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Corporate Culture: An Introduction

If you have a job, then you experience corporate culture. It’s the way we think, feel and act in relation to our workplace. The word ‘corporate’ refers to the collective body that makes up an organization. Corporate culture includes the symbols, stories and traditions that we share with each other and pass on to new colleagues as they join our organizations.

This idea applies to many organized groups: corporations, companies, governments, universities, nonprofits, churches, social clubs or your neighborhood fitness center. This applies to you – and it applies everywhere you go. You are likely a member of several ‘bodies’ and subject to several different corporate cultures.

In this, our twelfth annual survey, we again ask training professionals and business leaders to tell us about their working environment. Through a series of nine questions, we touch on all the facets of corporate culture that executive coaching is designed to enhance: communication, cooperation, openness and empowerment.

Although there’s room for improvement, the survey indicates that workplace cultures are often open and encouraging. Many organizations are emphasizing the whole person – not just the results of their efforts.

In addition to business leaders we also received comments from executive coaches. One coach in Charleston, South Carolina envisions the future of coaching as enhancing “leadership skills that lead to an improved organizational culture." A South African executive coach pointed out that “the benefits of executive coaching are cultural. The coach needs to understand the impact culture and values differences have on organizational effectiveness.”

This is our fourth year of research specific to corporate culture. The questions and model for measuring corporate culture are copyright by Sasha Corporation in Cincinnati, Ohio, USA, holding company for Sherpa Coaching LLC.
When Culture Goes Wrong

When corporate culture goes bad, how bad can it get? What’s wrong with the culture at your workplace? It’s hard to form a clear value judgment on something you live with every day. Let’s see what experts say.

At EXCO 2014, the 9th annual Executive Coaching Conference, Romie Horton of Duke Energy and Rob McDaniel of Superior Energy reported on symptoms of a problematic corporate culture.

Horton and McDaniel observed:

If managers are not proficient at setting expectations:

Then, expectations are not clearly set for all employees.
Employees fill the void with what they believe to be the expected/desired behaviors.
Often, these behaviors are not aligned with desired behaviors.
Managers are disappointed with performance results.
Managers hold employees accountable for missed performance.
Employees are frustrated that they did not know what was expected.

What’s the result here, according to Horton and McDaniel?

Employees complain about communication with their managers.
Employees feel there is constant change in direction or confusion on goals.
Managers micro-manage.
Performance reviews are a dreaded exercise for both managers and employees.
Employees are often surprised at performance scores and frustrated at the result.
Goals are set, then not discussed again till review time.

So, employee turnover is high.
Customer complaints are high.
Trust in management is low.

What tools can we use to measure, assess and evaluate corporate culture? This survey is based on a research model that analyzes and quantifies three dimensions of corporate culture. The Corporate Culture Survey uses nine targeted questions to establish baseline statistics. Now everyone can measure their own corporate culture against an objective standard.

Responses as quoted herein are usually global averages. To compare your culture with results from the USA or another market, contact the publisher. See “Assumptions You Should Avoid” on page 19.
Summary and Overview

Where do we stand overall in terms of corporate culture? Our queries involved statements that could yield positive, negative, or neutral results. Results categorized as positive include responses of ‘always’ or ‘usually’. ‘Never’ is considered a negative result, while ‘sometimes’ could be considered neutral.

In general, our survey indicates a positive corporate culture. Responses to most questions tilt toward the positive side of the scale. Although only 3 of 9 questions saw positive results as a clear majority.

What are organizations best at?

Most of our respondents said these statements are “always” or “usually” true. We’ll call these ‘positive results’.

- People are encouraged to ask questions. (74%)
- Communication between every level of management. (65%)
- People cooperate across department lines. (71%)

Let’s break the same questions apart and look at just the “always” answer:

- In more than four in ten organizations, people are always encouraged to ask questions. (43%)
- About one in five says communication across management levels always takes place. (20%)
- About one in five reports communication across departments always takes place. (19%)

But what exactly do these numbers mean? Are higher numbers of positive answers always good? That depends on the question, and where the answers come from. Different environments and different missions call for different cultures..... and leadership styles that work within those cultures.

If you’re manufacturing pharmaceuticals, then you expect that every molecule you produce will be identical. That calls for stringent standards and rigid adherence to policies and procedures. You might not want individuals routinely making independent decisions. Financial institutions operate in similar fashion. Details and minutiae are important in the delivery of tasks and projects according to ‘generally accepted accounting principles’.

