots of people still don't know what coaching is. For the self-employed coach this presents a challenge. Unlike an accountant or dentist, you may need to *raise awareness* about coaching or its value to people and businesses, as well as selling your particular coaching services. Unlike legal services or even hairdressing, no one actually *needs* this service. We know that everyone can benefit from coaching but the job of spreading that message falls to the profession itself and to individual coaches in particular. You need to be prepared to explain or demonstrate what coaching is and how it works. Many coaches offer free sample sessions for this reason. You will be able to explain what coaching is and how it works with greater conviction if you yourself have a coach and are enjoying the benefits of coaching.

## Marketing

There you are, a trained coach, a qualified professional practitioner with your home-office and your business plan. How does anyone know about your service? How are you going to attract clients? This is where marketing comes in. There are many ways to market and promote your business: networking, meetings, workshops, the internet, public speaking, media mentions and appearances are some of the most powerful. Other methods include advertising, cold calling and trade fairs. Once you have clients who value your service they will refer friends and colleagues to you. Some methods of marketing will come more easily to you than others. Some people love public speaking and some hate it. Some people love writing articles and some love attending networking meetings. Some people dislike these. *It makes sense to do what comes easily and naturally to you and then to build on that.* In other words, play to your strengths. Below are some tips for marketing your business and raising your profile:

- Join local business networking clubs.
- Set up a website and promote it.
- Offer to give talks to local groups and businesses.
- Contact your local Business Link and enterprise agency – they offer networking and training for small businesses: [www.businesslink.org](http://www.businesslink.org)
- Join a speakers' club such as Toastmasters to improve speaking techniques and boost confidence: [www.toastmasters.org](http://www.toastmasters.org).
- Organise and promote a workshop on a theme such as "Manage Stress" or "Manage Your Time" or "Create a Life You Love".
- Write articles or give interviews to magazines and newspapers.
- Write to everyone you know and tell him or her about your coaching practice and request they pass on your details to interested parties.
- Create a free email newsletter around a topic that interests you. Manage your subscribers via Yahoo (<http://groups.yahoo.com/>) Promote your coaching service in the newsletter.
- Link up with other coaches and work on joint projects e.g. offer coaching to

companies, write an ebook together.

- Form a “strategic alliance” with people in other professions and agree to refer clients or do joint projects together.
- Become the resident life coach for a magazine, newspaper or website.
- Offer a complimentary coaching session
- Offer to do a phone-in for a local radio station on a topic you know a lot about.
- Write a book on a coaching related topic

## Attracting Clients

An important way to attract clients is to be really good at what you do, to be passionate about it and to offer added value – to go the extra mile for your clients. By offering excellence, your reputation will grow and lots of clients will refer people to you. Part of this process is “walking your talk.” If you work with clients on having good work/life balance and being successful and fulfilled it helps enormously if you *model* these qualities and achievements. One way to make sure you do this is to have your own coach. Most coaches have their own mentor coach for an additional reason too. If we are saying that coaching is great and that everyone can benefit from having a coach, then it follows that we coaches also work with a coach. It almost goes without saying – having a coach helps you focus on growing your business, your own self-care and confidence, your vision and your personal and professional development and goals. Your mentor coach will encourage you, believe in you and challenge you to stretch.

## Setting Fees

Research the market and find out what other coaches are charging. As with other professions, higher rates are charged by specialists. In the UK the rates vary from about £120 - £1,000 per month (usually 3 or 4 sessions) for individual clients, to £500 - £3,000 per day for corporate clients. Hourly rates reflect this range. Some experienced coaches charge more. A number of coaches reserve some slots for low fee paying or *pro bono* clients. When you are a newly trained coach, depending on your current profession and your experience, it is often a good idea to offer a variety of fees and to always find a way through any price barriers. Negotiating a fee means a win - win. The client gets coaching and you get paid - and you get vital coaching practice, experience and testimonials.

## Making a Sustainable Living as a Coach

To make a good living as a coach you need excellent coaching skills and excellent business skills. It is much easier to succeed in coaching if you already have a successful business as a therapist, consultant or other professional. This way you have a network of contacts and potential clients. If you are starting from scratch you will normally need an alternative source of income to cover your overheads for several years because on average it takes three to five years to attain a full practice.

## Professional Associations for Coaches

It is strongly advisable to join one of the professional associations for coaches.

These organisations lay down professional standards and codes of ethics for their members. You can cite your membership on your business literature and your website and this communicates the important message to your potential clients that you are a professional coach who is committed to professional standards and codes of practice.

The **International Coach Federation** [www.coachfederation.org.uk/](http://www.coachfederation.org.uk/) was set up in 1992 to maintain and upgrade international standards and practices of the coaching profession and to build, support and preserve the integrity of the coaching profession worldwide. See the ICF's code of ethics in Appendix 1. The **Association for Coaching** [www.associationforcoaching.com](http://www.associationforcoaching.com) was set up in the U.K. in 2002 as an independent non-profit organisation with the goal to promote best practice, raise awareness and standards across the U.K. coaching industry. It now has an international remit. The **European Mentoring and Coaching Council** sets professional standards for the coaching profession across Europe [www.emccouncil.org](http://www.emccouncil.org) as does **European Coaching Institute**, [www.europeancoachinginstitute.org](http://www.europeancoachinginstitute.org) and the **European Association for Supervision and Coaching (EAS)** [www.supervision-eas.org](http://www.supervision-eas.org). The **Coaching Psychology Forum (part of the British Psychological Society)** [www.coachingpsychologyforum.org.uk](http://www.coachingpsychologyforum.org.uk) was established in 2002 in the UK, and its members include chartered psychologists and non-psychologists. The CPF also sets professional standards. In 2003 Coachville formed the **International Association of Coaches** with ethical principals and guidelines for its members [www.certifiedcoach.org/](http://www.certifiedcoach.org/) .

In the UK, there are also academic boards who link with some of the coach training providers and who lay down professional standards. See individual training providers' websites for information on their standards and ethical codes.

Note that no organisation is recognised by the UK government as the arbiter of professional standards for coaching.

## 6. FREQUENTLY ASKED QUESTIONS

### *Do I need to do a training course to become a coach?*

I strongly recommend that you train. On a good course you will learn sound coaching skills and gain confidence. Training also means you are taking yourself seriously as a professional and are committing to investing in your professional development. There is a strong possibility that in time the profession of coaching will become regulated in different countries and professional qualifications will be required to practice as a coach.

