

Pumping Human Resources Model Coach: A Model for Coaching Process

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Abstract. Coaching is a partner of development in which a coach supports a learner in achieving a specific personal or professional goal by training and counselling. Pumping HR Model is one of the HR development models based on the iceberg theory, which is divided into the areas of the unconscious (unconscious region), pre-conscious (pre-conscious region) and conscious (conscious region). Pumping HR Model places the unconscious as a function of the heart, the pre-conscious as a function of the brain and conscious as a sensory function of human resources (HR). In practice, Pumping HR Model touches on 3 basic components of human resource development, namely character development, competency development and behaviour development. This research goal is the purpose of this study is to prove that the Pumping HR model can be used as a model in the coaching process. The method used is Integrating theory. The results of this research: Pumping HRM Coach has 3 main touches, 17 competencies and 9 steps coaching process. The most suitable name for a coaching approach in developing human resources is Pumping HRM Coach.

Keywords: *Human resources, coaching process, pumping.*

1. INTRODUCTION

Coaching is a method of developing human resources, which is now starting to emerge as a model that supports and increases motivation, productivity, and competence. The better the process of employee coaching, the work motivation and employee performance will increase [1]. The results also show that the Individual Coaching Program with certain methods can improve the mastery of coaching competencies at the Head of Personnel Subdivision of PDAM Tirta Bumi Serasi Semarang Regency [2]. When coaching opportunities arise on-the-job, the coaching manager uses facilitation skills (effective questioning, active listening, giving feedback, motivating and reflecting) to engage the employee in the problem solving process [3].

Training, counselling and coaching activities practically determine HR development in the professional and educational world. The HR development includes elements of training, planning, coaching, guidance, organizational development, management, and performance appraisal. Career planning, organizational development, management and performance related to the processes of counselling, coaching and assessment [8]. Training, coaching, counselling and assessment are important parts of human resource management tools and practices, which help and assist individuals, management and organizations in order to achieve good quality human resources in the learning process. The coaching is a continuous process involving important elements of the program, participants and mentors [9]. This continuous process will take place as a way of learning through the

proven HR development model, the Pumping HR model [4].

The coaching is a method of unlocking one's potential to maximize performance [10]. Coaching is a form of development in which an experienced person, called a coach, supports a learner or client in achieving a specific personal or professional goal by providing training and guidance [11]. Coaching is as an activity that helps individuals or organizations to achieve optimal performance, overcome obstacles and obstacles to growth to achieve specific goals and challenges as a means of fulfilment, personal and professional development, balance life and work [12].

1.1. ICF Model

Coaching in the view of ICF (International Coaching Federation), is a form of partnership with clients (*Coachee*) to maximize their personal and professional potential with processes that stimulate and explore creative thoughts and processes. Coaching in the ICF (International Coaching Federation) consists of 11 (eleven) competencies that must be possessed by a coach where parents as effective coaches have 4 (four) competencies out of the 11 competencies [13].

The four competencies are (1) building ethics and agreement, namely discussing the good deeds and bad deeds of humans to the extent that can be understood by the human mind such as moral principles and behavioral guidelines (2) enhancing relationships and beliefs namely discussing good deeds and bad deeds of humans to the extent which can be understood by the human mind such as moral principles and guidelines for behavior. (3) Effective communication includes active listening knowledge, verbal and non-verbal communication, listening to emotions and feelings, non-judgmental, empowering questions and direct communication and (4) facilitating learning processes and results by building children's awareness, supporting children in make an action plan, assist the child in making his plans in achieving his goals and monitor progress and maintain the accountability and commitment of the child.