On the other hand, employees working at an amusement park or a hotel must be prepared for the unexpected. They need to make real time decisions affecting the ‘guest experience’. Precise expectations and policies can’t always be expressed in advance.

You can see from these examples how ‘making independent decisions’ and ‘questioning management’s judgment’ might be good in one environment and bad in another.

But regardless of your industry, everyone deals with the unexpected. Conflict can arise any time. Mistakes can occur, expectations can change. A typically rigid operating environment can become fluid in a hurry.

When things go wrong, you need creative problem-solvers. Open communication and cooperation can keep things running smoothly. A positive corporate culture encourages people to work together and feel comfortable taking a risk. And, people feel open to question management if necessary.
Three Dimensions of Culture

Are there ‘good’ and ‘bad’ corporate cultures? Of course. Organizations that lack awareness and make no efforts to improve their culture are typically lacking in this area. Their corporate culture will likely remain sour. People in those organizations are probably less likely to respond to this survey. Those who take part in this survey are interested in coaching and leadership, and our results reflect that.

Our questions are designed to examine three dimensions of corporate culture:

**Command and Control**
**Communication and Cooperation**
**Commitment to Coaching**

This report will look at each dimension of corporate culture and analyze three aspects of these dimensions – height, width and depth. Think of height as vertical – up and down, from management to lower levels of an organization. Width runs horizontal – various colleagues’ relationships. Finally, depth allows us to look at just how deeply ingrained the nature of coaching is.

So, for each aspect of corporate culture, this model gives us 3 questions designed to probe the following:

- interactions from top to bottom (height)
- interactions between peers (width)
- the ingrained nature of coaching (depth)

Here are the questions; three questions about each dimension in corporate culture:

<table>
<thead>
<tr>
<th>Dimensions of Culture</th>
<th>Height (Vertical)</th>
<th>Width (Horizontal)</th>
<th>Depth (Applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Command and Control</strong></td>
<td>Our leadership is democratic, not autocratic.</td>
<td>People are allowed and encouraged to question management's judgment.</td>
<td>Low level employees make independent decisions.</td>
</tr>
<tr>
<td><strong>Communication and Cooperation</strong></td>
<td>I see communication between every level of management.</td>
<td>People cooperate across department lines.</td>
<td>People are encouraged to ask questions.</td>
</tr>
<tr>
<td><strong>A Commitment to Coaching</strong></td>
<td>Confrontation can be a positive thing.</td>
<td>Business behavior is as a daily topic of conversation, along with skills.</td>
<td>Coaching and management are distinctly defined.</td>
</tr>
</tbody>
</table>
The First Dimension

Command and Control

Who ‘calls the shots’? Who makes the rules? Does everyone have a voice, or will decisions always be handed down from ‘on high’?

When a decision gets passed down from above, is it OK to criticize or question it? Must we always stay quiet and accept the mandate?

These questions are all about ‘command and control’ in corporate culture. We investigate how leadership makes decisions and how much input they welcome from lower levels.

In addition to questions about management, we also want to know how independently all employees are encouraged to act. What happens when someone has a great idea? Can they simply go ahead and act on it, or do they need to stop and ask permission?

Let’s examine the first dimension of corporate culture – ‘command and control’ – by looking at its height, width, and depth:

- **Height**: Do people feel free (or not) to question management’s judgment going up the ranks?
- **Width**: How widespread is leadership control and influence: across the organization or centered at the top?
- **Depth**: Are individuals trusted to make decisions independently? This can create a deep, positive attitude that saturates the fabric of the corporate culture.

To investigate these areas and find out what it’s really like in the working world, we asked for comments on these 3 statements:

- Our leadership is democratic, not autocratic
- People are allowed and encouraged to question management’s judgment
- Low level employees make independent decisions
Command and Control

Height: Our leadership is democratic, not autocratic.

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2017 Global Respondents Summary

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>12th Annual Executive Coaching Survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our leadership is democratic, not autocratic...</td>
<td>a. Always</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>b. Usually</td>
<td>36%</td>
</tr>
<tr>
<td></td>
<td>c. Sometimes</td>
<td>36%</td>
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<tr>
<td></td>
<td>d. Never</td>
<td>4%</td>
</tr>
</tbody>
</table>

A democratic mindset is part of an overall corporate culture – a set of shared rules and norms developed over time. It may not be required for an organization’s success, although from most typical employees’ perspectives, a general sense of democracy is a good thing. People want their voice to be heard.

