



# Research Digest

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Sponsored by **Meyler Campbell**,  
*IOC Sponsor*

## IOC Mission Statement

We exist to make a significant, positive impact on the field of coaching.

### **WE BELIEVE THAT:**

- Coaching is a powerful vehicle for change.
- Best practices need a firm scientific foundation.
- By working as a community we can harness our impact.

We offer world-class professional development and community networking through our webinars and learning events, and an unparalleled coaching resource library. We also provide grants to support promising coaching research.

## Introduction

We are delighted to welcome you to the first issue of the **Research Digest**, published by the Institute of Coaching, McLean Hospital, a Harvard Medical School affiliate. Our Digest is made possible through a generous contribution by Meyler Campbell who trains senior business leaders to coach in demanding contexts and hosts Europe's most dynamic learning community for business coaches and leaders.

Our goal is to help you quickly find key research articles that can galvanize your practice and help you articulate the value proposition of coaching.

We invite you to be among an elite group of coaches who are highly informed by cutting-edge science and able to apply it with excellence to serve clients.

Here are 10 articles that focus on executive/organizational coaching, advanced coaching development, health coaching, and publishing your work that will put you on the cutting edge of the coaching profession. The full version of the **Research Digest** with extended translations to practice and original journal articles are available to our members online in our resources section.



**CAROL KAUFFMAN, PHD**  
*Executive Director*

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## Executive and Organizational Coaching

*International Journal of Evidence Based Coaching and Mentoring*, 2014, Vol. 12 (2) 146-164

Here we share some cutting-edge research:

Thanks to our research director Irina Todorova, PhD for identifying these hidden research gems to translate into coaching practice.

### 1. The world is interconnected. If you are coaching teams there is a new technology you need to know: Social Network Analysis (SNA)

[Knowledge sharing in the organizational context: using Social Network Analysis as a coaching tool.](#)

*Nicky Terblanche*

(IOC Members log in to view full article)

SNA is a way you can literally take the pulse of who is key in your organization. Imagine each person is a dot on a paper, and every relationship a line, you can map the interconnections. There are many different choices on what you can measure – who is sharing information with whom – and if those relationships are positive or negative. Connecting with the paper below – as a leader becomes seen as transformational, does it show up in the SNA outcomes?

#### Learning how to use SNA can help our coaching:

- Reveal the nature of relationships – are there key people and informal leaders who connect to everyone?
- Are there siloes? Leaders who are out of the loop?
- It can give a way to measure Followership
- Help guide coaching interventions
- Track changes that occur after coaching programs.
- Help the coachee understand position in network hierarchy
- Provide goals to develop and execute

#### NOTE:

Our grant recipient Sean O'Connor used SNA to assess “coach ripple effect” and found coaching affected not only the coachee, but also extended to others. This might suggest that “mavens” (those with the most connections) are key players to receive coaching.

Executive and  
Organizational Coaching  
- continued

*Consulting Psychology  
Journal: Practice and  
Research*, 2014, Vol  
66(2) 118-137

**2. The following study covers more familiar territory- but offers empirical evidence to support strengths-based coaching.**

**If you are coaching leaders to become transformational rather than transactional, Doug MacKie's work on strengths-based approach is a key resource and guide.**

The effectiveness of strength-based executive coaching in enhancing full range leadership development: A controlled study.

*Doug MacKie*

The study guides us through a coaching protocol you use with increased transformational leadership.

It describes:

- What is transformational leadership
- Two ways to assess strengths: the Peak Experiences Interview and the Realize 2
- Four steps to strengths development
- How these can be used to help your client access and build his or her transformational leadership

Results show these shifts are reflected by changes in 360 degree feedback from their line managers, peers and reports.

**Here is a sample of a Full Translation which is available to IOC members:**

Transformational leadership is a frequently goal of coaching. These leaders inspire others to a shared vision and often increase their organization's capacity to reach their goals. They tend to cultivate and collaborate rather than command and control and therefore have greater followership. (See Leadership Quarterly in our library for many articles on transformational leadership.)

