



Coaching in the Emerald City: How to follow the yellow brick road!

Peter Webb

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

B. Nat. (N.D.)

M. Appl. Sci. (Psych. Coaching)

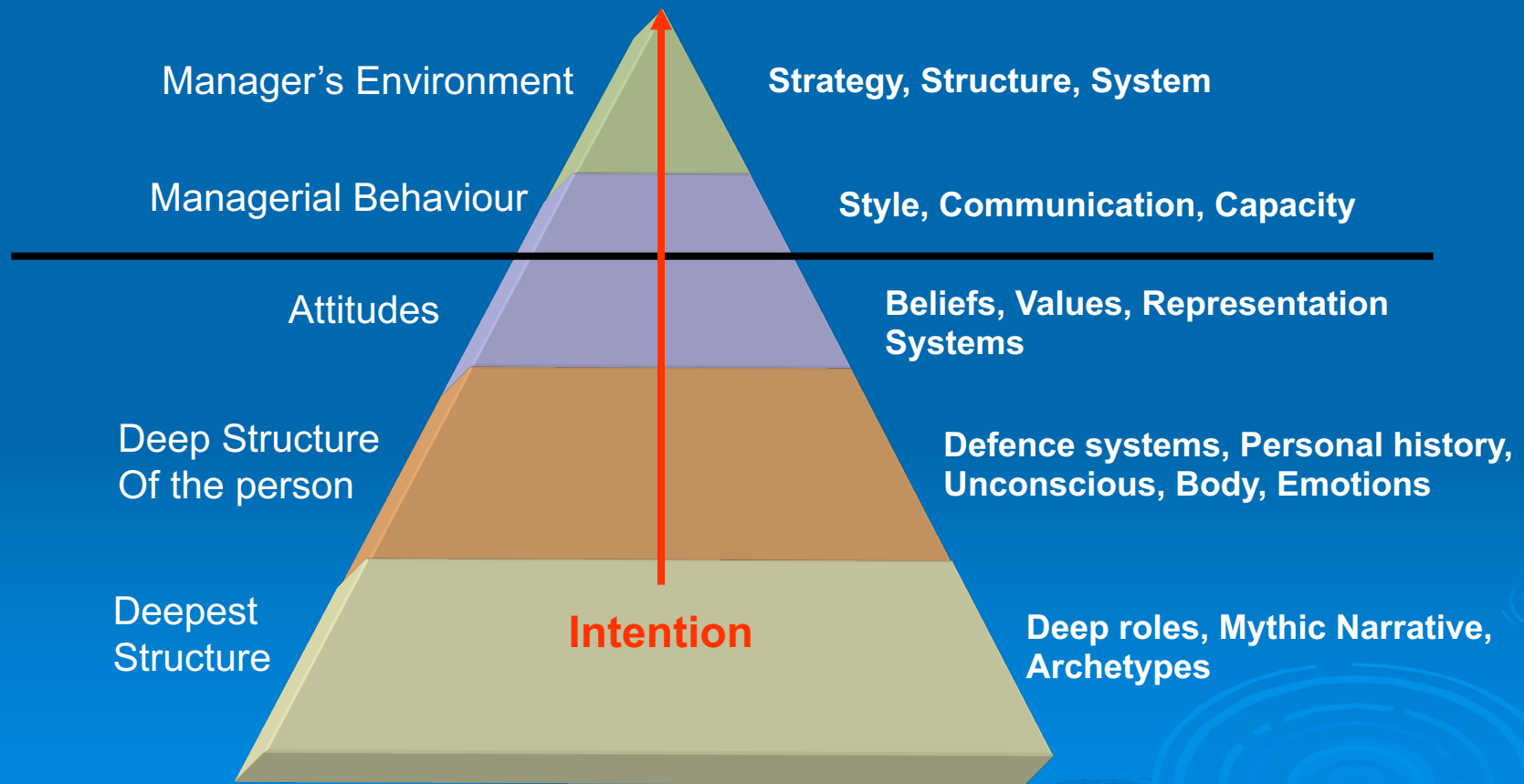
Interest Group for Coaching
Psychologists Symposium
14 – 15 July 2006

#1 “Over the Rainbow”: Coaching for 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.



