

# PSYC 4727 Coaching in Organisations

## “Tales from the Field”

Peter Webb

B. Econ. Hons. (Org. Psych.)

B. Nat. (N.D.)

M. Appl. Sci. (Psych. Coaching)

# The 10 Commandments of Coaching in Organisations!



# First Commandment

“Honour



the gatekeepers”

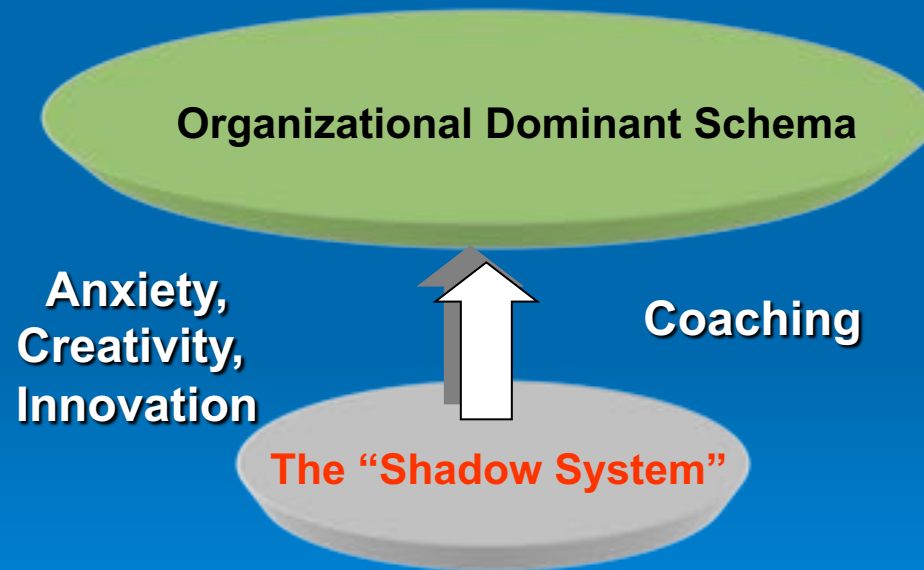
# Generic Coaching Processes

Laske, O. (2004). Can Evidence Based Coaching Increase ROI?. *International Journal of Evidence Based Coaching and Mentoring*. 2(2), 41-53.

- Supporting and guiding attention.
- Envisioning outcomes.
- Enacting new behavioural experiences.

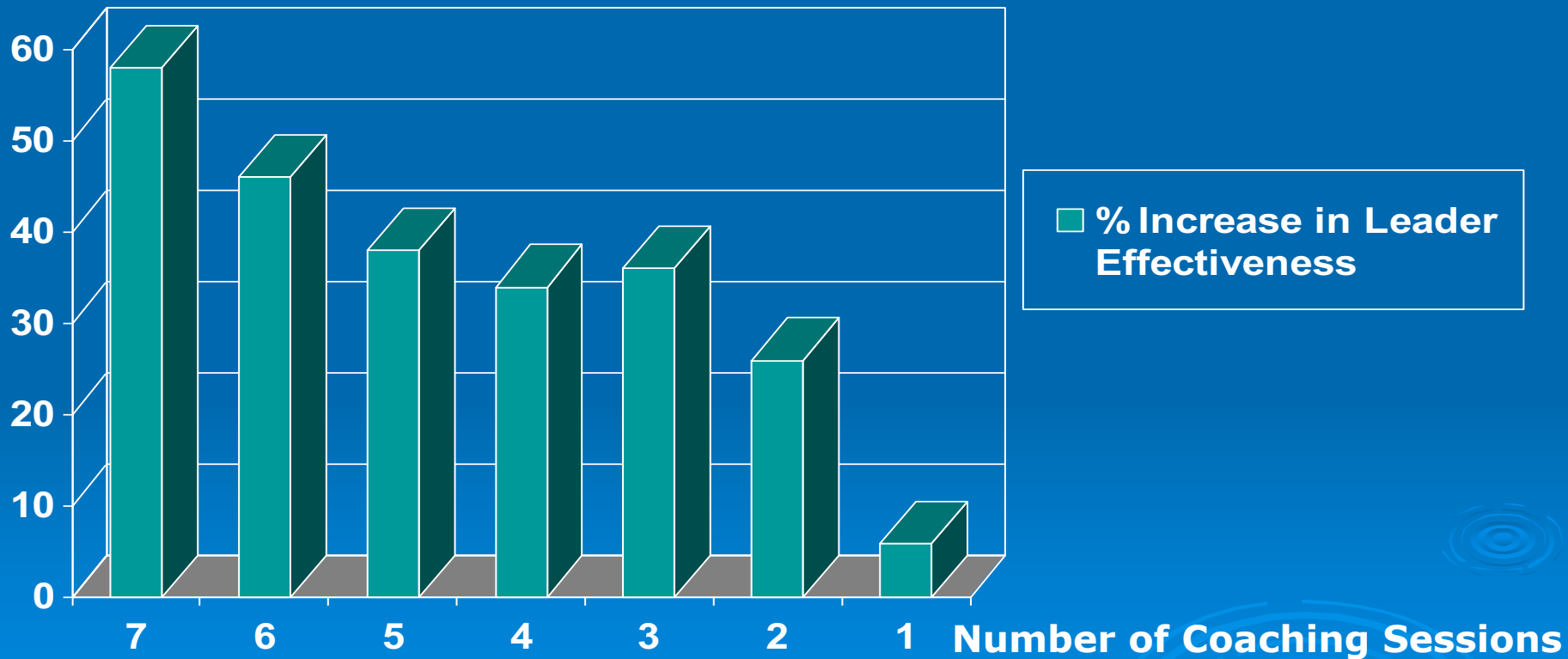
# Coaching for Creativity and Innovation

Adapted from: Stacey, R. D. (2003). *Strategic management and organisational dynamics*. (4th Ed.) Edinburgh Gate, UK: Pearson Education.



# Coaching and Leadership Effectiveness

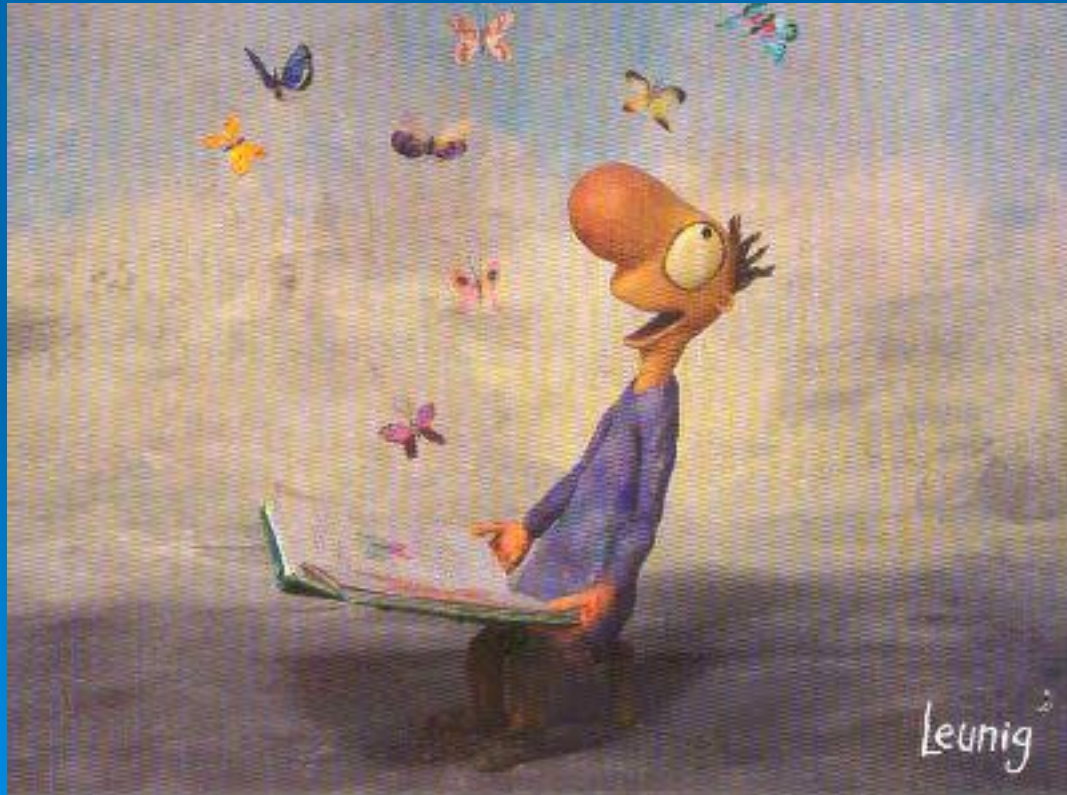
Thach, E.C. (2002). The impact of executive coaching and 360 feedback on Leadership effectiveness. *Leadership & Organization Development Journal*. 23(3/4), 205-214.





