



## Coaching Report

April 2016

### Directors' Corner

Whether working in the areas of health, education, or executive coaching, we are committed to enhancing people's wellbeing. In the work context, wellbeing is very much tied to whether people find their work engaging and fulfilling. Yet, at what point might engagement shift into its opposite - burnout - as external pressure and expectations increase? What if supports are not adequate to sustain well-being under high demands? The resources we highlight this month explore these relationships between well-being, work engagement, social relationships - and where coaches can engage.

Our upcoming April Webinar highlights research supported by the IOC Harnisch grants. Gordon Spence and Christopher Niemiec will present their project: [Coaching for employee engagement: Using self-determination theory to predict turnover intentions and wellbeing](#). This is a wonderful example of a study which coherently brings together theory, empirical research and theory-based coaching and illustrates its impact on wellbeing.

A related resource is the article by Gabriel, Moran, & Gregory (2014). [How can humanistic coaching affect employee well-being and performance? An application of self-determination theory \(SDT\)](#). This article explains many of the core concepts of SDT, and argues for integration of SDT and humanistic frameworks in coaching (which also emphasize respectful, trusting and safe relationships). Thus it connects to and further clarifies the issues which will be brought up at the webinar.

Supportive interactions between coach and coachee certainly take place within the dynamics of larger networks – family,

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- RESEARCH:**

*How can humanistic coaching affect employee well-being and performance? An application of self-determination theory.*

- BOOK:**

*An Everyone Culture: Becoming a Deliberately Developmental Organization*

- WEBINARS:**

**April 8<sup>th</sup> 2:00-3:15 p.m. ET**  
**Coaching as a Force for Good**

*Best-selling Author, Dan Goleman, PhD*

**April 26<sup>th</sup> 7:00-8:15 p.m. ET**  
**Using self-determination theory to predict turnover intentions and wellbeing**  
*Gordon Spence, Sydney Business School, University of Wollongong and*

organizations, social structures. These can be sources of social support or could present barriers to growth and development – and thus need to be part of the conversation. We include a description of the new book by Kegan, Lahey, Miller, Fleming and Helsing [An Everyone Culture: Becoming a Deliberately Developmental Organization \(2016\)](#). The book reflects on how the organization as a whole can be contexts for the development and fulfillment of all members, if they are seen as trustworthy and safe places.



Irina Todorova, PhD, Director of Research  
Institute of Coaching

## Research You Want to Know

### [How can humanistic coaching affect employee well-being and performance? An application of self-determination theory.](#)

Gabriel, A. S., Moran, C. M., & Gregory, J. B. (2014). *Coaching: An International Journal of Theory, Research and Practice*, 7(1), 56-73. (Full text available to members).

While the benefits of coaching are continuously being illustrated, this article argues that what can be further developed is the theoretical foundation of coaching. To advance this aim, the authors reflect on how self-determination theory (SDT), integrated with a humanistic framework, can contribute both to our understanding of the psychology of coaching, as well as to guiding theory-based coaching practice.

*Self-determination theory* illuminates the types of motivation which propel people to act, such as motivation that comes from the self as well as motivation that is stimulated by external authorities and expectations. It also proposes that all people have basic psychological needs which they aim to satisfy – specifically autonomy, competence and relatedness – as they strive toward their goals. The more internally motivated for the activity or goal,

*Christopher Niemiec,  
University of Rochester, NY*

**May 24<sup>th</sup> 6:00-7:15 p.m. ET**  
**A Leader Identity Approach  
to Leadership**

*Suzy Skinner*

**June 30<sup>th</sup> 2:00-3:15 p.m. ET**  
**Emotionally Intelligent  
Coaching: From Theory to  
Practice**

*Marc A. Brackett, Director,  
Yale Center for Emotional  
Intelligence*

## **HARNISCH GRANTS:**

Next Grant Deadline: May 1st

**Special thanks to our  
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for supporting the Institute of  
Coaching**

the more people are engaged and satisfied with what they are doing and have higher well-being. Alternatively, if motivation is mainly external or needs are not being satisfied, people can become burnt out and disengaged.

The *humanistic framework* is in tune with these ideas. It further emphasizes human growth, development, fulfillment and importantly; the centrality of trusting and respectful relationships, very relevant to the coach-coachee relationship. This relationship is seen as horizontal and the coaching as non-directive. This is also true for the way that goals are set and carried out; the coachee takes ownership of identifying and proceeding toward the goals, while the coach only facilitates the process.

An integration of ideas from SDT and from humanistic (person-centered) approaches can be a foundation for theory-based coaching practice, which supports the capacity for growth and the satisfaction of psychological needs. Coaches can practice in ways that address the whole person on the basis of trusting, non-judgmental and non-directive relationship. The way the coach interacts can support autonomy, competence and relatedness – i.e. the practice of *needs-supportive coaching* can facilitate growth and wellbeing. The paper also acknowledges the importance of relationships within the larger systems and networks in which people are embedded and how coaching from a SDT perspective takes these into consideration.

