



Coaching Report

September 2015

Directors' Corner

Our website is completely changed! Come look at our new Report and visit.

"Be the change you wish to see in the world," are the wise words from Mahatma Gandhi that are the core of what we offer this month. For many of us September feels like the beginning of the new year, a time for thinking of what we will accomplish. But even more importantly, who we will be.

Much of the power of coaching comes from who we are, our alignment with our values and vision in the every day. Each day, do you take a moment to think of this – of how you will live this day being true to your purpose on this planet? Mostly I forget, but when I do, the day feels different, more coherent and intentional.

The research we share speaks directly to us as coaches, who we are, and how it impacts our sense of how our clients change. Our book review reminds us to lead from the inside out.

The very newest book on the topic came out this month – Nick Craig and Bill George's *The Discover Your True North Fieldbook: A Personal Guide to Finding Your Authentic Leadership*. I've done most of the exercises. Whether it's this book or another, we all need to work to step more deeply into our purpose and see how it can shape the upcoming year. How can we be the change we wish for the world and become better coaches along the way?



IN THIS ISSUE:

- **DIRECTORS' CORNER**
- **RESEARCH:**
The Authentic Leadership Qualities of Business Coaches and its Impact on Coaching Performance
- **BOOKS:**
 1. The Inside-Out Effect: A Practical Guide to Transformational Leadership
 2. Performance Coaching: A Complete Guide to Best Practice Coaching and Training

UPCOMING LIVE WEBINARS FOR IOC MEMBERS:

SEPTEMBER
PROSOCIAL: Using ACT and Ostrom's Design Principles to Foster Group Functioning with Steven C. Hayes & David Sloan Wilson

OCTOBER
Improving Well-Being in the Workplace: Current Research on the Role of Health Coaching with Alyssa McGonagle & Gary Sforzo

REGISTRATION IS OPEN:
Coaching in Leadership and Healthcare Conference: September 25 – 26, 2015

Carol Kauffman, PhD
Executive Director

Research You Need to Know



The Authentic Leadership Qualities of Business Coaches and its Impact on Coaching Performance By Anthony Gatling and William F. Harrah, *International Journal of Evidence Based Coaching and Mentoring*

Special thanks to Deb Elbaum, MD, CPCC, ACC for translating this article.

Studies about coaching usually focus on the impact of the coaching process on the client. This study differs in its approach. Its primary focus is examining the *coach* -- namely, the extent to which a business coach believes he or she has authentic leadership (AL). The study also examines coaching effectiveness, namely, how effective the coach perceives the coaching to be.

Authentic leadership is a leadership style that incorporates the following qualities: greater self-awareness, balanced processing of information, an internalized moral perspective, and relationship transparency. To assess AL in their sample of 96 business coaches, Gatling and Harrah used the Authentic Leadership Questionnaire. Coaching effectiveness is defined as the extent to which a client's personal and professional business goals are achieved through coaching. Coaching effectiveness was measured by asking coaches how long it took for the client to make significant advances toward his or her goals.

The results show that not only does the AL of the coach impact the client's behavior, the coach's AL is important to the client's success. AL was found to be a significant predictor of coaching effectiveness equally for personal and professional goals. Interestingly, of the four qualities comprising AL, only self-awareness was statistically significant in predicting coaching effectiveness.

In light of these results, coaches might wonder how they can expand their own self-awareness. The authors suggest that coaches engage in their own 360-feedback process and spend time in personal self-reflection. This offers the opportunity to better know one's own values, emotional triggers, personality traits, attitudes, and approaches to different coaching interactions.

To maximize the other qualities of AL, the authors suggest that

HARNISCH GRANTS:

Next Grant Deadline: November 1st

Special thanks to our
Sponsors, Fellows,
Members and
The Harnisch Foundation
for supporting the Institute
of Coaching

coaches establish a warm and competent first impression; look at their clients' issues from different perspectives; and discuss ethical and values-based decisions with their clients.

As coaches, we all have an opportunity for ongoing personal and professional growth. This study confirms the importance of continuing to do our own internal work, so that our clients may benefit as much as possible.