We saw a marked improvement over last year’s survey on the question of whether leadership is democratic. Almost two-thirds (65%) of respondents gave a positive result – ‘always’ or ‘usually’.

The global stats are mirrored in the USA, where 14% said their organization was ‘always’ democratic and 47% answered ‘usually’.

§ One-on-one coaching affects an organization and its culture. As an executive coach from Indianapolis, Indiana, USA tells us: “Executive coaching is all about influence and impact on those around the client.”
Have you ever had to tell your boss that he’s wrong? It’s usually not something people look forward to. But if our business organizations function democratically, then high level executives are like “elected representatives”. They should hear the collective voice of “the people” (all of the employees).

How often does this happen in corporate culture?

More than half (53%) of respondents gave a positive answer of ‘always’ or ‘usually’ – an improvement over last year – on the statement “People are allowed and encouraged to challenge management’s judgment”. Only 8% responded ‘never’.

§ A great leader can stand up to criticism. A coach in Boston, Massachusetts, USA sees coaching as creating “resilient leaders who can transform organizations and empower people.”
Command and Control

Depth: Low level employees make independent decisions.

Do leaders truly allow front-line staff to make independent decisions?

Looking at the third measurement, the depth of ‘command and control’, we see an area that shows room for improvement.

We asked how often “Low level employees make independent decisions.” Almost three out of four people answered on the positive side. 63% gave a negative or neutral response, which was better than last year.

Only 13% of business leaders said that employees in their organization ‘always’ make independent decisions.

§ A coach from South Africa says that coaching “raises self-awareness which enables an individual to exercise greater choice about what they want and where they want to be. It empowers.”
Cooperation and communication help individuals and organizations act on the best available information. But do people talk to each other effectively? Do they talk to each other at all?

When someone needs to know something, does the corporate culture encourage them to ask?

How often do colleagues break down barriers of communication and talk with people outside their immediate circle of influence?

When it comes to communication and cooperation, every industry and business environment would like to see high scores.

As we did with ‘command and control’, let’s examine ‘communication and cooperation’ in these three ways: height, width, and depth:

- **Height**: Communication *up and down* the hierarchy between every level of management
- **Width**: Wide cooperation *across* department lines
- **Depth**: An atmosphere that *encourages* clear communication

We asked respondents to comment on these three statements about cooperation and communication:

- I see communication between every level of management.
- People cooperate across department lines.
- People are encouraged to ask questions.
Communication and Cooperation

Height: I see communication between every level of management.

Is there communication between every level of management? Globally, 65% of participants answered ‘always’ or ‘usually’. The USA leads the way here, though, with 72% responding ‘always’ or ‘usually’ compared to just 49% in the rest of the world.

Most executives and business leaders would be glad to know that a mere 2% answered in the negative category ‘never’. This means that in 98% of organizations there is at least some amount of communication between every level.

§ A coach from the UK enjoys the opportunity to “work with executives to positively influence workplace culture and employee engagement.”
Communication and Cooperation

Width: People cooperate across department lines.

Let’s look at the width of ‘communication and cooperation’ – cooperation across department lines. It’s probably a matter of survival that departments within an organization work together. But to what degree do they cooperate?

Responses here were spread between the positive and neutral categories. Almost no one said that people in their organization ‘never’ cooperate. Overall, sentiment was about 5% more positive this year, compared to last.

Technology such as HD video conferencing makes long distance meetings more efficient and cost-effective. Will this lead to even more positive responses to this question in the future? In years to come, we will look for changes in the way people view inter-departmental cooperation.

What changes will we see? Will new standards be established in this area of corporate culture?

§ An executive coach in Saint Petersburg, Florida says that coaching improves understanding, collaboration, cooperation and effectiveness.
When we analyze the depth of Communication and Cooperation, we want to know whether a positive attitude of communication and cooperation permeates the organization. Are people encouraged to ask questions?

This question turns out to have the most positive response of any of our 9 topics. Nearly three quarters (74%) of respondents answered ‘always’ or ‘usually’. This exactly matches last year’s result.

