



# Career Coaching Outside the U.S.

## Part II

*The following piece is the second installment of a two-part article on career coaching outside of the U.S. Asia and the Middle East were covered in the Bulletin, Volume 31 (3), pp. 37-39. The information below is not a comprehensive survey of existing practices, but reflects data obtained from a limited number of professionals working with both local and multinational clients. Resources are listed at the end of the article.*



**Shoya Zichy, MA, (ENFP)**, is a career coach, seminar leader, and the author of *Career Match: Connecting Who You Are With What You'll Love To Do* and *Women and The Leadership Q*, now also available in Chinese and Korean. [zichy@earthlink.net](mailto:zichy@earthlink.net)

**B**usi is an 18-year-old orphan who supports her sisters on a government grant of less than \$70 a month. She dreams of a Master's degree in financial mathematics and a career running a risk management desk at a merchant bank. Her hope is fueled by CareerBuild, a unique program led by Carole Craggs of Watershed Consulting that mentors young people who come from a place of no hope in the slum areas of **South Africa**. Their parents, if they are still present, have given up and have no desire to find employment or educate their children. Some even encourage their daughters to become pregnant so they can receive a government grant of less than \$30 a month. Yet, says Craggs, once involved in the program, these young people emerge with self-confidence and maturity that surprises even the sponsors. Programs consist of workshops that help 17- to 25-year-olds explore their interests, skills, and values; develop a career plan; and practice interviewing and resumé writing skills. Typically, there is one mentor for every 2 students and forums will often bring in specialists from different fields who speak about what they do on a daily basis.

Ninety-six young adults have graduated from the CareerBuild program which is financed by Watershed Consulting and the mentors. With the help of corporate sponsorship, the program will run a pilot in a rural school in the near future, working with another 126 students over a 10-week period.

With 11 officially recognized languages spoken by a population of 48 million, **South Africa** is a highly diverse culture with an estimated per capita income under \$6,000. The challenges for career coaching are enormous and include assessing people in English which is often the client's second, third, or fourth language.

According to Kathy Knott of Jopie van Rooyen & Partners (JvR), "there is a critical need for this work but moderate demand, as many do not know what career coaching entails or cannot afford it. The high unemployment rate often results in people taking whatever job they can find, as opposed to focusing on what they would like to do." Privileged high school students or university students seem to be the biggest users currently. Company employers also invest in this process for high performers, although some companies abuse the process to try and get rid of less valued employees. As for assessments, JvR has access to many national and international psychometric tools, and often makes use of the MBTI®, Strong Interest Inventory® (SII), Campbell™ Interest and Skill Survey (CISS), and EQ-i® among others. Typically, the process includes 1-4 sessions, depending on cost constraints. If only one session is held, this may be a daylong workshop. Coaches technically and legally, she notes, should be psychologists or psychometrists registered with the Health Professions Council of South Africa (HPCSA). In reality, they are often passionate but unregistered individuals who use the Internet as a source for their assessments. As the economy continues to grow, Knott hopes that more people will be able to access and benefit from what many perceive to be a luxury service.

Moving westward, we have the community of **New Zealand**, situated southeast of Australia and notable for its geographic isolation. The population of 4.3 million, with a respectable per capita

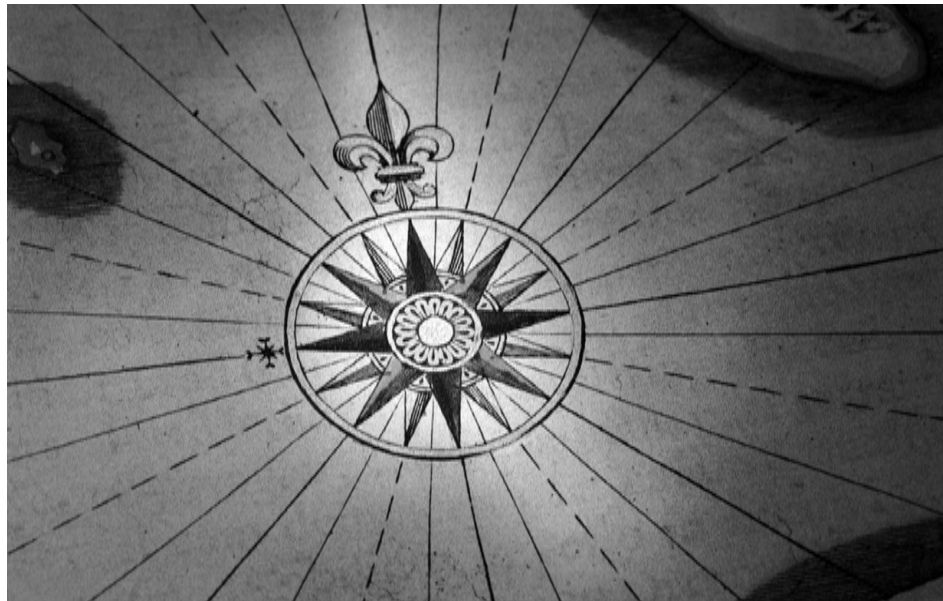
income of \$30,324, is mostly of European descent with the indigenous Maori as the largest minority, followed by the Asians and Polynesians.

