

Towards the Integration of Coaching Psychology and Positive Psychology for Thriving Organisations



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What we will cover:



What is coaching psychology?

- What is it?
- Where is it heading?



What is the case for integration?

- What are the proposed benefits for business organisations?



What does this mean in practice?

- What are the implications for practitioners?



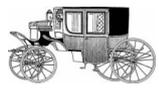



What is a coaching psychology?

- What is it?
- Where is it heading?

Defining “coaching psychology”

“coaching psychologists work with well-functioning clients, using theoretically grounded and scientifically validated techniques to help them to reach goals in their personal and business lives.”



Grant 2006



First university-based coaching psychology programmes

- University of Sydney
- City University, London
- University of East London

MSc Coaching Psychology MSc Applied Positive Psychology



Three elements of coaching



Coaching process

- For example, the GROW model

Coaching skills

- Skills such as asking powerful questions, active listening and summarising

Way of being

- Humanistic, person-centred approach



van Nieuwerburgh 2014

Looking at the definition again...

"coaching psychologists work with well-functioning clients, using theoretically grounded and scientifically validated techniques to help them to reach goals in their personal and business lives."

Positive Psychology



Grant 2006



And another definition...

Unlocking a person's potential to maximise their own performance

Whitmore 2009



So we are all interested in...

Creating environments in which people can flourish

"Team coaching"

"Group coaching"

"Coaching cultures"



So we are all interested in...

Creating environments in which people can flourish

"Team coaching"

"Group coaching"

"Coaching cultures"



What is a "coaching culture"?

"Coaching is the predominant style of managing and working together...where a commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation"



Clutterbuck & Megginson 2005



What is a "coaching culture"?

"A coaching culture exists in an organisation when a coaching approach is a key aspect of how the leaders, managers, and staff engage and develop all their people and engage their stakeholders"



Hawkins 2012







What is the case for integration?

- What are the proposed benefits?

What do we know already?

- Coaching can form an integral part of how organisations **develop their people**.
- Coaching demonstrates a **clear commitment to grow individuals** within an organisation.
- Creating a coaching culture **can take time**.
- Creating a coaching culture can lead to changes in the organisation with **rewards for staff, stakeholders and clients**.

Gormley & van Nieuwerburgh 2014



What are the organisational benefits?



Carter et al. 2009



What are the benefits?

Uni Credit Banca
Increased rate of managers' leadership growth
An increase in managers' loyalty to the company
Improved communication amongst employees
Enhanced ability to resolve conflicts
Renewed passion to support and develop others

McKee et al. 2009



What are the benefits?

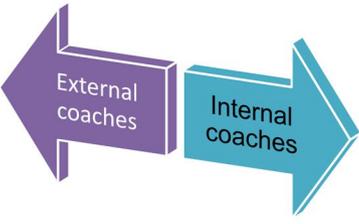
There are direct and indirect benefits for managers *when they act as coaches*.

"Coaching is one of the most effective tools in building leadership capacity" within organisations.

Mukherjee 2012



Internal or external coaches?




Stages of development

STAGE	DESCRIPTION
Nascent	Little or no commitment to a coaching culture
Tactical	See the value of a coaching culture, but little genuine understanding of what this actually means
Strategic	Have invested resources (including training) into setting up a coaching culture. Leaders accept the need to model best practice.
Embedded	People at all levels of the organisation are involved in coaching and are able to focus on improvement plans.

Clutterback & Megginson 2005



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Back to our definition...

“coaching psychologists work with well-functioning clients, using theoretically grounded and scientifically validated techniques to help them to reach goals in their personal and business lives.”