Answers in the USA, the UK and the rest of the world were almost identical. This aspect of corporate culture seems to have a firmly established set of global norms.
The Third Dimension
Commitment to Coaching

<table>
<thead>
<tr>
<th>A Commitment to Coaching</th>
<th>Confrontation can be a positive thing.</th>
<th>Business behavior is a daily topic of conversation, along with skills.</th>
<th>Coaching and management are distinctly defined.</th>
</tr>
</thead>
</table>

Every culture has some level of commitment to ‘the way we do things around here’.

When an organization makes a commitment to coaching, however, they agree to work on improving business behavior. They closely examine ‘the way we do things around here’ and strive to improve it. It’s a big commitment, but if you’re in, you should be all in.

As we investigate this area of corporate culture, we look at the way organizations handle confrontation. We also examine what attitude a business takes toward improving behaviors and whether or not coaching is clearly defined.

With that in mind, let’s look at the three measurements for ‘Commitment To Coaching’:

- **Height**: Individuals within an organization can stand up and confront issues and differences head on, regardless of rank or status.
- **Width**: Everyone throughout an organization discusses business behavior. This creates a wide range of interactions and a wider range of options.
- **Depth**: Coaching must drill down deep, establish clear definitions and expectations, and permeate the organization.

We posed these statements to analyze the height, width and depth of ‘Commitment To Coaching’:

- Confrontation can be a positive thing
- Business behavior is as a daily topic of conversation, along with skills
- Coaching and management are distinctly defined
Commitment to Coaching

Height: Confrontation can be a positive thing.

2017 Global Respondents Summary

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>12th Annual Executive Coaching Survey</td>
<td>1/1/2017</td>
<td>11%</td>
</tr>
<tr>
<td>Confrontation can be a positive thing</td>
<td>a. Always</td>
<td>41%</td>
</tr>
<tr>
<td></td>
<td>b. Usually</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>c. Sometimes</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>d. Never</td>
<td></td>
</tr>
</tbody>
</table>

The business world has a widely-established set of norms when it comes to managing differences of opinion. Survey results in this area don’t vary much by country.

People can focus more on solving real issues once they accept the various personalities they work with.

*Confrontation does not necessarily mean conflict.* Confronting a potential conflict might even prevent it. Disagreement doesn’t necessarily imply argumentation. Open discussion about differing ideas and perspectives often brings out the best in people. This helps the overall organization. A corporate culture that encourages calm, rational behavior allows people to share ideas without becoming adversaries.

But how often do people feel that confrontation can be a positive thing? Over half, 52%, said ‘always’ or ‘usually’, an increase from last year’s report. A significant number of people (8%) responded ‘never’.

§ A coach from India sees clients “gain a different perspective and talk about insecurities, problems in a non-threatening atmosphere.”
Commitment to Coaching

Width: Business behavior is a daily topic of conversation, along with skills

2017 Global Respondents Summary

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</thead>
<tbody>
<tr>
<td>12th Annual Executive Coaching Survey</td>
<td></td>
<td>1/1/2017</td>
</tr>
<tr>
<td>Business behavior is part of daily discussion, along with skills...</td>
<td>a. Always</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>b. Usually</td>
<td>39%</td>
</tr>
<tr>
<td></td>
<td>c. Sometimes</td>
<td>39%</td>
</tr>
<tr>
<td></td>
<td>d. Never</td>
<td>4%</td>
</tr>
</tbody>
</table>

The goal of executive coaching is to change business behavior. But how often do people even discuss it? Business behavior is important, but often neglected. An improvement from last year, when asked whether business behavior is part of daily discussion, just 43% answered ‘sometimes’ or ‘never’. That leaves room for significant education in this area.

For several years, our Executive Coaching Survey has seen new programs introduced to teach coaching skills to managers. The number of organizations with ‘established programs in place’, however, hasn’t budged from year to year. This suggests that most new programs fail or end, for some reason. There’s a great opportunity here for creative, practical instructional design.

§ A coach in San Diego, California, USA reports that she: “holds client accountable for behavioral change that positively affects their personal and professional performance.”
Commitment to Coaching

Depth: Coaching and management are distinctly defined.

2017 Global Respondents Summary

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>12th Annual Executive Coaching Survey 1/1/2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaching and managing are distinctly defined...</td>
<td>a. Always</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>b. Usually</td>
<td>36%</td>
</tr>
<tr>
<td></td>
<td>c. Sometimes</td>
<td>31%</td>
</tr>
<tr>
<td></td>
<td>d. Never</td>
<td>8%</td>
</tr>
</tbody>
</table>

Coaching is a hot subject, a modern-day ‘buzzword’ that means different things to different people. When we talk about coaching, we’re not always talking about the same thing. When asked whether coaching and managing are distinctly defined, only half of our respondents (51%) answered ‘always’ or ‘usually’. A small number, less than 10%, said ‘never’ to this question.

