

1 [Content Vol.16 February 2007](#)

Editorial		p.1
Servaas van Beekum	ASCCANZ Transformation	p.1
Alex Nelson & Evelyn Crotty	Transforming Practices	p.2
Jürg Krebs	Dilemma's in Coaching	p.2
Board messages		p.4
Miscellaneous		p.5

# ASCCANZ

E - News  
Vol.16 - February  
2007

## Editorial

E-News Vol. 16 is here.

Unfortunately this issue is a few weeks late, due to the discussions in the board about ASCCANZ development and direction. **Servaas van Beekum** reports.

In the field of supervision, some of the ASCCANZ members, knows as pastoral supervisors have decided to reorganise themselves in a new form. **Alex Nelson and Evelyn Crotty** report on Transforming Practices.

There are many ethical dilemma's in coaching, mainly related to issues of power (abuse) and holding to healthy professional boundaries. **Jürg Krebs** explores some examples and options.

Training news, connections and conferences fill, as usual, the last pages.

## ASCCANZ Transformation

by Servaas van Beekum

In 2007 ASCCANZ will be in existence for five years. A good reason, the board thought, to re-evaluate our existence and look if and how we might re-adjust our association in the market we are serving (both for our members and for the customers.

We reported in the latest Newsletter (Nov. 2006) about the start of this process and how we have also taken in advise from an external consultant.

ASCCANZ members have been invited to join the discussion. In the latest board meeting, we have decided to address the members with some proposals that will be discussed in a special meeting to be held on 23 April in Waverley/Sydney.

Members will get the proposals with their renewal invoices in March. Others (E-News readers) who are interested can ask for a copy through our information channel ([info@asccanz.org](mailto:info@asccanz.org))

This is an exciting process, especially with the input of many. The board wishes to thank the members for their contributions so far and hopes that many of you will attend the live discussion on 23/4

Servaas van Beekum, president ASCCANZ

## Transforming practices

by Alex Nelson and Evelyn Crotty

With the ending of the Mercy Foundation's involvement in Supervision practice and Supervisory Training in 2006, those supervisors who had acted on the Foundation's behalf are now taking up a new way to continue their work.

Eight supervisors, members of ASCCANZ, have been meeting to discover a way to be autonomous practitioners and yet work together to continue to address the needs of their already established group of clients, and to offer their resources to other individuals and groups.

Our approach to supervision draws upon theories of Transformative Learning, so it is not surprising that **Transforming Practices** is a name that has emerged as a platform for us to stand on together. The name says something about who we are and what we do. The range of transforming practices that we are engaged in includes supervision, adult education, spiritual direction, counselling and mediation. The name also indicates that our aim is to promote and foster the transformation of each client's practice. We set out to do this through coaching, consulting and supervising.

Most of our current clients come from various pastoral practices or community work. Ministers in city and suburban settings are seeking to transform the community in which they live towards being reflective, hospitable, socially responsible and spiritually mature communities. Chaplains and professionals in mental hospitals, prisons, universities and other institutions and agencies work to support individuals and generate lifespaces that are life giving. Many of our supervisees have completed courses in Urban Ministry Formation with Evelyn Crotty through the Urban Ministry Movement which introduces them to reflective and transformative practice.

**Transforming Practices** is located on the upstairs level at 29 Oxford Street, Epping, just a few hundred metres from Epping station and bus stops. There are facilities there for seminars and for individual and peer group supervision.

Contacts are:

Eveline Crotty - 8399 2312, 0418 230 402

Alex Nelson - 9674 1216, 0430 369 945

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## The Dilemma in Coaching

by Jürg Krebs, Basel (CH)\*

What was once meant to be an instrument to support people, can almost overnight and for all sorts of reasons become an instrument of control and even power abuse. Every organisation has the right to have a return on investments and when the investment is in coaching, companies may expect a **Return on Coaching (ROC)**. The main question is how quality, effect and ROC can be ensured, without violating the principle of confidentiality.