### *Is there a professional body, which sets down standards or codes of ethics for the coaching profession?*

Yes. For a list of these see the end of Chapter 5 - The Business of Coaching

### *Do I need a university degree to become a coach?*

No. However some degrees such as a psychology degree or MBA may be helpful to you if you specialise in a particular kind of coaching. This is also true of much of your work and life experience.

### *How do I find the right training course for me?*

You will find a list of coach training providers in Chapter 4. Research them thoroughly and ask lots of questions. There is a checklist of questions to ask.

### *Are all the coach training courses accredited in some way?*

No, some are not accredited in any way. Some of the courses are accredited with independent academic or professional organisations and the training organisations highlight this on their sites. The European Coaching Institute [www.europeancoachinginstitute.net](http://www.europeancoachinginstitute.net) and the International Coach Federation [www.coachfederation.org](http://www.coachfederation.org) are two examples of such independent organisations. You can also pursue accreditation with the International Coach Federation yourself, following your training. See [www.coachfederation.org.uk/credentialling.htm](http://www.coachfederation.org.uk/credentialling.htm) for more information on the “portfolio” route to professional accreditation. And the UK’s Association for Coaching also offers an accreditation scheme for coaches, with plans for an accreditation schemes for training courses in the future. [www.associationforcoaching.com](http://www.associationforcoaching.com) For more on accreditation see Chapter 4 Training to Become a Coach

### *How can I talk to other coaches to find out more?*

You will find some coaches’ contact details on coach training organisation websites and on coach directories. Below are a few examples of coach directories:

**International Coach Federation** [www.coachfederation.org](http://www.coachfederation.org)

**247 Coaching** [www.247coaching.com](http://www.247coaching.com)

**Coachville** <http://learning.coachville.com/home/index.html>

**Association for Coaching** [www.associationforcoaching.com](http://www.associationforcoaching.com)

It is also a good idea to request coach training providers to put you in touch with some students and graduates.

### ***How can I experience coaching for myself?***

Many coaches offer complimentary taster sessions. You can find a coach at the sites listed above in the answer to the last question or follow the links on the training providers' websites.

### ***How much does training cost?***

The Newcastle College offers a short free correspondence course. Other courses vary in price from a few hundred to over £10,000. Some are modular and you pay for each module that you take. Others charge for the whole course in advance. Contact individual coach training organisations for details. See Chapter 4

### ***Can I get financial assistance with my training?***

In the U.K., Government offers Career Development Loans of between £300 and £8,000 through a bank, to help individuals fund up to two years of vocational training. The Department for Education and Skills pays the interest on the loan while you are learning. You do not have to repay anything until one month after the end of the learning period. You then repay the loan to the bank over an agreed period at a fixed rate of interest. Telephone 0800 585 505 for more information. Or visit the [www.lifelonglearning.co.uk](http://www.lifelonglearning.co.uk) to find out whether there is funding for your training and download the Department of Education and Skills' ebook Money to Learn. It is also always worth requesting of the coach training organisation whether they offer bursaries to students. You can also find lists of grants at [www.j4b.co.uk](http://www.j4b.co.uk)

### ***How soon after training will I start to earn money from coaching?***

It is a good idea, in my view, early on in your training, to coach friends of friends and colleagues for free. They are like your guinea pigs. They know you are starting out in training and you want to learn from working with them. As you gain in skills and confidence you can begin to charge low fees and increase them as you become professionally qualified. But I estimate that it takes three to five years to attain a full practice if you are starting from scratch.

### ***Do I need my own coach while training?***

Some schools offer mentor coaching as part of their course and some offer it for an additional fee. In my view it is essential to get yourself a mentor coach early in your training so that you experience coaching and get the benefit of an established coach's experience, during this important learning phase of your life.

### ***How long does a client stay with a coach?***

This varies. In a corporate setting the company and coach may contract for a given period. Some self-employed coaches request an initial commitment of three or more months from new clients. Some clients have a small number of sessions to work on a specific goal and others stay with their coach for a year or more

### ***How many clients does a typical coach work with?***

There is no such thing as a typical coach. Corporate coaches may work with individuals and teams so the number of clients varies greatly. Coaches working

privately may have only a few clients and do other work such as consulting. Some coaches see a full practice as ten clients while others work with twenty-five or more clients at any one time. In my own business I typically work with twenty to thirty private clients at a time.

### ***How does a self-employed coach find clients?***

This depends to a great extent on the coach's networks, their area of specialisation, their target market and their marketing strategies. Some coaches do lots of public speaking, some network, some write for magazines. The key is to raise your profile – in other words, you need *to let people know* about you and your business. For more information see Chapter 5

### ***How do coaches set their fees?***

One way is to find out what other coaches are charging - what the market rate is. This is true of both the corporate and the private sector. As with other professions, higher rates are charged by specialists. In the UK the rates vary from about £120 - £1,000 per month (usually 3 or 4 sessions) for individual clients, to £500 - £3,000 per day for corporate clients. Hourly rates reflect this range. Some experienced coaches charge more. A number of coaches, including myself, reserve some slots for low fee paying or *pro bono* clients.

### ***How would I get help with setting up my business?***

Some coach training organisations give you a good deal of help and advice on this but some do not. Your local enterprise centre or Business Link will give advice and training. See [www.businesslink.org](http://www.businesslink.org). Some local coaching groups run “practice building sessions” for new coaches. See Appendix 4 for more information about the coaching community.

### ***What is the difference between coaching and counselling or therapy?***

Coaching is mainly focused on the present and the future and works best with people who are functioning well and who wish to make changes and move forward. The focus is on taking action steps to effect change. Therapy and counselling focus much more on the emotions and on traumatic life events and often assist the client with exploring and healing their past.

### ***Why does someone hire a coach?***

People hire a coach because they want more of something – balance, fulfilment, success, time, love or money. Or they may want less – less stress or clutter perhaps. They may want to work with a coach on growing their business, managing change, improving performance, achieving their goals, on finding a more satisfying career or fulfilling their potential. Or they may simply want to explore what they want as they don't know – all they know is something is missing. People come to coaching because there is a gap between where they are now and where they want to be. Organisations usually hire coaches to improve performance, skills, leadership, management and communication.

