

EXECUTIVE REPORT 2018



# Coaching in Germany

## Coaching in Deutschland

Jonathan Passmore, Hazel Brown, Siegfried Greif,  
Christopher Rauen et al



**EMCC**  
European Mentoring &  
Coaching Council

 **Henley**  
Business School  
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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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# Contents

Lead research partners .....	4
Introduction .....	5
The development of coaching in Germany .....	6
Hot topics in German Coaching .....	7
Biographical information .....	8
Coaching practice .....	9
Reflective practice and supervision .....	10
Continuous professional development .....	11
Conceptual models .....	12
Diversity of approaches .....	13
Evaluation .....	15
Contracting for corporate coaching assignments ...	16
Coaching ethics .....	18
Commissioning coaching .....	21
Research partners .....	22



# Lead research partners

## The Henley Centre for Coaching



**Henley**  
Business School

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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](https://henley.ac.uk/coachingcentre)

**EMCC**

European Mentoring &  
Coaching Council



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](https://emccouncil.org/eu/en/accreditation)

Membership is open to everyone.

## Researchers

The research was co-ordinated by:

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University of Winchester

### Professor Siegfried Greif

Institute of Business Psychology and Counselling

### Dr Christopher Rauen

Deutscher Bundesverband Coaching (DBVC)

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 German 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 Czech, 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 Germany

**The first pioneers in Germany practised coaching from 1975 and, as in other countries in Europe, coaching experienced a sharp rise in development during the 1980s and 1990s. In the last decade the market has continuously grown - by about 25% altogether, to approximately €500m per annum.**

Today, business coaching is a standard method of human resource development in the larger companies, while it is increasingly practised in the medium-sized and smaller ones as well. Most companies have set their own standards for the selection of coaches; nearly all large organisations have built up a coach pool.

The number of training providers of coach training has grown too – by approximately 25% over the last decade, reaching about 360 training providers. All of these are more or less the same size.



Scientific research has also increased over the last ten years, but it still needs significant further development. The number of German language publications has increased to approximately 2,280 (up by 1,400).

Training and case supervision in coaching is starting to become a popular practice in addition to coach training, but standards and the special education of training supervisors are still in their infancy. 'Supervision' in Germany is the name for a broad consultation offer, with many similarities to the coaching of individuals and teams. Its roots go back to social work and the psychodynamic consultation of medical doctors in the 1920s. Supervision has its own particular associations, journals and training programmes.

Twenty-two coaching associations exist in Germany. Twelve of them comprise coaching and other methods, such as training or psychotherapy. Some of them are sub-groups within other bodies, such as the psychology practitioner association known as Berufsverband Deutscher Psychologen.

The membership numbers of such associations tend to be rather small (several of them have fewer than 30 members), especially in comparison to UK membership numbers, which are generally high.

The largest three bodies that specialise in coaching are as follows:

ICF Deutschland eV (ICF-D)  
– about 450 members

Deutsche Gesellschaft für Coaching eV (DGfC) – about 445 members

Deutscher Bundesverband Coaching eV (DBVC) – about 423 members

The main professional coaching bodies are much smaller than those in the UK, which typically have numbers of between 1,050 and 3,400.

# Hot topics in German coaching

Two chairs of German coaching associations were asked to identify current hot topics in the field of coaching. Their answers are given below:

## **Christopher Rauen, Deutscher Bundesverband Coaching (DBVC)**

1. Digital transformation and VUCA (volatility, uncertainty, complexity, ambiguity)
2. Leadership behaviour
3. International standards

## **Margret Fischer, Deutsche Coaching Gesellschaft (DCG)**

1. Management behaviour
2. Change management, changing to a new position
3. Development of personal potential: personal appearance, self-awareness and stress management

These answers show some similarities, mentioning as they do the classical coaching fields of leadership or management behaviour and change management, but they also show differences. The technological revolution that is unfolding is the underlying theme of DBVC's Coaching Congress 2018. Against the background of the present international study, it is interesting to note that international standards are seen as a hot future topic.

**Mentoring** in Germany is strongly oriented towards gender equality, especially at universities and high schools. Mentoring as a non-chargeable activity – which is conducted within organisations as part of a wider HR strategy, with more senior employees mentoring junior talent – is a well known and growing HR method in firms and other institutions. However, there are only a few formal associations, and these are relatively small in size.

Formal mentoring associations include:

Forum Mentoring – 120 members

European Mentoring and Coaching Council (EMCC) Germany – about 25 members

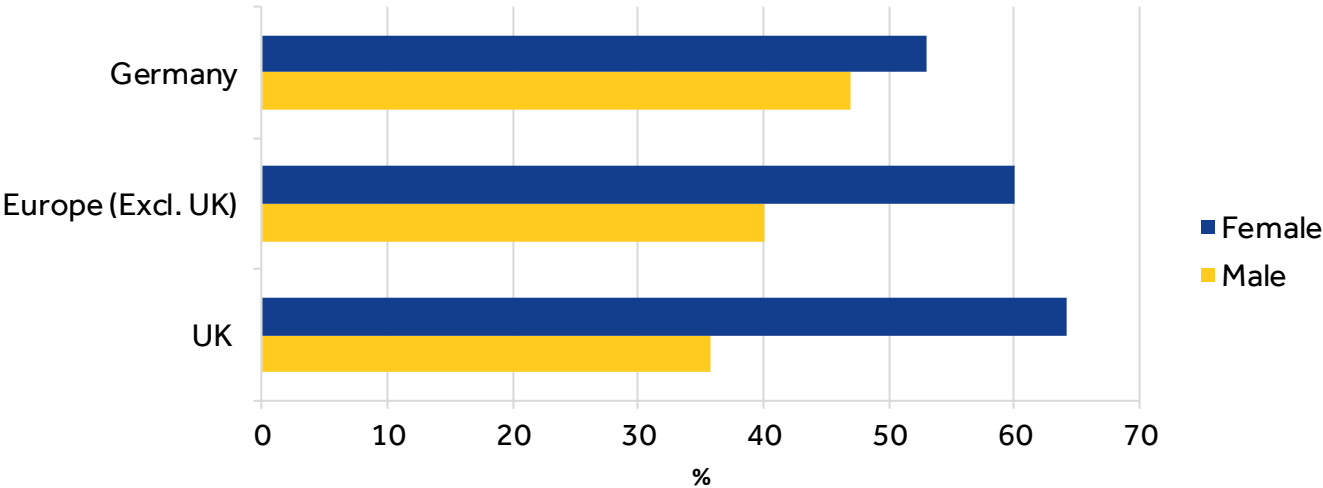
Deutsche Gesellschaft für Mentoring – about 16 institutional and 17 individual members

In this study, the sample of mentors who answered the questions is much too small for an evaluation.



