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# **THE HISTORY, PRESENT AND FUTURE OF COACHING**



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Noble Manhattan Publishing

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## Introduction

For my final assignment I have chosen to look at the future of coaching with a historic overview of the birth and beginnings of coaching.

Coaching is a cultural phenomenon that appears to have emerged on the scene only recently, more particularly in the 90's. I took it upon myself to talk to people and ask what they think coaching is and what they knew about it. After talking to people, I have summarized three key impressions they have about coaching.

The first impression is that coaching is "something new" that is trying to take the place of psychology. The second impression is that people think coaching is "something western" in the sense that it originated in the USA and is mostly associated with how to push oneself to make more money or achieve more in a professional sense. Finally, the third impression most people suffer from is the incorrect assumption that coaching is something mostly used in business or developed for the business world where people focus primarily on money and achievement. Although some of these impressions have bits and pieces that may hint a glimmer of truth here and there, looking at the bigger picture reveals that the above-mentioned assumptions people have about coaching are incorrect. Coaching is so much more than a recent technique used in the business industry for making more money or achieving a promotion. Coaching is not that recent, and it is used in improving every area of a person's life. It is slowly getting more acceptance and acknowledgment in a variety of conservative environments whether they be academic (psychology), geographic (Middle and Far East), even religious (like the Christian Coaching movement).

The relevance on the history of coaching may not be obvious at first. I have personally found great value in the awareness of how coaching came to be, what influenced its beginnings, how it changed and transformed over time, and what impact it had over people and cultures. Indirectly, looking at the past might give us an inkling about the future of coaching itself. It seems apparent that at this time, coaching is a profession without a uniform standard. Coaching is not the same thing from place to place, from person to person. Local culture, religion, and social-economic development are just a few of the factors that influence whether coaching will be accepted in a particular locality and these factors will dictate the future of coaching in a particular region. Thus, it is not possible to fully divine or prophesize the future of coaching, especially not since this future will be different in different places.

That is why I will focus on different factors governing coaching in an attempt to elicit a forecast or prognosis of what can be expected to happen regarding coaching in a particular culture.

So, let us begin by taking a glimpse into the origins of coaching.

## Part 1: The history of coaching – its roots and beginnings

***“Life is not about finding yourself; life is about creating yourself” – George Bernhard Shaw***

The above statement by George Bernhard Shaw perfectly encapsulates the essence of coaching. Life is a process of creating oneself from day to day, and it is hard to think of anything other than coaching that has focused on specializing in enabling and facilitating this change. Coaching has made it its expertise to perfect the strategies, tactics, tools and principles that will aid a person in improving themselves and to grow out of limitation into a life that reflects the dreams harboring within their heart and soul. In fact, coaching has a broad intellectual framework that draws on the synergy and practices of many disciplines, theories and models from various fields with a focus on potential for human growth and learning in the personal and professional contexts.

Writing about the origins of coaching has been a surprisingly challenging task. Most people, myself included, have an image of coaching being something recently invented that sport coaches do, or famous people like Tony Robbins. The natural conclusion is that coaching is a relative novelty on the self-help market originating perhaps a few decades ago, which is another way of saying that coaching has no history.

These days coaching is everywhere: in athletics, business, pure self-help, in spirituality, academia, sexuality – whatever you can think of I guarantee there is a form of coaching for that. All coaching has similar methodologies, yet differences in approach exist as well. However, coaching has been around for a while, although not always labeled as coaching. Most people I researched agree that coaching has been around for almost a full century.

What makes the task of writing about the history of coaching even more daunting is the fact that coaching has no particular beginning. There is no precise date associated with the birth of coaching, nor does it have a person that invented or first began coaching.

There are two perspectives on the history of coaching. The first one is very factual. We follow the terms “coach” and “coaching” and the development of the methodology through the 1900s. The second perspective is more intuitive where we find the principles and methodologies of coaching in ancient cultures, in myths and legends where one of the main topics of the hero’s quest is the mentoring of the hero by a wise sage. Here we find the coach under a different name: a shaman, a wizard, a guide, and one of the main jobs of this sage-like being is the instruction and guidance of people of influence: kings, leaders, heroes, young men and women that will embark on a perilous journey or on a sort of a quest. In fact, we can say that the origins of coaching can be found in myths and legends. Both ancient and modern myths have drawn upon coaching as an inspiration for telling powerful stories of growth, transformation and

overcoming adversity and manifesting destiny. Ancient tales like Aesop's fables for example can be found in every tribe and culture on Earth. They are a form of proto coaching, where the wisdom of the elders was transferred to the young through stories.

The concept of coaching has been around for as long there has been a human race. In every primitive community, the young were mentored and tutored by the wiser, older and more skilled in everything the young needed to know in order to survive and procreate in their environment. This is more skill-coaching, but it is coaching nevertheless.