Whereas the 11 competencies in the ICF model are (1) Ethical Guidelines. A coach must be able to act in ethical guidelines, (2) Coaching Agreement. A coach must be able to make and understand agreements in coaching, (3) Trust & Intimacy. A coach must be able to build trust and a comfortable atmosphere, (4) Coaching Presence. A coach must be able to fully attend and build relationships with the *coachee*, (5) Active Learning. A coach must be able to understand what the *coachee* is saying. The coach must be able to hear what the *coachee*'s goals are. Good listening will help coaches in asking questions, (6) Powerful Questioning. A coach must be able to ask relevant questions, be able to invite

the *coachee* to do self-reflection and foster awareness, (7) Direct Communication. A coach must be able to communicate effectively, directly and openly, (8) Creating Awareness. A coach must be able to integrate all information obtained during the coaching session to help the *coachee* find awareness, (9) Develop an Action Plan. A coach must be able to encourage the *coachee* to develop an action plan, (10) Planning and Goal Setting. A coach must have the ability to help *coachee* make plans to reach goals, and (11) Managing Progress & Accountability. A coach must be able to manage the progress and accountability of the *coachee*. Give responsibility to the *coachee* to implement corrective measures [14].

A coach must have basic knowledge, namely: (a) Important knowledge and expertise in psychology, and (b) Important knowledge and expertise in business, (c) Other knowledge needed by a Coach. Important knowledge and expertise in psychology are (1) Essential knowledge and expertise in psychology, (2) individual assessment, (3) individual differences, (4) adult learning, (5) organizational behaviour, (6) change management, (7) organizational systems theory, (8) leadership, (9) interpersonal and group dynamics, (10) motivation, (11) organizational development [15]. This program can be run by someone who has coaching skills. The high level of competency possessed by a coach certainly greatly influences the success of this program. In the end this research will produce a learning model that is career coaching [5].

1.2. Pumping HR Model

Pumping Model is a learning concept that is used in training and HR development programs as a learning approach model. The pumping model is an intellectual work of the author that has been tested on training programs for 10 years since 2004. The pumping model has received intellectual property rights (HAKI) from Kemenkumham with No Haki: IDM000427876, August 15, 2011. Framework, structure, and the components of the concept of learning pumping models are as shown in Figure 1.

The Pumping HR Model Framework is formed in 3 main foundations namely pumping principle, Pumping Competency and Pumping Action [4], which are sourced from existing theoretical approaches and scientifically tested, namely: (1) using a good tree parable consisting of roots, stems and fruit/leaves [16], (2) relying on the principles of the milky way model (solar system) consisting of the center of the orbit, the orbital point and orbit line [17], (3) relies on Iceberg's theory that shows 3 human realms, namely the unconscious, conscious and conscious [18], (4) relies on modern theories of human grace, namely the senses, intuition, and heart [19].

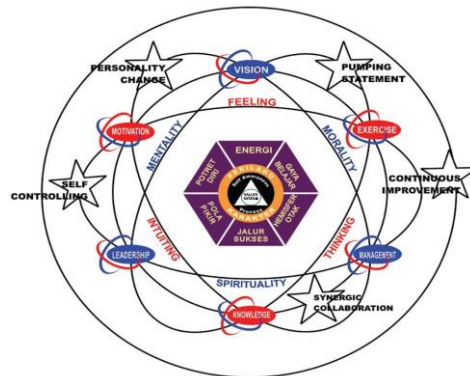


Figure 1. Learning Approach Based Pumping HR Model [4]

Research result, important conclusions related to the concept of learning Pumping HR models, namely: (1) Pumping HR Model-Based HR development training program is an effective training program, beneficial, and has an impact on the performance of training alumni, (2) Pumping HR based training program has increased motivation and professional work behaviour of participants through strengthening beliefs (principle) at work, the growth of competencies in successful behaviour (competency) in the profession that is being carried out, and the activation of encouragement for successful actions (actions) in daily work through sensory activities, brain and heart, (3) a training program based on the Pumping HR Model is felt very big benefits, both for yourself, work, family and life in general [20]. The most felt benefits are in terms of the ability to understand colleagues, work motivation, work behaviour and performance improvement in daily work, (4) 77% of the Pumping HR-based training model is fun, which has a positive impact on employee work productivity, (5) There are three important influences from the Training on HR Development based on Pumping HR Model, namely (a) of 82.4% influencing self-confidence and work (Pumping Principle), (b) of 78.8% influencing the strengthening of soft skills (Pumping Competency), (c) of 81.8% influence the development of attitudes, behavior and mentality at work (Pumping Action) [4].