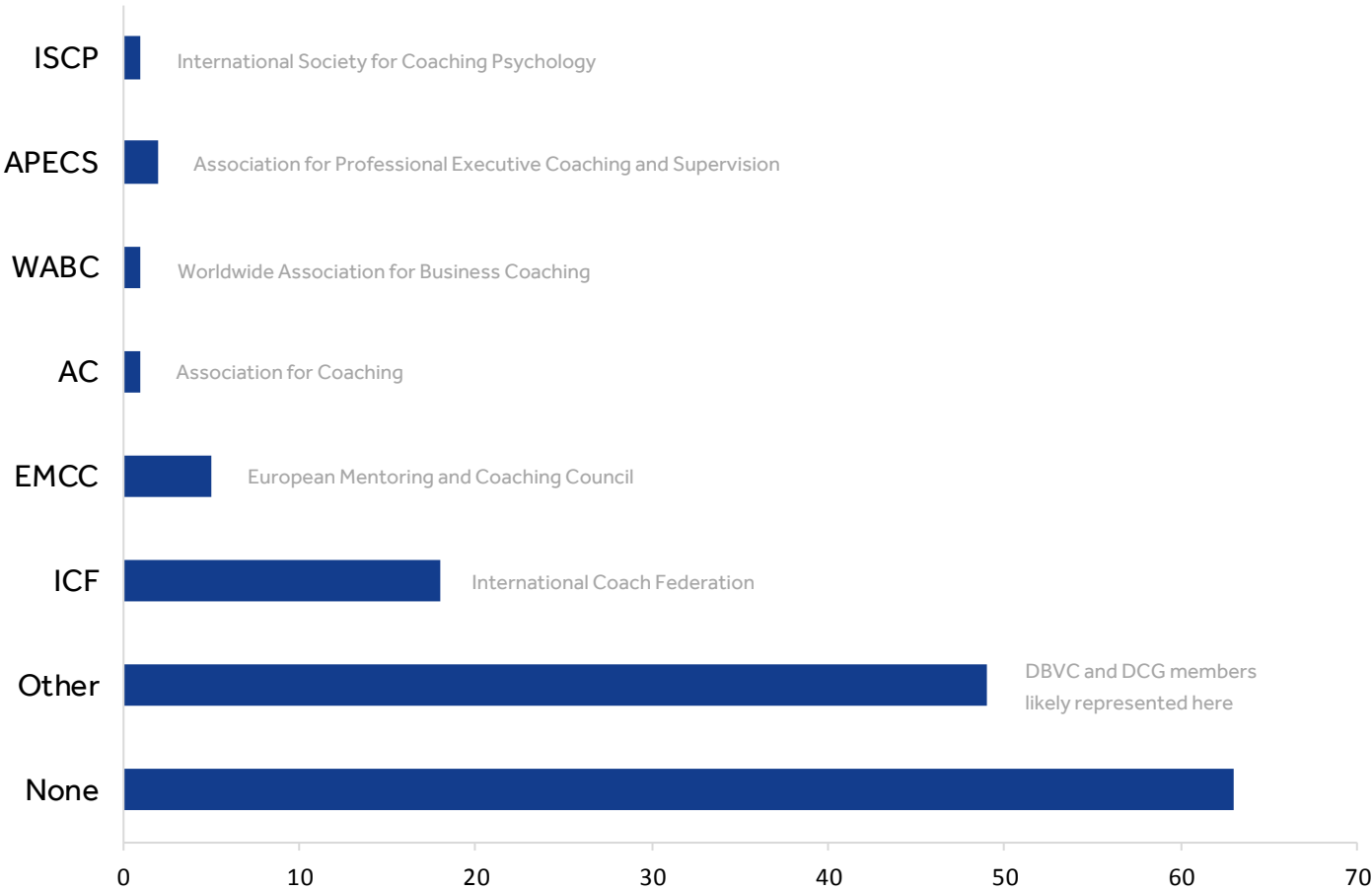
# Biographical information

**Diagram 1: Gender of respondents**



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

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





# Coaching practice

Diagram 3: Proportion of working time spent delivering coaching

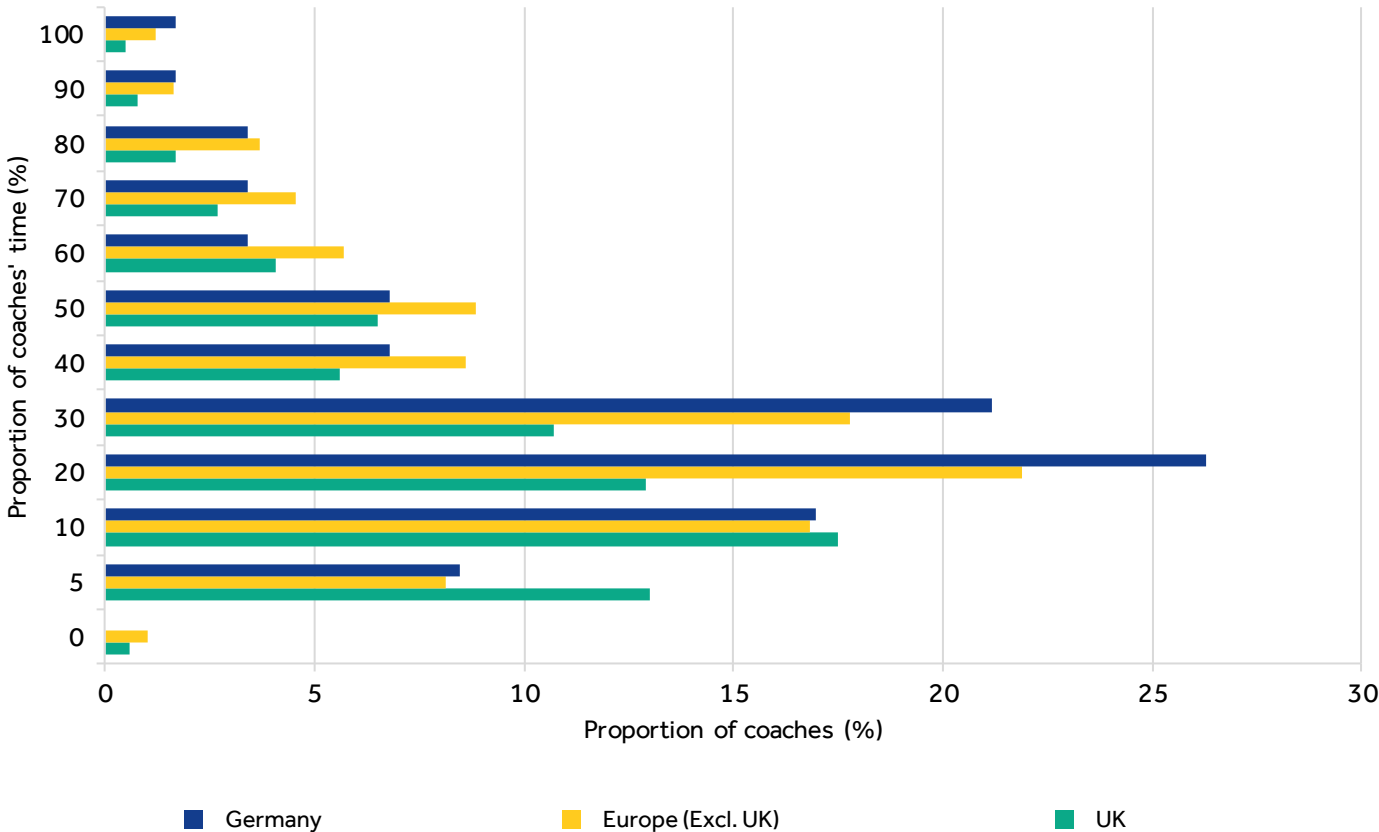
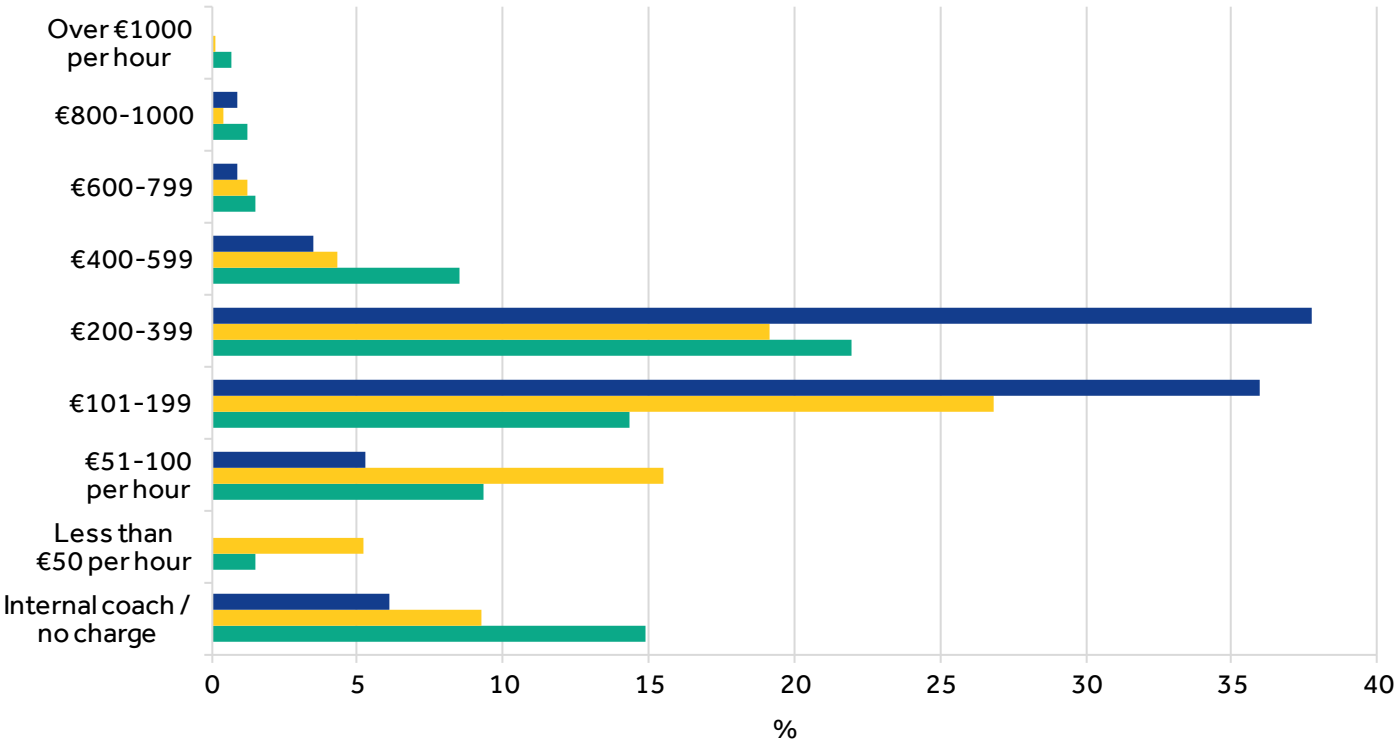


Diagram 4: Hourly fee rates: Corporate funded coaching

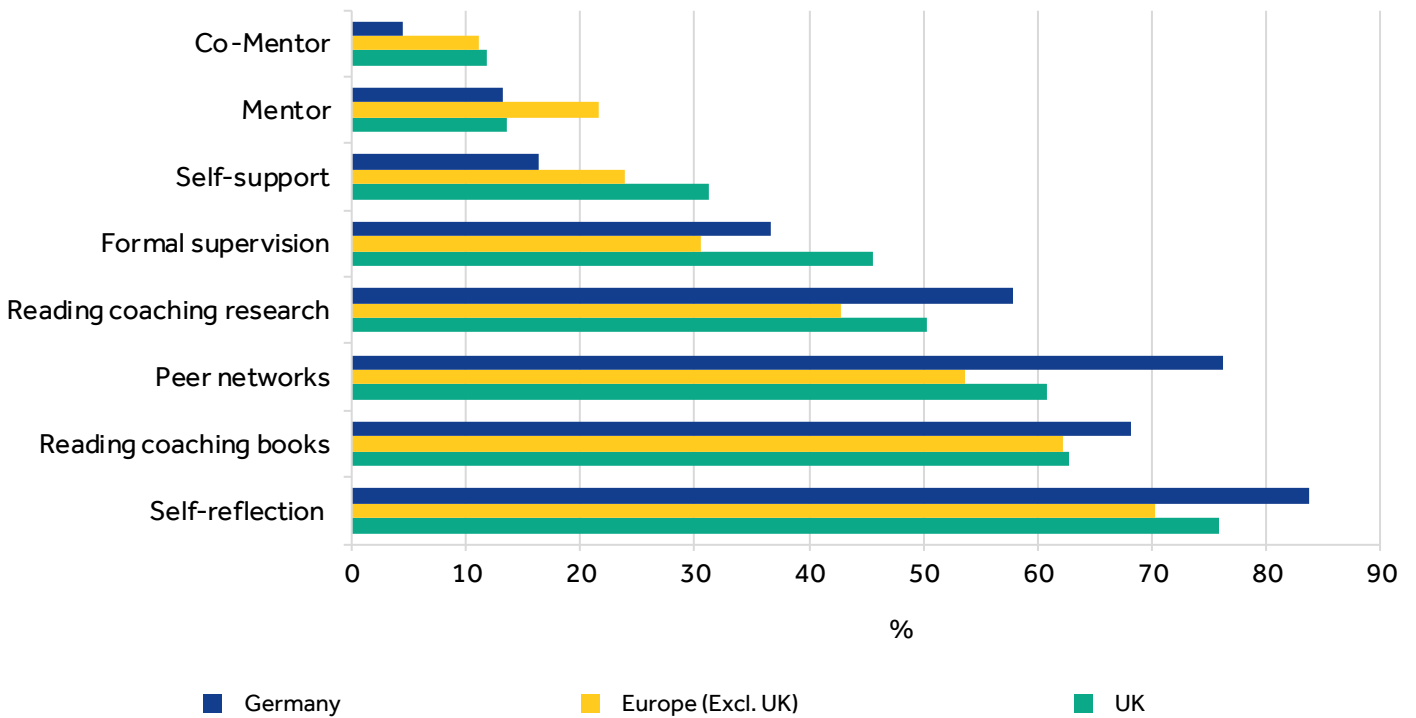
Q5.6 Fee rates for corporate clients



# Reflective practice and supervision

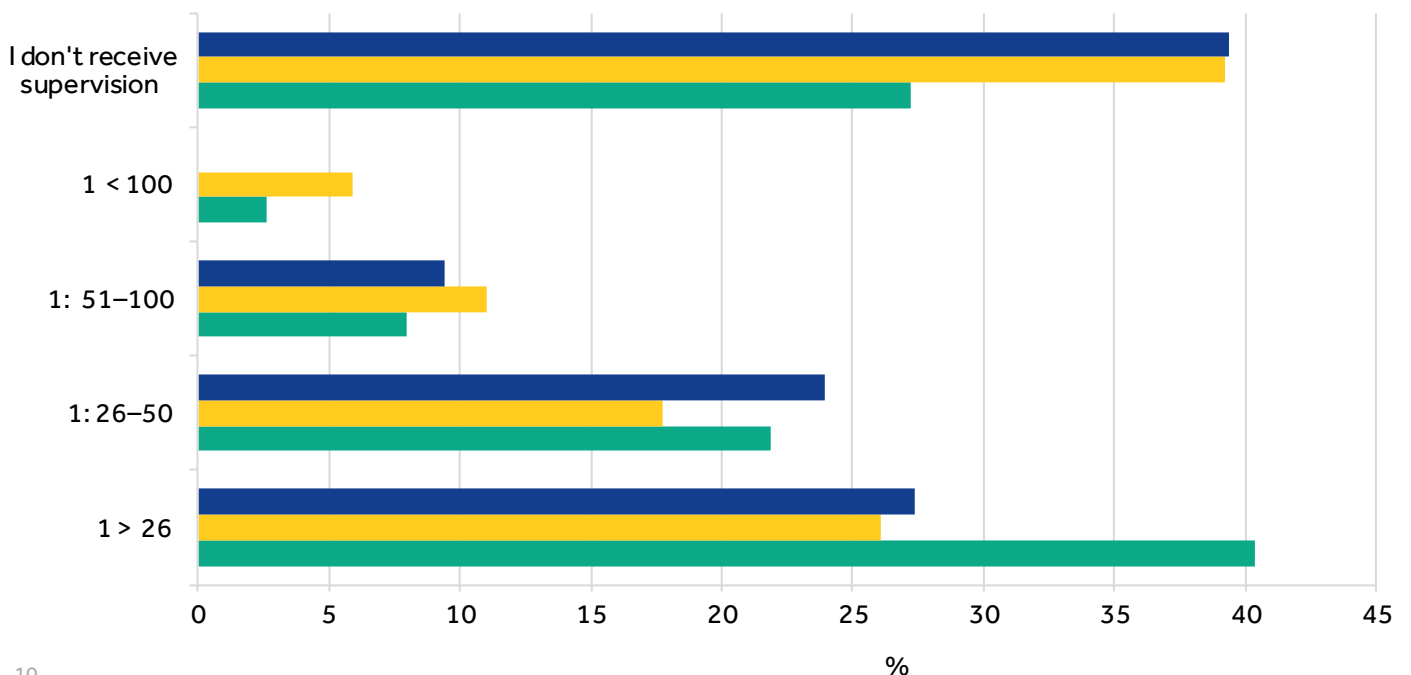
**Diagram 5: Methods of reflection**

Q6.1 What methods do you use to reflect on your practice?  
(You can select more than one option)