The old myths focus on characters like Merlin that train people in fulfilling a destiny by guiding them and helping them find their inner power, inner wisdom, in being self-reliant and realize their greater calling and destiny. These old sages never take away the lessons or challenges individuals faced but helped them grow through them into becoming better and more capable people. They urge their protégé's in facing their demons and believing in themselves. This is the model all other sage-like mentors in myth follow, from Merlin, to Yoda, to Albus Dumbledore, they are all based on the same archetype which is a mentor and a sage, and in their actions they all deeply resemble a coach to a large degree.

The term "coaching" originated in the late 1880s and it was associated with the sport profession. It was most prominently used in sports in all forms, so in some ways sport coaching is considered the first historically traceable coaching development. The term "coach" was initially started in the 1830s when Oxford University gave the meaning of the word "coach" defining it as slang for tutor who "carries" a student through an exam. The association of the word coaching with athletic performance or athleticism came in 1861. The verb is from 1610s, "to convey in a coach;" meaning "to prepare (someone) for an exam" is from 1849.

The emergence of coaching as a distinctive branch was very slow and gradual and for the most part coaching was not openly recognized for the potential it had or even for what it truly was. Elements of coaching or coaching "under disguise" were present and observed in various social sciences, psychology, business and other branches.

Around the end of the 18<sup>th</sup> century and the beginning of the 19<sup>th</sup> century philosophy became a separate branch of the social sciences of the time and exclusive studies were performed on the intricacies of human society and the individual. In some ways this was the birth of psychology in its initial form.

Modern management has its roots in the 19<sup>th</sup> century. This is when theories and structures on training, motivation, organizational structure were laid out and developed to be applied during the industrial revolution. During this period, we can also find the emergence of personnel management along with consulting. It was between the 1880s and the 1950s that the first forms of management consultants were introduced to the industry.

Many authorities believe that the discipline of coaching was founded during the 1900-1920s.

This was a period of great advances in science that affected our understanding of the Universe and the model of reality. These scientific leaps had an influence on advanced industrialization. It was in this century that the world shifted from a “mechanical model to an organic model” and Freud became the first person who interpreted psychotherapy. Later in the century psychology developed five sub-disciplines which was considered an achievement unto itself.

In response to the Industrial Revolution, there was a noticeable difference in how managers used scientific theories in managerial functioning. Industry saw the birth of work specialization, the unity of command, proper hierarchical chain and coordination of activities.

The 1920s saw the emergence of the human relations movement and the studies of Hawthorne, along with businesses adopting business theories and practices together with psychological theories and models to run a business.

During the 1930s-1950s industry began producing products that invaded our lives and homes. The militaristic model of command and control was widely adopted in management, education, consulting and development. New psychological models that opposed Freuds views emerged and gained attention, among them a branch of psychology called Behaviorism which offered an empirical approach through scientific methods. Around the 1950s Maslow and Rogers came up with a humanistic approach in psychology where personal and phenomenological aspects of the human experience were given great precedence. Gestalt therapy and Cognitive psychology also took shape during this period.

A more significant shift in support of coaching occurred in the 1960s and 1970s. This is when the more humanistic approach to dealing with people really took off. There were many references in human resource journals and business literature that advised employers to treat people well and these referenced the practice of coaching as well. Sometime later coaching began to make an appearance in training and management journals. In fact, from 1960 to 1979 there were 23 articles written on the topic of coaching out of which 15 were published in training journals. There were four management books published in coaching and the main subject was on how managers can utilize coaching to improve performance.

Prior to the 1970s the business world didn't use much the term “executive coach” but preferred the term “counseling”. In this period companies used to recruit Counselling Executives. The idea was that these people were going to act as psychologists with whom managers could have one-on-one sessions.

Sometimes later the coaching approach was introduced, and it was unanimously accepted in the business world.

Between the 1970s and 1980s the United States grasped the potential of the coaching process in the business world. They understood that coaching offers support to managers in attaining improved performance requirements that directly influences the growth/survivability of the



business itself. Kinlaw emphasized two main coaching features: one-on-one conversations and concentration on performance or subjects related to performance. As the idea of coaching developed organizations began to work more closely with psychologists to understand employee motivation and development needs. In 1974 Tim Gallwey published his book *The Inner Game of Tennis* where he spoke about the psychological approach to peak performance, which was basically about coaching and how the opponent in the head was greater than the one on the other side of the net.

Inspired by *The Inner Game* many other sport coaches began looking into the lives of their players in order to identify their personal or inner blocks, whether those blocks were emotional, mental or something else. In fact, Timothy Gallwey believed and claimed that examining the private life of an athlete, his behavior and character, these things were more important in coaching than training them up with technical and/or physical skills. Soon after these insights by sport coaches were made public, some visionary businessmen also saw the similarities between a team of sportsmen on the field and a team of co-workers in a boardroom. This insight in a way gave birth to what we now know as business coaching.