## 7. SOME QUESTIONS FOR YOU TO CONSIDER

1. You may find it useful at this point to answer the following 'coaching' questions and to talk over your answers with a friend or coach.
2. What attracts you to coaching as a profession?
3. What are the talents and experience that you have to offer as a coach?
4. What might get in the way of your becoming an effective coach?
5. What will it take for you to be an effective coach?
6. Do you have the financial means to support you through coach training and building your coaching business?
7. Who is your ideal client?
8. What does your ideal coaching business look like?
9. What is your vision for your coaching business?
10. What are your personal life goals and how will being a coach contribute to these?
11. What is your next step?

## In Conclusion

The new profession of coaching is an exciting and highly rewarding one. The job satisfaction is particularly high when the coach witnesses their client making an important shift and going on to make significant changes in their life which fulfil and challenge them.

Some people are optimistic about the potential of coaching's contribution to making a substantial difference to our troubled world:

*“Whether we coach individuals or organisations, we coaches are engaged in midwifing a better world. I believe that at the heart of our community is a common calling to provide the transformational support only coaching can provide. I believe coaching is one of the most powerful agents of positive change humanity has seen in quite some time. I believe it is the destiny of coaching to play an important role in the creation of a much better world”.*  
Steve Mitten, International Coach Federation President 2005

If you decide to pursue coaching as your chosen profession I urge you to take time to thoroughly explore the training courses on offer and then to take the time to become a qualified and accredited coach. Enjoy the journey and may your business grow and prosper.

**Marianne Craig MCC**

**ICF Master Certified Coach**

Email: [coach@mentor-coach.com](mailto:coach@mentor-coach.com)

[www.mentor-coach.com](http://www.mentor-coach.com)

[www.coachlifeandcareer.com](http://www.coachlifeandcareer.com)

## APPENDIX 1 CODE OF ETHICS FOR COACHES

Different coaching schools have their own codes of ethics and some like the UKCLC have their own Ethics Committee. Here is the International Coach Federation's pledge which members sign on joining.

### ICF's Pledge of Ethics

As a professional coach, I acknowledge and honour my ethical obligations to my coaching clients and colleagues and to the public at large. I pledge to comply with ICF Standards of Ethical Conduct, to treat people with dignity as free and equal human beings, and to model these standards with those whom I coach. If I breach this Pledge of Ethics or any ICF Standards of Ethical Conduct, I agree that the ICF in its sole discretion may hold me accountable for so doing. I further agree that ICF's holding me accountable for my breach may include loss of my ICF membership or my ICF certification.

### ICF Standards of Ethical Conduct

- I will conduct myself in a manner that reflects well on coaching as a profession and I will refrain from doing anything that harms the public's understanding or acceptance of coaching as a profession.
- I will identify my level of coaching competence to the best of my ability and I will not overstate my qualifications, expertise or experience as a coach.
- I will, at the beginning of each coaching relationship, ensure that my coaching client understands the terms of the coaching agreement between us.
- I will not claim or imply outcomes that I cannot guarantee.
- I will respect the confidentiality of my client's information, except as otherwise authorized by my client, or as required by law.
- I will obtain permission from each of my clients before releasing their names as clients or references.
- I will be alert to noticing when my client is no longer benefiting from our coaching relationship and thus would be better served by another coach or by another resource and, at that time, I will encourage my client to make that change.
- I will avoid conflicts between my interests and the interests of my clients.
- Whenever the potential for a conflict of interest arises, I will, on a timely basis, discuss the conflict with my client to reach informed agreement with my client on how to deal with it in whatever way best serves my client.
- I will, on a timely basis, disclose to my client all compensation from third parties that I may receive for referrals of, or advice given to, that client.
- I will honour every term of agreements I make with my clients and, if separate, with whoever compensates me for the coaching of my clients.

- I will not give my clients or any prospective clients information or advice I know to be confidential, misleading or beyond my competence.
- I will acknowledge the work and contributions of others; I will respect copyrights, trademarks and intellectual property rights and I will comply with applicable laws and my agreements concerning these rights.
- I will use ICF membership lists only in the manner and to the extent that I'm so authorized by the ICF or the applicable ICF Chapter or ICF Committee.
- I will coach in a manner compatible with the ICF Definition of Coaching and, whenever asked by my clients about my ethical standards, I will inform them of my pledge and agreement to comply with the ICF Pledge of Ethics and ICF Standards of Ethical Conduct.

You can find out about the standards and ethics of other professional associations by visiting their websites:

**Association for Coaching** [www.associationforcoaching.com](http://www.associationforcoaching.com)

**European Mentoring and Coaching Council** [www.emccouncil.org](http://www.emccouncil.org)

**European Association for Supervision and Coaching** [www.supervision-eas.org](http://www.supervision-eas.org)

**Coaching Psychology Forum (part of British Psychological Society)**  
[www.coachingpsychologyforum.org.uk](http://www.coachingpsychologyforum.org.uk)

**European Coaching Institute** [www.europeancoachinginstitute.org/](http://www.europeancoachinginstitute.org/)

**International Association of Coaches** [www.certifiedcoach.org](http://www.certifiedcoach.org)

## APPENDIX 2 HOW TO SELECT A COACH

The Association for Coaching issued the paper below as a press release for in August 2003

### TOO MUCH CHOICE - How to Select a Professional Coach

As the Human Potential industry expands across the UK, Coaches are entering the market at an unprecedented rate. **The Association for Coaching** has drawn up a brief set of questions to help guide clients when seeking an effective and safe coaching experience.

#### QUESTIONS TO CONSIDER:

- Does the Coach have the experience, training and/or qualifications that are relevant to your needs?
- Does the coach engage in regular Continued Professional Development to ensure his/her skills are up-dated?
- Does the Coach have a Coaching Supervisor (this is someone the Coach can talk to who acts as a quality control mechanism) or belong to a Co-Coaching group?
- What is the model of practice/methodology/coaching philosophy used by the Coach and how it is suitable for addressing my current challenges?
- Is the Coach a member of a professional body such as the Association for Coaching, which has a Code of Ethics and Complaints procedure?
- Have I discussed with the Coach my expectations of coaching and the goals I want to achieve?
- Check your preferred method of working, face-to-face, telecoaching, email or a combination of two or more of these are offered by the Coach
- What are the fees, payment terms, frequency and estimated duration of the coaching sessions?
- Have the Coach and I arranged regular review sessions to evaluate my progress?
- Do I feel the Coaching relationship is necessary and beneficial to me right now? Do not be coerced into a Coaching contract unless you are satisfied that it is of use to you.