**Diagram 6: Frequency of supervision  
(based on ratio of 1 hour of supervision per X hours of coaching)**

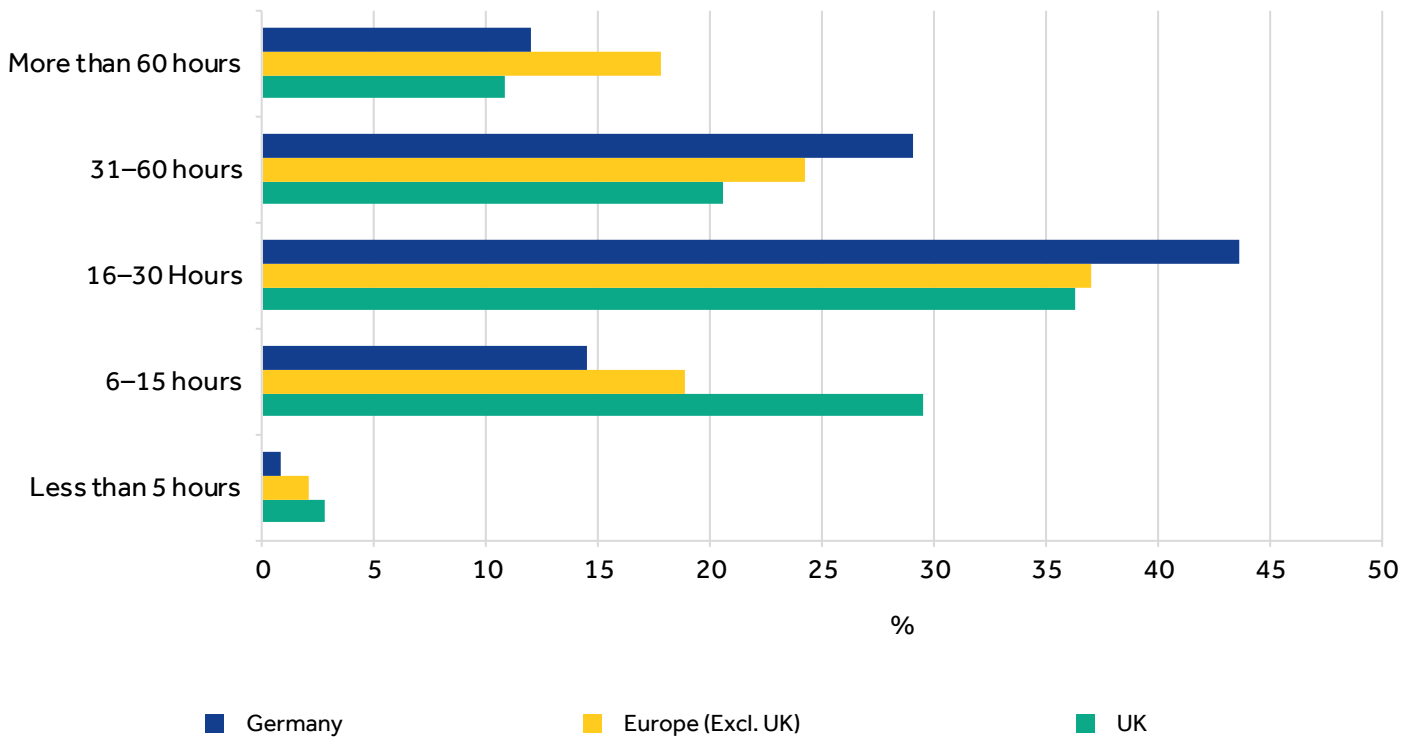
Q6.4 How often do you receive formal coaching supervision?



# Continuous professional development

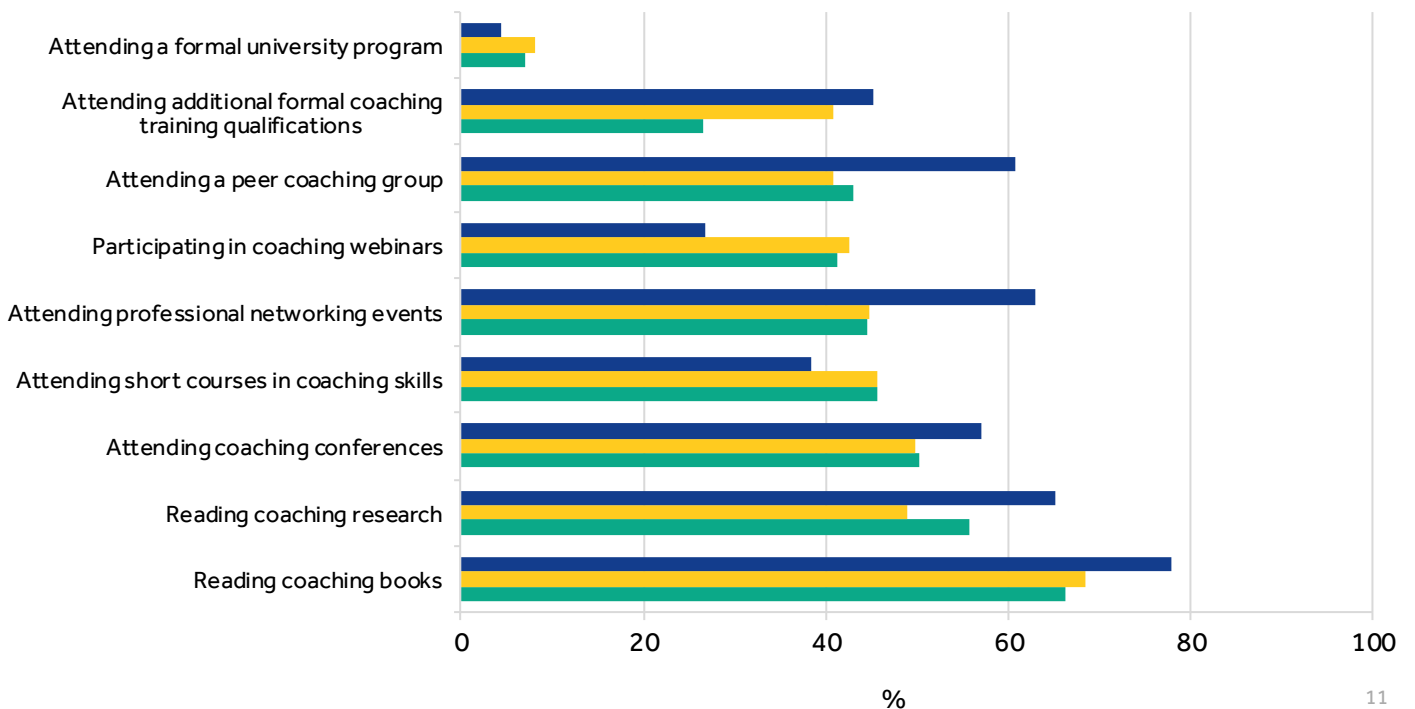
**Diagram 7: Time invested in CPD**

Q7.1 How do you divide your working time?



**Diagram 8: Keeping up to date**

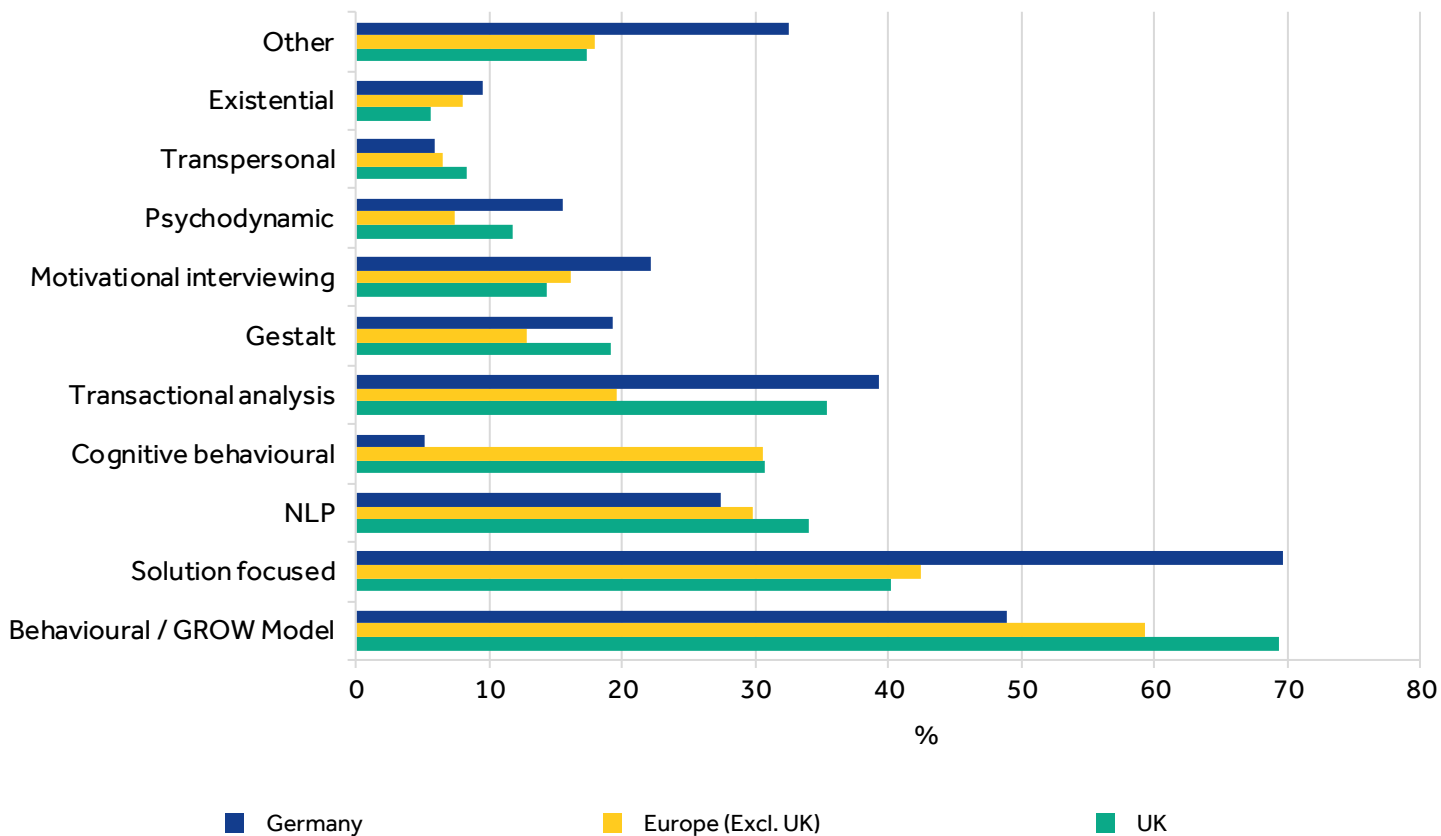
Q7.2 How do you keep up to date in your coaching practice?  
(You can select more than one)