Although the definition of coaching is becoming clearer to some, a great many organizations cannot provide a good, clear explanation of what coaching is. (See Defining the Industry on the following pages).

§ A coach in the Northeastern US still sees a trend toward “Redefining what coaching is....”
Assumptions You Should Avoid

And now a word from your sponsor: As they say on TV: “Don’t try this at home.”

If you were to conduct an in-house survey of corporate culture in your organization, you would come up with a series of numbers. Some might be high, some might be low. But what would they actually mean? Can you discern any useful results out of these numbers? Not really – because you don’t have anything to compare them to.

Perhaps scores in one area, let’s say collaboration, are lower than in other areas. Does that indicate a problem or not? How can you tell? You can’t. That is, unless you have a set of global benchmarks to compare your data with. You need to see how your scores line up against general scores throughout the business world, or in a given nation.

Remember, as we said earlier, there aren’t necessarily ‘good’ or ‘bad’ answers to certain questions. It’s more of a relative thing. Responses as quoted herein are usually global averages. If you can compare your in-house results with a national or global sample, you can make insightful conclusions that you couldn’t otherwise reach.

For example, maybe your scores seem low in one area, but are still relatively high compared to other organizations. You might realize you deserve more of a pat on the back than you thought! On the other hand, perhaps you feel confident in a particular area of corporate culture but survey results indicate otherwise. You might discover an area in which you need improvement.

Sherpa Coaching works with major corporate clients on enhancing corporate culture. This effort draws from eleven years of market research, and offers curricula which have been endorsed and offered by ten major universities.

One aspect of culture is the role of women in leadership. Do women’s opinions of their corporate culture differ from men’s? For three of our questions, their answers are significantly different. Gender breakouts from this 11th annual survey are available to corporate clients interested in developing women in leadership roles.

For further information, or to arrange a research project, call the publisher per the contact information on page 27.
Coaching is an important part of a corporate culture. Executive coaching is the best tool for changing business behavior, the foundation of culture.

Not everyone clearly understands what executive coaching really is. Let’s draw some distinctions. People refer to two general fields of coaching: ‘executive coaching’ and ‘business coaching’. This chart lists the differences between the two:

<table>
<thead>
<tr>
<th>Discipline Emphasis</th>
<th>Executive Coaching</th>
<th>Business Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Business behavior</td>
<td>Strategy, tactics, operations</td>
</tr>
<tr>
<td>Examples</td>
<td>Soft skills</td>
<td>Hard skills</td>
</tr>
<tr>
<td>Training</td>
<td>Communication</td>
<td>Finance</td>
</tr>
<tr>
<td></td>
<td>Executive presence</td>
<td>Technical training</td>
</tr>
<tr>
<td></td>
<td>Non-academic programs written specifically for coaches.</td>
<td>Academic, degree-based business courses, plus industry-specific experience.</td>
</tr>
</tbody>
</table>

In many ways the term ‘business coach’ overlaps with the term ‘consultant’. According to Wikipedia, “many business coaches refer to themselves as consultants, a broader business relationship than one which exclusively involves coaching.”(Wikipedia, 2014)

We ask survey respondents to identify themselves as one of the following:

- business coaches (working to develop a client’s specific knowledge and skills)
- executive coaches (working to permanently enhance business behavior)

This allows us to produce a clear distinction between coaching, training, consulting and other professional positions.
Let’s focus now on what executive coaching truly means.

We need a clear, academically sound definition of the role. It can’t be a promotional definition or guarantee any specific results. When the field was new, for example, definitions of executive coaching would claim to: “… produce extraordinary results” and “… enhance the quality of life”.

That subjective language didn’t last long!