**Other** useful resources for diving further into the ideas of self-determination theory, engagement and wellbeing in the workplace can be: [The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory](#), (2014) chapters in which elaborate on the theory and concepts, and others discuss how they can inform practices. Another webinar from our resource bank is from February 2015 - focused on how self-determination theory can be a base for coaching practice: [Coaching Science in Motion: Translating Self-Determination Theory into Coaching Practice](#) with Margaret Moore, Jeff Hull, and Richard Ryan.

## **Book Important for Coaches**

### [An Everyone Culture: Becoming a Deliberately Developmental Organization \(2016\)](#)

by Robert Kegan, Lisa Laskow Lahey, Matthew L. Miller, Andy Fleming, Deborah Helsing

This team of authors at the Harvard Graduate School of Education

has for many years been providing insights into individual and organizational development, highly resonant with coaching practice. Their very recent book is based on three detailed organizational cases, identified as “deliberately developmental organizations” and describes their work environment, relationships and how they motivate employee engagement. These organizations create “a culture in which people could see their mistakes not as vulnerabilities but as prime opportunities for growth”.

Robert Kegan will also be presenting a key note lecture at the 2016 [Coaching in Leadership and Healthcare Conference](#) entitled *Toward Deliberately Developmental Organizations*.

**Description** from Harvard Business Review Press

*A Radical New Model for Unleashing Your Company's Potential.* In most organizations nearly everyone is doing a second job no one is paying them for--namely, covering their weaknesses, trying to look their best, and managing other people's impressions of them. There may be no greater waste of a company's resources. The ultimate cost: neither the organization nor its people are able to realize their full potential. What if a company did everything in its power to create a culture in which everyone - not just select "high potentials"--could overcome their own internal barriers to change and use errors and vulnerabilities as prime opportunities for personal and company growth? Robert Kegan and Lisa Lahey (and their collaborators) have found and studied such companies - Deliberately Developmental Organizations. A DDO is organized around the simple but radical conviction that organizations will best prosper when they are more deeply aligned with people's strongest motive, which is to grow. This means going beyond consigning "people development" to high-potential programs, executive coaching, or once-a-year off-sites. It means fashioning an organizational culture in which support of people's development is woven into the daily fabric of working life and the company's regular operations, daily routines, and conversations. "An Everyone Culture" dives deep into the worlds of three leading companies that embody this breakthrough approach. It reveals the design principles, concrete practices, and underlying science at the heart of DDOs--from their disciplined approach to giving feedback, to how they use meetings, to the distinctive way that managers and leaders define their roles. The authors then show readers how to build this developmental culture in their own organizations. This book demonstrates a whole new way of being at work. It suggests that the culture you create is your strategy--and that the key to success is developing everyone.

## Offerings for members of the Institute of Coaching

Not a member? Join us! Our member-donor association is designed to be your bridge from scientific research to best practices in leadership, health / wellness, and personal coaching.

[Learn more about IOC membership levels](#)

### Live Webinars for IOC members:

[Coaching as a Force for Good](#) with Best-selling Author, Dan Goleman, PhD

**Date: April 8<sup>th</sup>, 2016**

**Time: 2:00-3:15 p.m. EST**

In this one-time special offering from the Institute of Coaching, Dan Goleman will share what he's learned on his personal journey with the Dalai Lama, the basis of his new best seller:

**"A Force for Good: The Dalai Lama's Vision for Our World."**

Together we'll explore how to translate this wisdom into our personal and professional lives.

For more than half a century, in such books as *The Art of Happiness* and *The Dalai Lama's Little Book of Inner Peace*, the Dalai Lama has guided us along the path to compassion and taught us how to improve our inner lives. In *A Force for Good*, with the help of his longtime friend Daniel Goleman, the *New York Times* bestselling author of *Emotional Intelligence*, the Dalai Lama explains how to turn our compassionate energy outward to transform the world.

As he integrates his work and the wisdom of the Dalai Lama, Dan will look at three practical applications of this work that we can use in our work:

1. coaching to help someone effectively manage their emotions
2. coaching for empathy
3. coaching for compassionate goals in an organization

Dan has been a generous partner with us as a regular keynote speaker at our annual Coaching in Leadership and Healthcare Conference, delivered by the Institute of Coaching and Harvard

Medical School. Now, instead of talking with us as a group of 700, we are thrilled to offer this more intimate opportunity to interact with Dan directly! Dan will speak with us about this work and leave plenty of time for questions from participants. Sign up NOW as this event will sell-out fast!