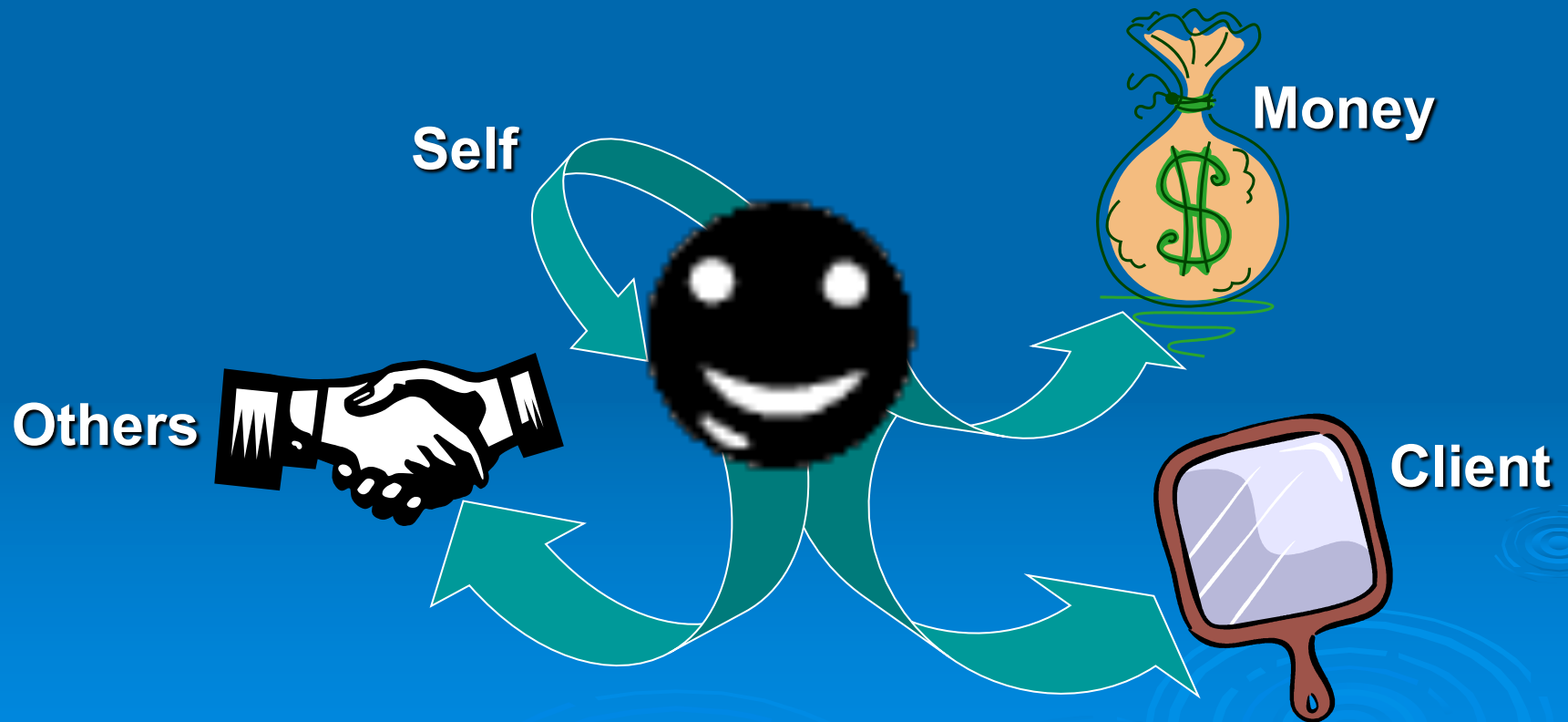
# Second Commandment

"Be OK with yourself, others, and the situation "



# Being OK

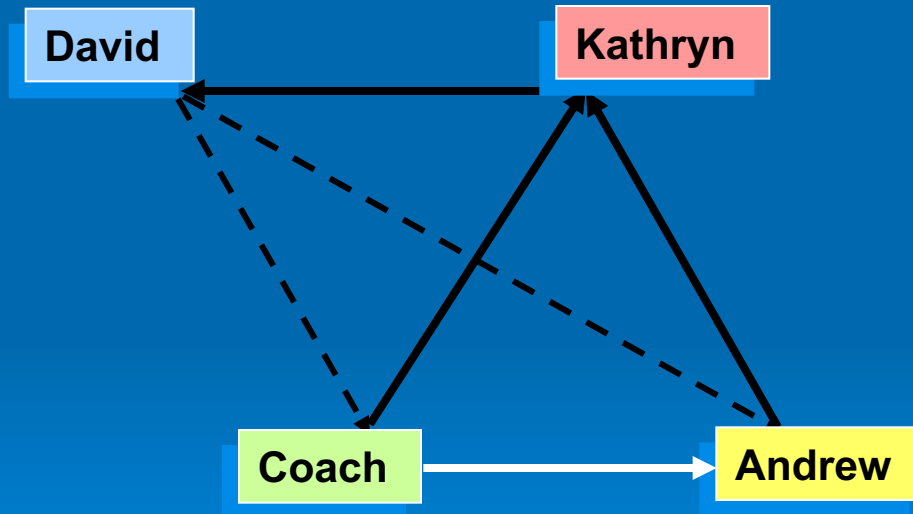
Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.



