

Dr Catherine Ng

## **A Study of the Corporate Coaching Culture Cultivation Approach in Meeting Change Management Needs for Organisations in China**

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### **Professional Background**

Catherine Ng has been a pioneer executive coach and coach trainer in Asia since 1995, and a Master Certified Coach (MCC) of the International Coaching Federation (ICF) since 2005. She is devoted to developing corporate coaches in coach training, one-to-one executive and senior management team coaching. Seeing a need for integrating Western and Eastern cultures in coaching, Catherine created the Dialectical Approach of Team Coaching (DATC) model, which she used as the foundation for her original Chinese-language Professional Coach Development Program (PCP), accredited by ICF for 275 ACTP (Accredited Coach Training Program) hours. Catherine is also a specially appointed lecturer at the Institute for China Business of the University of Hong Kong School of Professional and Continuing Education (SPACE) and Fudan University in Shanghai, China.

### **Context and Focus**

With the increasing demand and the corresponding need for a more theoretical framework for effective implementation of a coaching culture in China, my research has further developed the Corporate Coaching Culture Cultivation (CCCC) approach based on more than 25 years of extensive experience in executive and team coaching as well as corporate and entrepreneurial leadership in China, distilling from learnings and insights from 40 cases of corporate engagements. This approach is studied in this project to determine how best to foster a coaching culture in a selection of Private Domestic Enterprises (PDEs) and Multinational Corporates (MNCs), the dominant types of organizations in this country from evidence-based inputs with the purpose to arouse interest, awareness and comprehension in scholars, practitioners and corporate executives about the benefits and process of structured cultivation of coaching culture to better manage change and achieve success in the emerging coaching market of China. The key purpose was to develop a more applicable approach to cultivating a coaching culture in China to serve the organisations better and through active dissemination to arouse the practitioners to join the academic study journey to build up the reputation of Chinese coaches in the global market.

### **Research Approach**

The research was a qualitative, cross-sectional, multiple case-study. As coaching and coaching culture are still new concepts in China, a small-scale study was adopted and

thirty-eight questionnaire submissions and 10 in-depth semi-structured interviews were used to collect data from four executives from two PDEs, four executives from two MNCs and two experienced corporate coaches.

### **Results and Impact**

The research revealed that the type of corporate ownership affects the speed, rhythm and sustainability of nurturing a coaching culture, including the application of the CCCC approach due to the differences between PDEs and MNCs in mindset and assumptions in external adaptation and internal integration. Informed by the research, the CCCC approach has been further evolved, with an enhanced theoretical framework, a classification of the significance of success factors, a more customer-focused sequence of implementation steps, a paradoxical paradigm for cross-cultural challenges and a set of newly developed checklists for diagnosis and assessment. The revised approach is intended to provide a structured, fit-for-purpose and adaptive framework, as well as a roadmap to guide organisations and coaching consultants of coaching service providers to co-create a coaching culture to cultivate agile leaders in China.

With a better understanding of the important success factors as a result of the research project and how they impact on the CCCC approach in its formulation and implementation process, the revised approach has been used by the researcher in her screening and induction of new corporate clients. This has benefited not only her consultancy in terms of more objective factors in whether to take a client on, but also more evidence-based basis on the type and timing of interventions employed, benefitting the client organisations, the project sponsors, their leaders and their employees.

In addition, the revised CCCC approach has been included in the curriculum of the Certified Corporate Coach Program (CCCP) of the researcher's own coach training company and the Corporate Coaching and Leadership Development (CCLD) Postgraduate Diploma of the Institute of China Business, The University of HongKong School of Professional and Continuing Education, so practitioners including external and internal coaches, corporate coaching project sponsors, and perspective clients can learn about how to better prepare and implement a corporate coaching culture programme with greater possibility of success and sustainability.