We highly advise that you discuss these points either prior to or during your initial conversations with your Coach. This will help you get the best service while being clear about what is involved in the coaching process.

## GENERAL ISSUES TO BE AWARE OF:

- If you are not comfortable with the coaching relationship, then it is important to raise this with the Coach. You are the purchaser of a service - if you feel it is not meeting your requirements, then cancel the Coaching arrangement.
- Different techniques/exercises work for different people, if something is not working for you, let your Coach know this. Your Coach will welcome the feedback.
- If you have any doubts about the coaching you are receiving, discuss these with your coach, and if still uncertain, seek advice from the Association for Coaching
- If you feel uncomfortable, undermined or manipulated at any time within the session discuss this with the Coach. It is easier to resolve issues as and when they arise.
- If you have contracted for individual sessions with your Coach you have the right to terminate Coaching **at any time**. If your coaching is part of a programme or if you have signed a contract for a set number of sessions you may incur a financial penalty.
- As with counselling and psychotherapy it is not in the client's best interests for the coach and client to be engaged in a sexual relationship and research supports this view.

*These guidelines have been produced in conjunction with Professor Stephen Palmer PhD - a leading authority on Coaching Psychology in the UK who is Director of the Centre for Coaching and Founder of the Coaching Psychology Division of the British Psychological Society - and Kasia Syzmanska, a Chartered Psychologist and Coach*

## APPENDIX 3 CHOOSING A COACHING COURSE

Dr. Elaine Cox, Oxford Brookes University

### Introduction

Almost everyone who decides they want to become a coach recognises that it will be necessary to find some appropriate training. However, the number of coaching courses in the UK is growing daily and you may have experienced considerable confusion about which is the best course to undertake in order to equip you with the knowledge, training and orientation you need. The range of courses is bewildering and there has been very little guidance available to potential coaches on how to choose the best course.

This article aims to redress that situation. The article is aimed mainly at individuals seeking to work as life or executive coaches. It sets out the types of provision currently available in the United Kingdom and, without making specific recommendations, explains the kinds of courses on offer and where they are positioned in relation to the UK educational system. It does not attempt to survey all the courses available in the UK, nor does it look at in-house coach trainings on offer in organisations.

The article is divided into 3 sections. The first provides an overview of the British Educational System and leads into the second section, which considers how different types of coaching course fit into this system. In this section the Internet has been used extensively to explore the coaching courses available in the UK and to compare what they are offering. The article concludes with a checklist of features that anyone serious about their coaching should consider when choosing their training course.

### 1. The British Educational System

There are many types of qualifications in the UK and it is important to recognise that not all organisations give a qualification: many only give their own certificate or diploma on completion of the course. These certificates might not mean anything to an employer or a learning institution because they have no 'credit rating'. It is vital to bear this in mind when considering a coaching course since many 'certificates' fall into this category.

In the United Kingdom there are two types of educational/training qualification: vocational and academic:-

#### **Vocational**

Vocational qualifications are more work-related than academic, but can lead on to a degree course if the appropriate level National Vocational Qualification (NVQ) is achieved. These qualifications are often particularly flexible and many do not have specific entry requirements. This is useful, since they allow those without formal educational qualifications to get a foot on the educational ladder.

Some private coach-training providers have recently aligned themselves with the

educational system by getting their vocational courses 'credit rated' by government recognised awarding bodies such as the Open College Network (OCN) or the Oxford, Cambridge and Royal Society of Arts (OCR).

### **Academic**

Academic qualifications include significant elements of written work that is submitted for assessment. This is the traditional 'A' level route leading to a Degree and then a Masters level qualification. Achieving a qualification with recognised academic credit will become more important if and when coaching becomes a regulated, graduate profession.

A number of coach training providers have recently sought credit rating for their courses via UK Higher Education Institutions (HEIs). Such providers are then able to offer their courses at, for example, Honours Degree Level with 20 CATS points or at Masters level with 40 CATS points. The CATS (Credit Accumulation and Transfer Scheme) system is recognised by all UK HEIs as a method of measuring credit for a particular course and CATS points can be accumulated to achieve awards at Degree or Masters Level. The points awarded are linked to the number of hours studied. To attain an Undergraduate degree, for example, you would need to accumulate 120 points at Certificate Level; 120 points at Diploma Level and 120 points at Honours Level. The credit needed for a complete Masters Degree is 180 points at Level M.

At the present time there are no full Degree programmes in executive and life coaching, although there are a number of sports coaching degrees on offer at British universities.

However, there are a number of taught Postgraduate Certificate, Postgraduate Diploma and Masters Courses available, which normally require participants to be graduates. Alternative some universities accept people who have professional experience or qualifications. This reflects the professional level at which coaches must operate. Most of these courses involve a practical element of coaching and to achieve the Masters degree there is normally a research-based dissertation. At some universities is also possible to undertake a research degree or doctorate (PhD) that focuses on a coaching related topic. This provides an opportunity to pursue specialist research interests in the field.

Academic courses follow the framework for Higher Education Qualifications set out in Table 1 below.

Framework for Higher Education Qualifications		National Qualifications Framework Revised (Autumn 2003)			National Qualifications Framework (existing)
D	<b>(Doctorates)</b> Doctoral	<b>8</b>	Vocational Diplomas		
M	<b>(Masters)</b> Masters degrees, Postgraduate certificates & diplomas	<b>7</b>	Vocational Certificates and Diplomas		NVQ 5
H	<b>(Honours)</b> Bachelors degrees, Graduate certificates & diplomas	<b>6</b>	Vocational Certificates and Diplomas		
I	<b>(Intermediate)</b> Diplomas of HE & FE, Foundation degrees, Higher National Diplomas	<b>5</b>	Vocational Certificates and Diplomas		NVQ 4
C	<b>(Certificate)</b> Certificates of Higher Education	<b>4</b>	Vocational Certificates and Diplomas		
		<b>3</b>	Vocational Certificates and Diplomas	A Levels	NVQ 3
		<b>2</b>	Vocational Certificates and Diplomas	GCSE (Grades A* - C)	NVQ 2
		<b>1</b>	Vocational Certificates and Diplomas	GCSE (Grades D - G)	NVQ 1
		<b>Entry</b>	Certificates of Achievement		

**Table 1 - The National Qualification Framework**

This table has been adapted from the Qualifications Curriculum Authority website [http://www.qca.org.uk/493\\_15772.html](http://www.qca.org.uk/493_15772.html) (accessed 16/02/06)

## **What about accreditation?**

Accreditation is the formal recognition of the achievements of an individual in relation to internal or external standards. It is a process of confirming that performance conforms to agreed standards. At present, anyone can set up standards in relation to coaching and provide their own 'accreditation' against those standards.