# Conceptual models

**Diagram 9: Coaching practice**

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

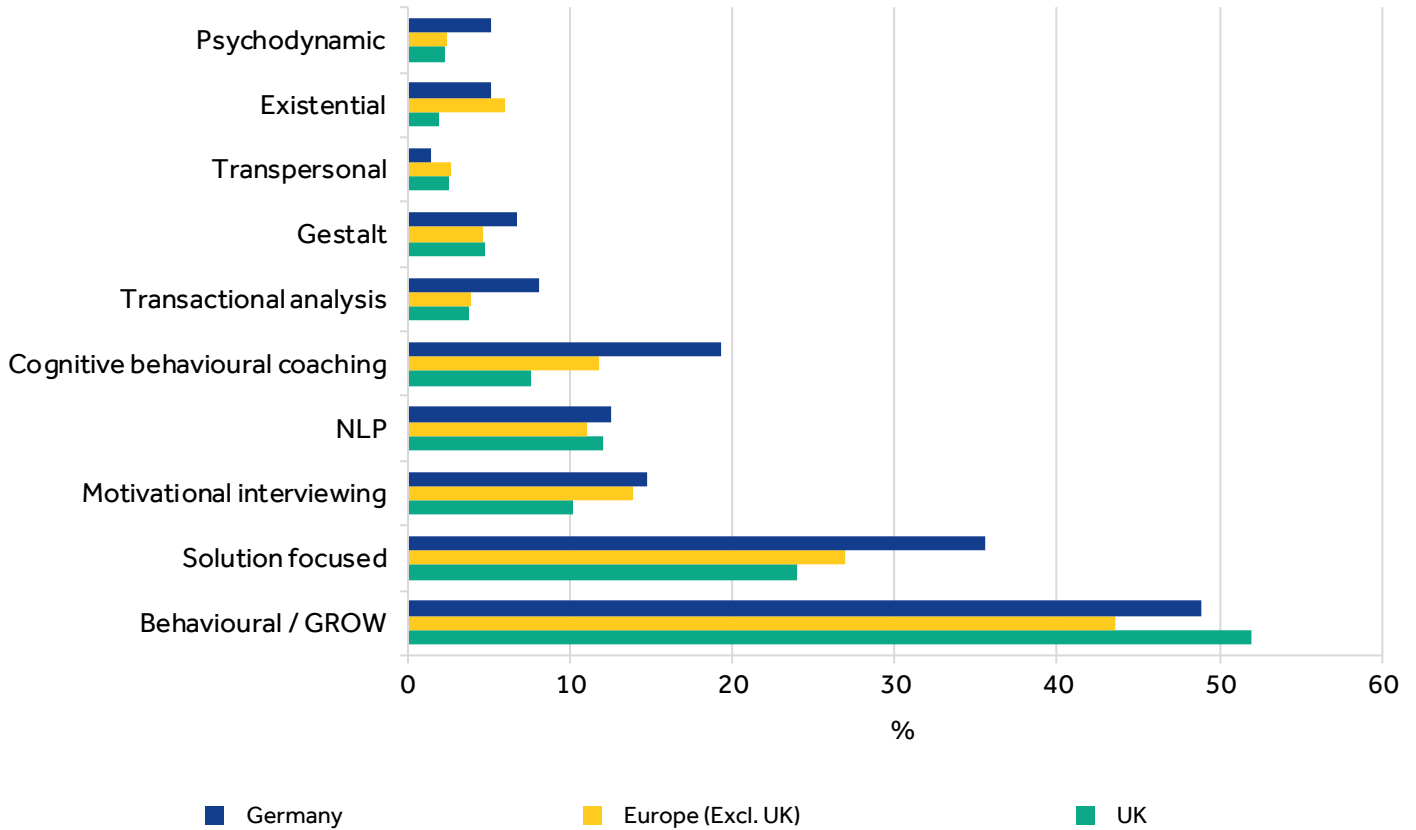




# Diversity of approaches

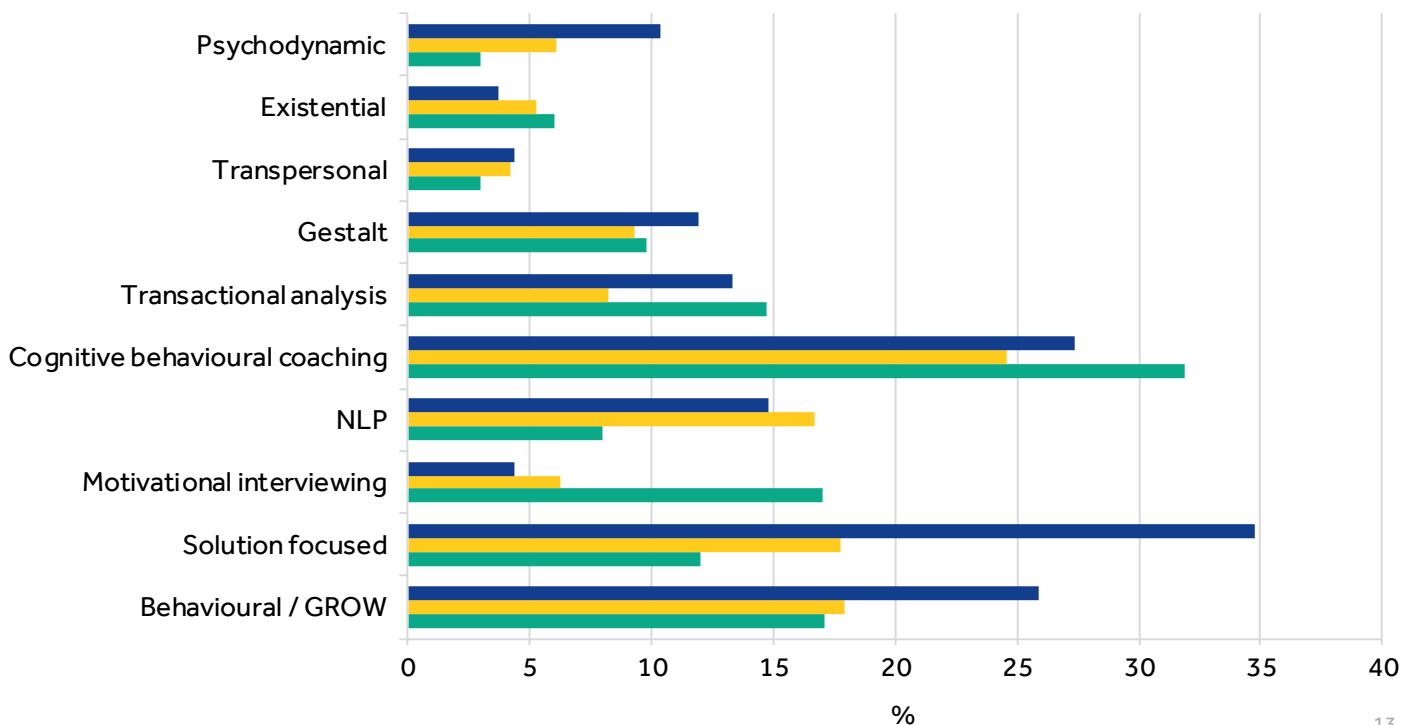
**Diagram 10: Presenting issue 1 – Career change**

Q9.3 What model do you use with the following presenting issue?



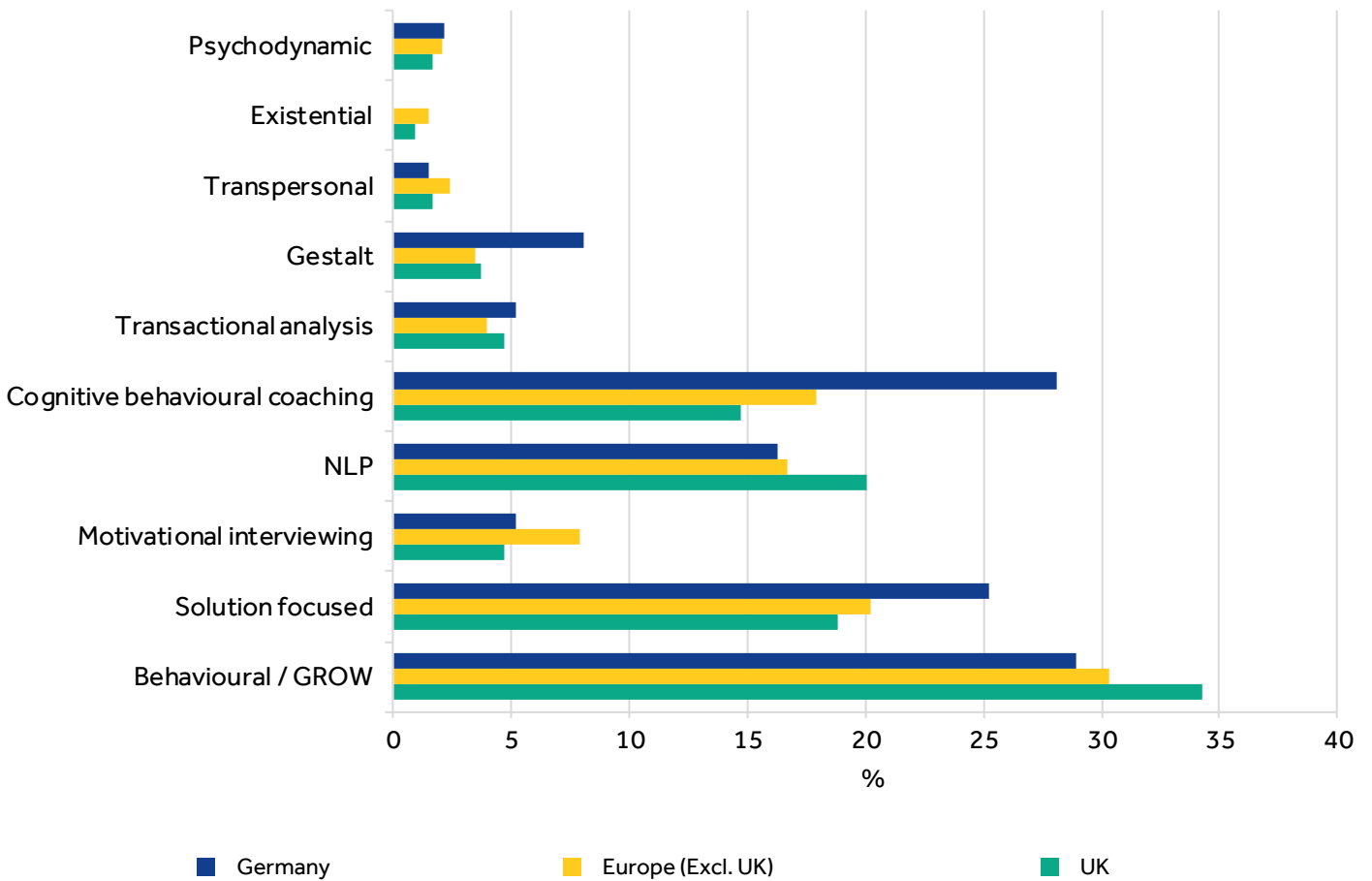
**Diagram 11: Presenting issue 2 – Workplace stress**

Q. What model do you use with the following presenting issue?



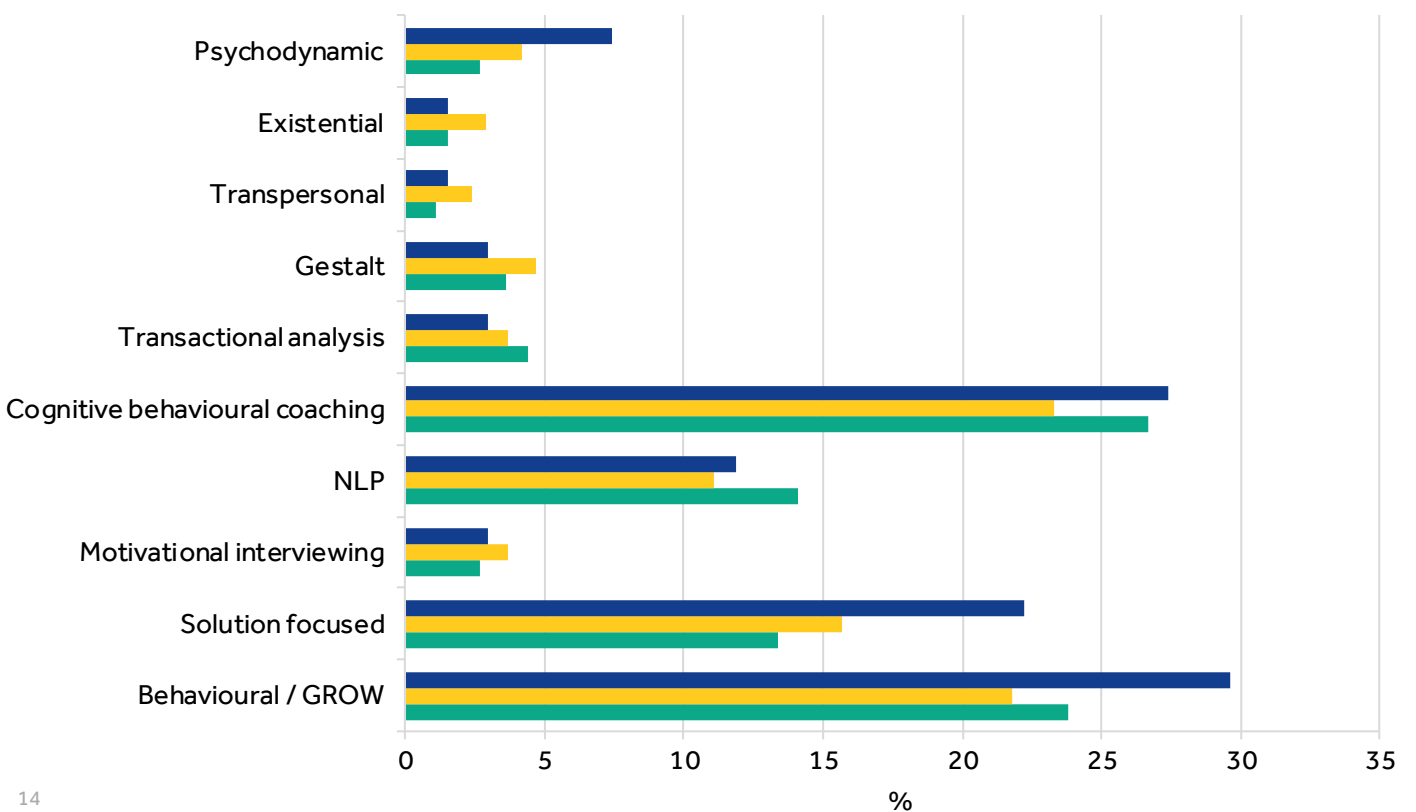
## Diagram 12: Presenting issue 3 – Improving presentation skills