In the UK coaching referred to the process where one could conduct direct discussions with their colleagues in order to solve problems and complete tasks. Coaching was often used interchangeably with counselling.

The 1980s definitely brought coaching to the attention of the business world. Coaching dominated the business literature and various journals on discipline where numerous articles were published on the success and effectiveness of coaching. During this time the inception of coaching was traced to its roots in leadership development training and management practice of learning skills and understanding. The collaborative model of consultation was referred to having similarities to the coaching model.

Up to these years' companies got their employees (read managers) in lengthy training programs that lasted for days and cost a lot. Not only could the companies no longer afford this type of training, but the need arose for more tailor made solutions from training providers. Organizations and managers both saw the benefits of the more individualized approach to personal development. And while generic skills could be taught, people also needed something more personal, something that enabled issues to be discussed in depth and for the solutions to create states of inner reflection and discovery, while the solutions came by debate. Basically, the market needed something that only coaching could fill.

According to some sources, a major role in the establishment of coaching in the 1980s belongs to an American financial planner called Thomas Leonard. He observed that while helping clients with advice on investments, they wanted more from him. They wanted help in organizing their lives better and planning to achieve their goals. He took all his experience and put it together in

a book called *The Portable Coach*. This book provided much useful information and processes to use with clients. The techniques he was developing were to become part of his own coaching methodology, which at the time he called “life-planning”. Some years later he was coaching and training people in those specific coaching skills.

The concept and practice of coaching spread progressively in the 1990s. The number of articles mentioning coaching dramatically increased during these years. The coaching industry began to develop yielding many coaching professionals dealing with various areas of general life, management and human resources topics. There was also a rise in coaching training programs and professional associations in the 1990s. Coaching training schools grew from 2 in 1990 to 8 in 1995, to 164 in 2004. The professional coaching associations grew from 0 in 1990 to 12 in 2004, with annual coaching conferences growing from 0 to 16 by 2003. Seventy-nine coaching books were published during the 1990s of which 62% were published in 1998-9.

Essentially what Thomas Leonard and his partners designed, organized and developed was a methodology to assist people in improving their life where psychology and other similar treatment techniques based on psychology could not help or took too long to help. A study by the Harvard Business Review of 140 leading executive coaches showed that over 75% of the coaches found themselves assisting executives with personal issues thereby confirming the place and impact coaching and coaching theories and practices had in the corporate world.

At this time coaching books were published, and the journal articles written on coaching increased even more through the early 2000s. A total of 39 books on coaching were published in the 2000s that had a major impact on the development and popularization of coaching. The GROW model was introduced in Sir John Whitmore’s book *Coaching for Performance* in 1992. Another source states a much larger figure of published 153 books from 2000 to 2004 only! According to some sources the term “Life Coaching” itself was used and popularized in the early 2000s by various reality shows on TV. And after this term gained popularity and people became familiar with it, more and more coaches began calling themselves life coaches thinking they will be more easily accepted by the people already familiar and comfortable with this TV term. Other sources also agree that Life Coaching really emerged in a more noticeable way in the 2000s. Prior to this period, coaching focused more and was labeled and advertised as “Executive” or “Leadership” Coaching. Since then life coaching has taken on more areas of expertise than one can possibly imagine. There are dozens and dozens of life coaching specializations: relationship coaching, sex coaching, health coaching, abundance coaching, spiritual coaching.... etc.

As time goes by it seems that areas of life coaching only seem to increase and multiply.

Let us now take a look at where the present and future of coaching is.

## **Part 2: Coaching now and the road ahead**

In recent years coaching has adapted several models where the core coaching disciplines can be directly applied and exercised in various business sectors. Coaching became influenced by other disciplines such as sociology, linguistics, Neuro-Linguistic Programming (NLP) and anthropology. The client-coaching relationship was studied and theories on this relationship emerged in order to better define and improve on this relationship.

Currently coaching is the second fastest growing industry in the world, preceded only by the IT industry. From what we have seen so far coaching is always changing and progressing, adapting to society, trends and needs. Coaching today is for those that are high performers, the top talent and those in leadership positions within an organization.

Business coaching has become a must in the corporate world. Companies are now fully aware that in order to progress and achieve their goals they must include coaching in their developmental plans. Many companies use executive coaching as the single development solution and tool or combine it with other organizational development programs.

Organizational psychology strengthened coaching additionally by offering numerous strategies and supported developmental counselling for key management personnel.