#2 “Guardians of the Gates to the Emerald City”



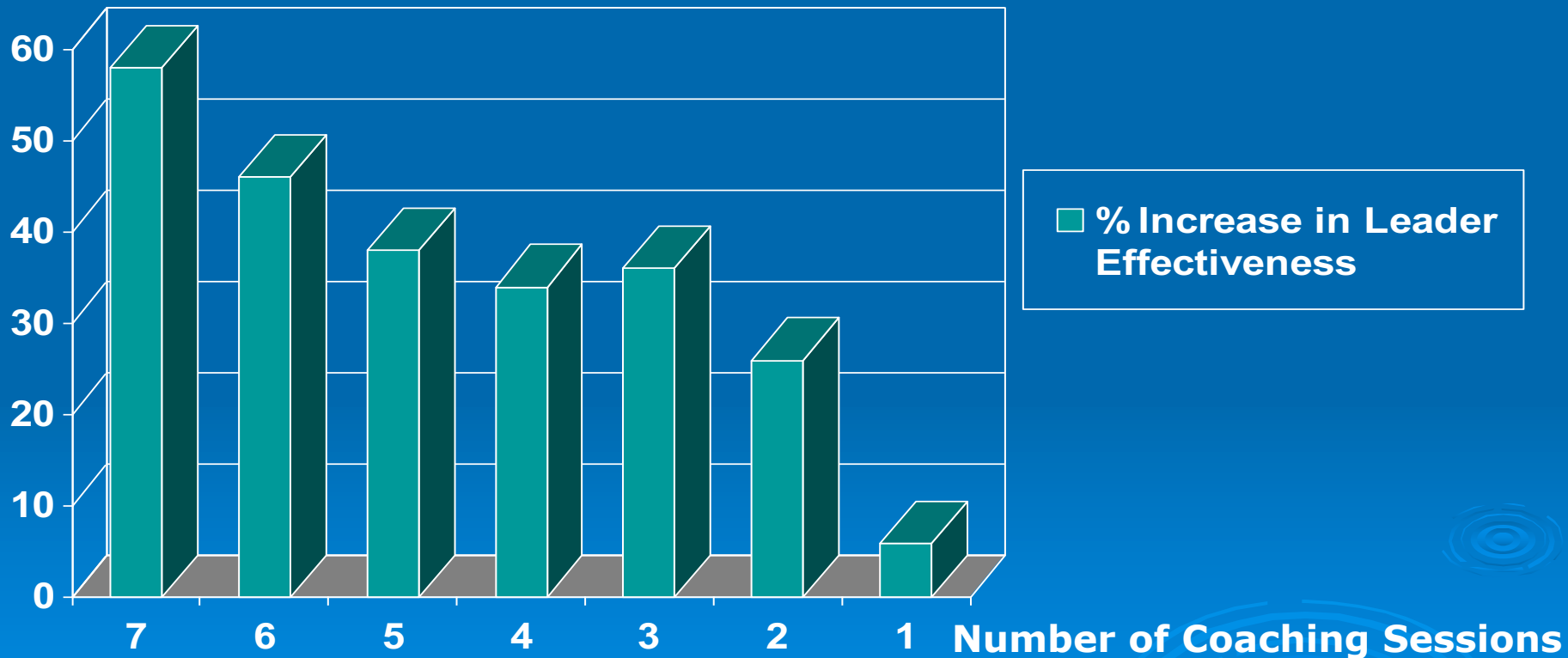
Generic Coaching Processes

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.

