The State of Play in Coaching in Switzerland

Jonathan Passmore, Hazel Brown, Willem Jan Hofmans et al
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European Coaching and Mentoring Research Consortium

This research was commissioned by EMCC and was undertaken by a team of researchers in 50 countries across Europe. The research was sponsored by the Henley Centre for Coaching.

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Lead research partners

The Henley Centre for Coaching

The Henley Centre for Coaching is a research and coach training centre at Henley Business School. The Centre is recognised as a world leader for coach training and research, having trained over 2,500 coaches over the past decade. The Centre provides professional coach training with a Professional Certificate in Coaching and an MSc, which are delivered in the UK across Europe and in the Middle East and Africa. Henley’s team is actively engaged in research, contributing to journals, books and best practice publications.

Current research projects include neuroscience and coaching, coach identity and coach development, coaching competences, supervision and coaching ethics. The Centre also provides continuous professional development and supervision for coaches across the world. You can join the Henley Centre for Coaching and access our research, resources, supervision and bi-monthly webinars.

To find out more about Henley’s coaching activities in the UK and Europe visit: henley.ac.uk/coachingcentre

The EMCC

The EMCC exists to develop, promote and set the expectation of best practice in mentoring, coaching and supervision across Europe and beyond, for the benefit of society. EMCC International is a council made up of countries providing coaching and mentoring membership in affiliated countries. Direct membership is available globally where an affiliation does not exist. The EMCC was founded in 1992 by David Clutterbuck, David Megginson, Bob Garvey, Kim Langridge, Julie Hay, Eric Parsloe and Sir John Whitmore.

As of 2018, it has affiliations in 25 countries: Belgium, Cyprus, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Morocco, the Netherlands, Norway, Poland, Romania, Spain, Sweden, Switzerland, Serbia, Turkey, Ukraine and the United Kingdom. The EMCC provides course accreditation, alongside individual accreditation for coaches, mentors and supervisors.

Details can be found at: emccouncil.org/eu/en/accreditation

Membership is open to everyone.

Researchers

The research was co-ordinated by:

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Dr Hazel Brown
University of Winchester, UK

Dr Willem Jan Hofmans
HFSC

The European Coaching and Mentoring Research Consortium project involved a collaboration with over 50 academics and practitioners, and over 100 professional bodies across Europe.
Introduction

This report provides an overview of the Swiss results from The State of Play in European Coaching & Mentoring (2017) research project, and compares these with the results from Europe and the UK.

Research method

The aim of the research project was to extend beyond traditional institutional networks and the main European languages (English, French, German and Spanish), to provide a more inclusive research study, recognising the equal value of all European countries, languages and cultures, and of the different professional bodies and institutions.

The research questions were designed by the researchers in collaboration with the EMCC, and were adapted during the development phase. For each country, a research partner or team was identified and a National Research Lead was consulted on whether the survey should be translated, and which language(s) should be used. The National Research Leads led the translation process, which involved initial translation and an independent review.

The survey was launched on 1 March 2017 in 31 languages, ranging from English, Spanish, French and German, to Greek, Catalan and Serbian.

The survey was publicised through established coaching federations and management bodies, as well as online through social media interest groups. In total, approximately 100 organisations committed to sharing the research link with their members or to publishing details of the research on their website.

Participants took, on average, 25 minutes to complete the questionnaire.
The development of coaching in Switzerland

Over the last decade, coaching has matured considerably in Switzerland. It has grown in terms of organisations, coach training providers and the number of people engaged in coaching. There has also been a major expansion of coaching in the area of executive education and development. The estimated number of coaches in Switzerland is around 1,275, based on individuals using the term ‘coach’.

The market size for coaching is calculated to be around US$70 million. In the past five years there has been a stronger emphasis on professionalising coaching services and accreditation. As a benchmark, 31% of Swiss members of the International Coach Federation (ICF) possessed credentials, as of the end of December 2010; today that number stands at 71%.

Strides have been made to further regulate coaching in Switzerland, resulting in a federal Supervisor-Coach Diploma.