Some organisations, such as the ICF (International Coaching Federation) are already well known providers of accreditation for coaching courses in United States and some coaching courses in the UK have also met these standards. Recently the European Coaching Institute in the UK has tried to follow suit and have created their own set of coaching 'standards'.

The European Mentoring and Coaching Council (<http://www.emccouncil>) is working towards a comprehensive and nationally recognised set of coaching (and mentoring) standards, having recently agreed its code of ethics for members.

Until such time as standards are agreed and coaching becomes a regulated profession however, I would suggest that in the UK the reliable indicator of course quality and currency is to ensure that your course is credit rated by a UK government approved awarding body, as mentioned above. This will ensure the currency and transferability of the award.

## **2. Types of training available**

There are many training courses for coaches available in the UK and making a choice can be problematic. For example, a Google search for "coaching courses" today (16<sup>th</sup> February 2006) revealed 280,000 references. For this reason I will not be attempting to identify all the training courses available nationwide, and in particular I will not include 'in-house' coaching training offered by companies.

Below, I describe the categories of training offered by providers in the UK and attempt to map these against the educational levels set out above in the National Qualification Framework. For each level I provide a few examples of popular courses that are currently available.

### **NVQ Level 1 or equivalent**

Training at NVQ1 level would be very basic and I could find no coaching instruction at this level. Coaching, by its very nature, requires a higher level of education, communication skill and competence than that expected by qualifications at this level.

### **NVQ Level 2 or equivalent (GCSE standard)**

The coach training available at NVQ2 level is largely directed at young people and is set in a sports or engineering context.

### **NVQ Level 3 or equivalent ('A' Level standard)**

The bulk of non-higher education coach training is at NVQ3 level. Examples of organisations offering courses and awards at this level are the Coaching and Mentoring International, Newcastle College and The Coaching Academy.

### **NVQ Level 4 or equivalent (Degree level)**

There are a number of courses recently credit rated at Level 4 including those offered by the CIPD and The Oxford School of Coaching & Mentoring (credit rated by Oxford Brookes University), the School of Coaching at the Industrial Society (University of Strathclyde) and The Academy of Executive Coaching (Middlesex University).

### **NVQ Level 5 or equivalent (Postgraduate level)**

This level of award includes the Postgraduate Certificates, Diplomas and Masters Awards in coaching validated by British Universities, including those offered by Oxford Brookes, Sheffield Hallam, Leeds, Leeds Metropolitan, Portsmouth and Wolverhampton.

It may be helpful to reiterate that currently, there is no official governing body that regulates coach training in the UK and so accreditation of courses is not mandatory. However, as coaching moves towards a more professional status, completing a properly recognised course will become essential.

### **3. How to make the choice**

When making the choice between different coach training programmes there are a number of important points to take into consideration:-

1. What type of coaching you want to do? Some courses specialise in different types of coaching (life, executive, business etc.) and you will need to be clear about your expectations before you apply.
2. What previous qualifications and training you have. If you already have a degree, for example, you may not want to study at NVQ Level 3 or equivalent. By contrast, if you do not have a degree you may not be accepted for a Masters level course if you do not have significant professional experience. If you have no degree and no relevant experience you may want to begin with a level 3 qualification that will help build your skill and understanding.
3. What level of coaching experience you have. If you have experience of working in one-to-one relationships as part of a long professional career, make sure the course you choose takes this into account and builds on that experience.
4. What it costs, especially in relation to other similar types of course. Funding can be a big issue, especially if you are paying for yourself.
5. Logistics and convenience (timing, travel, location).
6. Whether you want a recognised qualification.

It is important to bear in mind that if you want a recognised qualification then you have to seek out courses that are credit rated in some way through the British Educational System. If you just want a taster, or you want to concentrate on the development of practical skills and experience then the other courses, some of which are rated very highly by the clients, may suit your needs.

The Coaching Network ([www.coachingnetwork.org.uk](http://www.coachingnetwork.org.uk)) has a growing list of courses and contacts and is a useful resource for those seeking information on courses

available.

### **Conclusion**

In this article I have provided a brief summary of the educational system as it relates to coaching in the UK. I have also explained the levels of credit rating offered by government recognised awarding bodies and at the same time attempted to classify some of the courses on offer.

It is hoped that this overview will be of assistance to both experienced and prospective coaches when choosing an appropriate coach training course.

For discussion relating to this article please contact

[ecox@brookes.ac.uk](mailto:ecox@brookes.ac.uk)

*This article was first published in Association for Coaching Bulletin, Spring 2004*

## APPENDIX 4 FURTHER RESOURCES

### Periodicals

International Journal for Mentoring and Coaching

[www.coachingnetwork.org.uk](http://www.coachingnetwork.org.uk)

*Coaching at Work* Monthly UK journal published by CIPD (Chartered Institute of Personnel and Development [www.cipd.co.uk/coachingatwork](http://www.cipd.co.uk/coachingatwork) Tel:01458 271466

### Books and Electronic Books about Coaching, Coaching Skills and Coaching at Work.

*Good question! The Art of Asking Questions to Bring about Positive Change.* Judy Barber

*Coaching* Frank Besser

*Coaching for Results* Donna Berry et al

*The Little Coaching Book: Motivating People to be Winners* K. Blanchard et al

*Coaching for Growth* P. Bolt

*Coaching for the Future* Janice Caplan

*Coaching and Buying Coaching Services* (eBook) Chartered Institute of Personnel and Development [www.cipd.co.uk](http://www.cipd.co.uk)

*Making Coaching Work* Chartered Institute of Personnel and Development [www.cipd.co.uk](http://www.cipd.co.uk)

*The CoachU Personal and Corporate Coach Training Handbook* CoachU, Inc

*CoachU's Essential Coaching Tools* [www.coachu.com/studentbooks](http://www.coachu.com/studentbooks)

*Effective Coaching* J. Marshall Cook

*The Heart of Coaching* Thomas Crane

*The Coaching Process: Principles & Practices* Neville Cross & John Lyle (eds.)

