

EXPATRIATE COACHING: FACTORS IMPACTING COACHING SUCCESS (in press, article ID number 10.1108/JGM-10-2014-0050)

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Abstract

Purpose: This study investigates factors impacting successful coaching of expatriates.

Design: Data was gathered from 25 semi-structured interviews of coached expatriates, coaches and HR professionals. Interpretative Phenomenological Analysis (IPA) was used to analyse and interpret the data.

Findings: Altogether 16 factors impacting expatriate coaching success were identified. They were categorized with respect to the four-quadrant framework of Wilber. The findings suggest, for example, that from the coach and coachee as individuals perspective international experience of the coach; from the coaching relationship perspective coaching language and managerial leadership style; from the behaviours, processes, models and techniques perspective a clear contract with objectives and evaluation and challenging behaviour of the coach; and from the systems perspective organizational support all impact coaching success.

Practical Implications: Coaching processes, tools and techniques ought to be adapted to the needs and situation of the assignee. It would be beneficial if organizations would look after that their coaches are internationally experienced and that their managerial leadership style supports coaching. Coaching ought to be clearly defined and contracted with goals and evaluation. Coaching tools and techniques suitable for international coaching ought to be added to coach training programmes.

Originality: Given the paucity of expatriate coaching research, and the fact that expatriation continues to be a key component of the international management field, this paper contributes to coaching and expatriate research by identifying factors which give expatriate coaching success and analysing and presenting them using Wilber's systemic four quadrant framework.

Key words: Expatriates, Coaching success, Qualitative approach

Article Classification: Research paper

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