Grant 2006

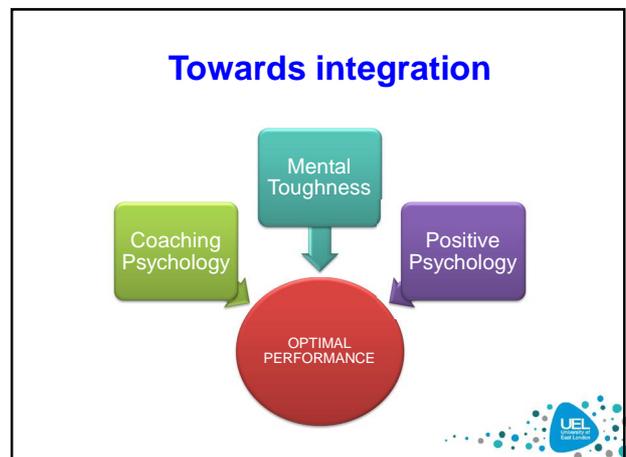
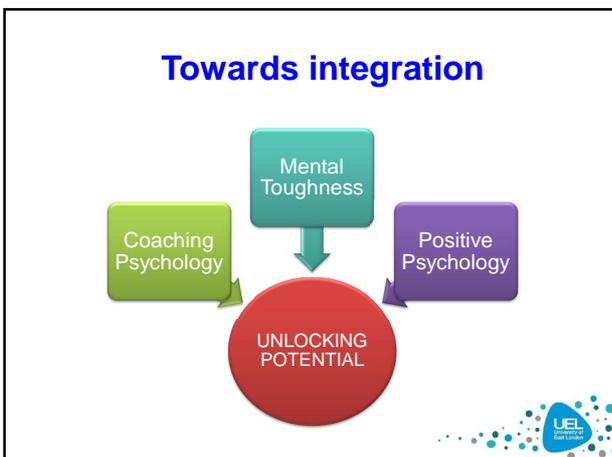


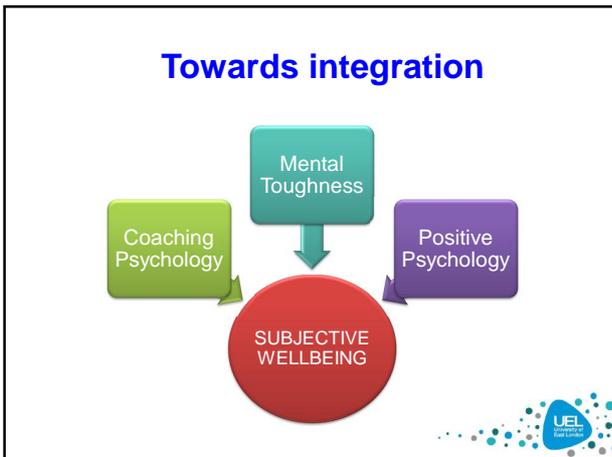
Questions emerging within the field of coaching psychology...

How important are “goals” for coaching conversations?

Is coaching only about setting goals? What is the role of resilience in coaching?

David, Clutterback & Megginson 2013
Clough & Strycharczyk 2012; van Nieuwerburgh 2012



What does this mean in practice?

- What are the implications for practitioners?

Case Study: Integration in schools

Authors	Year	Title
Green, Oades & Robinson	2012	Positive Education programmes: Integrating Coaching and Positive Psychology in schools
Green & Norrish	2013	Enhancing well-being in adolescents: Positive Psychology and Coaching Psychology interventions in schools
Norrish, Williams, O'Connor & Robinson	2013	An applied framework for Positive Education
van Nieuwerburgh & Green	2014	Developing mental toughness in young people: coaching as an applied positive psychology

What makes the difference?

- Focus on success**
- Be relentlessly supportive**
- Believe in others**

- ### For coaches
- Hold less tightly to “goals”?
 - Integrate PPIs?
 - Maintain a “bias to the positive”?
 - Discuss the need for resilience?
 - Remain open to new thinking

- ### For positive psychologists
- Consider use of coaching process?
 - Integrate coaching skills?
 - Use coaching techniques?
 - Work towards integrative practice?
 - Remain open to new thinking

Our shared future

Professional
association?

Ongoing
research

Continued
dialogue based
on mutual
respect

Postgraduate
qualification?



Final thought



van Nieuwerburgh, 2014

“Effective coaching
is simply a lived
demonstration of
the most positive
elements of what it
is to be human.”



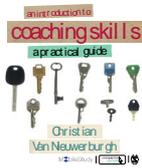
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