*Secrets of an Executive Coach* Alan Downs

*Effective Coaching* Myles Downey

*The Coaching Method and ADD* Barbara Edwards.

*Getting Started in Personal and Executive Coaching* Stephen Fairley and Chris Stout

*Weighing up Executive Coaching* Catherine Fennell [www.quicken.com](http://www.quicken.com)

*Coaching: Evoking Excellence in Others* James Flaherty

*Coaching Quotations* (eBook) Jackie Fletcher [www.transitionslifecoaching.co.uk](http://www.transitionslifecoaching.co.uk)

*Coaching for Improved Work Performance* F. Ferdinand Fournies

*Go Mad about Coaching* Andy Gilbert & Ian Chakrovorty

*Coaching for Leadership* Marshall Goldsmith  
*Coaching in Healthcare* Ruth Hadikin  
*The Coach's Coach* Alison Hardingham  
*Masterful Coaching* Robert Hargrove  
*The Handbook of Coaching* Frederic Hudson  
*Coach Training in a Box* Mike Jay (Online version or hardcopy, plus audio recordings <http://www.coach2system.com/info/>)  
*The Tao of Coaching* Max Landsberg  
*Leadership Coaching* Graham Lee  
*Coaching Made Easy* Mike Leibling and Robin Prior  
*The Portable Coach* Thomas Leonard  
*Executive Coaching* Richard Kilbury  
*Coaching and Mentoring* Nigel MacLennan  
*The Successful Coaching Manager* Allan Mackintosh  
*Performance Coaching* Angus McLeod  
*The Life Coaching Handbook* Curly Martin  
*The NLP Coach* Ian McDermott and Wendy Jago  
*Life Coaching Manual* Michael Neenan and Windy Dryden  
*Life Coaching: A Cognitive Behavioural Approach* Michael Neenan and Windy Dryden  
*Leading High Impact Teams: The Coach Approach to Peak Performance* Cynder Niemala and Rachel Lewis  
*Executive Coaching with Backbone and Heart* MaryBeth O'Neill  
*The Manager and the Coach and Mentor* Eric Parsloe  
*Coaching to Solutions* Carole Pemberton  
*Coaching & Mentoring* Eric Parsloe & Monika Wray  
*The Psychology of Executive Coaching* Bruce Pelter  
*Leader as Coach* David B. Peterson and Mary Dee Hicks  
*In Action: Coaching for Extraordinary Results* Jack J. Phillips and D.J. Mitsch  
*Coaching Skills: A Handbook* Jenny Rogers  
*Creativity for Coaches: Unlocking Potential for You and Your Clients* AnnA Rushton  
*The Mindful Coach: Seven Roles for Helping People Grow* Douglas K. Silsbee  
*Coaching to the Human Soul* Alan Sieler  
*The Coach: Creating Partnerships for a Competitive Edge* Stowell and Starcevich

*The Coaching Manual* Julie Starr  
*Intentional Change* John S. Stephenson  
*Brief Coaching for Lasting Solutions* Peter Szabo  
*Personal Coaching for Results* Louis E. Tice et al  
*Coaching Solutions: Practical Approaches to Coaching in Education* W.Thomas and A.Smith  
*The Business Coaching Resolution* Sean Weafer  
*Coaching for Performance* John Whitmore  
*Transpersonal Coaching* John Whitmore  
*Co-Active Coaching* Laura Whitworth et al  
*All About Performance Coaching* Carol Wilson  
*Ten Super Coaches* (eBook) David Wood <http://www.10supercoaches.com/>  
*The Complete Guide to Coaching at Work* P. Zeus and S. Skiffington

### **Additional Published Resources about Coaching and for Coaches**

*Coach the Coach* Monthly set of modules, which build a comprehensive training resource. <http://www.fenman.co.uk/>

Mentor Coaching International (MCI) offers free regular emailed book reviews. To subscribe send an email to

<mailto:BooksforCoaches-request@forcoaches.com> with “subscribe” in the email body, or sign up at the Mentor Coaches International website <http://www.mentorcoaches.com/>

### **Choosing a Coach Training Course**

*Choosing a Coaching Course That’s Right for You* (eBook) Amechi Udo [amechi@pc4yc.co.uk](mailto:amechi@pc4yc.co.uk)

### **Setting Up and Promoting Your Coaching Business**

*When What You’ve Got is Not What You Want* Sandra Cain and Michessi Maxwell

*Business Development Handbook* James Butler and Michael Watson  
[www.painlesspractice.com](http://www.painlesspractice.com)

*Get More Clients Now!* C.J. Hayden

*Marketing for Complementary Therapists – 101 Tried and Tested Ways to Attract Clients* Steven Harold [www.marketingtherapists.com/](http://www.marketingtherapists.com/)

*Coaching Charisma: Branding for Coaches Who Deserve More Clients* (eBook) Debbie Jenkins [www.leanmarketing.co.uk](http://www.leanmarketing.co.uk)

*The ABC’s of Coaching: A Business of Coaching Workbook* (eBook) Alana Kowalski  
[www.acoachingadvantage.com](http://www.acoachingadvantage.com)

*Multiple Streams of Coaching Income* Andrea Lee

[www.multiplestreamsofcoachingincome.com](http://www.multiplestreamsofcoachingincome.com)

*How to Attract Clients* (eBook) Annie Meacham [www.trelliscoaching.com](http://www.trelliscoaching.com)

*The Infoguru Marketing Manual* (eBook) Robert Middleton [www.actionplan.com](http://www.actionplan.com)

*Getting Started in Personal and Executive Coaching* Stephen Fairley

*Therapist as Life Coach: Transforming Your Practice* Patrick Williamson and Deborah C. Davis

*Becoming a Coach – The Coach U Approach* Thomas Leonard

*The Branding You! Workbook* Alan Richardson  
[www.brandingyou.org/brandingyousales.htm](http://www.brandingyou.org/brandingyousales.htm)

*Discover Your Coaching Niche* (free mini-course) Alan Richards  
[www.brandingyou.org/ecoursesales.html](http://www.brandingyou.org/ecoursesales.html)

*The Emergency Action Plan for Attracting Clients Fast!* Bernadette Doyle  
<http://www.clientmagnets.com/>

*How to Run a Great Workshop* Nikki Highmore Sims

*Personal Branding for Extraordinary Results* Anthony Warren

*The Magical Business Name Machine – a Process for Naming Products, Services or Businesses* (eBook) Nikki Highmore Sims [www.bookshaker.com](http://www.bookshaker.com)

*How to Stop Flogging a Dead Horse - The Business Owner's Guide to Creating Happy Endings* Alison Clark [www.wordsinaction.net](http://www.wordsinaction.net)

## Self Help Books by Coaches

Below is a list of personal and professional books written by coaches including publications on “self-help coaching”. The publications listed are a useful complement to coach training materials and can contribute to your “coaching toolkit”. Such books can be an invaluable resource for working with clients.