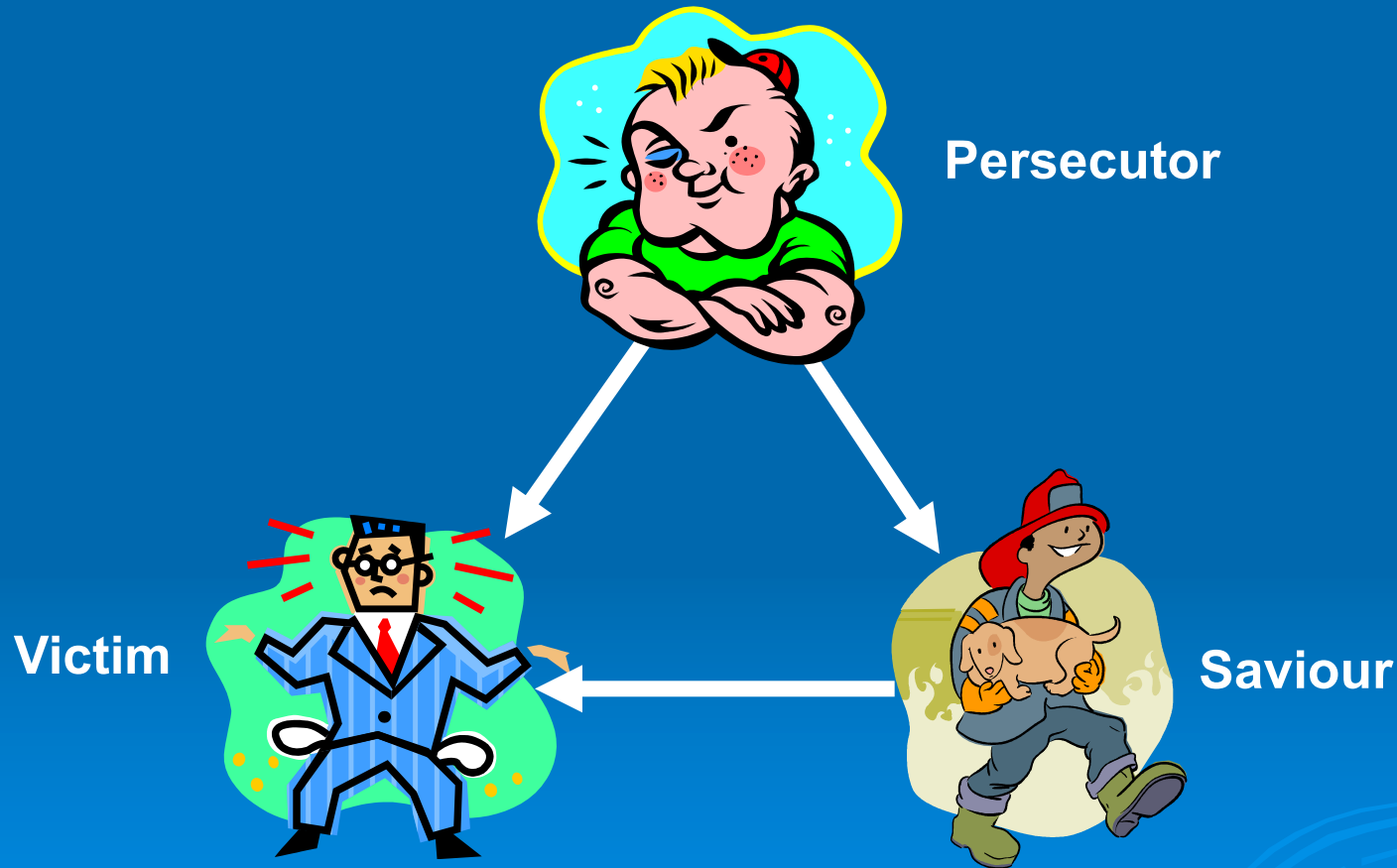


# Beware the Triangles!

Adapted from: O'Neill, M.B. (2000). *Executive coaching with backbone and heart*. San Francisco, CA: Jossey-Bass.



# Dysfunctional Triangle



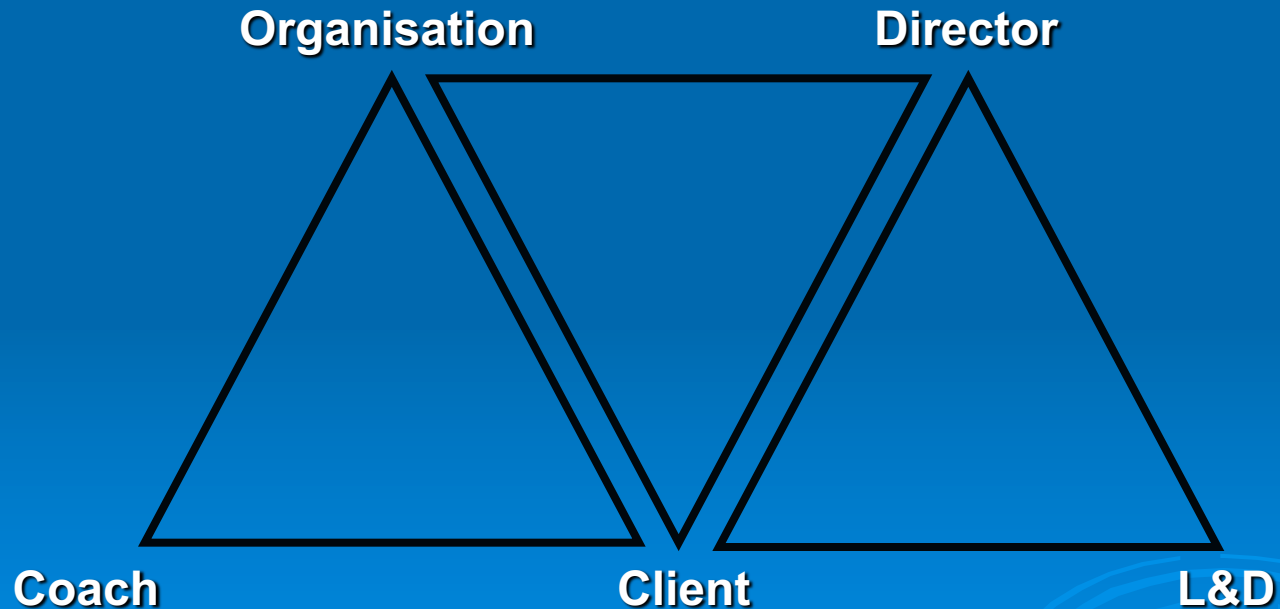
# Third Commandment

"Remember the contract and keep it Holy “



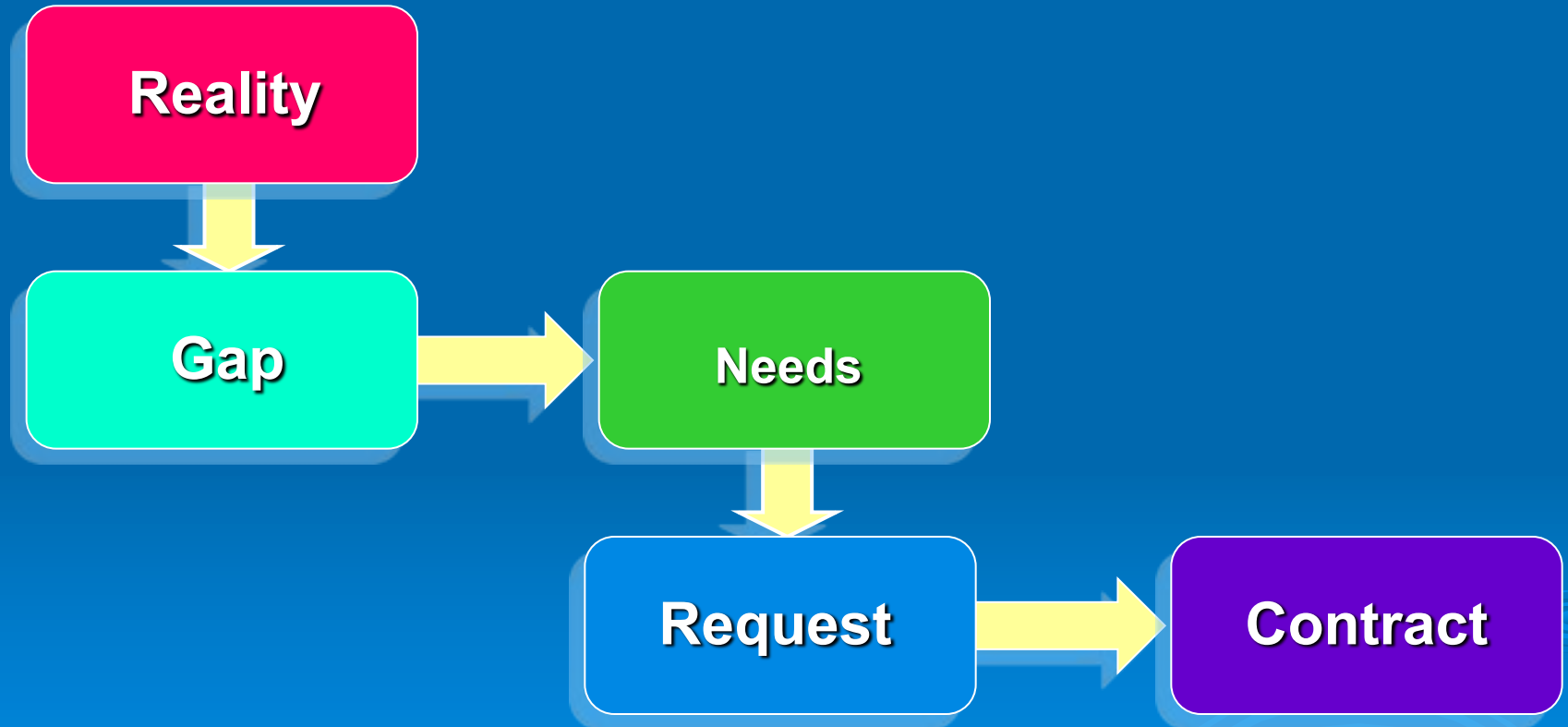
# Coach's Triangular Contract

Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.



# A Model for Action

Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.