The Pumping Principle in the parable of the tree is the root of a good tree. In the parable of the Milky Way is the center of the orbit of the solar system. In the Iceberg theory concept is an unconscious realm (the invisible iceberg) [4]. In the concept of human intelligence, pumping principle is a function of the human heart. Pumping principle has four main variables, namely (1) Belief System, (2) Awareness, (3) values, (4) Personality, as shown in Figure 2. Personality is a combination of behavior with character. The behavior consists of (1) energy, (2) Self-portrait and (3) learning styles. While the characters consist of (1) the path of success, (2) mindset, and (3) brain hemispheres.

Pumping competency in the concept of a good tree [17] is a pillar/stem of human success. In the parable of the milky way are the orbital points of the solar system. In Iceberg's theory, pumping competency is a pre-conscious region (the middle region of the iceberg that sometimes seems to sometimes sink). In the concept of human intelligence, pumping competency is a function of the brain/human mind. There are 6 main components/variables of pumping competency.

The six important components of pumping competency are (1) vision, (2) motivation, (3) leadership, (4) knowledge, (5) management, and (6) practice/exercise [4]. To support the six components in daily practice, it requires 2 pumping components, with 6 main variables, namely (a) Personal mastery support, namely (1) mentality, (2) morality, (3) spirituality, and (b) Profession mastery support, namely (4) feeling, (5) intuition, and (6) thinking. Pumping action (pumping do it) in the concept of a good tree is part of the fruit and leaves. In the parable of the Milky Way is the orbit of the solar system. In Iceberg's theory, pumping action is a conscious region (the upper region of the iceberg visible). In the concept of human intelligence, pumping action is a function of the human senses. There are 5 main components/variables of pumping action.

The five important components of pumping action are (1) Statement, (2) Personality Change, (3) Self Controlling, (4) Synergic-Collaboration, and (5) Continuous Improvement.

1.3. Meta Coach Model

In the meta coach model, coaching is a process of glorifying human beings with all their strengths; thought, taste and behavior. Coaching is a process of building and facilitating creativity [21]. Coach and *Coachee* together create an atmosphere and unlimited brainstorming. The coach facilitates the *coachee* to always extend the limits (extending and expanding the limits) so that the *coachee* feels new experiences about how they see life, work, performance, process,

leadership management and contribution more creatively.

In view of the Meta-Coach model, coaching is a conversation. Coaching is about facilitating someone or yourself through questions, giving feedback and using help to facilitate someone who questions the process or structure of how to increase the power of our brain to improve our performance [21]. Meta coaching has 7 core coaching skills. These core-coaching skills are: (1) Listening, (2) Supporting, (3) Questioning, (4) Meta-Questioning, (5) Inducing States, (6) Giving Feedback, (7) Receiving Feedback [22]. So that a coach is able to listen actively and effectively needed; (1) the ability of the senses to see and detect someone's state, (2) the understanding of the representation system needed to detect, recognize and record the sensory representations and the meta-representational system that a person uses in understanding something he faces, (3) knowledge wins eye signals (Eye Accessing Cues) and sharpness see how someone processes information, the following states that occur, and (4) knowledge understands the predicate used to detect the type of language patterns that someone uses [21].

The meta coach has 7 meta-models which are the framework of the art of communication and coaching, namely: (1) NLP Communication model, (2) The Meta-States model, (3) The Axes of Change model, (4) The Benchmarking model, (5) The Matrix model, (6) Self-

Actualization models, and (7) The Matrix Business Plan [23]. Meta-Coaching, a goal-focused method that is based explicitly on cognitive-behavioral psychology was chosen because of a standard, specific list of benchmarks [24]. Indicators of competency behavior are routinely used to observe, assess and state the coach's readiness for the coaching process [23]. The validity of assessing Meta-Coaching competencies using a comparison score sheet has been documented previously [24].