Career coaching is widely available. Unlike the U.S., New Zealand has very tight employment laws which force employers to go down a long consultation process to fire employees. Hence, using an external career coach is a good option/intervention and companies do so extensively. Additionally New Zealand has very low unemployment, so getting work is easy – sometimes too easy, notes Kaye Avery of Career & Transition Consulting – and people understand the need to be clear about what suits them.

Avery advises that most coaches use an eclectic methodology with “trait and factor” predominant, but she prefers developmental theory. New Zealand follows systems similar to the UK and Australia. Assessments used vary, depending on what is held in-house. Avery uses the MBTI® Step II, CISS, SII, and the CPI 260® instruments. She typically conducts 3-6 sessions with an individual. Jean de Bruyne, Executive Officer of New Zealand Association for Psychological Type notes the following are also widely used – Hogan assessments, Occupational Personality Questionnaire, and 15 FQ. There are statistics, she adds wryly, that show the country has one of the most tested populations in the Western world. Coaches are not required to have any specific qualifications; however, most have a graduate certificate in career development and the more credible coaches add an additional degree in another discipline. Many of them also have teaching qualifications. Universities have their own in-house career resource centers.

Turning now to Latin America, **Colombia** has a population of 44.1 million and an estimated per capita income of \$6,724. As expected, career coaching remains a luxury enjoyed principally by employees of multinational corporations who seek better job alignment or want to change companies. Students receive limited counseling from career centers at their universities. I checked in with Ines Pardo, certified coach at Altosejecutivos-CPI International Partner, who works with adults in the workforce throughout the

Andean region. Pardo’s company does not differentiate between career and executive coaching. Coaches in Columbia tend to be well-qualified; most have a university degree and a coaching credential from an organization such as the International Coaching Foundation. Instruments used typically include an assessment from Bigby, Havis & Associates and the WAIS®-IV (Wechsler Adult Intelligence Scale® - IV) in addition to various 360 instruments. Demand is growing, he notes, but coaches do have to seek out clients currently. There are many coaches servicing the same companies, and differentiating your services can be a challenge.



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Several hundred miles south is **Brazil**, the fifth largest country with a population of more than 187 million and an estimated per capita income of \$6,842. According to Adriana Fellipelli, career coaching, while viewed as expensive and therefore an upper middle-class service, is growing day-by-day. Most practitioners are licensed, she notes. While university students have some access to the service, it is most commonly used by businessmen who want to improve their positions. Companies will typically pay for about 10 sessions. Many coaches do not use assessments, but others find the MBTI, along with the SII and the Birkman Method®, useful to speed up the consultant’s knowledge of his/her clients.

Interviews with European coaches surface different dynamics. In **France**, where

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the per capita income exceeds \$30,000 for a population of 64.4 million, while career coaching is a new concept, it is becoming widely available, according to Jeanine Over de Linden-Bucquet. Services are delivered by HR consultants or psychologists with business experience. There is little in the way of licensing, but there are specific laws that set strict standards for individual coaches. The key clients are executives of large companies who benefit from specific budgets for "personnel right for training." In addition, there has been growth in the student sector in the last 2-3 years – mostly among private schools. The government is aware of the need to beef up services in the public education sector and has established the ATTALI commission to address the issue.

Patterns are similar in **Belgium** which has a population of 10.5 million and per capita income more than \$31,000. Demand is brisk, according to coach An Verlinde, but again most pronounced among mid-career executives. Here, universities do not yet offer career services. Assessments used include the MBTI, Belbin® Team Roles, the MRT-i™ and other local competency assessments. In Western Europe in general, job changes are far less common than in the U.S., so most coaching is focused on career enhancement within the corporate framework. Companies pay for the service which typically includes six sessions and focuses on improving organizational effectiveness.

To summarize global trends, I turn to Winnie Lanoix, Senior Vice President of Right Management, one of the world's leading providers of integrated human capital consulting services across employment lifecycles. Coaching, she notes, is growing rapidly overseas, particularly in emerging markets where it is fueled

by the war on talent and the shortage of leaders to assume leadership positions. The focus now is primarily on "high potentials," young leaders in their mid-30s and early 40s, who are being moved into leadership positions far more rapidly than in the past, due to globalization, increased outsourcing trends, and the need for a mobile workforce.

Multinational corporations differ somewhat from local companies in that the coaching they provide is no longer the one-on-one confidential session. This coaching is more of an organizational intervention aimed not only at improving individual performance, but also at strengthening the organization. It involves the manager, HR, and, at times, virtual team members, in addition to the client. The assessments used vary as well. European and global companies are using assessments translated into several languages and validated in many cultures, such as those from Management Research Group® which has a global database.

In summary, it appears that the use of career coaching is uneven but on the rise worldwide, propelled by the unique forces shaping today's global economy.

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