Another change instigated by the rise of “the age of coaching” is the development of coaching schools. On one side when we look at the powerful impact coaching has made in the world, and the subsequent popularity accompanying coaching, the establishing of coaching schools was just a matter of time. What was perhaps less expected was the complete chaos in the course materials and coaching criteria these schools offer. Today anyone can be a coach – whether taking a yearlong course or a 2-day online workshop. There is actually no one and nothing stopping people from calling themselves coaches whether they have any training or not. This trend in the long run has or will have a negative impact on coaching, and from my personal perspective while looking on the history and rise of coaching, the only thing at this moment that can have a negative impact on coaching is the lack of standardization in the profession of coaching.

One attempt to fix this is the foundation of organizations like the International Coaching Federation. It represents a professional membership organization that strives to develop and

establish coaching standards, life coach school standards and is looking at options to regulate the coaching industry in a way that will benefit both the coaching industry and professionals as well as the consumers of coaching services or the clients.

Regardless of this lack of standardization and regulation, coaching as a profession is still booming. There are approximately 120.000 to 350.000 people calling themselves coaches providing services to clients. In a way this is a confirmation of the popularity of coaching, but there is a downside in the fact that among so many practitioners with so many different coaching styles, methods, approaches, niches, ethics and backgrounds, it is increasingly difficult to differentiate between the quality coaches and the rest.

There is a growth in the number of coach training schools and an ever-increasing number of people are studying to become coaches because they want to make coaching their profession. According to data compiled by Peer Resources there are approximately over 600 coach training schools operational at the moment, most of which became operational after 1992. Vikki Brock reports that there are over 17 coaching related associations, all of which were established since 1994. Some sources claim that approximately 20.000 new coaches appear on the world scene each year. So yes, coaching has been growing since the 1980s and it is still growing with no intention of hitting a plateau anytime soon.

Many companies employ coaches within their HR Departments, or have managers train in coaching in order for them to serve in a dual fashion, having both skills and being a manager-coach within the HR or other departments.

Many people train to become coaches due to the self-employment opportunities it provides. These individuals may be drawn to work from home, by the promise of money and/or fame, or are simply altruistic and want to help others grow and evolve. This trend is also on the rise because it allows people that have been stress-abused by the industrial-corporate world to slow down, get out of the 9am-5pm formatted life, and live life on their own terms while “smelling the roses”. According to many studies and trends, self-employment will be a trend in the future and coaching definitely has a place for all those that want a different lifestyle away from business meetings with bosses and managers.

The mass production of coaches yielded another trend that was not foreseen – coaching niches. Coaches today claim to have special training or skill in dealing with particular issues and they

advertise themselves as expert in dealing with clients experiencing challenges in those particular areas.

One reason for niches is that some coaches truly have experience in some areas that are beyond “normal” life coaching and they want to bring these skills and knowledge within their coaching framework and practice. In other words, if they have specialized knowledge and experience in dealing with health issues, they may prefer to deal with people that need a “health coach” for example. Coaches with niches may deal with other issues, or they might be strict and be interested in dealing with that niche they are found of and refuse working with other clients.

Another reason for niches is the market demand. Some niches like money or abundance coaching, health coaching or relationship coaching are the fundamental issues of anyone’s life, so such a niche might promise an aspiring coach a lot of potential clients. The reverse is also true – sometimes coaches invent a niche and they believe that being first to come up with a niche will help them attract many clients for that set of problems.

Coaching is growing and showing no sign of slowing down. It is present in highly developed economies and markets, but it is taking flight in emerging markets like Asia, the Caribbean, Latin America, Eastern Europe, the Middle East and the Balkans.

So, what is the future of coaching?

As human beings we are always fully merged into the experience of life. And as Buddha said several millennia ago, we will not be spared a single experience in life – joy and sorrow, bliss and pain, love and loss. The happiness of birth and the agony of death. The experience of life is one of continual movement, change and apparent turbulence. This is a truth that was, that is and that will be, and nothing can change the nature of reality.

Yet people in all of their spiritual amnesia have always sought ways to make sense of the world around, of the seen and unseen, to explain the greater scheme of things and to find a way to be at peace with oneself. Thousands of years ago sages found out that the true journey of all humans is the inner path and the outer is simply a causal mirage of what is within. True accomplishments in life are always connected to the growth we achieve, and all growth is essentially inner growth.

For a long period of time, and especially in the materialistically obsessed west, people have forgotten about the inner journey towards fulfillment. The 20<sup>th</sup> century has resurrected this inner

path in the west through various methods like Yoga, Silva Mind Control, EST, focusing on healthy lifestyles and yes – coaching as well.

Coaching is about finding out who we are, what are our values and beliefs, the dreams we harbor in our soul and the things that make us tick. Coaching is more about initiating change and achievement, because the backbone of coaching is self-empowerment and self-responsibility. And this leads us to greater self-awareness. Greater self-awareness leads us to that something out there that is greater than us as individuals, out of which we are all a part of, and which can be accessed through our intuition.