Coaching becomes an important tool in the process of developing one's personality and professionalism. The objective of each Coaching session is to increase self-awareness, build an independent learning process, increase self-effectiveness, build influence and self-confidence, and build resilience and wisdom [5]. Organizations with a strong coaching culture in place, benefit from increased engagement among employees and stronger business performance [6]. The effectiveness of this coaching process can be achieved if it is influenced by several things, including the common understanding of the coach and *coachee* regarding coaching, the awareness to do coaching, the level of coaching competency owned by a coach, and the initiative of the *coachee* in the coaching process [7]. This paper will answer the following scientific questions: What is the core strength of the Pumping HRM Model method.

2. METHOD

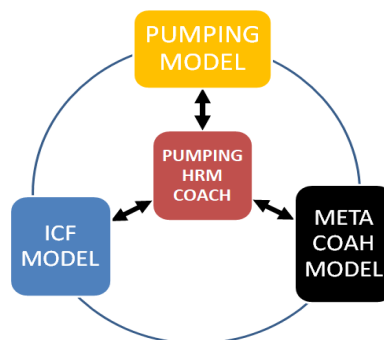


Figure 2. Model Integrated Pumping HRM Coach

This research uses the Integrating Theory approach, as shown in Figure 2. Integrated theories are theories that combine the concepts and central propositions from two or more prior existing theories into a new single set of integrated concepts and propositions. Integration can take several forms. Conceptual integration involves an absorption strategy, arguing that concepts from one theory have the same meaning as concepts from another theory and combining them into a common language and set of concepts. Propositional integration involves combining or linking propositions from one or more

theories into a single, unified and consistent set of propositions [25]. There are 3 main factors that determine the success of this approach, is (1) two theories can speak to the same phenomenon but from different perspectives (i.e., same dependent variable but different explanatory variables). (2) two seemingly disparate streams of research can be shown to actually not be so disparate after all (e.g., they may share implicit assumptions or some other nonobvious link). (3) two theories may primarily address different phenomena, but applying one theory to the domain of the other can

generate new insights. Finally, two theories may address related phenomena but draw on a related or common set of explanatory factors [26].

3. RESULTS AND DISCUSSION

Pumping HRM Coach is a learning concept and a coaching process approach that is sourced from the principles, competencies and successful actions of the Pumping Model. Pumping HRM Coach has 3 touches of

coaching, 17 basic competencies sourced from 4 basic principles (Pumping Principle), 6 basic competencies (Pumping Competency), and 5 steps of action (Pumping Action), as well as 2 supporting components (Pumping Supporting), and 9 coaching process steps. 3 touches of coaching are sourced from 3 areas of concern for pumping models in the development of HR for success, namely: the unconscious area, the pre-conscious area and the area of awareness.

3.1. Three Touch Pumping HRM Coach.

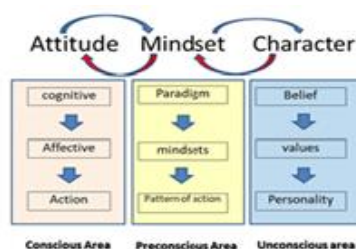


Figure 3. Touches of Coaching Pumping HRM

The 3 touch Pumping HRM Coach is as shown in Figure 3. The first touch is character through strengthening Belief, Values and Personality. This touch is in the unconscious (unconscious) area, the second touch is the mindset through changes in perspective, mindset and action patterns. This touch is in the preconscious region. The third touch is attitude, namely through cognitive, affective and action.

The strength of a coach's character is very important. Belief, having important values and personality are the basic strengths of a coach. Mindset is the second touch that gives a coach strength in building vision. Three important things that support are paradigms, mindset and action patterns of a coach. The third touch is attitude. The strength of attitude includes cognitive, affective and the actions of a coach.