The dynamics of this dilemma are often not acknowledged inside organizations. We will discuss here how coaching is applied and where the danger of (unconscious) power abuse in organizations exists. This is an issue in the areas of people development (often HR) and management.

### Examples

Let me start with three examples in the practice of training and coaching in profit- and non-profit organizations \*\*.

#### (1) Dismissal after coaching

The start was promising: the HR department and the manager planned training for the middle managers with the goals to promote the quality of sales and customer service in the chain store. The training had the following devastating outcome that

(to be continued on p.3)

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(continued from p.2: The Dilemma in Coaching)

3 Some members of staff who were not able to give the "right" answers to informal questions about the expected quality, were sacked. The responsible person in the HR team then resigned: this sort of personal development was too suspect for her.

### (2) Results of coaching in annual job review

The call came from the HR manager some weeks ago: "Mr. Krebs, you have recently facilitated this meeting of team XYZ. We would like to know how you experienced the team leader in this meeting?" After a moment of surprise, I reminded him of the contract made with the company, which included the principle of discretion, which would not allow me to make such declarations. The HR manager: "I understand, but we are not in a hierarchical line of communication now, this is another level".

### (3) Learning supervision for people in training

The supervisors of those in training have for some time now written a qualifying evaluation, based on a general impression from the supervision. This practice makes clear how the boundary is crossed between a training tool (the supervision) and qualifying measurements. Which image of supervision or coaching as a tool for development is implicitly taught here?

## The Chinese Model

When we are not fully conscious of what we are doing, then we enter quite quickly into the philosophy and practice of the "Chinese Model". I have named this specific practice as such, in reference to a Chinese coaching company.

I heard for the first time about this practice in exchange with *Eva Wong* from Shenzhen, director of the ICF. She manages a successful coaching company in China with about 150 professional coaches. She describes the practice, without a trace of doubt, as follows: "The contract with a company is that the coach supports the manager (always men) to reach his goals, mostly goals about output or results. When this goal is not reached within let's say 3-6 months, the coach will advise the company if the manager is still fit to keep his job".

## Blind spots or conscious information

It looks as if in many organisations the notion that development and

control are two different things is very embryonic. This next example illustrates however, a process of growing awareness.

In a governmental department a contract is used for participants in leadership training. A standard part of the evaluation of the training is a report to the manager of the trainee about the success and any limitations in the training. With this, the probability of the application of what is learned is heightened, and the wish of the organisation for added value from the training is transparent. All parties are involved in this contract from the start.

## When the coach informs the CEO

When information, or better indiscretion, flows from the coach to the higher managers or to HR, the value of coaching quickly becomes irreparably distorted. My experiences with managers in a production company are unforgettable. After a long and hard time of being stuck in the training, they told me how a previous trainer had talks with the CEO. And how after some time, people were displaced, and sacked. Not such a miracle that the training took a long time to become effective: to protect oneself and to develop oneself are incompatible.

## Ways out of the dilemma

Are there honest and transparent ways, that do not jeopardise the space for learning, and that allow the organization to have a legitimate interest in the coaching or training? What Return on Coaching (ROC) can there be?

Some ideas:

When a coach experiences increasing pressure, this often is related to unresolved questions within the organization. A pressing need for more information can actually be used as a **diagnostic variable** about the organization. It normally is not a bolt from the blue. This can help the coach to design an intervention strategy that includes this dynamic. A more in depth exchange with the company will most probably shed more light on related issues in the company, which may call for other measurements, rather than having these issues acted out in the dyad between coach and coachee.

## Reports: never about the person

After a series of coaching sessions, the coach can offer to report about trends, about cultural issues or about strengths and limits of leadership. Self evidently, this is done without naming people and without indications that can lead back to specific people. It

(to be continued on p.4)

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(continued from p.3: The Dilemma in Coaching)

4 is important as part of the report to reflect about the restrictions of the report. The views that are expressed have their boundaries, there is subjectivity, there are different perspectives.