# Fourth Commandment

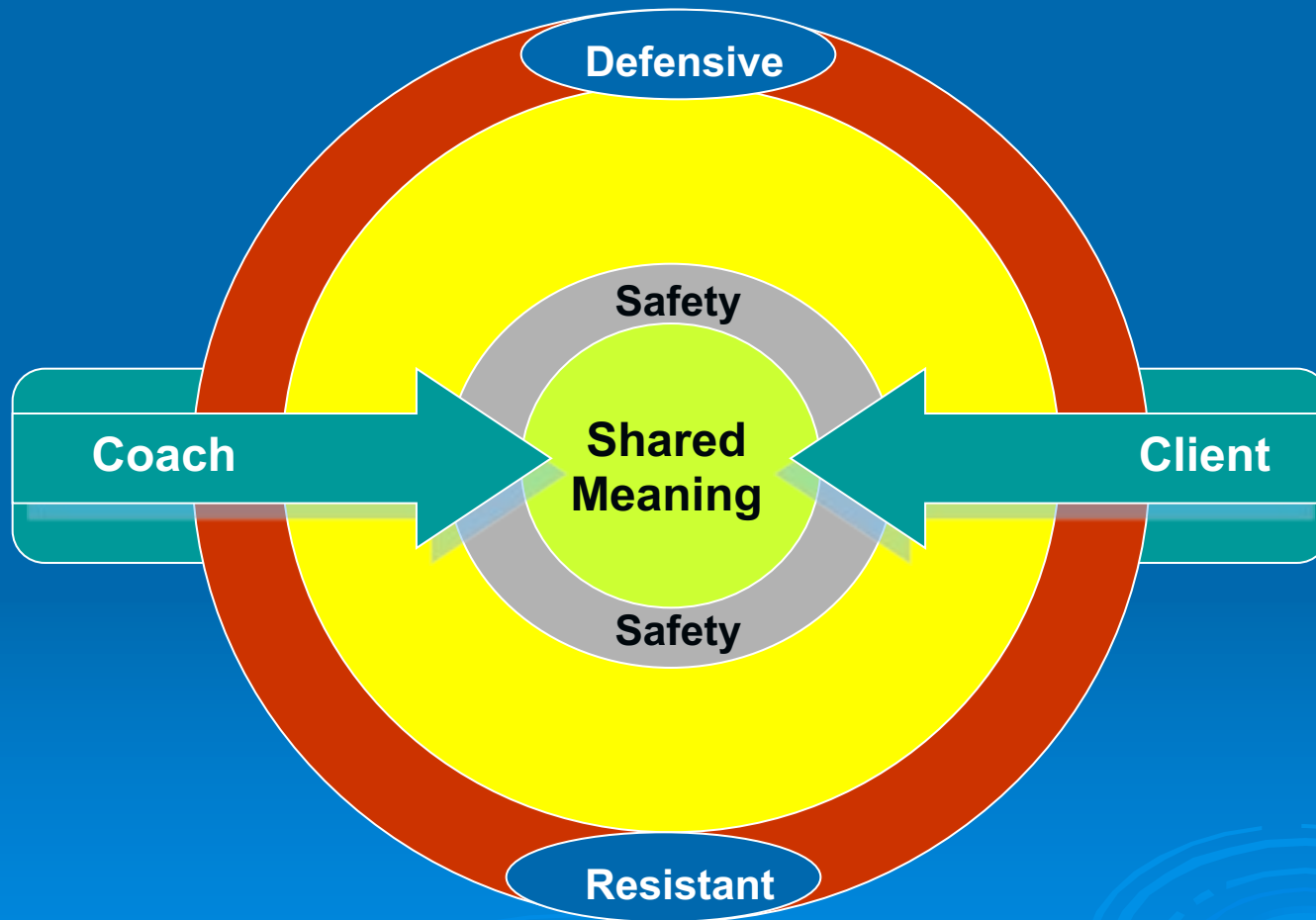
“Establish safe containment ”





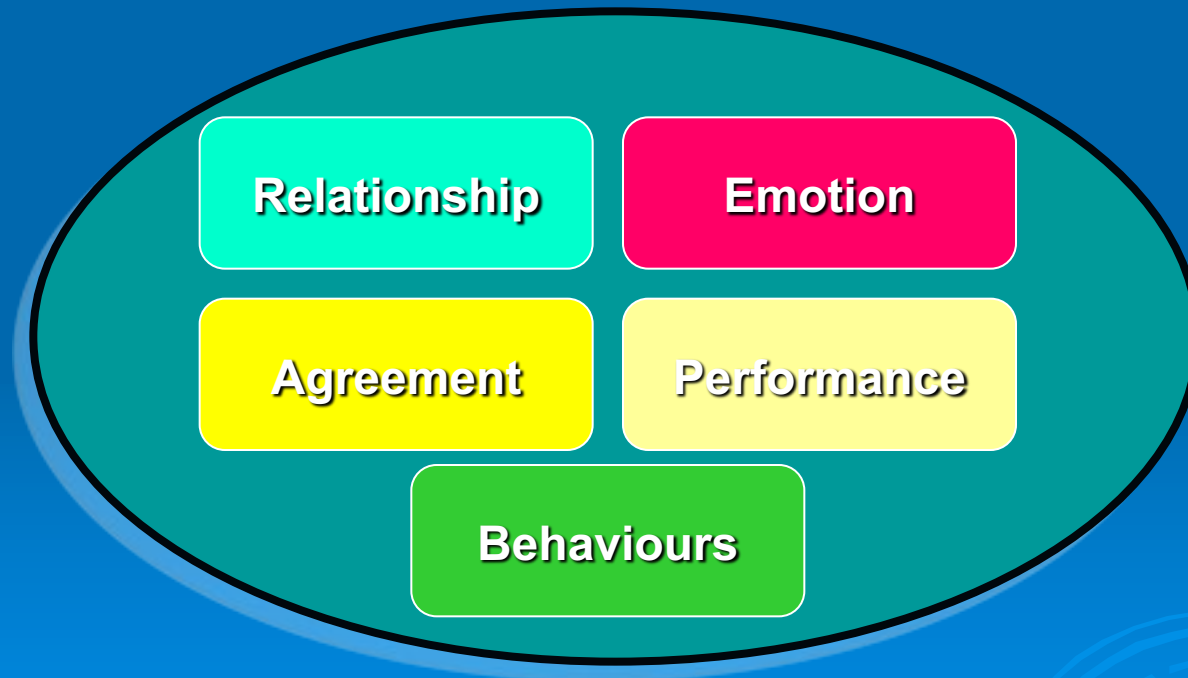
# Safe Containment

Adapted from: Kilburg, R.R. (2000). *Executive coaching: Developing managerial wisdom in a world of chaos*. Washington, DC. American Psychological Association.



# Components of Successful Coaching Containment

Adapted from: Kilburg, R.R. (2000). *Executive coaching: Developing managerial wisdom in a world of chaos*. Washington, DC. American Psychological Association.



# Ethics Pledge

(Derived from the Code of Ethics of the Australian Psychological Society  
And the International Coaching Federation)

- Responsibility
- Competence
- Disclosure
- Confidentiality
- Conflicts of Interest
- Informed Consent
- Propriety