Membership numbers of the three main professional bodies in Switzerland are:

- **ICF Switzerland**
  (business and life coaching)
  – 445 members
- **European Mentoring and Coaching Council Switzerland**
  (business and life coaching)
  – 57 members
- **Berufsverband für Coaching, Supervision und Organisationsberatung (BSO)**
  (social domain)
  – 1,141 members

Current hot topics in Swiss coaching practice include:

- The recognition of the coaching profession by the authorities
- Team coaching – developing teams and groups in organisations
- High performance coaching – enabling individuals to achieve high performance while aligning their work and life priorities

The main providers of accredited coach education in Switzerland include:

- Institute de Coaching (IDC)
- SolutionSurfers
- The Coaches Training Institute (CTI)

Willem Jan Hofmans
Swiss Research Lead
In total, 48 participants from Switzerland completed the survey.

**Diagram 1: Gender of respondents**

- Switzerland: 60% Female, 40% Male
- Europe (Excl. UK): 60% Female, 40% Male
- UK: 55% Female, 45% Male

**Diagram 2: Membership of professional coaching associations**

Q1.6 Which coaching and mentoring bodies are you a member of?

- SGCP: Special Group in Coaching Psychology (British Psychological Society)
- WABC: Worldwide Association for Business Coaching
- EMCC: European Mentoring and Coaching Council
- ICF: International Coach Federation
- Other
- None
Coaching practice

Diagram 3: Proportion of working time spent delivering coaching

Diagram 4: Hourly fee rates: Corporate funded coaching

Q5.6 Fee rates for corporate clients

Over €1000 per hour
€800-1000
€600-799
€400-599
€200-399
€101-199
€51-100 per hour
Less than €50 per hour
Internal coach / no charge

Proportion of coaches (%)
Proportion of coaches’ time (%)

Switzerland
Europe (Excl. UK)
UK

Over €1000 per hour
€800-1000
€600-799
€400-599
€200-399
€101-199
€51-100 per hour
Less than €50 per hour
Internal coach / no charge

%
Reflective practice and supervision

Diagram 5: Methods of reflection
Q6.1 What methods do you use to reflect on your practice? (You can select more than one option)

- Co-Mentor
- Mentor
- Self-support
- Formal supervision
- Reading coaching research
- Peer networks
- Reading coaching books
- Self-reflection

Diagram 6: Frequency of supervision (based on ratio of 1 hour of supervision per X hours of coaching)
Q6.4 How often do you receive formal coaching supervision?

- I don't receive supervision
- 1 < 100
- 1: 51–100
- 1: 26–50
- 1 > 26
Continuous professional development

Diagram 7: Time invested in CPD
Q7.1 How do you divide your working time?

Diagram 8: Keeping up to date
Q7.2 How do you keep up to date in your coaching practice? (You can select more than one)
Conceptual models

Diagram 9: Coaching practice
Q9.2 Which models do you use in your coaching practice?
(You can select more than one)

- Other
- Existential
- Transpersonal
- Psychodynamic
- Motivational interviewing
- Gestalt
- Transactional analysis
- Cognitive behavioural
- NLP
- Solution focused
- Behavioural / GROW Model

0 10 20 30 40 50 60 70 80

% Switzerland Europe (Excl. UK) UK
Diversity of approaches

Diagram 10: Presenting issue 1 – Career change
Q9.3 What model do you use with the following presenting issue?

Diagram 11: Presenting issue 2 – Workplace stress
Q. What model do you use with the following presenting issue?
Diagram 12: Presenting issue 3 – Improving presentation skills
Q. What model do you use with the following presenting issue?

Diagram 13: Presenting issue 4 – Persistent checking of non-work emails
Q. What model do you use with the following presenting issue?
**Diagram 14: Evaluating impact**

Q10.1 How do you evaluate the impact of your coaching?

- When asked by the organisational client
- Periodically, on a random sample of individual clients
- Formally – evaluation form at end of every meeting
- Informally, at end of every meeting
- Formally – evaluation form at end of every coaching assignment/contract
- Informally, at end of every coaching assignment/contract
- I have not formally evaluated my work in the past twelve months
- Other

**Diagram 15: Gathering feedback**

Q10.2 Who do you gather evaluation feedback from in your coaching?

- The individual client
- The individual client and the line manager
- The individual client and the commissioning manager
- The individual client, commissioning manager and line manager
- Yourself (self reflection feedback)
- I do not gather feedback
- Other
Contracting for corporate coaching assignments

**Diagram 16: Contract partners**

Q11.1 When you enter into a coaching agreement, who do you contract with most frequently?