It is my experience that this reporting is helpful for higher management as a contrast in the discussion and as an "outsider perspective". It works as an addition to the puzzle of one's own experience and positioning.

*\*Jürg W. Krebs, Dipl.-supervisor BSO / ANSE. Teacher, Supervisor and Organizational consultant in Basel (CH). He can be reached at <juerg.krebs@bluewin.ch>*

\*\*This is an abbreviated version of another article (in German though) which can be ordered via the author's email address

Translated by Servaas van Beekum from BSO Journal 3/2006

## ASCCANZ Board Members 2006-2007

Since the AGM of Fr. 2 November 2007 the ASCCANZ Board consists of the following people

Servaas van Beekum	President	Bondi NSW
Eveline Crotty	Vice-President	Redfern NSW
Allison Strasser	Secretary	Paddington NSW
Alex Fok	Treasurer	Sydney CBD NSW
Suzy Woodhouse	Trustee	Richmond VIC
Max Rosenfield	Trustee	Newport NSW
Peter Freese	Trustee	Killara NSW

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### ASCCANZ Activities 2007

Forum meetings Mon. 23 April and  
Mon. 2 July

**Evening-discussions with peers**

Prof. Development day Fr. 25 May

**Jutka Freimann about  
The use of Enneagram in Coaching and  
Supervision**

AGM and Annual Conference  
on Fr. 26 October

### Members meeting 23 April

The forum meetings of Monday 23 April (18-20 hrs) will be dedicated to have a final exchange and discussion with ASCCANZ members and those interested about the board proposals for the future of the association.

After the meeting, a social gathering as usual at the end of a forum meeting

Venue  
3 Church Street Waverley Sydney  
+612/93861488

5 **Are you looking for  
an ASCCANZ accredited  
supervisor,  
coach or consultant  
???**

**Go website!!**

[www.asccanz.org](http://www.asccanz.org)

ASCCANZ **web-member-search** is a service for both clients and members.

**For clients** it is an easy access to find an ASCCANZ accredited coach, supervisor or consultant. Example: Look for a coach in NSW and all accredited coaches in NSW will be listed with their name, suburb, email and phone. You can then contact them directly.

**For members** it is a marketing opportunity: once listed, max. 40 words about oneself can be added. This is part of the membership fee. Further information or a picture attached, will be an extra charge of \$33,- (incl. GST) per annum.

## Training news

### Coaching Training

For readers who like to travel far or who live in Europe:

A one year program for Coaching will run in **Ljubljana/Slovenia** from June 2007 - June 2008

Contact:

**Katja Sakelcek** at [coachingslo@gmail.com](mailto:coachingslo@gmail.com)

## Forum Meetings

Forum meetings are those informal, low key but challenging evenings where members and non-members meet.

They are held in **Sydney** on 23 April and 2 July 2007

There are plans to organise Forums meetings in **Perth**. Contact **Diana Phillips** [dianaphillips@westnet.com.au](mailto:dianaphillips@westnet.com.au) or call: +618/97912970

## Training news

### Transactional Analysis Group Process course

Dates: 13-15 April  
18-20 May  
31 Aug. - 2 Sept  
30 Nov. - 2 Dec

Ask for information:

**drs. Servaas van Beekum**  
[servaasvanbeekum@bigpond.com](mailto:servaasvanbeekum@bigpond.com)

This training is meant for professionals with roles in organisational settings such as coaches, managers, consultants, supervisors and HR people.

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**3rd Clinical  
Supervision Conference**  
19-20 April  
Austin Health - Melbourne

Contact:  
**dr. Daniel Nicholls**  
03/94966468 or  
[clinicalsupervision.conference2007@austin.org.au](mailto:clinicalsupervision.conference2007@austin.org.au)

## ASCCANZ

### Board meetings 07

23 April Waverley NSW  
2 July Waverley NSW  
3 September Waverley NSW  
26 November Newport NSW  
(18.00-20.00 hrs, except 23/  
4 and 2/7 from 17-18 hrs)

**Observers welcome**

Contact +612/93861488

Colofon

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