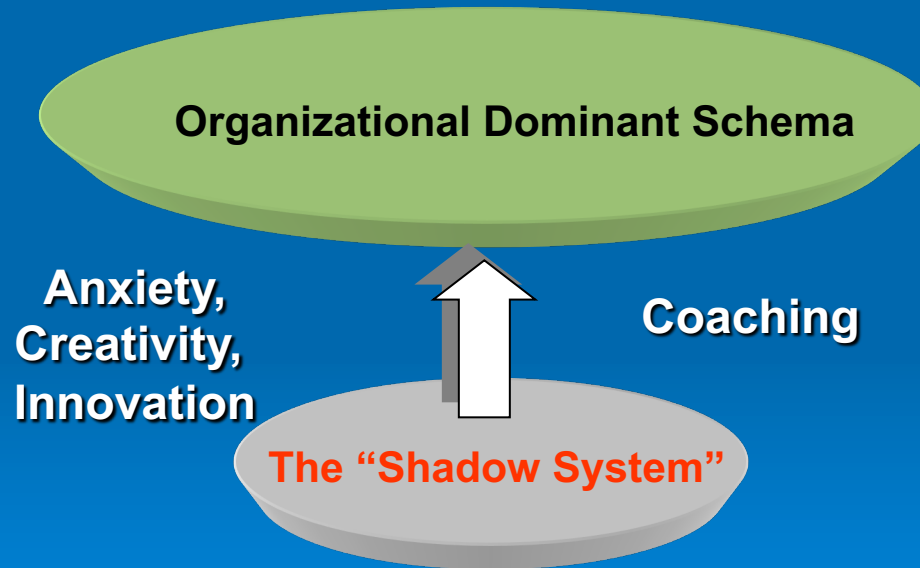
Coaching and Leadership Effectiveness

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



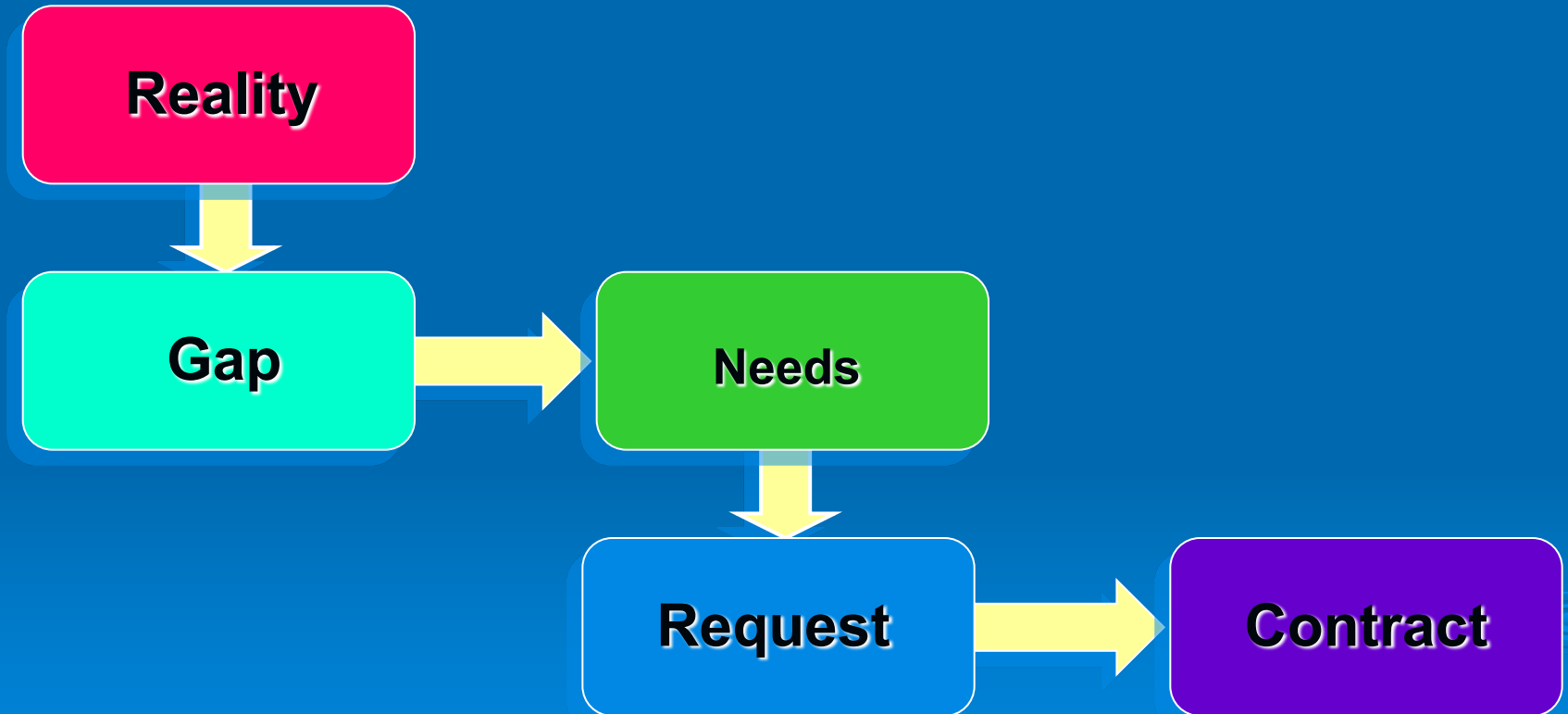
Coaching for Creativity and Innovation

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



