INSTITUTE OF COACHING

McLEAN HOSPITAL, HARVARD MEDICAL SCHOOL AFFILIATE

Coaching Report

May 2014

Directors' Corner:

Everyone talks about the VUCA world – Volatile, Uncertain, Complex, Ambiguous. How do you lead in the 21st century with its rapid, unpredictable changes. The age of command and control has shifted to the age of collaboration and cultivation. But how do we help leaders successfully operate in this new era? One way corporations are addressing this challenge is by having leaders learning coaching skills. By asking powerful questions and using simple coach models their repertoire of leadership styles can expand. The combination of being active but non-directive is an alternate pathway to leadership interactions that is underutilized. In our section below, "Research you should know", we have one evidence-based approach that distills the top seven tips for leaders as coach and seven tips for coaches working with leaders.

A core concept in coaching is to help people find what matters to them and link their actions with what they truly want. There is a strong body of research showing that doing so increases performance as well as engagement at work, and satisfaction in life. Our section "Books important for coaches" and this month's Webinar and MasterClass introduces you to Self-Determination theory. This approach explores how Autonomy, Relationships and Competence are shown in hundreds of studies to be the three basic human needs. As coaches we can help our clients build these three areas in their work and life and to become self, rather than other, determined (driven). The articles in The Handbook of Self-Determination Research can more deeply inform us how to use our coaching skills for the best advantage to our clients.

Self Determination is key to how we can be at our best as well. What determines what we do? Are successes causing us to veer off our main path? Are we too busy to step back and reflect? How often do we take stock of, who do we really want as our clients, or our specialty? Are we getting together with the people who matter to us? While this is pretty obvious, it's all to easy to overlook ourselves and to sure we are living the lives and having the careers we truly want.

Carol Kauffman, PhD, Executive Director

This month:

1. Research you need to know: Building Coaching Skills in Workplace

2. Books Important for Coaches: a) The Handbook of Self-Determination Research by Edward Deci and Richard Ryan;   **b) Drive: The Surprising Truth About What Motivates Us by Daniel Pink and c)** To Sell Is Human: The Surprising Truth About Moving Others by Daniel Pink

3. ICPA MEMBERS ONLY:
Online Live **Webinar and online self-study MasterClass:** Coaching Science in Motion: Translating Self Determination Theory into Coaching

4. Save the date! Coaching in Leadership and Healthcare Conference, September 12 and 13, 2014.

Research You Need to Know? Building Coaching Skills in the Workplace

Developing the leader as coach: Insights, strategies, and tips for embedding coaching skills in the workplace by Anthony Grant and Margie Hartley *Coaching: An International Journal of Theory, Research and Practice*, 2013, Vol 6, No 2, 102 - 115

Special Thanks to Brodie Gregory, PhD for translating this article

More and more, organizations are seeing value in building coaching skills among HR managers and leadership, and taking action to cultivate coaching skills and build a culture for coaching. In their October 2013 article, Anthony Grant and Margie Hartley review an evidence-based

approach to designing a coaching skills training program that aligns with the organization's goals and values, and maximizes transfer of training.

Their solution-focused cognitive-behavioral (SF-CB) approach is evidence based, with a strong foundation in theory, but is ultimately practical and application driven. In addition to discussing nuances in program content that should be considered, the authors outline several other critical factors that enable the success of a leader-as-coach skill building program, including:

- Internally branding the program so that it aligns to the organization's values and specific needs
- Using respected leaders to champion the program within the organization
- Relying on attraction – not coercion – to enroll leaders in the program
- Incorporating monitoring and evaluation into the program in order to provide feedback and self-insight to participants
- Providing participants with tools and guidance for personalizing the course experience
- Reinforcing learning with follow up "coach-the-coach" opportunities
- Enrolling the support of a competent HR team to champion the program

The authors also outline seven tips for being a more effective coach, which leaders or program participants can use for self-reflection and to "check in" on their effectiveness as a coach. These tips include:

1. Role modeling leadership coaching skills
2. Paying attention to the way you listen
3. Recognizing the personal strengths of others at work
4. Enhancing social capital in the organization through coaching
5. Taking time to pause
6. Using goals effectively and flexibly
7. Using self-coaching at work

The authors draw on their unique combination of thought leadership (e.g., academic work, a strong record of publishing) and practical experience implementing this work to provide a thoughtful and high-value framework for establishing effective coaching skill building programs. How can you apply the work of Grant and Hartley to enhance your coaching programs or those of your clients?

Books Important for Coaches
The Handbook of Self-Determination Research (2013) by Edward L. Deci and Richard M. Ryan

Over the past twenty years an increasing number of researchers from various universities have been investigating motivational issues underlying the self-regulation of behavior. Using either Self-Determination Theory or closely related theoretical perspectives, these researchers have performed laboratory experiments, as well as field studies in a variety of real-world settings, including education, work, parenting, health care, sport, and protection of the environment. In April 1999 thirty of these researchers convened at the University of Rochester to present their work, share ideas, and discuss future research directions.

The Handbook of Self-Determination Research is an outgrowth of that important and fascinating conference. It summarizes the research programs of these social, personality, clinical, developmental, and applied psychologists who have a shared belief in the importance of self-determination for understanding basic motivational processes and for solving pressing real-world problems. Eighteen chapters, including an overview of self-determination theory, present the current state of the research in this scientifically rigorous, yet highly relevant, approach to studying motivational problems in various life domains. Researchers from eighteen universities in the United States, Canada, and Germany present concise and up-to-date accounts of their research programs concerned with the self-determination of human behavior. In these chapters, scholars also consider the relevance of the research on self-determination to other areas of inquiry such as coping, self-esteem, and interest. Edward L. Deci and Richard Ryan are professors of psychology in the University of Rochester's Department of Clinical and Social Sciences in Psychology.

Drive: The Surprising Truth About What Motivates Us by Daniel Pink (2011)

Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose- and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

To Sell Is Human: The Surprising Truth About Moving Others (2012) by Daniel Pink

Pink's exceptional work provides insight into how buyer and seller behavior, psychology, and culture intersect in consumer motivation. A crucial read for members of the sandwich generation wishing to become more empowered consumers and advocates. (Library Journal)

Special offerings for members of the Institute of Coaching Professional Association.

The ICPA is a member-donor association designed to be your bridge from scientific research and theory to best practices in leadership, health / wellness, and personal coaching. Learn more **here**

A. **May Online Self-Study Masterclass**: Coaching Science in Motion: Translating Self Determination Theory into Coaching Practice

Self-determination theory (SDT), developed by psychologists Ed Deci and Rich Ryan at the University of Rochester over the past 25 years, is now the most respected theory of human motivation, replacing Maslow's hierarchy of needs. Many coaching scientists consider SDT to be the most important scientific theory applied by coaches.

B. **May Online Live Webinar for ICPA members**: Coaching Science in Motion: Translating Self Determination Theory into Coaching Practice This webinar has been recorded and available to members in our online Library; podcast section.

This webinar will map self-determination theory to coaching competencies, exploring how the coaching relationship is well-suited to facilitating autonomy, competence, and self-actualization.

For members to sign up for live teleclass, please login and select the Live Teleclass blue tab.
- ICPA members **login here**
- Or join the ICPA to access the full MasterClass

Coaching in Leadership & Healthcare Conference

Sponsored by Harvard Medical School, Continuing Medical Education; McLean Hospital and the Institute of Coaching

~ Save the date; Sept 12 and 13, 2014 at the Renaissance Boston Waterfront Hotel

Special thanks to our Sponsors, Fellows, Members and
The Harnisch Foundation
for supporting the ICPA