Q. What model do you use with the following presenting issue?



## Diagram 13: Presenting issue 4 – Persistent checking of non-work emails

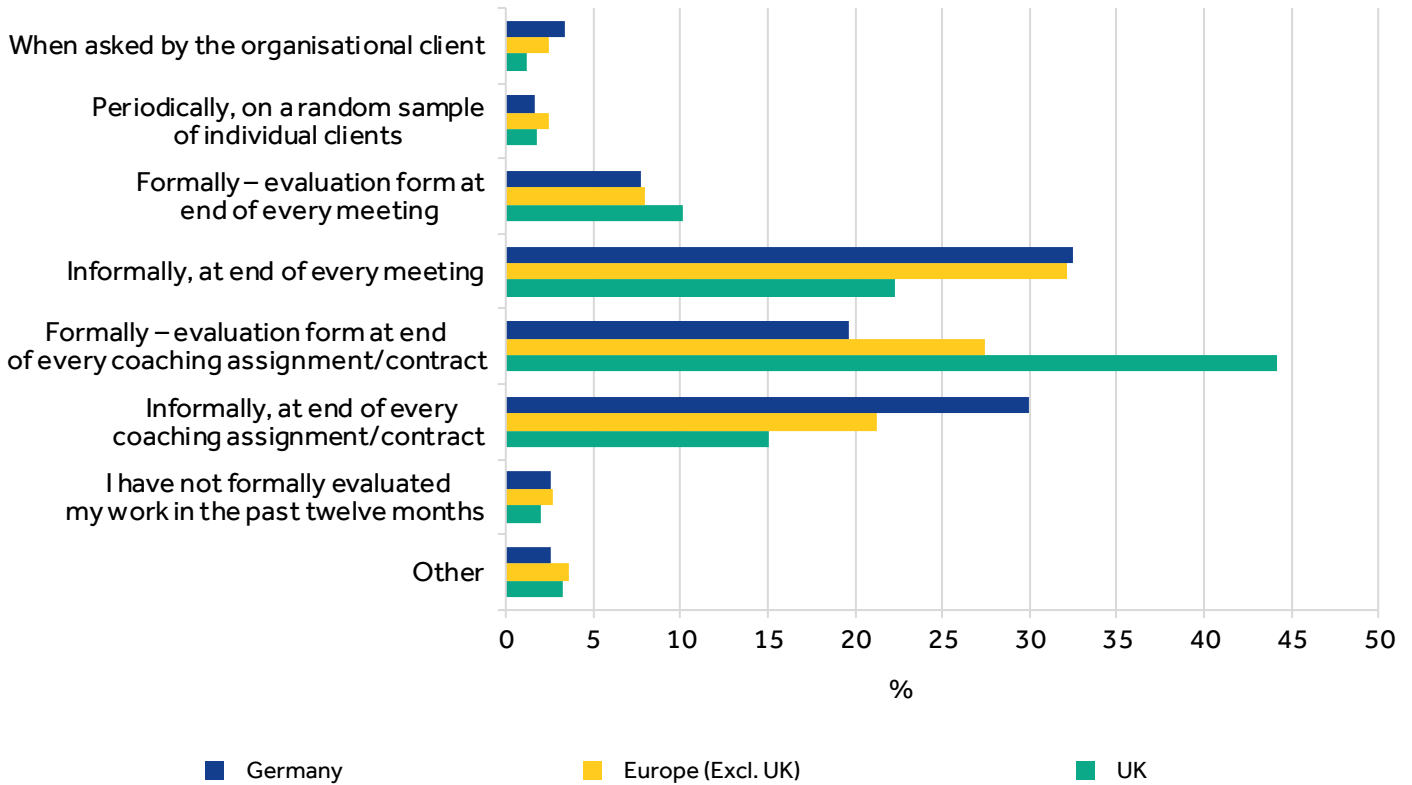
Q. What model do you use with the following presenting issue?



# Evaluation

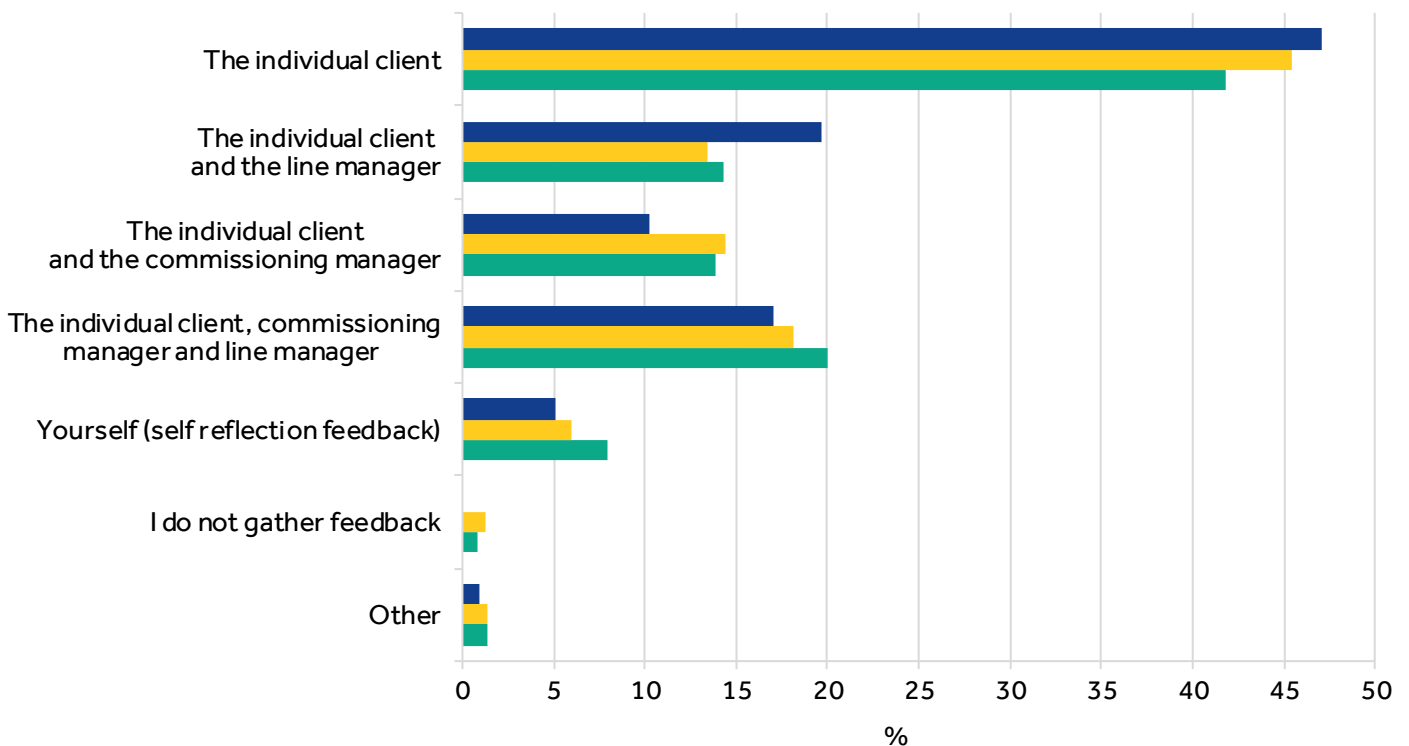
**Diagram 14: Evaluating impact**

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



**Diagram 15: Gathering feedback**

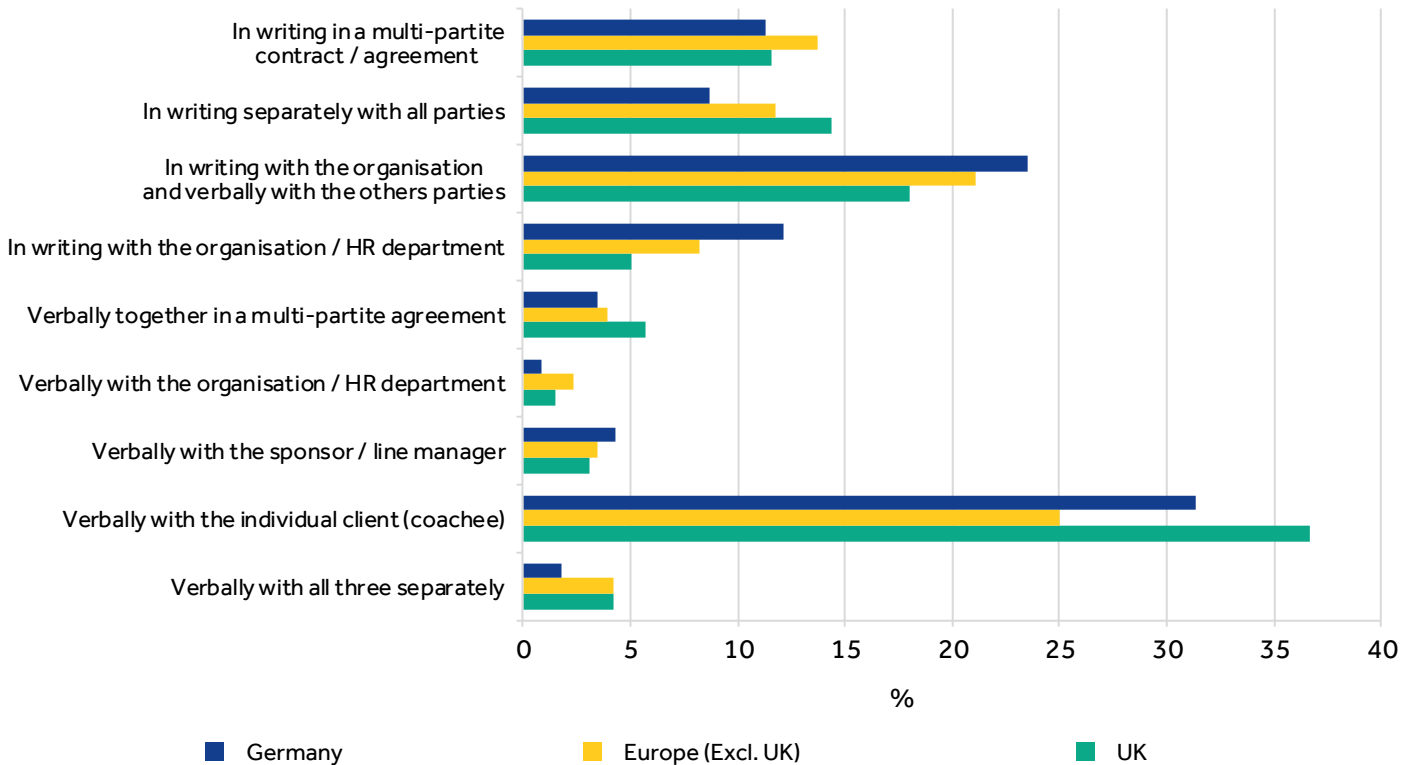
Q10.2 Who do you gather evaluation feedback from in your coaching?