Director Comment: We all need to heed the call for authenticity and develop ourselves. However, from a research perspective a limitation of this study is that the coaches assessed their own client's progress. What we need to know is – did other stakeholders also perceive a shift? From a practical perspective, this is inspiring work.

Books Important for Coaches

The Inside-Out Effect: A Practical Guide to Transformational Leadership by Behnam N. Tabrizi and Michael Terrell

An International Bestseller, *The Inside-Out Effect* reveals powerful lessons on leadership and achieving your full potential as taught at Stanford University's Graduate and Executive Education Program. It draws upon cutting-edge neuroscience and research from psychology, sociology, and philosophy to create a comprehensive guide for leaders at any level to reinvigorate their lives and the lives of those they affect by pursuing inner-outer alignment.

The Inside-Out Effect is based on a three-part process called KNOW-BE-LEAD. Through this method, the authors offer a series of powerful tools that take you to the brink of experiencing your work and life as a calling. They take you into the heart of greater fulfillment, performance, and leadership.

Whereas many leadership development books focus on a series of "quick fix" techniques, this book begins and ends with understanding and cultivating yourself. When you begin to live and lead in alignment with your authentic self, you embark on an incredible journey toward peak performance and peak happiness.

Performance Coaching: A Complete Guide to Best Practice Coaching and Training by Carol Wilson

Effective performance coaching helps individuals and organizations achieve their maximum potential, tackle challenges, and reach specific goals. It leads to personal and professional development and helps create a work-life balance.

Written as an introduction for those thinking of becoming or hiring a coach – personal or corporate – and a reference guide for

experienced coaches, *Performance Coaching* offers a guide to the fundamentals of coaching by illustrating how to develop a best practice approach.

Using practical tools throughout the text and international case studies to demonstrate the various cultural challenges, *Performance Coaching* is a complete resource for developing coaching in any organization.

The new edition is completely updated to offer a greater focus on building a coaching culture in organizations and on the challenges that leaders face in understanding and developing a coaching approach.

Offerings for members of the Institute of Coaching

The Institute offers 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 about IOC membership levels](#)

Live Webinar for IOC members:

SEPTEMBER 2015

PROSOCIAL: Using ACT and Ostrom's Design Principles to Foster Group Functioning with Steven C. Hayes & David Sloan Wilson

Date: Wednesday, September 30th

Time: 1:00-2:15 p.m. EDT

Description: The purpose of this webinar will be to describe the use Acceptance and Commitment Training (ACT) and evolution science principles to help social groups and the individuals within them to be more effective. The presenters will introduce PROSOCIAL: an international web-based project designed to disseminate and to test this combination of principles in groups around the world.

The webinar will orient attendees to "The Matrix," an easy to use tool to rapidly identify individual and group values and barriers to change drawn from ACT, and to the eight design principles for successful group functioning developed by the late Nobel Prize winning political scientist, Elinor Ostrom. It will describe the online training and

development website for the PROSOCIAL project that can be used by coaches and by groups themselves free of charge to foster improved group functioning. The webinar will briefly review the evidence for ACT and Ostrom's principles, describe how this combination is being used with groups across the globe, and show how these concepts can empower coaches in many settings.

OCTOBER 2015

Improving Well-Being in the Workplace: Current Research on the Role of Health Coaching with Alyssa McGonagle & Gary Sforzo

Date: Wednesday, October 28th

Time: 12:00 - 1:15 PM EDT

Description:

The webinar is based on two studies recently completed by Institute of Coaching Harnisch scholars - Alyssa McGonagle and Gary Sforzo/Miranda Kaye. It will address how health coaching can be beneficial for improving well-being and healthy behaviors.

Alyssa McGonagle will present her study on the role of health coaching for employees working with a chronic illness. Gary Sforzo will present his study on the effectiveness of coaching in augmenting a workplace wellness program. Both studies were designed as randomized controlled trials (RCT), collected coaching outcome data at several time points before and after the coaching and reported the impact of health coaching on several outcomes.

The discussion will explore the importance of health coaching research for the coaching profession; the role of RCTs in coaching research, including issues to consider when designing and conducting RTCs; future directions in research and implications for practice.

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