

Coachment: The path to success for small and medium-sized enterprises

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Principal Topic

From the foreword to the book, published in 2005 (ISBN 3-9810140-7-3 in German language), by Robert Dilts Santa Cruz, California: Coachment®: The path to success for small and medium-sized enterprises by Johann Garnitschnig and Steffen Schwarz is a wonderfully clear and well written description of the key steps companies need to take in order to prosper. The essence of the book, and its key point of brilliance, is the placement of coaching within the context of strategic management-thus the notion of "coachment."

Strategic management is the process of defining and reaching goals. Coaching is the process of enhancing the performance capacity necessary to reach strategic objectives. Just like a sports team, a company needs to have a good strategic understanding of their "game plan" and then secure the coaching necessary to help the team perform effectively in order to implement that plan. The authors provide a wise and practical road map for bringing these two critical success factors together in a manner that is easy to read and easy to follow.

Through their COACHMENT 3 x 7 Model the authors guide readers through the steps of analyzing their present situation, analyzing their goals, considering their long term planning horizon and then navigating the path to a successful future through the 7 step COACHMENT process. This process involves having a clear idea of where you are now and at the same time understanding and maintaining the positive legacy of your company. It also involves viewing your goals in the context of your longer term vision, exploring alternatives and selecting the best path to your future, and then determining what measures can give you the best feedback with respect to your progress.

It is particularly rewarding and impressive to see how effectively the authors make use of my notion of logical levels of change. A key part of the COACHMENT process involves considering each step from several key levels including environment, behaviors, capabilities, beliefs and values, identity, purpose and vision.

The result is a comprehensive and solid approach to creating a thriving business. This book should be considered an essential travel guide for anyone who desires to build a successful and sustainable company.

Methodology/Key Propositions

Studies and literature on strategic management and coaching have been reviewed. A new model, which combines both disciplines of strategic management, aiming mainly on organisations and coaching, aiming mainly on individuals, has been developed and tested with appr. 100 entrepreneurs so far. The Coachment® model is shown in the following picture: (technically not possible, I have send the word document also to mgillin@swin.edu.au)

Results and Implications

The model helps entrepreneurs in developing and reviewing their strategic planning system. Apart from appr. 100 entrepreneurs the model has also been tested in some larger companies such as Lucent Technologies, where references can be given. Until the AGSE International Entrepreneurship RESEARCH Exchange in February 2007 results of appr. 200 entrepreneurs can be given.

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