Yes, intuition plays a large part in coaching together with empathy and compassion. Many of the highest traits and values of coaching are found in every holistic philosophy out there. I can say without a doubt that coaching at the most basic is a way to grow forward in material life, while at the higher levels coaching is a holistic path of self-discovery and inner growth.

Life Coaching is a great way for people to stay motivated and focused on what they want out of life, to gain greater self-awareness and insights, to increase one's inner power, self-confidence and to achieve their goals. Life Coaching grounds people in the here and now and goes forward from the present moment, a point of power. Coaching is an action based philosophy of life where we are encouraged to LIVE instead of to just endure and cope through life. Coaching is not like therapy which deals with past life events and more psychological issues. But going towards growth and overcoming one's limitations does a lot to move away from past conditioning and in creating a new, abler, more empowered self.

The pace of life today as well as a lot of our values and beliefs are dictated by marketing propaganda, the corporate world and trend setters. Now more than ever it is easy to lose track of oneself, of who we are and where we are going. Stress is one of our top killers and people today compared to people just a century ago are alone and alienated with a seriously shattered sense of purpose and inner direction. In such a situation, life itself creates philosophies, paths, techniques and methodologies to help us in making sense out of life, in discovering who we are at core and what is the purpose of our lives.

Coaching is one of the answers that people have produced. It works. It is easy and effective. It is not a passing trend because it addresses deeper personal issues that every human being has and will have.

Life coaching is a means for people to achieve their goals, solve problems, create a balanced and fulfilled life. The existence of these human issues gave birth to many “self-help” movements among which coaching is only one form and technique. Simple logic dictates that as long as the problem and challenge of human existence and performance is real, so will coaching have a place of paramount importance. Since humans have struggled with the same basic problems for millennia, we can assume with a high degree of certainty that coaching in one form or another will always have a place. Coaching came to be as an answer to problems and needs, not as a marketing trend!

The future of coaching is guaranteed by the necessity for coaching in this digitalized and synthetic world. None of the standard, accepted, rational and cerebral socially engineered constructs have managed to successfully address the human condition and state, to create a way for people to experience fulfillment and to work with their limitations in a holistic and intuitive way.

Children are not taught anything of the sort in school. While their heads are crammed with data, no one teaches them what the role of self-love, self-respect or self-esteem has in their life. They are definitely not told how to develop these qualities. This is reflected on every level of society and so far, our civilization has managed to be successful in the art of creating broken, defective people. Coaching is a technique and system than specializes on focusing on the heart of the human condition whilst enabling growth and change.

As long as society produces dysfunctional people and as long as the values of society are not centered in humanism, but in capital, production and consumerism, people will remain wanting and longing – and coaching will have a place as a guide towards personal power and creating a life of fulfillment.

Unlike years of analysis and therapy, coaching is quite often much faster and more effective. It often creates a feeling of satisfaction with one’s self that comes with being successful in

achieving a goal, while years in therapy might lose a person in a Coriolis of deep analysis without end.

The future does not hold a place for coaching – it demands it!

There are issues however and we shouldn't turn a blind eye to them.

The question of standardization, quality control and certification are among the top concerns to any coach with a conscience. Nothing can damage the profession of coaching more than allowing it to develop on its own by default.

Imagine if the Airlines didn't have a standard training program for pilots or air traffic control operators. Do you think this will work out well in the long run? Would you leave it to pilots to personally decide what they should know or not know? We know how this example will end: with a disaster!

And if the coaching schools and individuals are left completely unchecked sooner or later coaching will crash and burn. Mass media these days thrive on scandal, intrigue and misery. All it takes is some negative publicity for coaching to come under the lens of scrutiny and negative feedback. And as soon that happens coaches will be seen as having a lack of values and ethics and other parties and groups might swoop in and exercise control over coaching.

The remedy to this problem must come from within the coaching community. Coaches with integrity, honor and love for this work, coaches with values and ethics must come together and decide on good and bad coaching practices, on what is a good training program for coaches and what is not. The values, ethics, methodologies and principles of coaching must be derived from within our ranks. We know best what works because we have not only studied coaching, we have not only practiced coaching on others, but we also benefit from coaching by being the client to another coach.

There are three main organizations that regulate and produce codes of standard and ethics. They are the International Coach Federation (ICF), The International Institute for Coaching and Mentoring (IICM), and the Association for Coaching (AC). These groups work hard at producing not only standards and ethics, but also procedures for complaints. However, there is no



obligation to be accredited. No one can police a coach or sue for malpractice as they would do a doctor. Is this good?