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.



#3 “Scarecrow”: Ability to think and operate at high levels of complexity



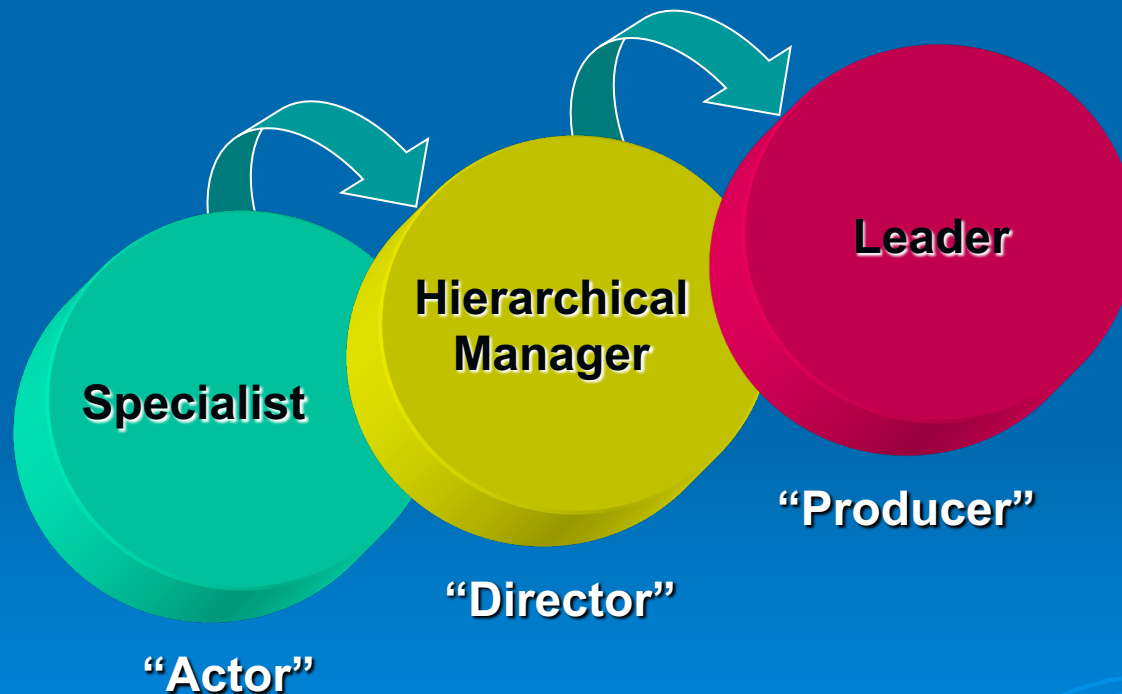
How Successful Managers Manage Complexity

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 .