DANIEL GOLEMAN is the author of the international bestsellers Emotional Intelligence, Working with Emotional Intelligence, and Social Intelligence, and the co-author of the acclaimed business bestseller Primal Leadership. His latest books are: What Makes a Leader: Why Emotional Intelligence Matters and The Triple Focus: A New Approach to Education. He was a science reporter for the New York Times, was twice nominated for the Pulitzer Prize, and received the American Psychological Association's Lifetime Achievement Award for his media writing. He lives in Massachusetts.

[Using self-determination theory to predict turnover intentions and wellbeing](#) with *Gordon Spence, Sydney Business School, University of Wollongong and Christopher Niemiec, University of Rochester, NY*

**Date: April 26<sup>th</sup>**

**Time: 7:00-8:15 p.m. ET**

**The research:** Employee engagement continues to be an area of great interest for business leaders, organizational scholars, and coaching practitioners. Surprisingly, few studies have sought to understand if and how coaching might impact engagement, or what the downstream consequences of this might be. This study addressed this gap in the literature by testing several theory-driven hypotheses related to a core prediction that need supportive coaching would facilitate employee engagement. A coaching intervention was designed and a sample of 107 senior to mid-level managers drawn from a large Australian organization. Participants completed measures related to basic need support/satisfaction, autonomous motivation, work engagement, physical and mental ill-health and intention to quit. Support was found for the primary hypothesis, that need supportive coaching facilitated the internalization of important work goals and was indirectly linked to increases in work engagement, and improvements in mental ill-health and physical health.

**Implications for practice:** This research provides preliminary evidence that need supportive coaching can drive work

engagement at the individual level. The implications for practitioners include:

- Define “need supportive” coaching and learn how it may be applied to improve engagement and wellbeing.
- Recognizing the important role that theory can play in coaching practice.
- That relatively brief coaching interventions can facilitate useful shifts in motivation.
- Understanding that work engagement is impacted by a variety of factors, and that there are limitations to how much change can be reasonably expected from coaching.

#### **Takeaways from the webinar:**

1. A recognition that theory has an important role to play in coaching practice (with examples of how this is achieved).
2. Familiarity with core propositions of self-determination theory.
3. Insights into the effective implementation of coaching interventions within organizations.

#### **[A Leader Identity Approach to Leadership](#) with Suzy Skinner**

**Date: May 24<sup>th</sup>**

**Time: 6:00-7:15 p.m. ET**

Experts say that by 2030, we will be facing change on an exponential scale in terms of our economic models, generations, technology, and our working environments. This change requires a shift in leadership mindset to equip our people to handle complexity. At an individual level, this changing context means assisting individuals to be resilient, adaptable, and make good decisions despite the level of change that may be going on. This is the new paradigm of leadership. In this interactive discussion, we will cover:

- The new mindset for leadership and the importance of leadership identity
- Understanding the developmental influences on leader identity
- Coaching strategies to empower more people to realize their leadership potential

#### **[Emotionally Intelligent Coaching: From Theory to Practice](#)**

with *Marc A. Brackett, Director, Yale Center for Emotional Intelligence*

**Date: June 30<sup>th</sup>**

**Time: 2:00-3:15 p.m. ET**

As a follow-up to his immensely popular keynote track at the Harvard Coaching Conference in 2015, we are excited to bring back Dr. Marc Brackett for a "deeper dive" workshop on the science and practice of emotional intelligence. As coaches we all know the importance of supporting our clients in developing greater EI in order to attain optimal performance as a leader or professional in today's complex world. In this presentation, Dr. Brackett will describe the theory of emotional intelligence (EI) developed at the Yale Center for Emotional Intelligence, including how EI is best measured and what it predicts about people's lives. The five key EI skills: recognizing, understanding, labeling, expressing, and regulating emotion-- will be examined. The program will also include interactive learning activities, offering coaches new and innovative approaches to engage in this critical area with clients.

[View our Calendar section](#) for all our latest events and offerings.

## **Call for Paper and Poster Submissions**

### **“Coaching in Leadership and Healthcare: Theory, Practice and Results” 2016 Conference**

We invite you to share your research on all aspects of coaching during the 2016 **“Coaching in Leadership and Healthcare: Theory, Practice and Results”** Conference! The Conference is organized by the Institute of Coaching, McLean Hospital, and Harvard Medical School **on September 16<sup>th</sup> – 17<sup>th</sup> 2016** at The Renaissance Boston Waterfront Hotel, Boston, MA.

We invite submissions of proposals for:

- **Oral Paper presentations:** Accepted papers will be presented in oral sessions according to topics.
- **Posters:** Accepted posters will be arranged in an exhibit during the poster session, with opportunities to interact with authors and audience.

The purpose of these sessions is to have a stimulating exchange of information and discussions about coaching theory, research and its relevance to practice, as well as to expand the network of

coaching researchers. All poster applications invited to submit a full poster will be entered into a competition for Best Poster.

The deadline for the receipt of paper and poster applications is  
**June 6<sup>th</sup>, 2016**

**For more details visit the [Conference website](#).  
The submission process will open soon .....**