# Contracting for corporate coaching assignments

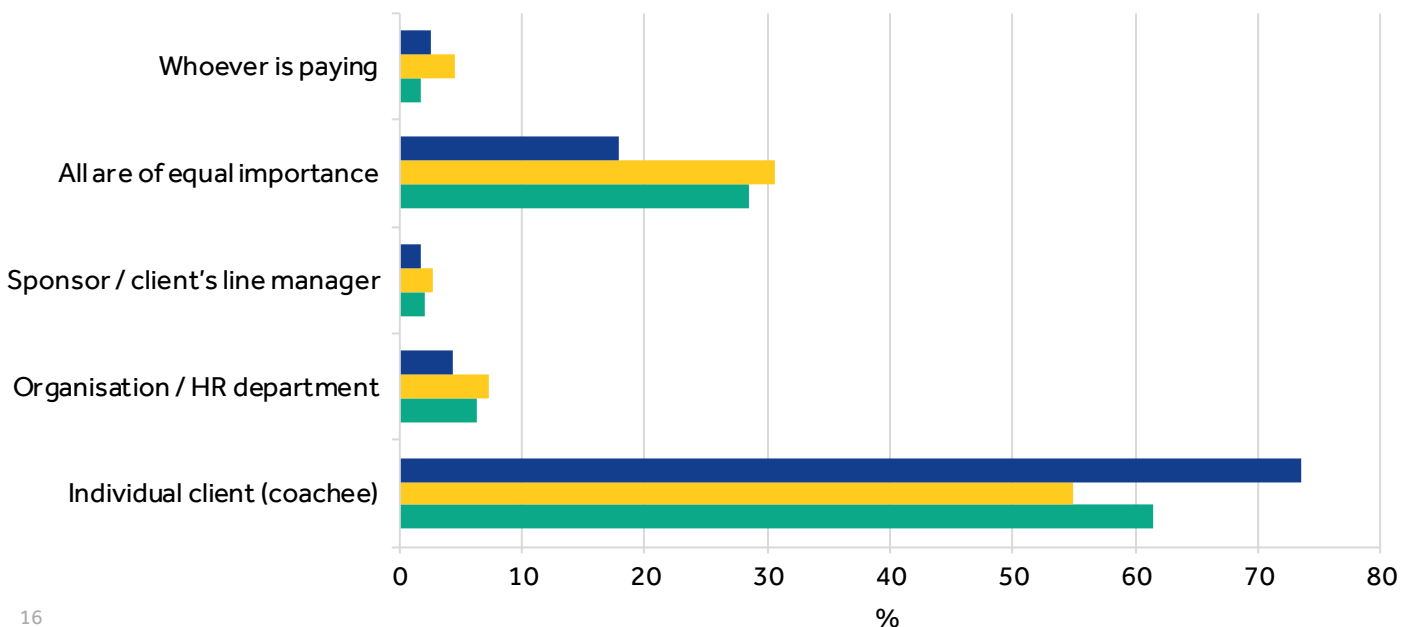
**Diagram 16: Contract partners**

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



**Diagram 17: The primary partners**

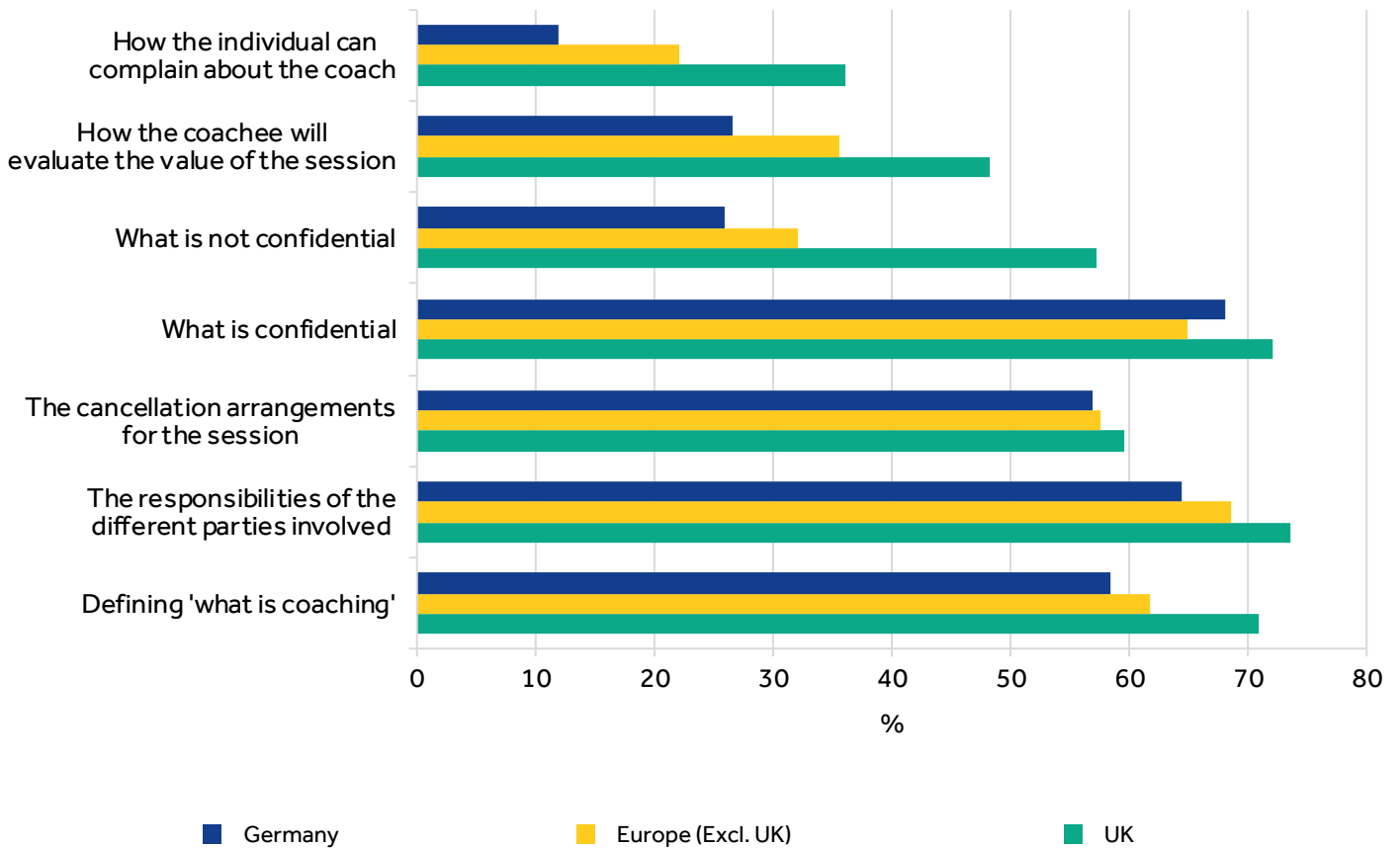
Q11.2 Who do you believe is the primary client when you are delivering corporate/organisational coaching?





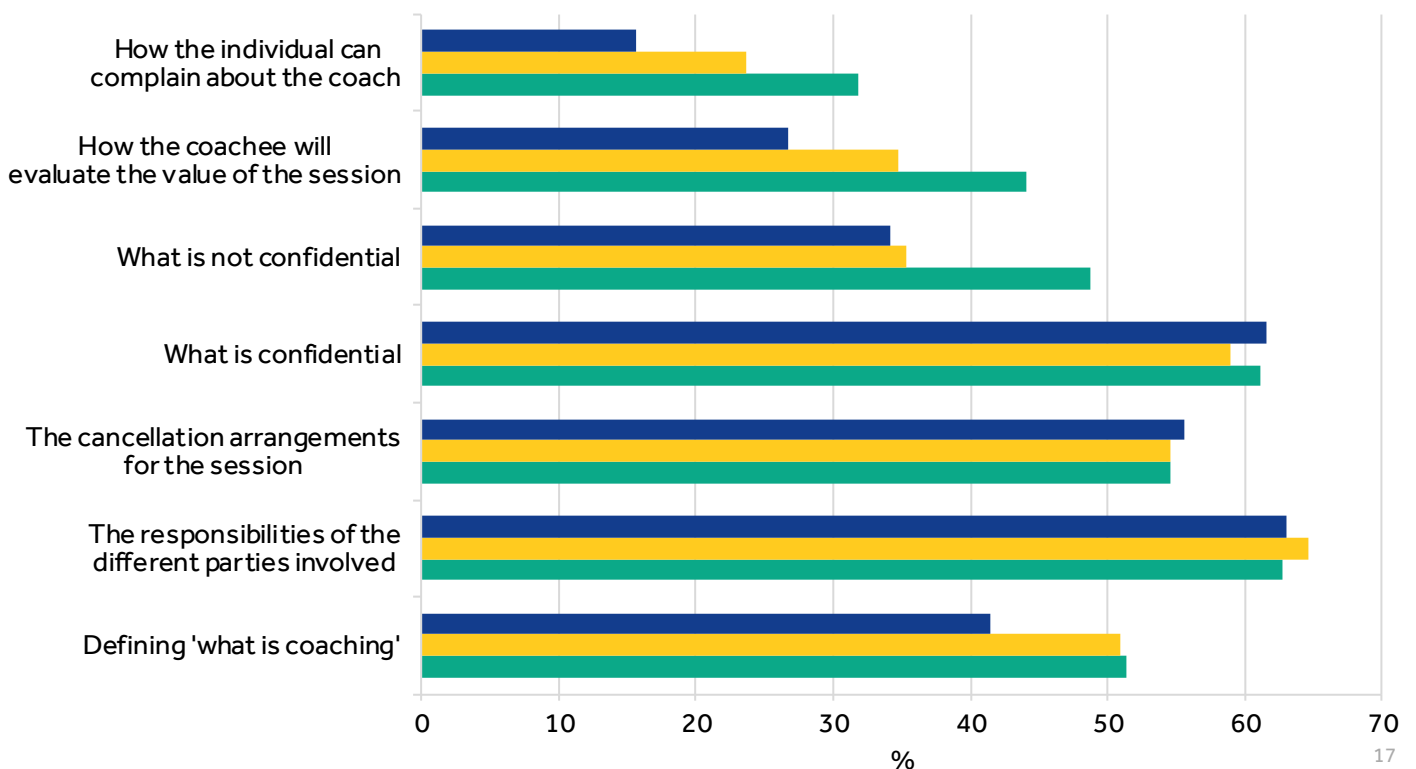
## Diagram 18: Contract clauses – Individual client agreements

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

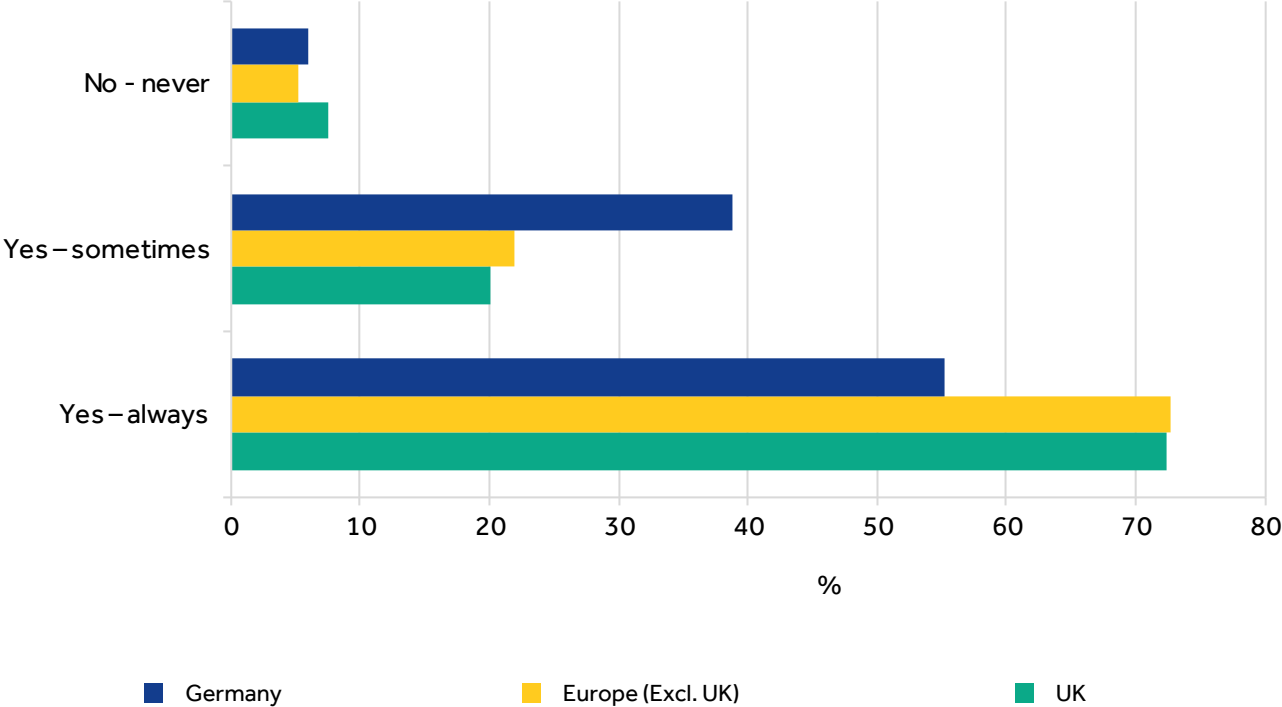
Q11.4 What aspects are explicitly included in your contract with the organisation?  
(You can select as many as are appropriate)