Manager's Stages of Development

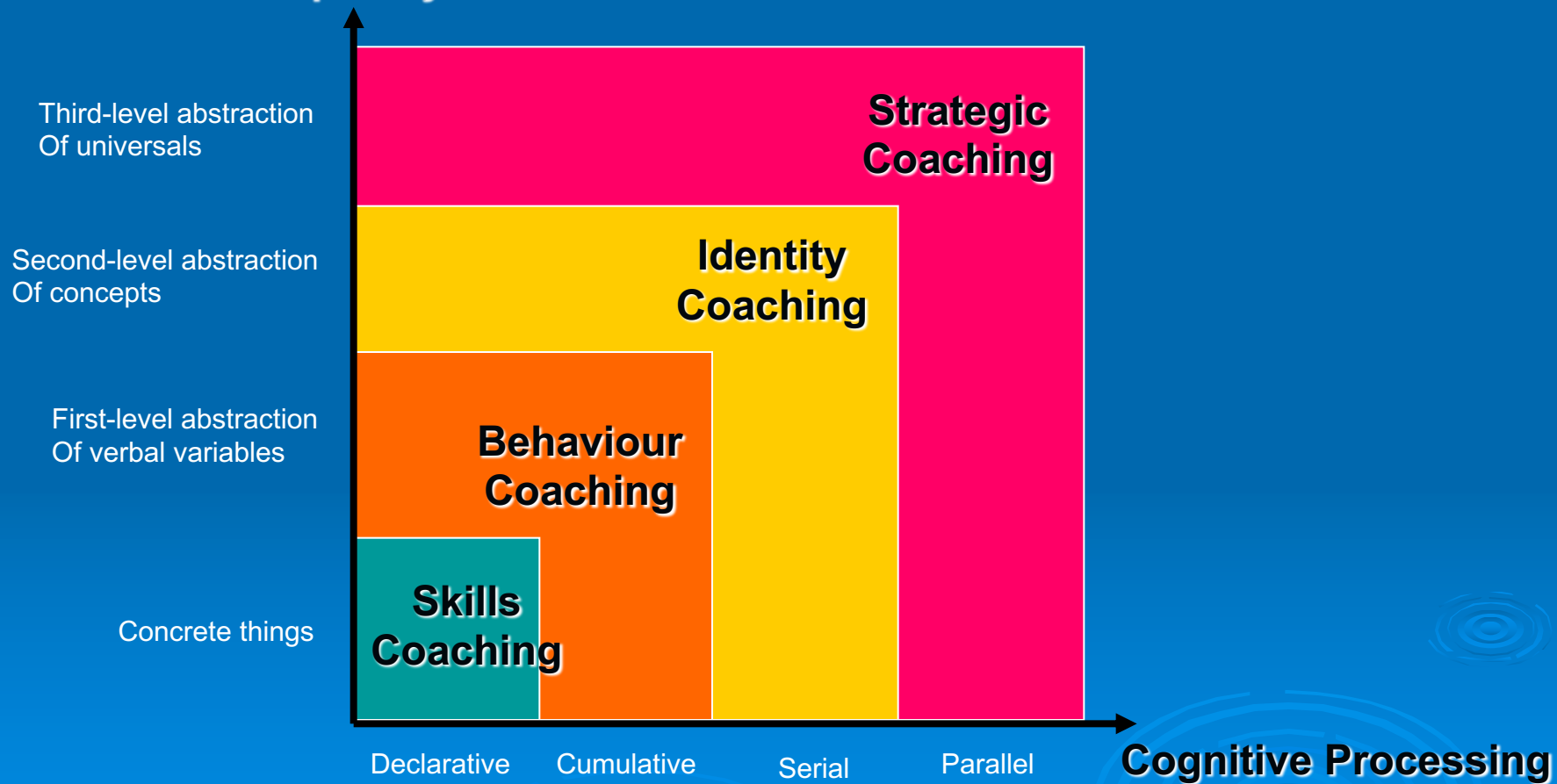
Adapted from: Lenhardt, V. (2004) *Coaching for meaning: The culture and practice of coaching And team building*. Houndmills, Basingstoke: UK, Palgrave MacMillan.