Here’s a more current and widely-accepted definition:

“Executive coaching means regular meetings between a business leader and a trained facilitator, designed to produce positive changes in business behavior in a limited time frame.” *

This definition of executive coaching clarifies:
- Who coaches are: trained facilitators
- What coaches do: produce positive changes in business behavior
- When things happen: on a set schedule within a limited time frame

* Definition from 'The Sherpa Guide: Process-Driven Executive Coaching’ (Thomson 2005)
Over the last twelve years, this definition has been adopted by numerous trade associations and universities. This annual survey, including this definition of executive coaching, has been disseminated or promoted over the years by countless organizations and publications, including:

<table>
<thead>
<tr>
<th>Trade Associations</th>
<th>Publications and Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific Alliance of Coaches</td>
<td>Atlanta Journal Constitution</td>
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<tr>
<td>Association for Coaching</td>
<td>Business Week</td>
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<tr>
<td>Association of Corporate Executive Coaches</td>
<td>Choice Magazine</td>
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<td>COMENSA South Africa</td>
<td>Coaching at Work Magazine</td>
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<tr>
<td>European Mentoring and Coaching Council</td>
<td>Coaching Commons</td>
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<tr>
<td>Institute of Coaching at McLean</td>
<td>Coaching News</td>
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<tr>
<td>Institute of Learning Practitioners Australia</td>
<td>Dallas Morning News</td>
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<td>International Coach Federation</td>
<td>European Foundation for Mgmt. Development</td>
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<td>HR Executive Magazine</td>
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<td>World Business and Executive Coach Summit</td>
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Dr. Marshall Goldsmith

Author: Triggers: Becoming the Person You Want to Be
World’s Top Executive Coach– Thinkers 50
World’s Top Leadership Thinker – Harvard Business Review

The Importance of Defining What You Mean by Coaching

My mission is very clear:

Helping successful leaders get even better by achieving positive, lasting change in behavior: for themselves, their people and their teams.

As a coach, this is what I do.

Let’s break down my definition, because it also says what I don’t do.

Helping successful leaders get even better – I only work with successful leaders who want to improve.
If you do a google search for “helping successful leaders” (in quotes) of the first 500 references about 450 are about me. I am not in the “saving people who are about to be fired” business. This clearly limits the bounds of who I am coaching. There is absolutely nothing wrong with ‘saving people who are about to be fired’. This can be a noble cause. It is just not what I do.

By achieving positive, lasting change in behavior – I am a behavioral coach. That is all I do. I am not an expert on ‘strategy’. My friends, Vijay Govindarajan and Rita McGrath, do that – not me. I am not an expert on ‘personal productivity’. My friend, David Allen, does that – not me. I am not an expert on ‘quality’. My friend Subir Chowdhury does that – not me. As a coach, I only focus on leadership behavior. I only work with leaders who are successful, who want to focus on behavior and see coaching as a way to get even better.
For themselves, their people and their teams – I either help my clients directly, or help them with their staff members or teams. I am an expert at the ‘micro’ level – not the ‘macro level’. I am not an expert in Organizational Development or helping companies achieve corporate-wide change. Again, OD coaches can be great resources. That is just not me.

My belief is that we, as coaches, should define what we do – and by definition – what we do not do. This enables clients to ‘know who we are’ and be able to make a clear choice about whether our skills and focus are aligned with their needs.

In my mind, there is no universal definition of a ‘coach’. Just because I specialize in one type of coaching does not mean I think that it is better than other types. Great strategic coaches help executives look at the macro-level issues that will influence the future of the company. Great personal productivity coaches help people get organized.

I make a real effort to meet great coaches - not only behavior coaches, like me, who can help their clients that have similar needs to my clients – but also all types of coaches who can provide services that are far different than my own area of expertise.

Rather than try to provide ‘all of the answers’ to our client’s needs, we can be resources who help our clients get the best coaching for their specific need.

~ Marshall Goldsmith ~

###
Over the years, the Corporate Culture Survey has received responses from over 65 counties, representing the vast majority of the world’s population.

### 65 Countries Represented

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Karl Corbett is Managing Partner of Sherpa Coaching in Cincinnati, Ohio, USA. He handles strategy, marketing and client relations for Executive Coaching Certifications at Howard University and the University of Georgia. He was contributing editor for “The Sherpa Guide: Process-Driven Executive Coaching”. (Thomson, 2005)

Karl created this annual Corporate Culture Survey, the largest and longest-running survey of its kind.

Joe Valeri recently finished work on multiple grants for Project LISTEN in the Robotics Institute at Carnegie Mellon University. During 15 years of academic technology projects, he designed research studies to test the effectiveness of automated Reading Tutor Software. Joe worked closely with experts in neuroscience, artificial intelligence, and elementary reading education. He joined the Sherpa research team in 2015.