*Head of Departments' Pocketbook* B. Best and W. Thomas

*Zest for Life* Dawn Breslin

*The Little Book of Slimming Tips* Judy Citron

*Springing Forward – Self-help and Motivation for Women* Liza Edwards and Gina Harris

*High Energy Habits* Bill Ford

*Get Everything Done and Still Have Time to Play* Mark Forster

*How to Make Your Dreams Come True* Mark Forster

*Your Pocket Life Coach* Carole Gaskell

*Transform Your Life* Carole Gaskell

*Get a Life: 25 Steps to Building a Dream Life* Arvind Devalia

*How to Live the Life You Love and Love the Life You Live* James Gladwin

*Coach Yourself: Make Real Change in Your Life* A.M. Grant and J. Green  
*The Bullying Culture: Cause, Effect and Harm Reduction* Ruth Hadikin  
*Life Coaching: Connecting You to Your Inner Wisdom* Gina Harris  
*Be Your Own Life Coach* Fiona Harrold  
*The Relate Guide to Better Relationships* Sarah Litvinoff  
*The Relate Guide to Sex in Loving Relationships* Sara Litvinoff  
*The Relate Guide to Starting Again* Sarah Litvinoff  
*The Essential Guide to Stopping Smoking* Sarah Litvinoff  
*Life Coaching* Eileen Mulligan  
*Life Coaching for Work* Eileen Mulligan  
*Confidence Booster Workout* Martin Perry  
*Successful but Something Missing* Ben Renshaw  
*52 Ways to Handle It - A Life Coaching Year* Annabel Sutton  
*The Work We Were Born to Do* Nick Williams  
*Listen To Your Children... and They Will Listen To You*  
<http://www.developyourchild.co.uk/> Alan Wilson  
*Get Yourself Published* Suzan St Muar [www.bookshaker.com](http://www.bookshaker.com)  
*Finding the One in a Million* Jevir Kaur Mahil  
*Be Your Own Love Coach* Ariana Gee and Mary Gregory  
*Don't Publish Your Book (Until You Understand Your Options) (eBook)* Mindy Gibbins-Klein [www.bookmidwife.com](http://www.bookmidwife.com)  
*The Money Gym: The Ultimate Wealth Workout* Nicola Cairncross

## Useful Websites

### Professional Coaching Associations and Accreditation Bodies

[www.associationforcoaching.com](http://www.associationforcoaching.com) Independent professional association set up to promote best practice and raise standards and awareness across the UK coaching industry.

[www.emccouncil.org](http://www.emccouncil.org) European Mentoring and Coaching Council. Professional association, which sets professional standards for the coaching and mentoring profession across Europe.

[www.certifiedcoach.org](http://www.certifiedcoach.org) (International Association of Coaching) US based professional association, which sets professional standards and awards accreditation. Closely associated with Coachville and the Schools of Coaching.

[www.nocn.org.uk](http://www.nocn.org.uk) National Open College Network awards accreditation to various coach-training organisations in the U.K.

[www.europeancoachinginstitute.org](http://www.europeancoachinginstitute.org) European Coaching Institute awards accreditation to various coach training organisations in the U.K. and their website offers resources and a free newsletter. They have chapters in Europe and the U.K.

[www.coachfederation.org](http://www.coachfederation.org) and [www.coachfederation.org.uk](http://www.coachfederation.org.uk) International Coach Federation websites featuring articles about coaching, news about conferences, meetings and details of their accreditation criteria and accredited courses. Members must be accredited coaches abide by the ICF's professional code of ethics and standards. Directory of UK Based accredited coaches.

[www.wabccoaches.com](http://www.wabccoaches.com) World Association of Business Coaches

[www.apecs.org](http://www.apecs.org) Association for Professional Executive coaching and Supervision. U.S. Based accreditation and member organization for executive coaches.

[www.dbvc.de](http://www.dbvc.de) German Coaching Association Deutcher Bundles Verband Coaching  
[European Coaching Association](http://www.europeancoachingassociation.org). To make the public and private sectors aware of standards in coaching and consulting.

[www.cipd.co.uk](http://www.cipd.co.uk) Chartered Institute of Personnel and Development. (CIPD) is the professional body for those involved in the management and development of people in the UK. CIPD also offers coach training.

[www.pcmaonline.com](http://www.pcmaonline.com) U.S. based association for business coaches and mentors

[www.coachingpsychologyforum.org.uk](http://www.coachingpsychologyforum.org.uk) The Coaching Psychology Forum (part of the British Psychological Society) Members include chartered psychologists and non-psychologists. The CPF also sets professional standards.

### Online Directories and Portals

[www.coachville.com](http://www.coachville.com) U.S. based coaching portal offering directory of coaches, training, information, newsletters and resources.

[www.peer.ca/coach.html](http://www.peer.ca/coach.html) U.S. based coaching portal offering training, information

and resources.

[www.247coaching.com/](http://www.247coaching.com/) Global coaching portal offering directory of coaches, information, resources and teleclasses.

[www.coachuniverse.com](http://www.coachuniverse.com) U.S. based virtual global coaching community offering training, information, email community and resources.

[International Coach Federation](http://InternationalCoachFederation.com) features a list of ICF member coaches worldwide with their experience, qualifications and contact details.

## Other Relevant Sites

[www.fillyourpractice.com/](http://www.fillyourpractice.com/) US based organisation offering courses in marketing and business development for coaches.

[www.coachmarketingtips.com](http://www.coachmarketingtips.com) Free marketing tips for coaches

[www.market-your-services.com](http://www.market-your-services.com) Marketing course for coaches and consultants

[www.gettingmoreclients.com](http://www.gettingmoreclients.com) UK marketing site for small businesses

[www.coachingandmentoringonline.com](http://www.coachingandmentoringonline.com) Personal development resources including *Manual of Coaching* eBook + 3 CD's Reza H. Borr

[www.businesslink.org](http://www.businesslink.org) UK. government agency supporting small businesses and start-ups, with locally based offices.