- In writing in a multi-partite contract / agreement
- In writing separately with all parties
- In writing with the organisation / HR department and verbally with the other parties
- Verbally together in a multi-partite agreement
- Verbally with the organisation / HR department
- Verbally with the sponsor / line manager
- Verbally with the individual client (coachee)
- Verbally with all three separately

**Diagram 17: The primary partners**

Q11.2 Who do you believe is the primary client when you are delivering corporate/organisational coaching?

- Whoever is paying
- All are of equal importance
- Sponsor / client’s line manager
- Organisation / HR department
- Individual client (coachee)
Diagram 18: Contract clauses – Individual client agreements
Q11.3 What aspects are explicitly included in your contract with the individual? (You can select as many as appropriate)

Diagram 19: Contract clauses – Organisational client agreements
Q11.4 What aspects are explicitly included in your contract with the organisation? (You can select as many as are appropriate)
Coaching ethics

Diagram 20: Sharing ethical codes – 1
Q12.1 Do you share your ethical codes with individual clients?

- **Yes – always**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **Yes – sometimes**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **No – never**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]

Diagram 21: Sharing ethical codes – 2
Q12.2 How do you share the ethical code with individual clients?

- **Tell them about it at the start of the coaching conversation**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **Give them a copy at the start of the coaching conversation**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **Attach a copy of the ethical code with your written contract that they sign**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **Provide a web link to the ethical code (i.e. on professional body’s website)**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **Not applicable**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
- **Other**
  - Switzerland: [Percentage]
  - Europe (Excl. UK): [Percentage]
  - UK: [Percentage]
Diagram 22: Ethical dilemma 1 – Coach pays a fee to secure contract
Q13.1.1 What do you think should happen in the following scenario?
A coach pays a fee to an individual to gain a coaching contract with an organisation

Diagram 23: Ethical dilemma 2 – Coach enters sexual relationship with client
Q13.1.2 What do you think should happen in the following scenario?
A coach enters into a sexual relationship with a client during a coaching assignment
Diagram 24: Ethical dilemma 3 – Coach fails to report low-level drug taking by their client

Q13.1.4 What do you think should happen in the following scenario?
A coach fails to report to the appropriate authorities a client who is using low-level illegal drugs

<table>
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<th>UK</th>
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<td>Issue a warning by their professional body</td>
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<tr>
<td>Be removed from their professional register for 1 year</td>
<td>10%</td>
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<tr>
<td>Be removed from their professional register permanently</td>
<td>5%</td>
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<tr>
<td>Be reported to the police</td>
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Diagram 25: Ethical dilemma 4 – Coach fails to report theft of commercial information

Q13.1.5 What do you think should happen in the following scenario?
A coach fails to report the actions of a client who has disclosed commercially sensitive information, which has affected the value of the company

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<td>Be reported to the police</td>
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Commissioning coaching

Diagram 26: Criteria in coach selection

Q16.1 When commissioning coaching, what are the most important factors (in order of importance)?

- **Experience of the individual coach**
- **Professional qualifications**
- **Experience of the provider organisation**
- **Price**
- **Member of a professional body**

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<td>Member of a professional body</td>
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% of coach commissioning managers
Our thanks go to our research partners who made this research possible. In total, over 100 organisations and individuals collaborated in the research, sharing the research link with their members and encouraging their members to participate.

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• Slovak Association of Coaches (SAKO)
• ALKP (Association of Lectors and Career Counsellors)
• Coaching – Theorie und Praxis (Journal)
• Swiss Society for Coaching Psychology
• Federation of Swiss Psychologists (FSP)
• ICF Switzerland
• EMCC Switzerland
• Berufsverband für Coaching, Supervision und Organisationsberatung (BSO)
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• Liz Merrick
• Artur Michalski

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• ICF Sweden
• ICF Czech Republic
• EMCC Czech Republic
• CAKO (Czech Association of Coaches)
• QED Group
• Life Coach Italy
• Telecom Italia
• WPG Ukraine
• Ekonomika Communications Hub, Ukraine
• Natalia Romanenko, Ukraine
• Integral coaching, Ukraine
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• Adina Tarry
• Dave Tee
• Katharine Tulpa
• Christian van Nieuwerburgh
• Peter Vaneyk
• Branislav Vargic
• David Webster
• William Wong