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<th>Technical Contact:</th>
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<tr>
<td>Cincinnati, Ohio USA 45241</td>
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<tr>
<td>(513) 232-0002</td>
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<tr>
<td><a href="mailto:im@sherpacoaching.com">im@sherpacoaching.com</a></td>
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Sherpa Coaching is based in Cincinnati, Ohio, USA. For managers and executives, Sherpa offers one-on-one coaching. For leaderships groups and teams, Sherpa conducts programs based on their university texts. For coaches, Sherpa offers training and certification on campus at major universities. Custom programs are available on site or on campus.

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The University of Georgia Center for Continuing Education in Athens, Georgia, USA, provides programs and services which connect the University with lifelong learners throughout the world. The Center designs, develops and delivers a variety of executive programs in a dynamic learning environment with a luxury hotel, restaurants, meeting rooms and banquet facilities.
Phase I: Taking Stock
- Process Overview
- Self Discovery
- Agreement

Phase II: Global View
- Support Mountain
- Perception
- Values
- Change Management

Phase III: Destination
- Logistics
- Weakness Mountain
- Expectation Mountain

Phase IV: Charting the Course
- Relational Route
- Organizational Route
- Goal Setting

Phase V: Agenda
- Commitment
- Accountability
- Browsing the Journal
- Long Term Outlook

Phase VI: The Summit
- Support and Sustainability
- Follow-up

What You Will Earn
Upon your successful completion of the program requirements, you will earn:
- The designation Certified Executive Coach, granted by Sherpa Coaching, LLC
- A co-branded Certificate of Completion from Sherpa Coaching and the University of Georgia
- 6 University of Georgia Continuing Education Units (CEUs)

How Your Grades Are Calculated
Evaluation and certification grades are based on attendance for at least 90% of class hours, and:
- Participation and contribution
- Path demonstration
- Quizzes, tests and homework
- Completion of practicum client coaching using Sherpa Executive Coaching Process: Includes post-course participation (phone) coaching support

All details are subject to change without notice.

For more information about Sherpa Certified Executive Coaching, contact questions@georgiacenter.uga.edu or dial +1-706-542-3537.
The University of New Mexico (UNM) is proud to announce the debut of the Sherpa Coaching Certification in the fall of 2017.

The UNM Anderson School of Management’s Executive & Professional Education Center houses two accelerated MBA programs, non-credit professional development programs, and customized programming for businesses.

The Center connects exceptional students, renowned faculty, accomplished alumni, prominent business partners, and dedicated staff to provide high-quality educational resources to New Mexico's business community.

Custom Programs

Partner with Anderson to develop strategic solutions to your business challenges and achieve organizational success with highly skilled employees who are focused on meeting your goals. Drawing from Anderson School's prestigious faculty and the business community's premier corporate coaches, our consultants get to know your organization, and then craft a relevant and effective approach for improvement.
Howard University is in Washington, DC, USA. Its Business School offers executive education alongside graduate programs in entrepreneurship, finance, management, international business and supply chain management. Howard University and the U.S. Small Business Administration operate a Small Business Development resource center on campus.

The Howard University – Sherpa Executive Coaching Certification Program

Contact us regarding our upcoming programs – Offerings in Spring and Fall 202.806.1610

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This three-month executive coach training and certification program, ICF approved, puts you to work with the industry's leading authors, at your site or on campus.

As you take the class, you'll have two weeks in the classroom, and expert weekly support as you work with a practicum client.

Successful completion of this executive coach certification results in the Certified Sherpa Coach (CSC) designation. Your efforts, aligned with our reputation, help you build your brand and realize your full potential as a coach.

Graduates receive a Certified Executive Coaching Certificate and official letter of completion.

University Based Executive Coach Training
• Want to begin or enhance a career as an executive coach? Start with an executive coaching certification that's process-driven and university-endorsed. The Howard – Sherpa Coaching Certification has been approved by the International Coach Federation for ACC Portfolio Certification.

• Participants may request support for business startup and marketing, outside of class hour
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<th>Continuing coach education to renew your certification. Content that’s ‘all business’. Endorsed by 10 universities.</th>
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<td>Get new, exclusive information about Sherpa technology, Selfware, online learning, team programs and women in leadership.</td>
<td>Celebrate Executive Coaching Week with our annual executive coaching awards. Find out who will win in 2017.</td>
<td>Take action. Save the dates now, and register early. June 4, 5 and 6, 2017. Bring your team!</td>
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