The more I read online, the greater the gap in opinion. Basically, some coaches want control and professional standards, others don't. Who is right is a matter of personal opinion. My prediction is that if we ourselves as a guild of professional coaches don't come to an understanding, then someone else will do it for us. Who knows, perhaps the market will make that decision for us by imposing its demands and whoever will want to stay in business will have to play ball or be out of the game. Perhaps the market will push coaches into continual growth, study, education, upgrades on training and self-development.

Another interesting factor for the future of coaching is culture and geography and the impact of technology.

In the past coaching was done one-to-one in person. The rise of IT, of computers, the Internet, and all the apps and gadgets that came to birth as a result have made coaching more accessible. Today it is normal to ring your coach for a brief coaching, as it is completely normal to have a coach living across the globe and doing coaching sessions with the blessing that is Skype.

IT and Internet technology together with various applications are on the rise, and are taking over every aspect on our existence, going into more and more automation, and potentially changing the face of the world as we know it today. It is reasonable to assume that these technologies will make coaching even more easier and more accessible than it is today. One of the possible futures is to have a virtual 3D coach in your own home.

Coaching is now well known and established in the west. Coaching has values and beliefs that closely match a western society, economy, and current mentality. The future of coaching in the west is that on coaching gaining more popularity, acceptance and credibility, and having coaching became more of a household item – something everyone has access to.

Coaching in other regions on the other hand faces some potentially huge roadblocks.

I have recently had an enlightening experience while attempting to coach a person with a strong religious outlook on life. While attempting to show him how he created a particular set of

circumstances, or his reality, he was adamant that he did no such thing and rejected responsibility for his actions. One of the basic values we believe coaching brings people is self-responsibility which opens the doors to take action and create the life people want. This person was very resistant to this as well. I felt I wasn't coaching anymore, but drowning. I was puzzled and wondered what was I doing wrong, when the client gave me the answer himself: he said that self-responsibility doesn't make a difference and that we don't create our reality because "God gives and takes" and "everything that happens, happens because it is *written*". These statements, these beliefs gave me a look into his matrix of reality, and in his world view there was no room for coaching as I understood it. He wasn't after fulfillment, self-empowerment, discovering his values.....he had a holy book that gave him all the answers.

Now don't get me wrong – I am not criticizing religion or religious people. This client was a case of being more dogmatic, more hardcore in his religion and rejected everything else that wasn't part of it. This got me thinking that some people are uncoachable. It also got me thinking that as coaching spreads through the globe into countries that have a more dominating religious influence over its people, that we as coaches have to find a way to present coaching in a way that will minimize resistance when clashing with other world views. So using or applying coaching in countries, nations or with people that have rigid or dogmatic world views might be an interesting challenge for the future of coaching. I am bringing this topic to the surface simply because coaching has shown that it has no intention of slowing down as it spreads from country to country and region to region. This issue will come up, especially because our way of coaching touches upon spiritual values.

Another interesting challenge for the future of coaching is dealing with people who are open to it, but not to the values of coaching. I was raised in both Communism and Capitalism. I have witnessed firsthand that both systems produce very different beliefs and values within the minds of people.

When it comes to creating in the world material things, people that were raised on a strong welfare system, where the State took care of people, but also never allowed them to grow up and mature, these people don't really want to hear about self-responsibility or self-empowerment. They are used to someone else, something else taking care of them like a parent takes care of a child. But there is no growth in such a relationship, and coaching brings growth to every aspect of the individual.

Coaching people in post-Communist countries, and working with people that still have a lot of subconscious beliefs developed in those days, beliefs that are also reflected in a nations culture, this will provide a challenge for the development of coaching in these countries.

In my region, a lot of people have beliefs that money and success has nothing to do with hard work, but are a result of Governmental protectionism, as well as social positioning and status. Coaching in these countries will be very challenging because it will directly confront mass belief systems that are very contrary to what coaching “preaches”. Even more, coaching will challenge the victim mentality that people have due to being taken care of in the past by a system that didn’t allow them to grow and mature.

This brings us to the last point regarding the future of coaching. Coaching has its roots in Leadership Coaching and performance boosting. One of the things we continually see in the world is a complete lack of real leaders – people with integrity, strength, wisdom and compassion, people that inspire and desire to serve. Instead most people of power today have a lot of symptoms associated with psychopaths and sociopaths.

Coaching can have a tremendous influence on reshaping our world by helping produce and create real leaders that will be motivated by holistic values instead of greed for power. Currently there is no one filling the gap on modeling and producing real leaders, and coaching is ideally suited to fill this gap.

## Summary

Coaching has a long history as mentoring. It has been with us since the dawn of time. It has taken many shapes, it went under many names, but it has always been with us and among us. Perhaps it is part of the natural order of things. The re-emergence and development of coaching in the 19<sup>th</sup> and 20<sup>th</sup> century refined coaching to what it is now, but the need for coaching was ancient.