The coach program that led to significant changes was six sessions that focused on

1. An overview of the approach includes feedback on leadership,

- strengths goal setting and strengths development
2. Strengths assessed by Peak experiences interview and Realize 2 (see below for a description of this strengths assessment).
  3. Leaders received feedback on their strengths to clearly identify and understand their different kinds of strengths and how to use them more effectively
  4. After assessment, Strengths Development included
    - a. Strengths pairing (where a key strength supports another)
    - b. Increased awareness in aligning strengths to business goals
    - c. Continued observation for over or under use of the strengths

Adherence to the strengths protocol was related to significant increases in Transformational Leadership. The leadership shifts were seen by 360 feedback, their managers saw it the most, their peers next, followed by reports. Interestingly, the leaders themselves did not report increases. Most likely the leaders seemed to over report their strengths (compared to those rating them) at the beginning, but not at the end.

**3. Einstein said “We cannot solve our problems with the same thinking we used when we created them.” Great, but can coaching really raise the conscious quality of thinking? Is post-conventional thinking in your leadership development work?**

[Promoting post-conventional consciousness in leaders: Australian community leadership programs.](#)

*Niki Vincent, Lynn Ward*

(IOC Members log in to view full article)

Business success in the VUCA world requires agile thinking that is more complex with sophisticated capacity to make meaning. To get out of the box and have a larger perspective. The ideas are based on revered thought leaders Loevinger and Torbett and congruent with

## Advanced Coach Development

*Coaching: An International Journal of Theory, Research and Practice*, 2015, 8(1), 4-1

Kegan's subject object theory.

### Suggestions for leadership development programs:

- Learn the different stages of thinking and ways to promote higher order consciousness development.
- Familiarize yourself with the Loevinger sentence completion test that can measure level of thinking
- Understand their leadership development program to promote higher order thinking
- Consider novel ways to match coaching interventions with level of thinking and personality preferences.
- Connect how higher order thinking can lead to a world/organization-centric versus a self-centered approach and increase leader effectiveness.

### 4. What you don't know about yourself can sabotage your coaching.

#### Self-deception in coaches: an issue in principle and a challenge for supervision.

*Tatiana Bachkirova*

(IOC Members log in to view full article)

Self-deception takes self-awareness to a new level. In 360s, leaders often rate themselves differently from how others do. As coaches we are not immune to self-deception. Are you aware of what filters impact your sense of how you work? Your effectiveness? Preconceptions that cause you to see patterns where they don't exist? None of us can afford to overlook the issues raised in this article. Prepare yourself to feel uncomfortable.

How can we all:

- Take a look at our biases about ourselves and others
- Appreciate how stages of development and coach expertise impact our inclinations toward, and capacity to reflect on these

issues

- Increase awareness of how our personal, organizational cultures, circumstances and contexts can limit our thinking
- Beware that what you are looking for you may find
- Understand and observe our own “cognitive dissonance”
- Identify our blind spots and both challenge our fears or financial pressures or limitations and also appreciate that we are all human
- Make sure we have safe places to explore these issues with others in discussion with peers or a supervisor.

### **5. How well you center yourself before a session can have significant consequences.**

[Take care what you bring with you: How coaches’ mood and interpersonal behavior affect coaching success.](#)

*Patrizia M. Ianiro, Simone Kauffeld*

This study analyzes how coaches’ verbal and nonverbal behavior can affect the clients’ behavior and perceptions, and further explores how coaches’ mood before coaching impacts his or her in-session interpersonal behavior

#### **Findings suggest:**

- Successful coach-client interactions may depend on coaches’ mood and how it is expressed during the coaching session.
- A coach’s pleasant mood before the coaching session promotes his or her confident and friendly behavior towards the client within the session.
- Be aware of your own mental state and learn how to influence it before you enter the coaching session

### **6. Ten key lessons in becoming an executive coach. Wisdom and reflections from one of America’s beloved coach. In memory of Bob Lee.**

*Consulting Psychology Journal: Practice and Research*, 2015, Vol. 67,1; 3-16.

