

# The Power of Coaching as an OD Intervention

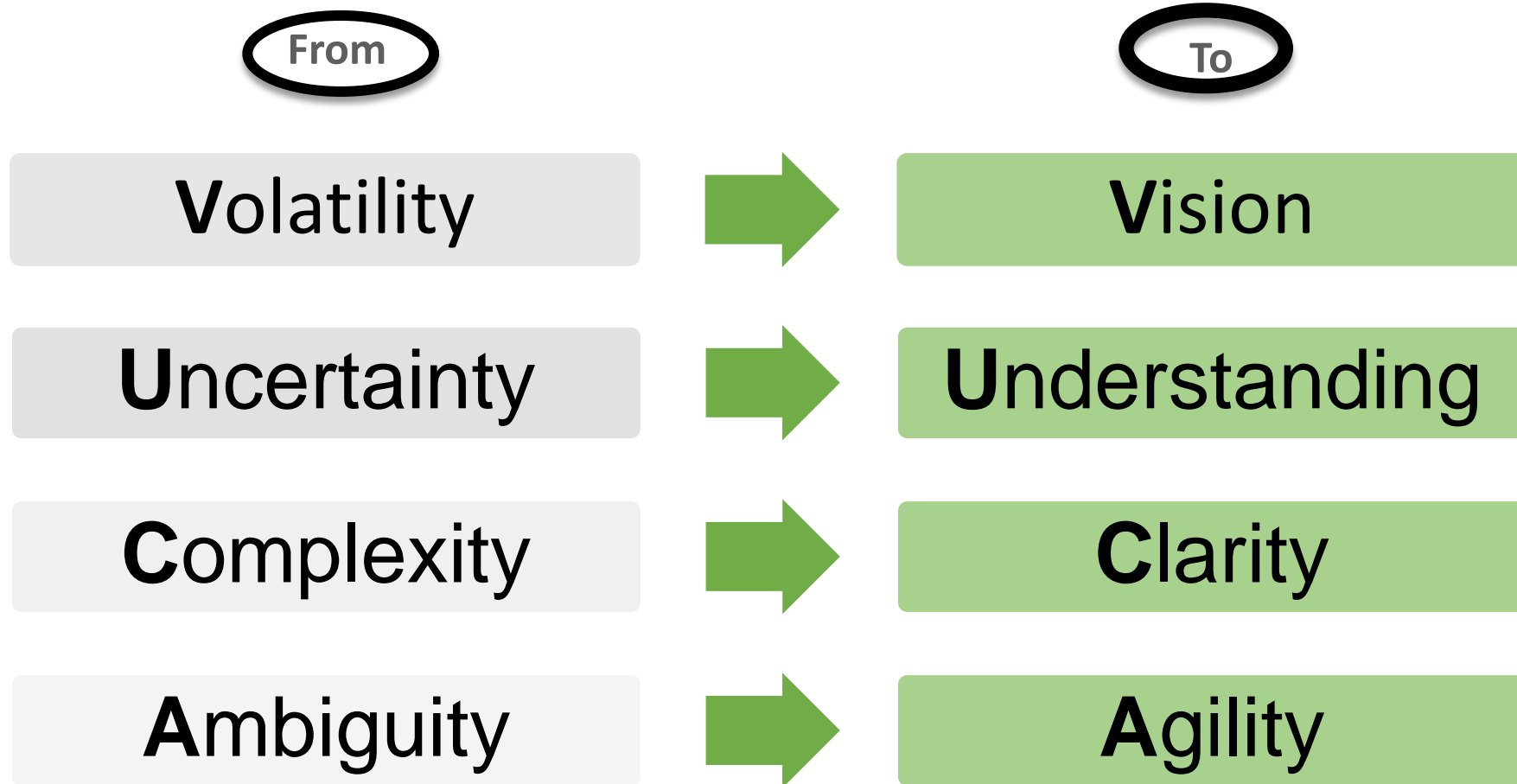
Marsha Hughes-Rease MSN, MSOD, PCC



# Polling Question

1. I am an OD practitioner (external or internal)
2. I am a coach (external or internal)
3. I am both an OD practitioner and a coach

# COACHING AND CONSULTING IN A VUCA CONTEXT



# Some Definitions

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ICF defines coaching as “*partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today’s uncertain and complex environment.*”

Organization Development (OD) is an effort that is:

- Planned
- Organization-wide
- Managed from the top
- Increases organization effectiveness and health
- Through planned interventions in the organization's "processes," using behavioral-science knowledge.