3.2. 17 Competency Pumping HRM Coach.

The 17 competencies of Pumping HRM Coach can be explained as follows:

(A) **Core Competency**, namely (1) The coach must have the competence to strengthen his belief that the coaching process will succeed because he has good intentions and the *coachee* will be willing to work together, have trust and a bright future, (2) a coach must have full awareness of his profession as a coach. The coach's awareness process is to realize wholeheartedly that coaching is a process and endeavor and preaching for the good of others, by striving to be self and making God the source of human change in goodness, (3) The coach must have

the competence to produce and understand the values of goodness and always able to appear happy, (4) Coach must have competence in understanding the personality of themselves and the trainees, as well as making the personality a backrest against the *coachee* in the coaching process that is conducted.

(B) **Personal Mastery**, namely (5) a coach must have competence to build and understand a clear vision of himself and a *coachee*, (6) Coach must have the ability to manage themselves in the leadership circle and follow the mindset, attitude and actions of a *Coachee* (Leadership-Followership Circle), (7), Coach must have the ability to manage his emotions (Self-Management), (8) Coach must have the ability to maintain mental-moral stability and spiritual values in the coaching process.

(C) **Profession Mastery**, namely (9) The coach must have extensive knowledge (knowledge Power) about coaching both the professional and personal coaches themselves, (10) A Coach must have the ability to present and maintain the rhythm of self, team and *coachee* motivation, (11) The coach must continue hone skills both through the process of practice (exercise) and experience, (12) a coach has the ability to understand and practice preference feelings (F), thinking (T) and intuition (N). (D) **Skill for Coaching**, namely (13) a coach is able to evoke the behavior of coaches to be ready to achieve success with real actions, (14) The coach is able to make changes to the personality (personality) themselves and the *coachees*, (15) Coach has the ability to control themselves (patience and sincerity)

face the knowledge, attitude and behavior of the *coachees*, (16) A coach has the ability to build synergy, and cooperation with the *coachees*, and (17) The coach must be able to develop the principle of continuous learning.

3.3. 9 Steps of Pumping HRM Coach

Pumping HRM Coach practices can be done through 9 main steps, namely (1) Pre-Coaching, (2) Personal Approach, (3) Coaching Agreement, (4) Active Coaching, (5) Effective Questioning, (6) Creating Awareness, (7) Planning & Goal Setting, (8) Commitment & Trust, and (9) Improvement of Approach.

Pre-coaching is the first step in the coaching process. This first step discusses the trainer to consider mapping the trainer's personality through tests and personality analysis. Personal approach is a step to build trust and closeness with a coach. In the third step, a coaching agreement is carried out. It is a step for the comfort and preservation of a coach's secret and relieve anxiety when having any kind of talk, including about his own boss. The fourth step is the initial step of the coaching process that requires a coach to actively communicate. Step five largely determines the quality of the coaching process. A coach must be able to ask questions effectively according to the condition of the *coachee*, without causing a *coachee's* anxiety. In step six a coach must be able to build awareness of what happens to a *coachee*. The next step a coach must be able to lead the *coachee* to plan and make goals, build commitment and trust and always make improvements to themselves, the profession and the life they lead.

4. CONCLUSION

Pumping HRM Coach can be one of the human resource development models with a coaching approach. Pumping HRM Coach has 3 main touches, 17 competencies and 9 steps coaching process.

The 3 touch Pumping HRM Coach is character, mindset and attitude. 17 competencies are categorized in 4 competencies, namely the basic competencies, personal mastery, profession mastery, and the technical skills of a coach. The 9 steps of the coaching process are (1) Pre-Coaching, (2) Personal Approach, (3) Coaching Agreement, (4) Active Coaching, (5) Effective Questioning, (6) Creating Awareness, (7) Planning & Goal Setting, (8) Commitment & Trust, and (9) Improvement of Approach.

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