We created coaching as a natural urge to communicate with our own deeper selves and make an impact on the world from a heart-centered, holistic frame of mind. No longer driven by the fight-or-flight mind of the cave man, we now see deeper into the mysteries of life and coaching enables us to deal with all problems and questions that rob us of our joy and fulfillment.

There are many challenges to coaching in the future to come. No doubt coaching will change and reinvent itself in the decades to come, for that is the natural order of things. If coaching wants to survive it must continually “mutate” in order to adapt and survive.

This is not a bad thing and as long as coaching keeps true to its heart, coaching will be with us forever helping us be the best we can be, enabling us to find our way home.

Boris Pavlov  
DipNMC Coach

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### **About Noble Manhattan Coaching Ltd.**

As the longest established company that trains Professional Life Coaches and Executive Coaches in the world (first registered 1993 ) and well-established leaders in the field of personal development. We have, for years, worked with both individuals and companies to raise their level of self-empowerment and achievement. We are delighted that starting in October 2010 we have begun working with strategic partners and licensed distributors worldwide and are now delighted to be trading in 32 countries around the globe.

Our motto is "*fortune favours the prepared mind*" and all of our courses, presentations and products are aimed at providing you with the mindset you need to make the most of the life ahead of you. We firmly believe everyone has the ability to be, do and have anything they desire. So if you have the willingness to learn we can provide the rest.

If you are interested in getting an international qualification to become a qualified coach, please get in touch – [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)

### **Noble Manhattan Coaching Ltd. Divisions and Opportunities**

#### *Noble Media –*

Noble Media is here to help all coaches (both aspiring and practicing), personal development specialists, business owners/managers and everyone involved in the professional and personal growth sector enhance their practices. We offer two sections; 'Market' and 'Improve'. If you are looking to market yourself, or your business, we have teamed up with a number of media outlets that may suit your needs. If you are looking to improve yourself or your business, we have teamed up with two of the most successful training, and peer-to-peer networking groups.

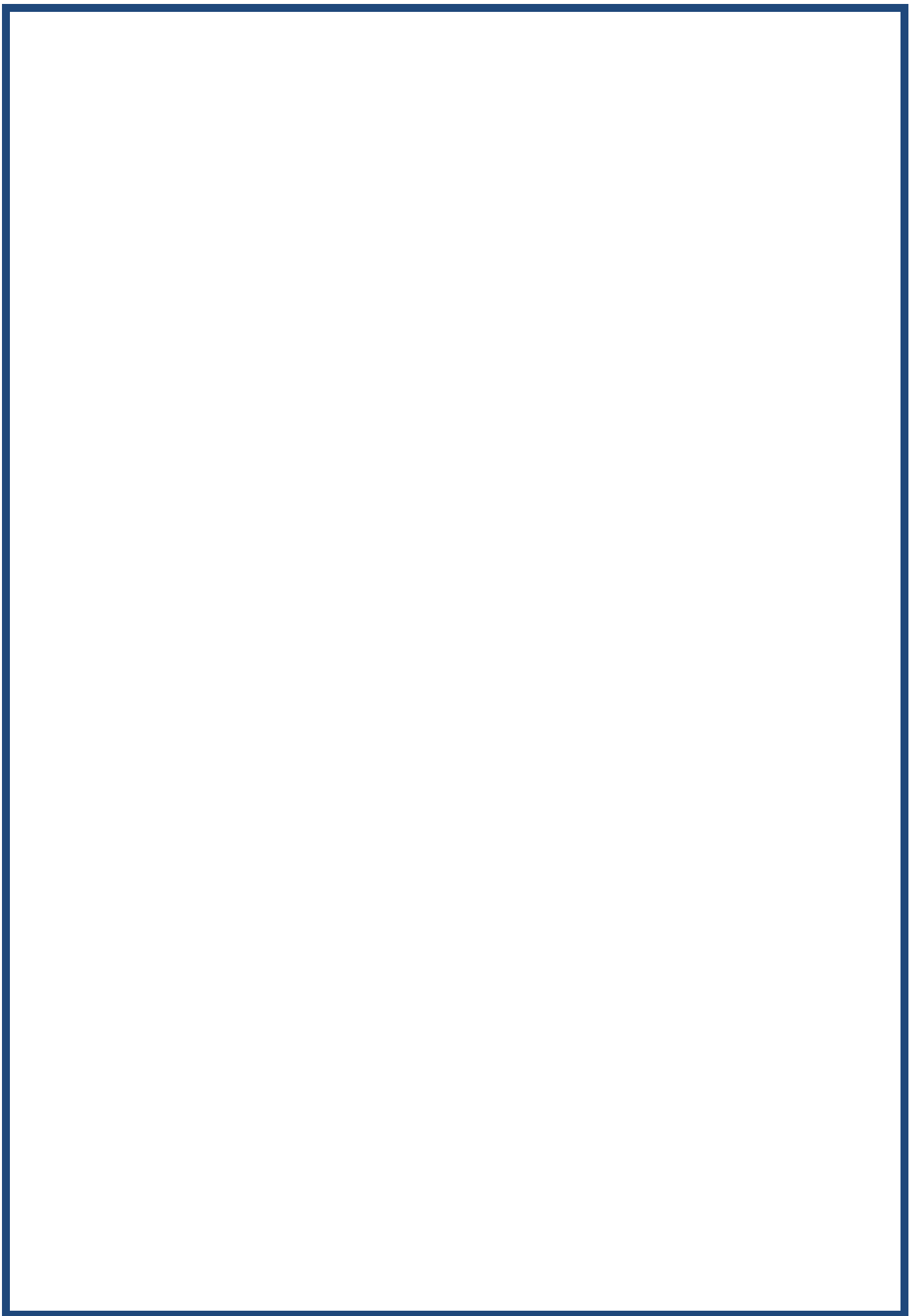
Noble Media is always searching for regional managers to sell products in their areas, for more information please contact [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)