Beckhard (1969)

**Organization Development (OD)** *refers to the interdisciplinary field of scholars and practitioners who work collaboratively with organizations and communities to develop their system-wide capacity for effectiveness and vitality. It is grounded in the organization and social science*

Source: ODN

*“The attempt to influence the members of an organization to expand their candidness with each other about their views of the organization and their experience in it, and to take greater responsibility for their own actions as organization members. The assumption behind organization development is that when people pursue both objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (organizational) goals. And when this does not happen, such activity helps them to understand why and to make meaningful choices about what to do in light of this understanding.”*



# Evolving Waves of Organization Development

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# The 1<sup>st</sup> Wave of OD's Evolution

## **Wave 1 (first generation OD): Diagnostic Organization**

**Development** *refers to traditional Organization Development practice in which a formal investigation is conducted so that objective data are collected and analyzed to make a diagnosis and identifying intervention strategies based on the diagnosis and the goals desired by the client system.*

## The 2<sup>nd</sup> Wave of OD's Evolution

### **Wave 2 (second generation OD): Action Learning/Learning**

**Organization** *refers to the developmental methodologies that built on the action research in Organization Development's first wave to create action science and learning organizations. The core tenet of second-generation methodologies is to work with observable data to identify discrepancies between desired and actual behaviors and outcomes.*

## The 3<sup>rd</sup> Wave of OD's Evolution

**Dialogic Organization Development** *refers to OD practices and mindset, anchored in an understanding of human systems as socially constructed; every interaction and conversation is part and parcel of creating the change; characterized by the change processes of emergence, generativity, and new narratives, which contribute to the desired transformational change outcomes.*

(Bushe & Marshak, 2015)

# Evolving Waves of Coaching?

# Some Evolving Perspectives and Trends in Coaching

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1. *“Increased exploration of neuroscience findings to identify the links among mindsets, behaviors, and skills best suited for adaptive performance in the VUCA world.”* Asma Batool
2. Recognition of the complexity of each individual client) and how the individual is in *“a constant state of differentiation and adaptation, of emergence from embeddedness, of creating an object of what was subject and is observable.”* Ann Clancy & Jacqueline Binkett
3. Continued focus on emotional intelligence especially *“working effectively with clients to increase emotional awareness and abilities to manage feelings to better negotiate, collaborate, and resolve conflict.”* Jim Knickerbocker & Charles Jones
4. Appreciation that *“leader coaching can be a catalyst for transforming culture (underlying assumptions, beliefs, values, and behavioral norms).”* Kristen Robertson
5. *“Beyond formal coach education, coaches must commit to a rigorous and sustained practice of reflective learning.”* Francine Campone

# Polling Question:

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1. As a coach, I regularly review research specific to coaching to gain new knowledge and develop evidence-based coaching practices.

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6. According to those requesting coaching and those fulfilling those requests, coaching is most requested by leaders to develop their executive presence, emotional intelligence, ability to influence others, and communication skills. Coach Source, 2020

7. The top 3 predicted trends in the industry are leadership development programs with additional coaching; leader-as coach training (teaching coaching skills to leaders); and team coaching. CoachSource, 2020

8. For organizations who *do* link coaching to business results, alignment with business objectives and employee engagement are two consistent ways organizations are linking coaching work to business results. CoachSource, 2020

9. Coach certification and group coaching increased in stature since 2018. Coach Source, 2020

How can we  
design evidence-  
based coaching as  
powerful OD  
interventions?



## Polling Questions:

As a coach, I inquire about the change initiatives in the organization where I am coaching

- Yes
- No
- Sometimes

## Polling Question:

As a coach, I am aware whether my client's coaching engagement is related to change initiatives in the organization

- Yes
- No
- Sometimes

## Polling Questions:

As a coach, I collaborate with OD consultants (external or internal) who are facilitating change initiatives in the organization

- Yes
- No
- Sometimes

# Case in Point



# The Ripple Effect

*“In most organizations, it’s common to work on multiple teams at the same time. Juggling projects and tasks across teams can be stressful but new research shows that having a good manager on just one of those teams can have a positive effect on an employee’s performance on other teams. In fact, even if employees have a bad experience with a disempowering team leader in one of their teams, all is not lost, as long as the employees belong to other teams that are led by more empowering leaders. It’s good practice to make sure that team leaders have the skills to support and empower their team members by giving them as much autonomy as possible.”*

Source: Smith, T.A., Kirkman, B., Chen, G., & G. Lemoine (2018). *Research: When employees work on multiple teams, good bosses can have ripple effects*. Harvard Business Review. Retrieved from <https://hbr.org/2018/09/research-when-employees-work-on-multiple-teams-good-bosses-can-have-ripple-effects>

# The Devil's Advocate

Dr. Stybel and Maryanne Peabody, co-founders of Stybel Peabody Associates, indicated use of *cognitive behavioral executive coaching* to increase the behavioral expressions of empowerment in a leader considered too authoritarian. *“The CFO noticed the change in the CEO's behavior. The CFO began noticing when people on her team were not speaking up and began asking silent people to voice opinions. This CFO's job required her to participate in many online meetings held around the world. Soon the concept of "Devil's Advocate" began to spread company-wide on a global basis: a 1:1 coaching assignment had become a global organization development intervention.”*



*“Let every student of nature take this as his rule that whatever the mind seizes upon with particular satisfaction is to be held in suspicion.”*

Francis Bacon, *Novum Organum* 1620

*“What the mind seizes upon should be held with gentle suspicion and examined with bold curiosity. Curiosity is at the heart of all good coaching: curiosity about the client, curiosity about self as coach, curiosity about the situation, curiosity about the processes and practice itself.”*

Compone, F. (2020). *Coaching in Wonderland* in Innovations in Leadership Coaching: Research & Practice, Fielding Graduate University.