# Fifth Commandment

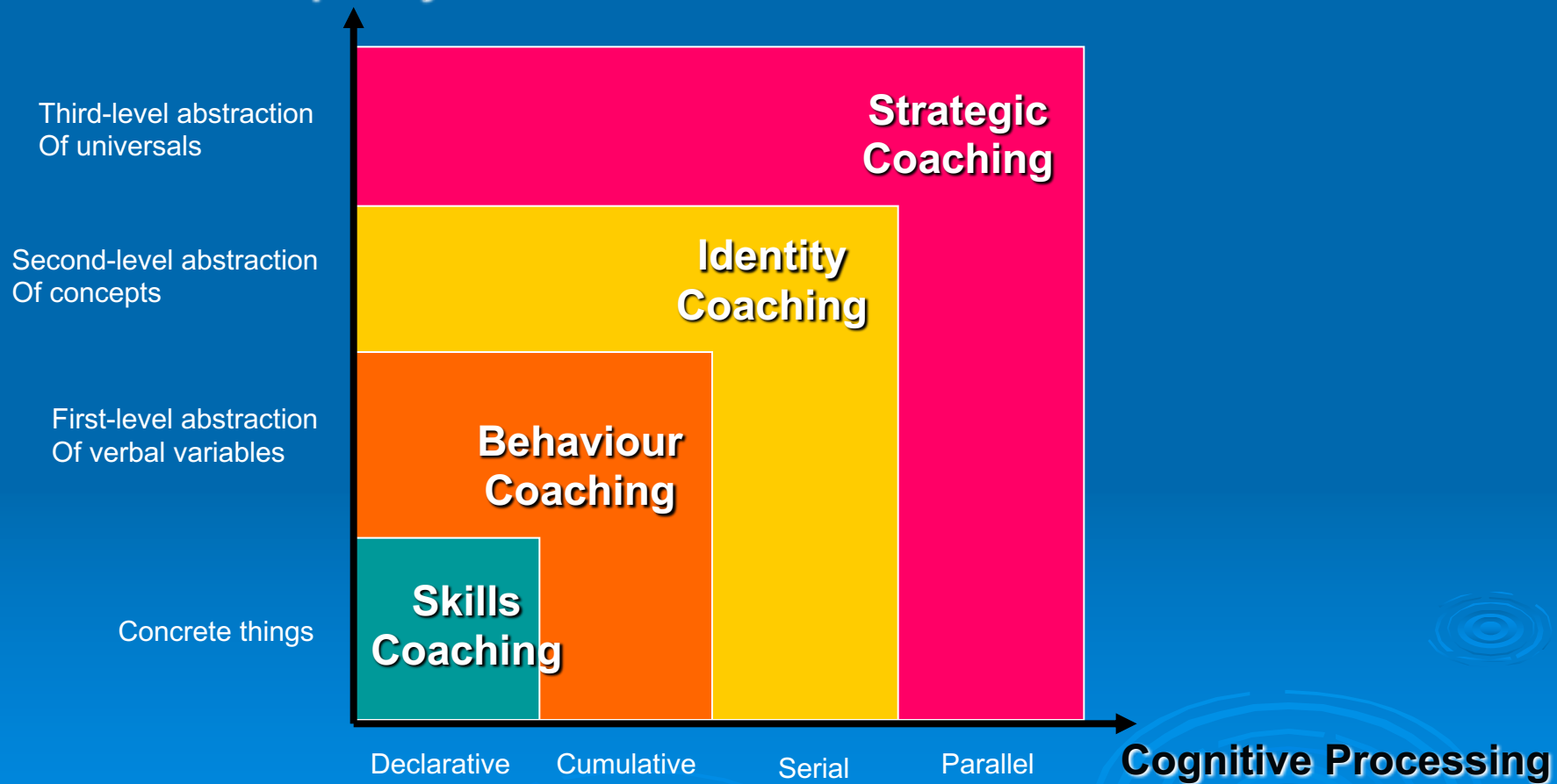
"Acknowledge level of complexity "



# Coaching Levels of Complexity

Adapted from: Jaques, E., & Clement, S.D. (1991). *Executive leadership: A practical guide to managing complexity*. Arlington, VA: Cason Hall.

## Information Complexity



# How Successful Managers Manage Complexity

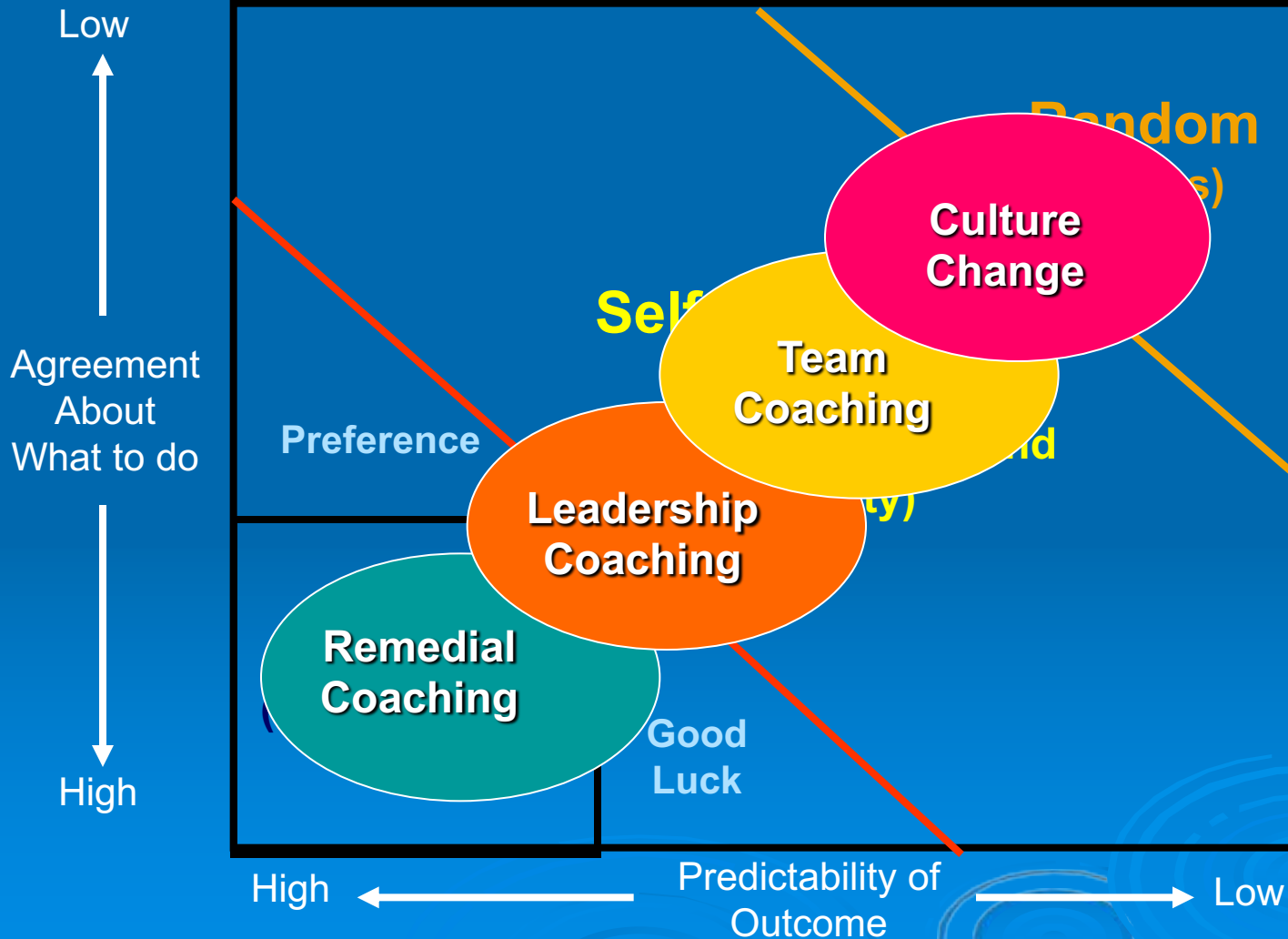
Ball, M.W. (2000). "Jack be nimble, jack be quick..": How managers experience and adapt to complexity and uncertainty. *Dissertation Abstracts International Section B: The Sciences & Engineering*. 60(9-B). 4941.

- Accept complexity and uncertainty as the way of the world.
- Establish guiding principles for setting priorities and making decisions.
- Make timely decisions.
- Manage the information flow.
- Nurture and sustain relationships.
- Acknowledge and process emotions.
- Be a continuous learner .