[www.toastmasters.org](http://www.toastmasters.org) International speaker's club with local branches

[www.lifelonglearning.co.uk](http://www.lifelonglearning.co.uk) Department of Education and Skills featuring information on funding for training

Yahoo Groups for newsletter mailing [www.yahogroups.com/](http://www.yahogroups.com/)

**2HigherGround** offers free coaching to carers of people with cancer in the UK. To become a volunteer coach see [2higherground](http://2higherground.com)

**Coaching for Success** is a programme of volunteer projects running in schools across the U.K. It is aimed at supporting young people in achieving their potential. Coaching for Success offers training to become a volunteer Performance Coach. For further information email [stevemartin@youthatrisk.org.uk](mailto:stevemartin@youthatrisk.org.uk) Tel: 07971 891922

## Meeting Other Coaches

The London Coaches Group is an informal group of coaches from different organisations who meet monthly in central London with speakers and is open to all coaches and those thinking of taking up the profession. Coachville members can find out about the meetings by subscribing to the list for information. To do so, send a blank email to the autoresponder [LCG@FutureVisions.org](mailto:LCG@FutureVisions.org) with the words: "subscribe LCG mailing list" in the subject list and nothing in the body of the email. Otherwise you can find out about meetings by contacting [Val@Lifecoaching-company.co.uk](mailto:Val@Lifecoaching-company.co.uk) .

A further group open to coaches and those interested in coaching is the London Coaching Group: [info@life-coach.net](mailto:info@life-coach.net) .

Coaching Academy graduates hold regular local Coaching Circles throughout the

UK: [the-coaching-academy.com](http://the-coaching-academy.com)

Coachville members host local study groups worldwide: [www.coachville.com/](http://www.coachville.com/).

Coach U graduates host local chapter meetings worldwide: [www.coachueurope.com/](http://www.coachueurope.com/) and [www.coachu.com](http://www.coachu.com)

The Association for Coaching holds seminars and conferences in the UK  
[www.associationforcoaching.com](http://www.associationforcoaching.com)

International Coach Federation members hold local chapter meetings. (To date 140 Chapters in 28 countries). For further UK information email [info@coachconfederation.org.uk](mailto:info@coachconfederation.org.uk) See [www.coachfederation.org.uk](http://www.coachfederation.org.uk) For international information see [www.coachfederation.org](http://www.coachfederation.org)

The Coaching and Mentoring Network [www.coachingnetwork.org.uk](http://www.coachingnetwork.org.uk) offers a discussion forum and resource centre. There are also virtual coaching communities such as [www.coachville.com](http://www.coachville.com) [www.coachuniverse.com](http://www.coachuniverse.com) and [www.247coaching.com](http://www.247coaching.com) . The Eurocoachlist is an established email support network for U.K. and European coaches. To join visit <http://www.forcoaches.com> . The forum for corporate coaches is [www.corporatecoaches.net](http://www.corporatecoaches.net) .

The UK College of Life Coaching has set up the Life Coaching Forum which, while mainly for UKCLC students and members, has a public section.  
[www.lifecoachingforum.com](http://www.lifecoachingforum.com) .

Coachlab International Society of Professional Coaches [www.coachlabintl.com](http://www.coachlabintl.com)

Canadian Alliance of Life Skills Coaches and Associations [www.calsca.com](http://www.calsca.com)

Contact coach training providers for further information on graduate meetings in your area. Note that some of the above groups are open to all coaches and student coaches.

## APPENDIX 5 ABOUT THE AUTHOR

Like many coaches I have a varied and colourful past having lived and worked in Edinburgh, Sydney, Geneva and New York. I have worked and managed in public, private and voluntary sectors. I wrote and published the best selling **Office Workers' Survival Handbook**. I have run my own business for seventeen years as a research consultant, then decorative artist and then coach. For seven years I volunteered at the Sussex Beacon for people with HIV/AIDS, helping people manage stress. I live by the sea with my partner and our teenage daughter in Brighton in the south of England. I am a Scot and was educated at Edinburgh and East London Universities.

I am a graduate of CoachU and have delivered over 3,000 hours of coaching to date. I have been awarded the ICF's Master Certified Coach designation (MCC).

I have clients throughout the UK and worldwide, as I coach mainly by telephone. I also work face to face with clients locally. Over seven years, I have coached hundreds of people – entrepreneurs, professionals, coaches, executives and managers, people in some kind of life transition, people who are successful but stressed and who are looking for more work/life balance and business owners who want to grow their business. My main focus is now people in career transition. See [www.coachlifeandcareer.com](http://www.coachlifeandcareer.com)

In addition to working one to one with individuals, I work with groups, write articles and eBooks and spend part of each week working on my business. I have set up Firework Coaching Company with business partner Kate Edmonds and we have created a career-coaching programme for people in career transition. We also train coaches to deliver the programme in several countries. See [www.fireworkcoaching.com](http://www.fireworkcoaching.com). For more information about career coach training, email [marianne@fireworkcoaching.com](mailto:marianne@fireworkcoaching.com).

With my colleague Alma Neville, I have set up Mirus Coaching, an exciting new project offering low cost coaching to social entrepreneurs and activists– people who have a big vision and loads of ideas and who are motivated and inspired to make a difference – who are passionate about making the world a better place. [www.miruscoaching.org](http://www.miruscoaching.org)

I mentor coaches working towards professional accreditation and I particularly enjoy working with new coaches looking to strengthen their coaching skills and to grow their business. I also work with individuals who are looking for the right coach-training course for them. For more information about my mentor coaching service see [www.mentor-coach.com](http://www.mentor-coach.com). I am also a partner in Mentor Coaches International, a group of senior coaches offering free master classes, mentor coaching and supervision worldwide. See [www.mentorcoaches.com/](http://www.mentorcoaches.com/)

***For a free mentor coaching consultation contact:***

**Marianne Craig MCC ICF Master Certified Coach**

Email: [coach@mentor-coach.com](mailto:coach@mentor-coach.com)

Web: [www.coachlifeandcareer.com](http://www.coachlifeandcareer.com) and [www.mentor-coach.com](http://www.mentor-coach.com)

Tel/fax Calling from the UK 01273 563518

Calling from outside the UK +44 1273 563518

**To order further copies of this eBook visit [www.mentor-coach.com](http://www.mentor-coach.com)**

## **NOTES**