## Legacy reflections: Ten lessons about becoming an executive coach.

*Robert J. Lee, Michael H. Frisch*

1. Shape your own set of best practices through multifaceted learning;
2. Convey a concise understanding of coaching;
3. Be clear about who is the client;
4. Work the interplay between relationship and contract;
5. Manage anxiety: the client's, the sponsors', and your own;
6. Leverage feedback;
7. Convey confidence along with humility;
8. Toggle between internal and external processes;
9. Choose executive coaching as a career with full awareness; and
10. Stay the course as you evolve

## Advances in Health Coaching

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### Health Coaching: Research news you can use.

#### 7. Do meditation programs really work in addressing psychological stress and stress-related health problems?

*JAMA Intern Med.*  
2014;174(3):357-368.

#### Meditation programs for psychological stress and well-being: A systematic review and meta-analysis.

*Madhav Goyal, et al*

Many people meditate to reduce psychological stress and stress-related health problems. To counsel people appropriately, clinicians need to know what the evidence says about the health benefits of meditation. Researchers reviewed 18,753 citations and included 47 trials with 3515 participants to evaluate the efficacy of meditation programs.

#### Findings suggest:

- Meditation programs can result in small to moderate reductions of multiple negative dimensions of psychological stress.



Advances in Health  
Coaching - Continued

*The Journal of Positive  
Psychology*, 2015; Vol.  
10 (1) 25–40

*International Journal of  
Evidence Based  
Coaching and  
Mentoring*, 2015, Vol. 13  
(1), 15

- We should offer this, but not overstate its impact.

**NOTE**

At the International Positive Psychology Association conference, June, 2016, Barbara Fredrickson’s work on Loving Kindness Meditation was found to reduce stress and its biological markers more than other forms of mediation. Bringing compassion to self and others has an additional impact.

**8. Positive psychotherapy (PPT): An alternative to psychotherapy focusing on both the positive and the negative.**

[Positive psychotherapy: A strength-based approach.](#)

Tayyab Rashid

(IOC Members log in to view full article)

This paper makes the case of an alternative approach to psychotherapy that pays equal attention and effort to negatives and positives.

**Findings suggest:**

- PPT interventions resonate with people because people want to know what makes life worth living.
- Coaching, avoids mental health stigma, in its non-pathological framework
- Individuals foster self-development by learning to use their strengths adaptively
- Positive psychology interventions are more relevant to Millennials

**9. Using Co-Active Coaching model in health behavior changes.**

[Health behaviour outcomes of Co-Active Coaching interventions: A scoping Review.](#)

Rebecca H. Liu, Jennifer D. Irwin, and Don Morrow

(IOC Members log in to view full article)

This paper provides a broad overview of the current status of Co-active (Life) Coaching ( CALC ) literature related to health behavior change. There was a review of 28 studies.

**Findings suggest:**

- The CALC approach offers a promising intervention for a variety of health conditions.
- Larger studies with increased experimental rigor are needed

**Publishing Your Work**

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*Coaching: An International Journal of Theory, Research and Practice, 2015, 8(1), 61-64*

**Professional Development.**

**10. Ten tips for getting published in a peer reviewed coaching journal.**

[Getting published in \*Coaching: An International Journal of Theory, Research and Practice\* – our top 10 tips for enhancing your work.](#)

*Almuth McDowall*

(IOC Members log in to view full article)

Based on editorial experience, the author provides readers with a framework for enhancing manuscript quality and therefore chances of publication. 10 Tips:

1. Read and apply the Journal Guidelines
2. Read previous contributions
3. Prepare a good abstract
4. Write clear practice points
5. Consider the format
6. Ask the editorial team
7. Write and re-write
8. Use the peer-review process
9. Follow submission process
10. Make use of existing guidance from other field