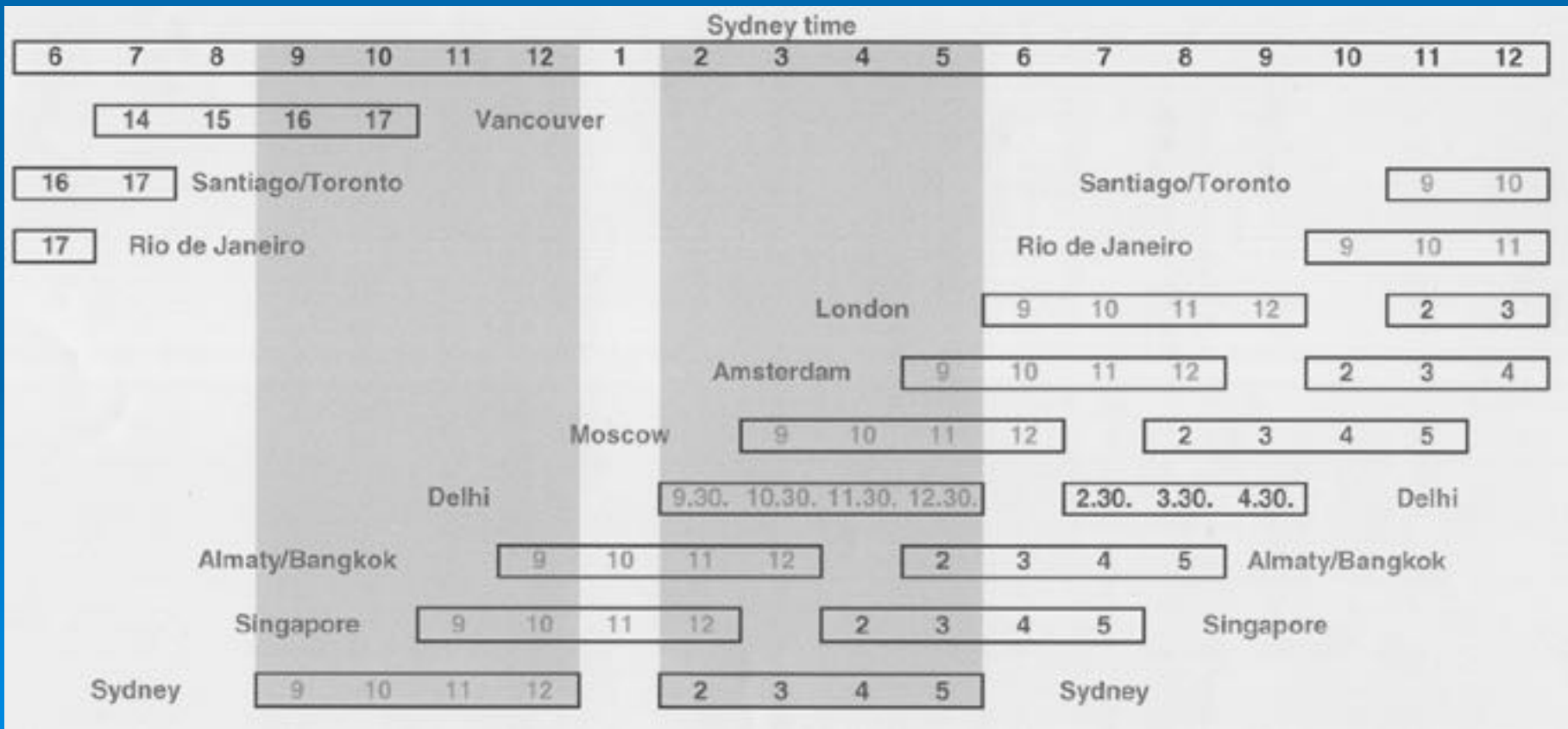
# Coaching Approaches

Adapted from: Stacey, R. D. (2003). *Strategic management and organisational dynamics*. (4<sup>th</sup> Ed.) Edinburgh Gate, UK: Pearson Education.



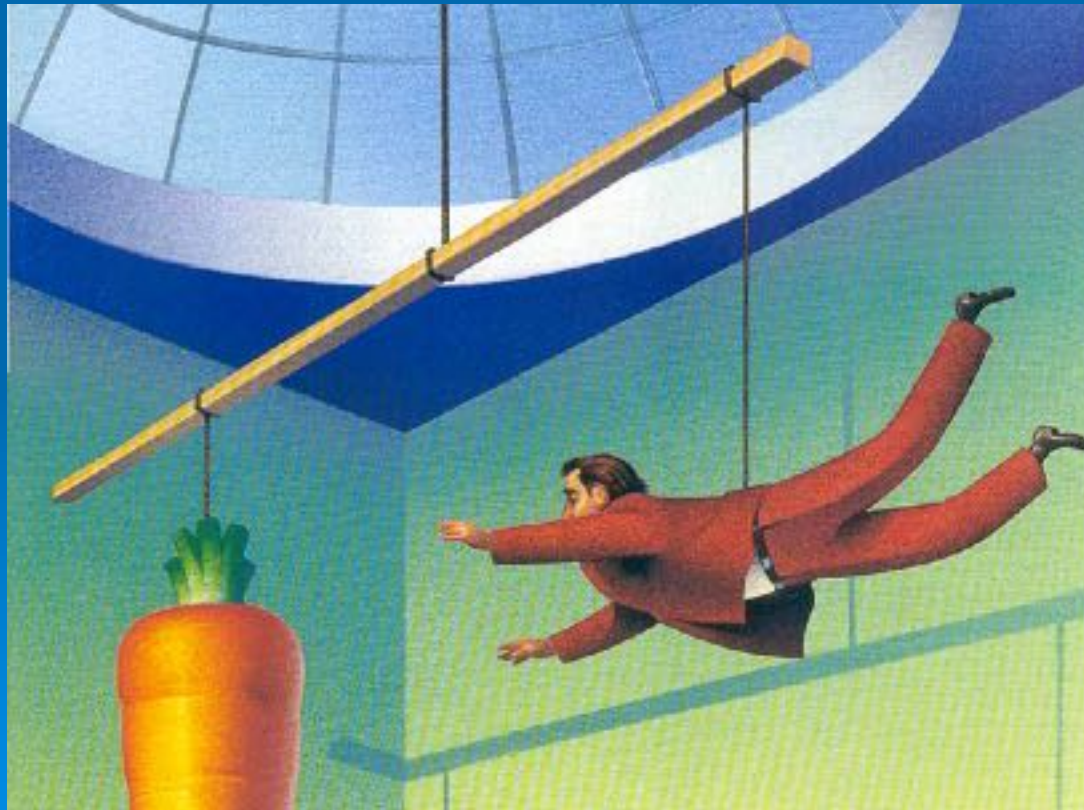
# Global Business

(Adapted from: Baker, S.M. (2000). *The circadian prescription*. New York, NY: G.P. Putnam's Sons)



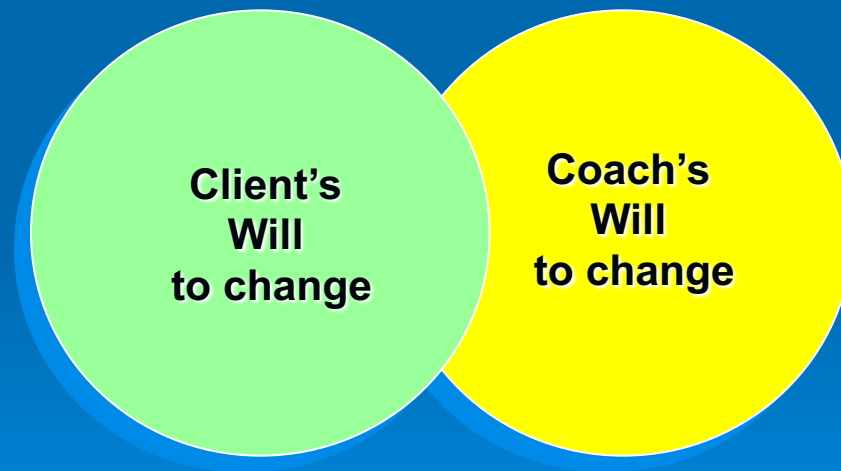
# Sixth Commandment

"Calibrate willingness to change "



# Path of Progressive Development

Adapted from: Kilburg, R.R. (2001). Facilitating intervention adherence in executive coaching: A model and methods. *Consulting Psychology Journal: Practice and Research*, 53(4), 251-267.