# Coaching ethics

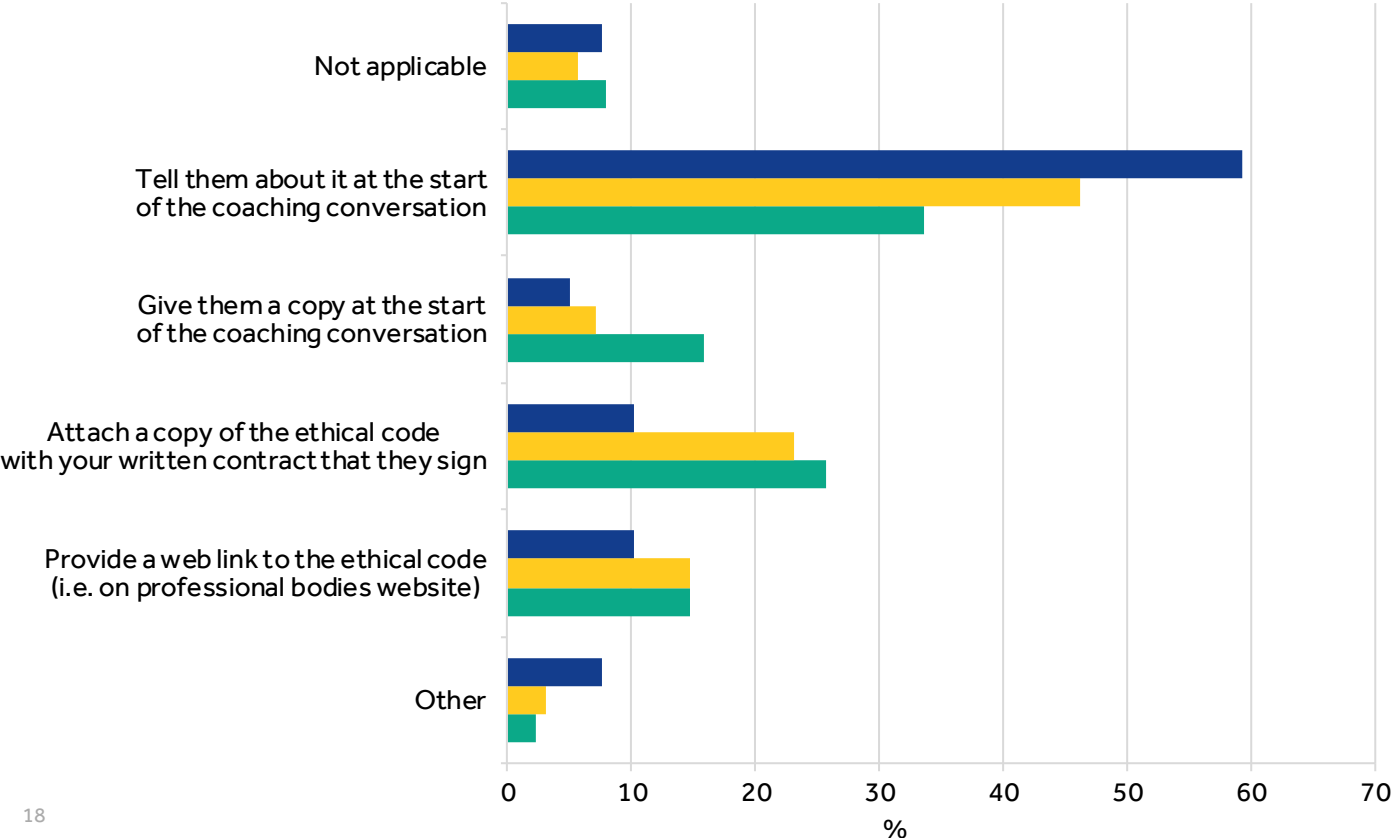
**Diagram 20: Sharing ethical codes – 1**

Q12.1 Do you share your ethical codes with individual clients?



**Diagram 21: Sharing ethical codes – 2**

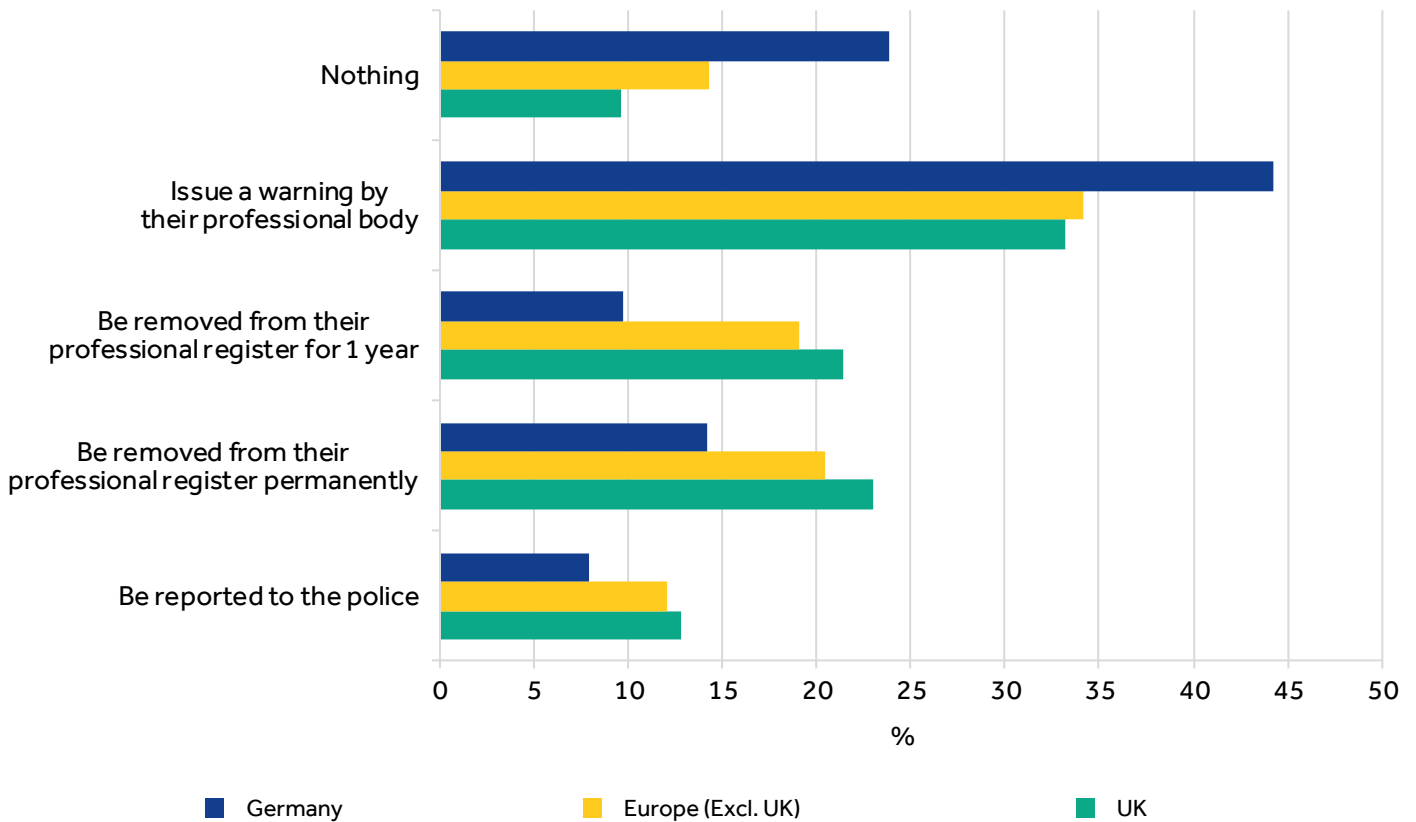
Q12.2 How do you share the ethical code with individual clients?



## 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?

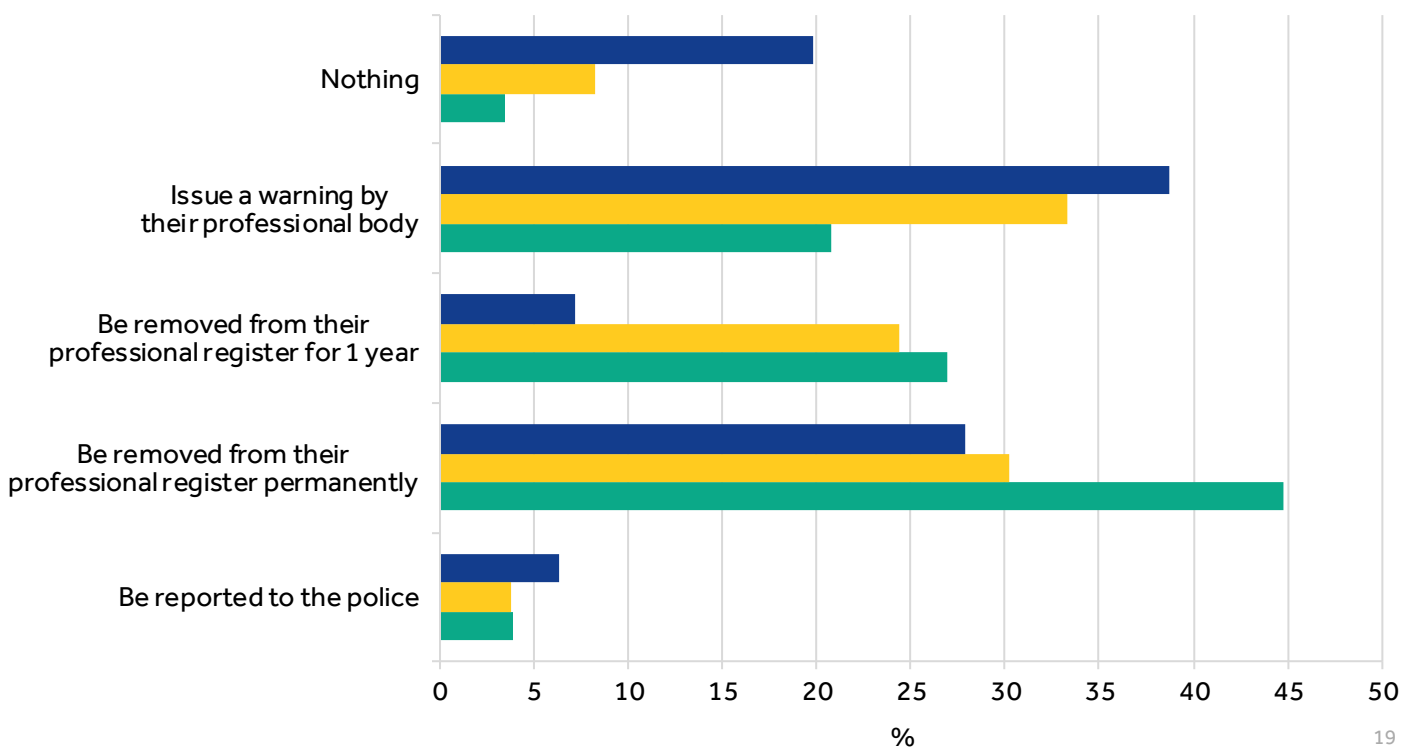
A coach pays a fee to an individual to gain a coaching contract with an organisation



## Diagram 23: Ethical dilemma 2 – Coach enters sexual relationship with client

Q13.1.2 What do you think should happen in the following scenario?

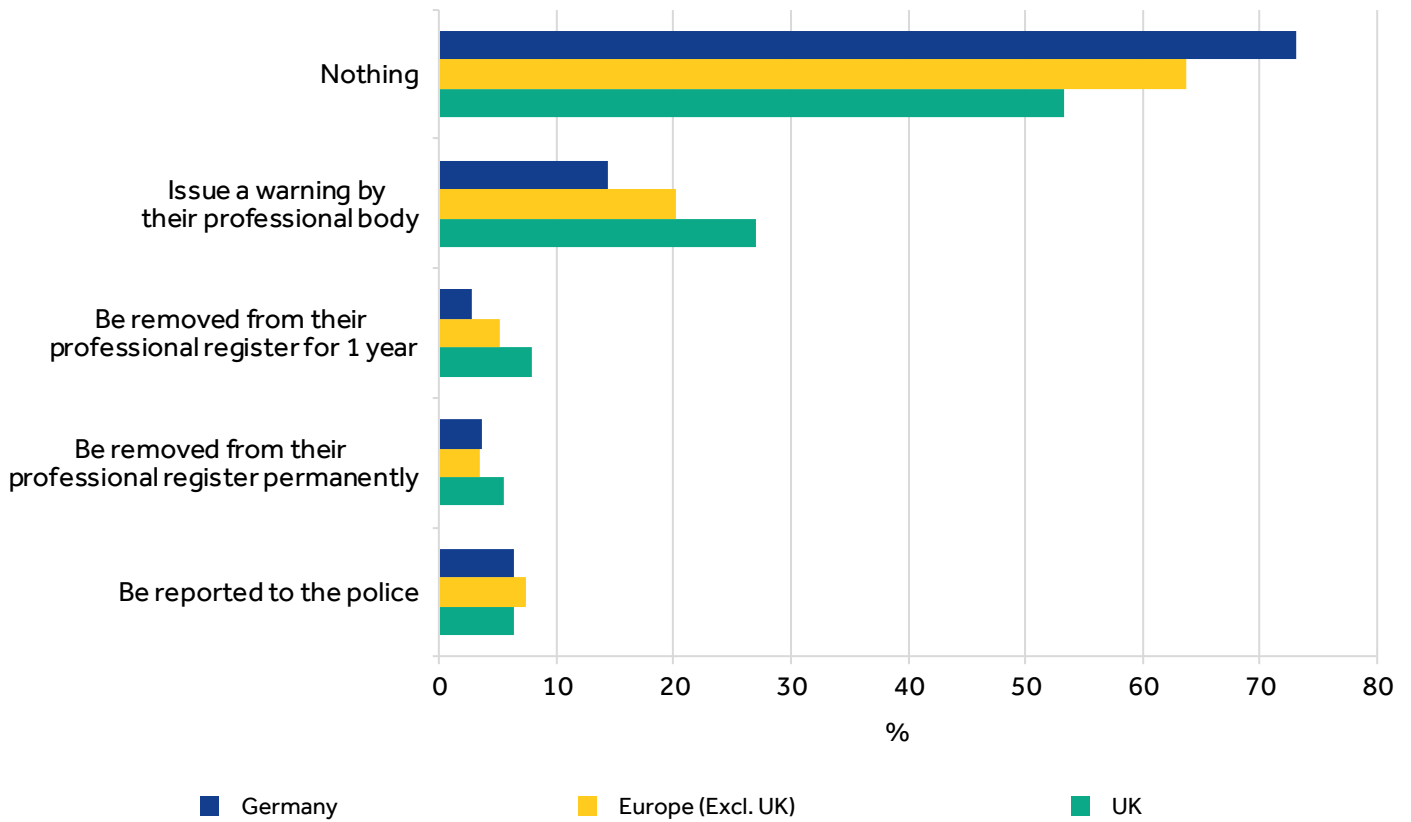
A coach enters into a sexual relationship with a client during a coaching assignment