#### *The International Coaching News –*

The International Coaching News is an online magazine created by leading figures in the coaching world. It has been developed to aid everyone in all areas of coaching and personal development; provide essential information for any practicing or future coach; and encourages visitors and subscribers to interact with us on general points of interest and suggestions.

International Coaching News is a quarterly online magazine which caters to a person's need for self- development. ICN also delivers the latest news about the coaching world where coaches, future coaches and subscribers are always updated. With ICN, one will have the chances to read different perspectives in coaching, how and why coaching is disparate from counseling and therapy, and the profit one can gain with coaching not only as a way for personal development but also as a business advantage.

The International Coaching News has a number of opportunities, from advertising to submitting articles. For more information, please get in touch – [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)





### *Coach Radio International –*

Coach Radio International is the worlds' largest online radio platform for the coaching and personal/professional development world. Coach Radio International streams a number of pre- recorded radio shows 24 hours a day, 7 days a week. Each recording can be listened to again, both online and offline.

Anyone in the personal/professional development world is able to purchase their own show and become a Coach Radio International presenter.

Coach Radio International has a number of opportunities, from jingles/advertising to submitting your own show. For more information, please get in touch – [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)

### *Coach Finder –*

Coach Finder is one of the worlds' largest online coaching and personal/professional development directories in the world. Registration is completely free, or you have the option to upgrade for just £2+VAT a month.

For more information, or to register for your free listing, head to [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)

### *The Coaching Blog –*

The Coaching Blog, run by master coach, Gerard O'Donovan.

Within this unique blog, you will come across thoughts and postings from the worlds' leading thinkers in the coaching, leadership, management, personal development and fulfillment world.

We understand how difficult it is to keep up with countless blogs and newsletters and actually keep track of them all, which is why The Coaching Blog will deliver an aggregation of all the top thinkers' thoughts and posts.

By marketing in the Coaching Blog, you will reach a wide audience of business professionals, many of whom are looking to receive professional and executive coaching for their businesses.

The Coaching Blog is now accepting sponsored submissions, for more information please contact [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)

### *Ebooks For Coaches –*

E-books for coaches is an initiative and idea created by Gerard O'Donovan, the owner and founder of Noble Manhattan Coaching and the CEO of the IIC (The International Institute of Coaching).

As part of his vision and quest to help coaches to be all that they can be, and to assist them both on the road to mastery within the profession and to build a large sustainable and financially rewarding practice, he wanted to create a site where coaches could easily access information that would be of huge interest and benefit to qualified coaches and student coaches alike.

You are welcome to place an Ebook on the website to be sold, or to give away for free as part of your marketing scheme. For more information, please contact [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)

### *The Alpha Group –*

The Alpha Group consists of peer-to-peer mastermind advisory boards targeted at business owners and managers helping them continue to thrive and make it to the “next level” wherever that may be for them.

The Alpha Group brings together entrepreneurs for peer-to-peer exchange and support in a unique, member-driven experience. Business owners and Managing Directors worldwide can be part of an exclusive group of qualified executives to brainstorm strategies, and realize the potential of increasing profit and growth.

Top professionals have teamed up with Noble Manhattan, a well-established leader in the coaching industry, and are anxious to take your success to the next level. Our Alpha Group Directors are specifically trained through The Alpha GOLD™ business growth strategies which can be applied to every aspect of any business.

For more information on the Alpha Group, including how you can get involved, please contact [noble-manhattan@europe-ce.net](mailto:noble-manhattan@europe-ce.net)