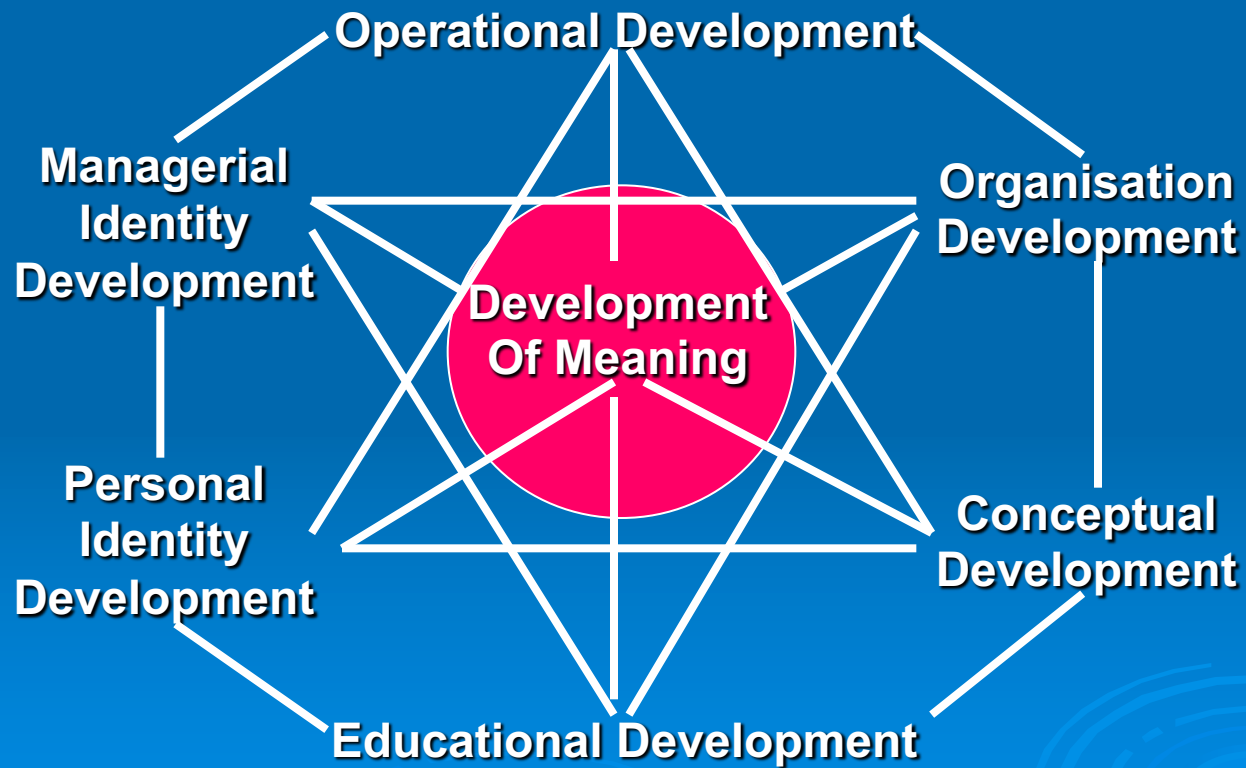
# Seventh Commandment

"Establish a diagnosis "



# The Neurobiology of Integrated Management

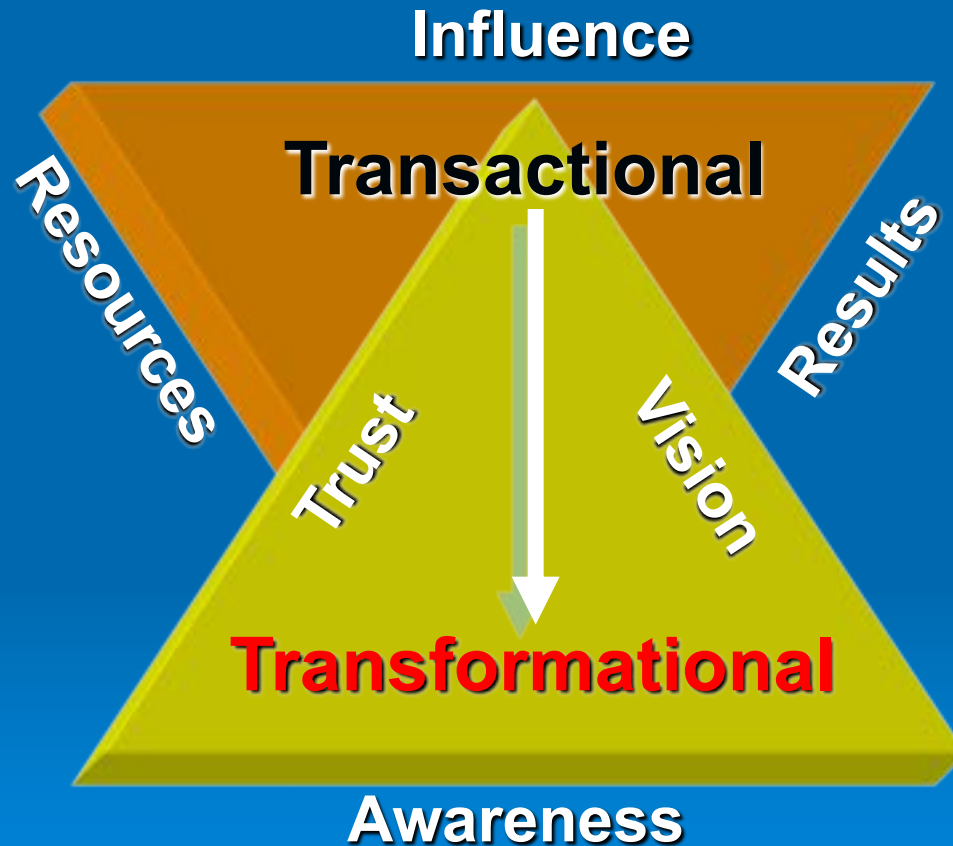
Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.





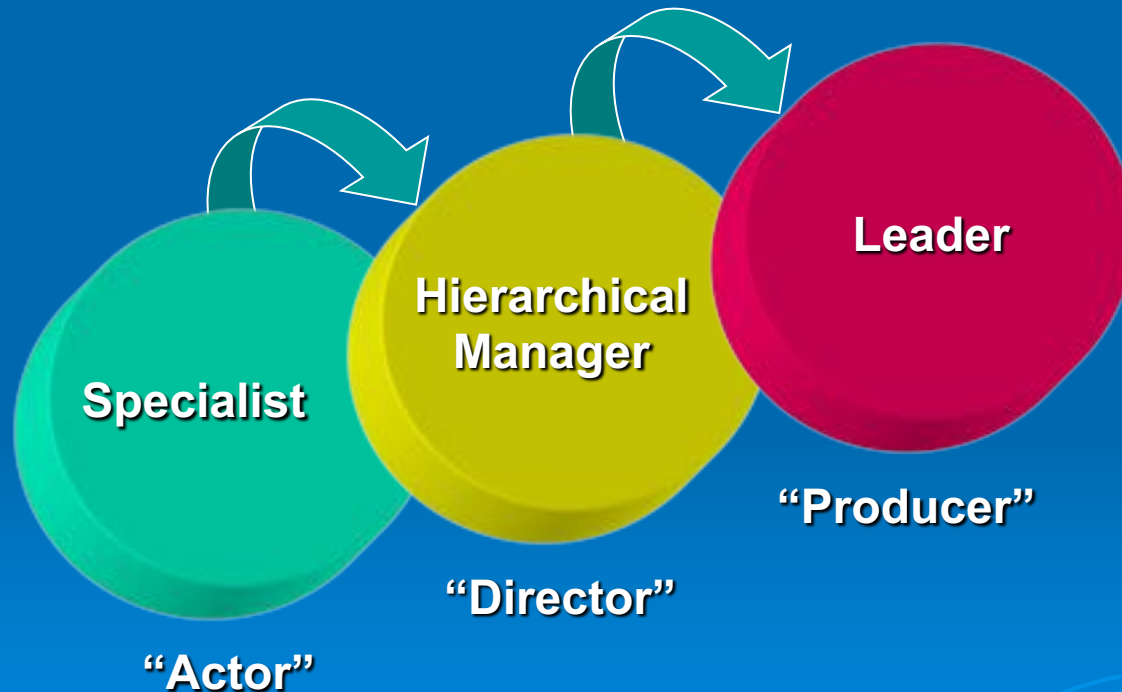
# Full Range Leadership

Adapted from: Bass, B. J. & Avolio, B.M. (Eds.) (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage Publications.



# Manager's Stages of Development

Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.



