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?

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
"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

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

- Emotional intelligence
- Work-life balance
- Self-awareness
- Improved relationships
- Confidence
- Interpersonal skills
- Ability to manage

What are the benefits?

McKee et al. 2009

- 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

What are the benefits?

Mukherjee 2012

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.

Internal or external coaches?

External coaches

Internal coaches
Stages of development

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<th>STAGE</th>
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<tr>
<td>Nascent</td>
<td>Little or no commitment to a coaching culture</td>
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<td>Tactical</td>
<td>See the value of a coaching culture, but little genuine understanding of what this actually means</td>
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<td>Strategic</td>
<td>Have invested resources (including training) into setting up a coaching culture. Leaders accept the need to model best practice.</td>
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<td>Embedded</td>
<td>People at all levels of the organisation are involved in coaching and are able to focus on improvement plans.</td>
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Clutterbuck & Megginson 2005

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, Clutterbuck & Megginson 2013
Clough & Strycharczyk 2012; van Nieuwerburgh 2012

Towards integration

Mental Toughness

Coaching Psychology

Positive Psychology

UNLOCKING POTENTIAL

Towards integration

Mental Toughness

Coaching Psychology

Positive Psychology

OPTIMAL PERFORMANCE
Towards integration

Mental Toughness

Coaching Psychology

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SUBJECTIVE WELLBEING

Case Study:
Integration in schools

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<tr>
<th>Authors</th>
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<tbody>
<tr>
<td>Green, Oades &amp; Robinson</td>
<td>2012</td>
<td>Positive Education programmes: Integrating Coaching and Positive Psychology in schools</td>
</tr>
<tr>
<td>Green &amp; Norrish</td>
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<td>Enhancing well-being in adolescents: Positive Psychology and Coaching Psychology interventions in schools</td>
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<td>Norrish, Williams, O'Connor &amp; Robinson</td>
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<tr>
<td>van Nieuwerburgh &amp; Green</td>
<td>2014</td>
<td>Developing mental toughness in young people: coaching as an applied positive psychology</td>
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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

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

References


### References


### References