### 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?

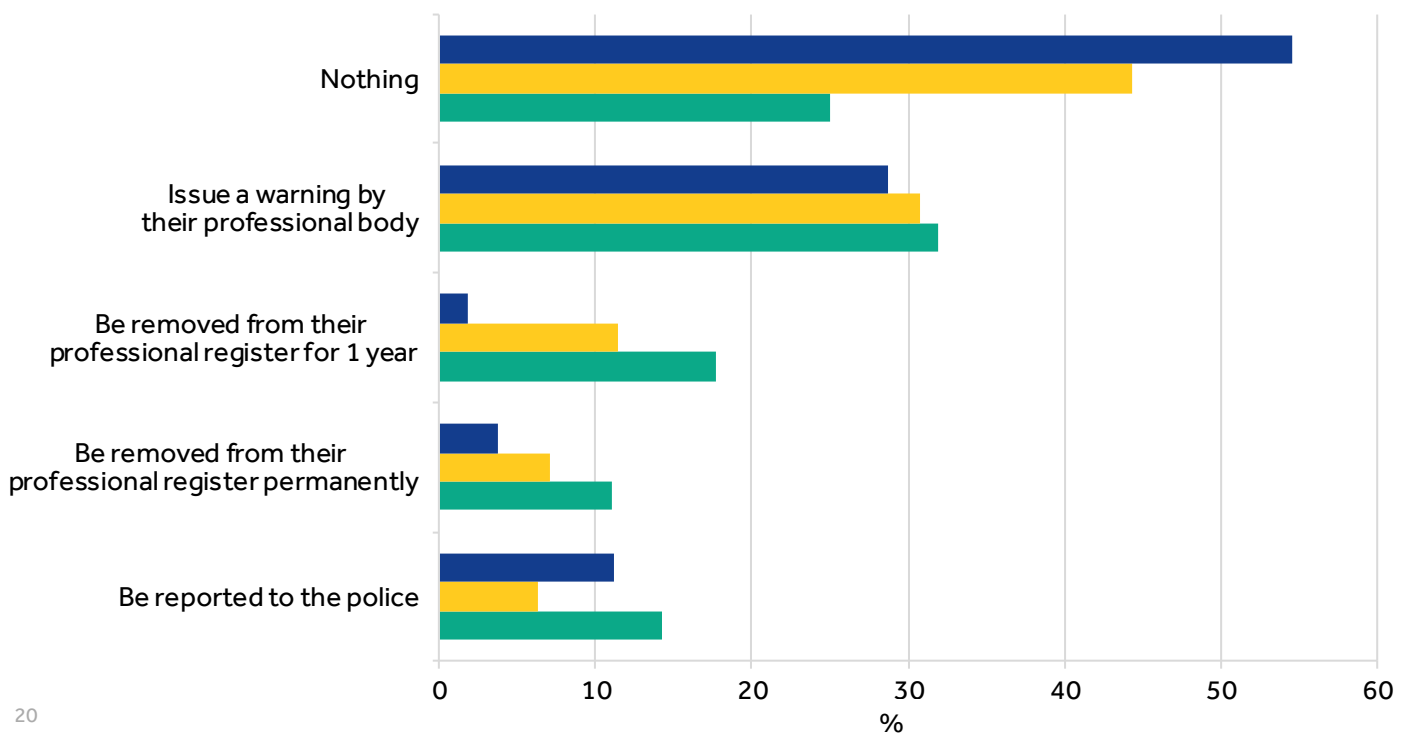
A coach fails to report to the appropriate authorities a client who is using low-level illegal drugs



### 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

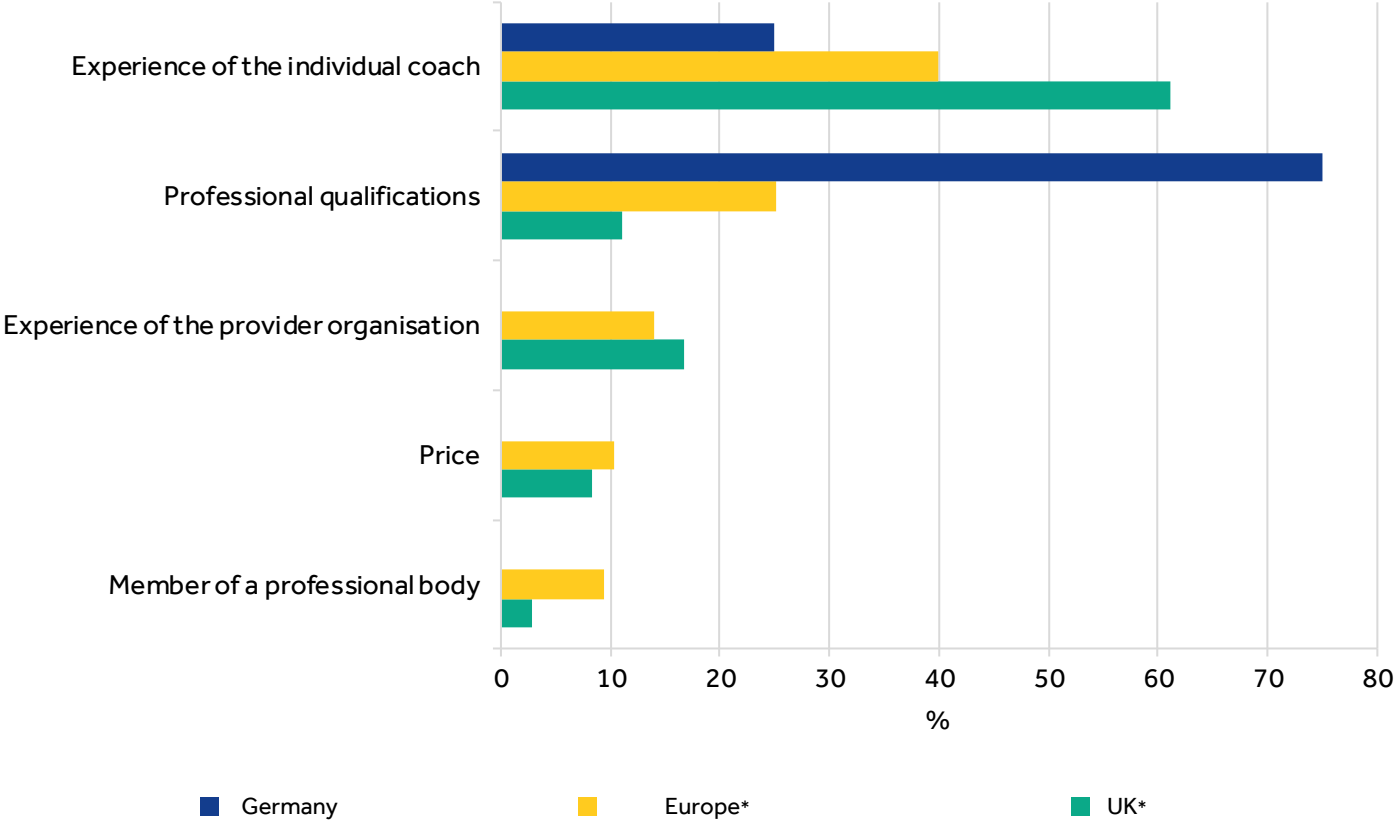




# Commissioning coaching

**Diagram 26: Criteria in coach selection**

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



\* (% of coach commissioning managers)



# Research partners

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.

## International research partners

- European Mentoring and Coaching Council International
- International Coach Federation
- Association for Coaching (Global)
- Worldwide Association of Business Coaches (WABC)

## National research partners

- Oil & Gas UK
- Chartered Institute of Professional Development (CIPD)
- British Psychological Society (BPS)
- British Association for Counselling & Psychotherapy (BACP)
- Association of Business Mentors (ABM)
- Association of Professional Executive Coaches & Supervisors (APECS)
- EMCC UK
- Association for Coaching (UK)
- EMCC Poland
- The Coaching Chamber (Poland)
- ICF Poland
- Mentors Association PROMENTOR
- International Mentoring Association
- Collegium Civitas University
- WSB Universities
- Novo Coaching
- Trainers Association MATRIK
- Norman Bennett Group
- Cognitivistic Institute Bennewicz
- Institute of Leadership & Management (ILM)
- Tischner European University
- Noble Manhattan Coaching
- Polish Coaching Association
- University of Social Sciences and Humanities, Laboratorium Psychoedukacji (SWPS)

- Irish Management Institute (IMI)
- CIPD (Channel Islands)
- Bulgarian Association for People Management (BAPM)
- ICF Bulgaria
- Croatian Coaching Association
- Croatian Psychological Association
- HR Centar
- Société Française de Coaching
- SCY (Finnish Coaching Association)
- Suomen Mentorit (Finnish Mentoring Association)
- Suomen Coaching-yhdistys
- ICF Finland
- Johdon työnohjaajat Ry
- Henry Ry
- Deutscher Bundesverband Coaching (DBVC)
- Deutsche Coaching Gesellschaft e.V. (DCG)
- ICF Greece
- ICF Hungary
- OHE National (HR Association)
- EMCC Hungary
- Associazione Italiana Coach Professionisti (AICP)
- ENI Corporate University
- SCP Italy
- Federprofessional
- Ridler & Co.
- Edinburgh Napier University
- University of South Wales (USW)
- University of East London (UEL)
- Sheffield Hallam University
- Oxford Brookes University
- American Chamber of Commerce in Kosovo
- ICF Slovak
- Slovenská Komora Psychológov

- HRComm (Association for Management and Development of Human Resources)
- 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)
- Associations of Psychologists of Andorra
- Hellenic Coaching Association (HCA)
- Coaching at Work (Magazine)

- ICF Lithuania
- 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
- ICF Chapter Ukraine

### International research partners

- |                          |                              |                              |
|--------------------------|------------------------------|------------------------------|
| • Annele Aarni-Wiklund   | • Kiril Kalev                | • Irini Nikolaidou           |
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| • Krystyna Błocka        | • Helena Kekoni              | • Gill Smith                 |
| • Frank Bressler         | • Eva Klimová                | • Paul Stokes                |
| • Zoltan Csigas          | • Katarzyna Konieczna        | • Anna Srebrna               |
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| • Joel Digirolamo        | • David Lane                 | • Reinhard Stelter           |
| • Grzegorz Dobek         | • Loanna Lordanou            | • Rafał Szewczak             |
| • Boris Dobiš            | • Lise Lewis,                | • Adina Tarry                |
| • Kerrie Dorman          | • Robert Łęzak               | • David Tee                  |
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| • Adam Gieniusz          | • Jeannette Marshall         | • Christian van Nieuwerburgh |
| • Aleksandra Glinka      | • Małgorzata Mazur           | • Peter Vaneyk               |
| • Rafał Ignasiak         | • Paul McIntee               | • Branislav Vargic           |
| • Laura Ihamuotila       | • Liz Merrick                | • David Webster              |
| • Wendy Johnson          | • Artur Michalski            | • William Wong               |



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