# Eighth Commandment

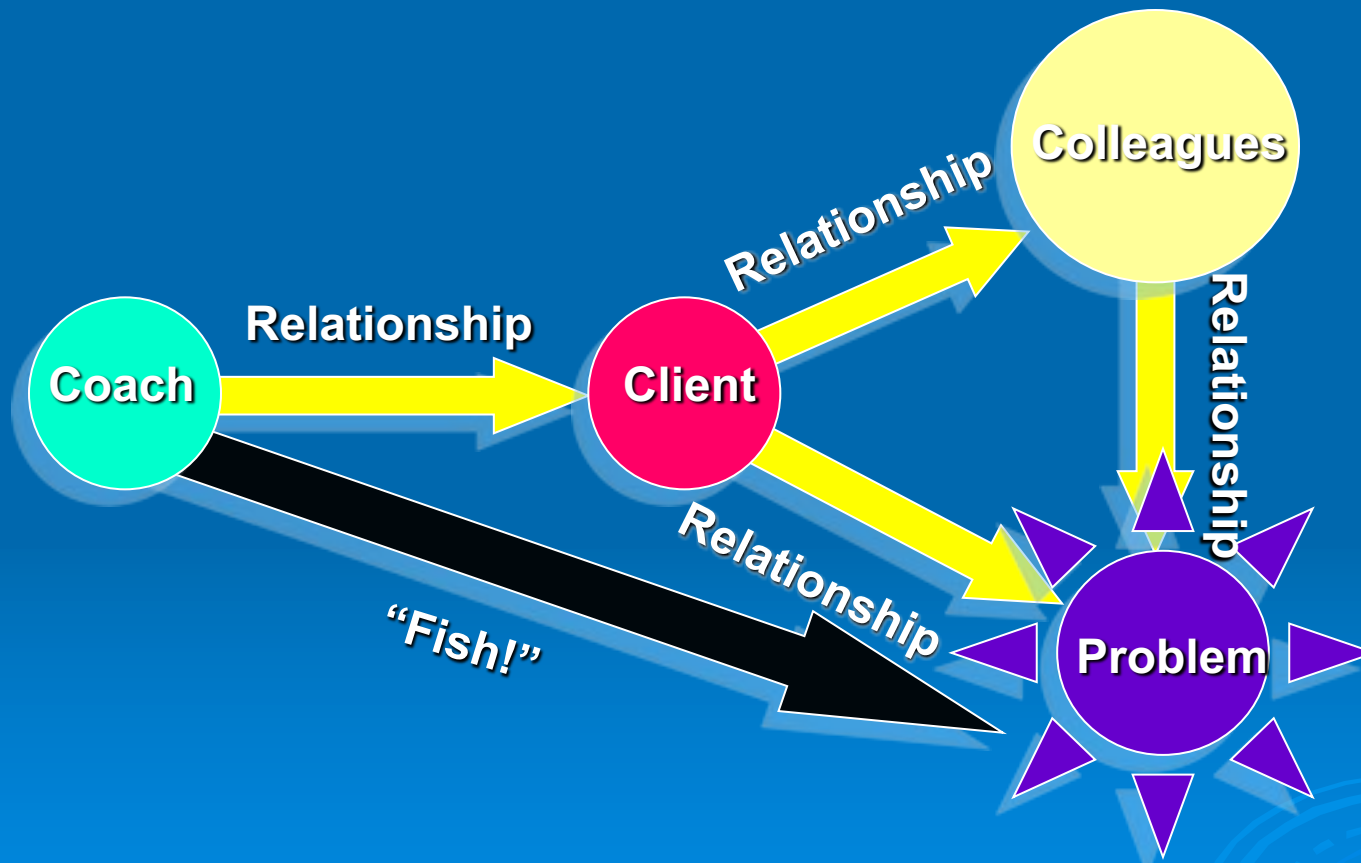
"Enact



intervention "

# Intervention Zones

Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.



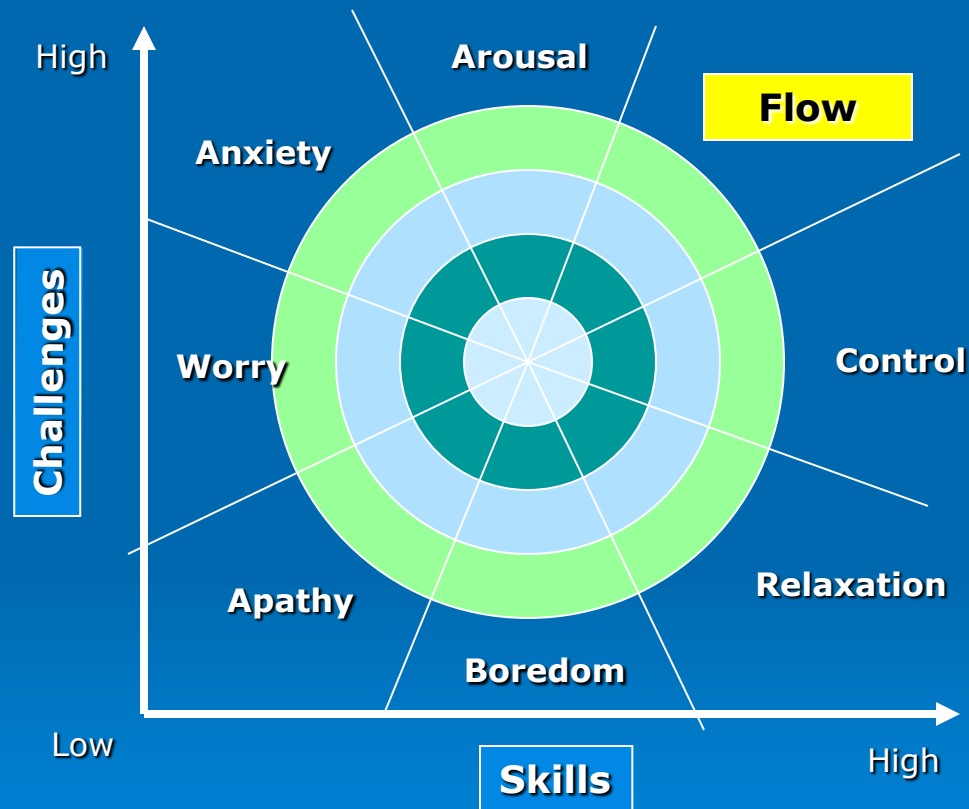
# Ninth Commandment

"Manage the here and now "



# Flow

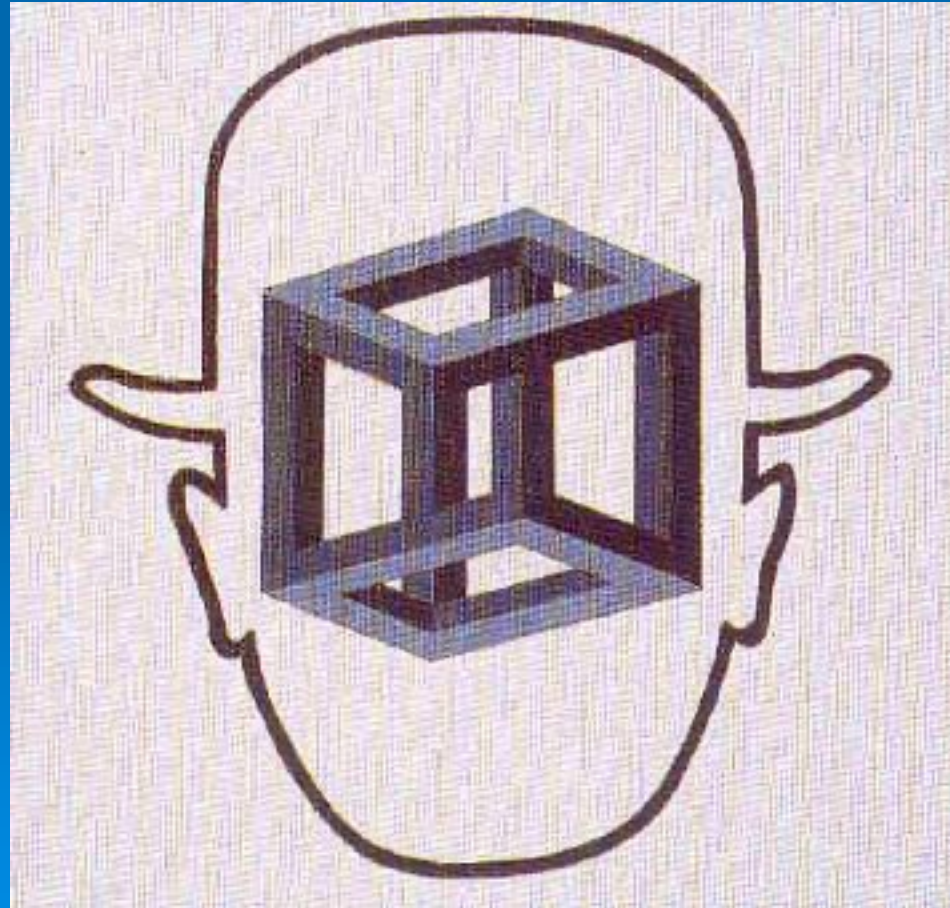
Csikszentmihalyi, M., & Nakamura, J. (2002). The concept of flow. In: Snyder, C.R., & Lopez, S.J. (Eds.). *Handbook of positive psychology*. New York: Oxford University Press.





# Tenth Commandment

"Derive



meaning "

# Coaching for Meaning

Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.