Coaching Levels of Complexity

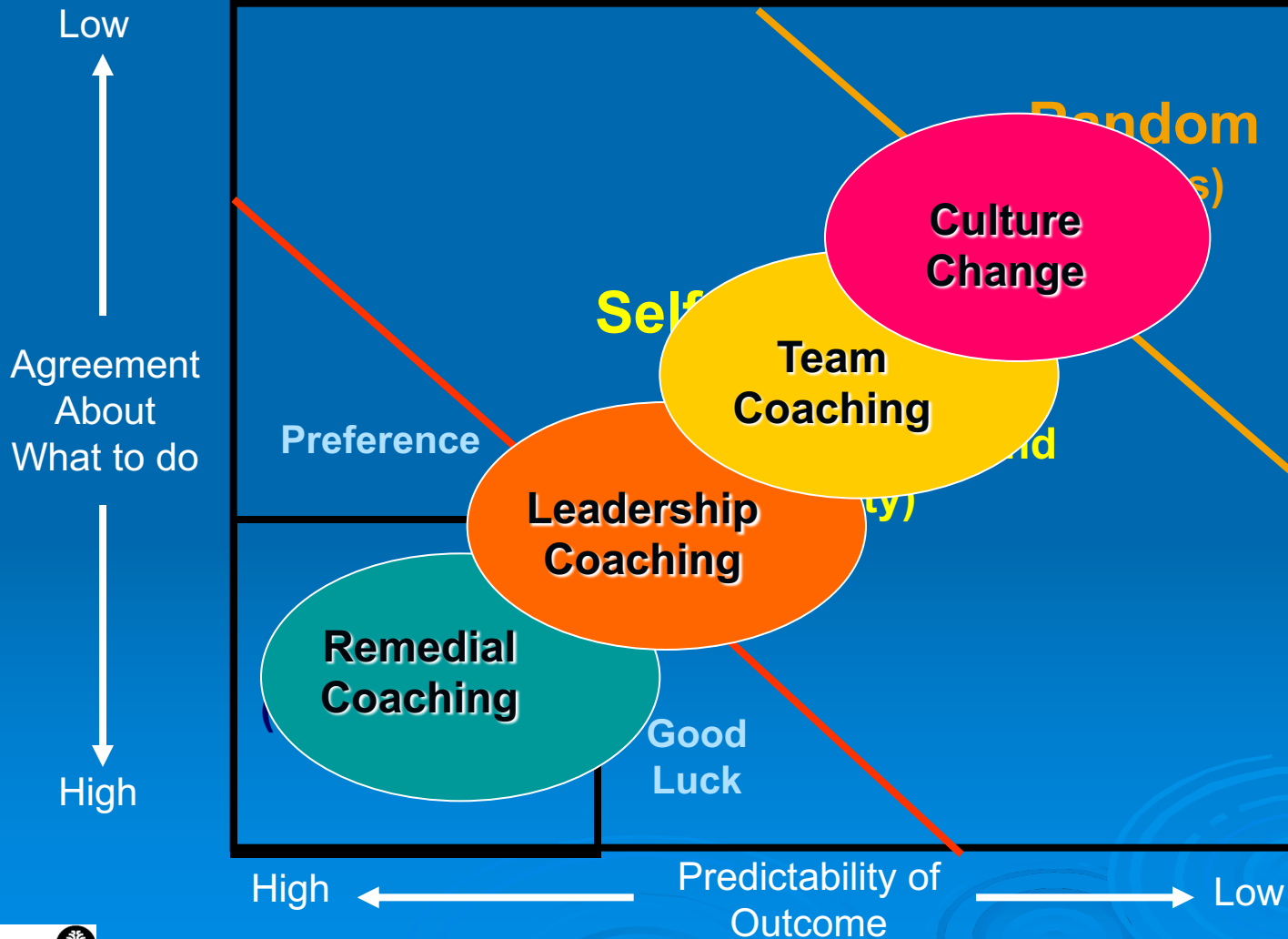
Adapted from: Jaques, E., & Clement, S.D. (1991). *Executive leadership: A practical guide to managing complexity*. Arlington, VA: Cason Hall.

Information Complexity



Coaching Approaches

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

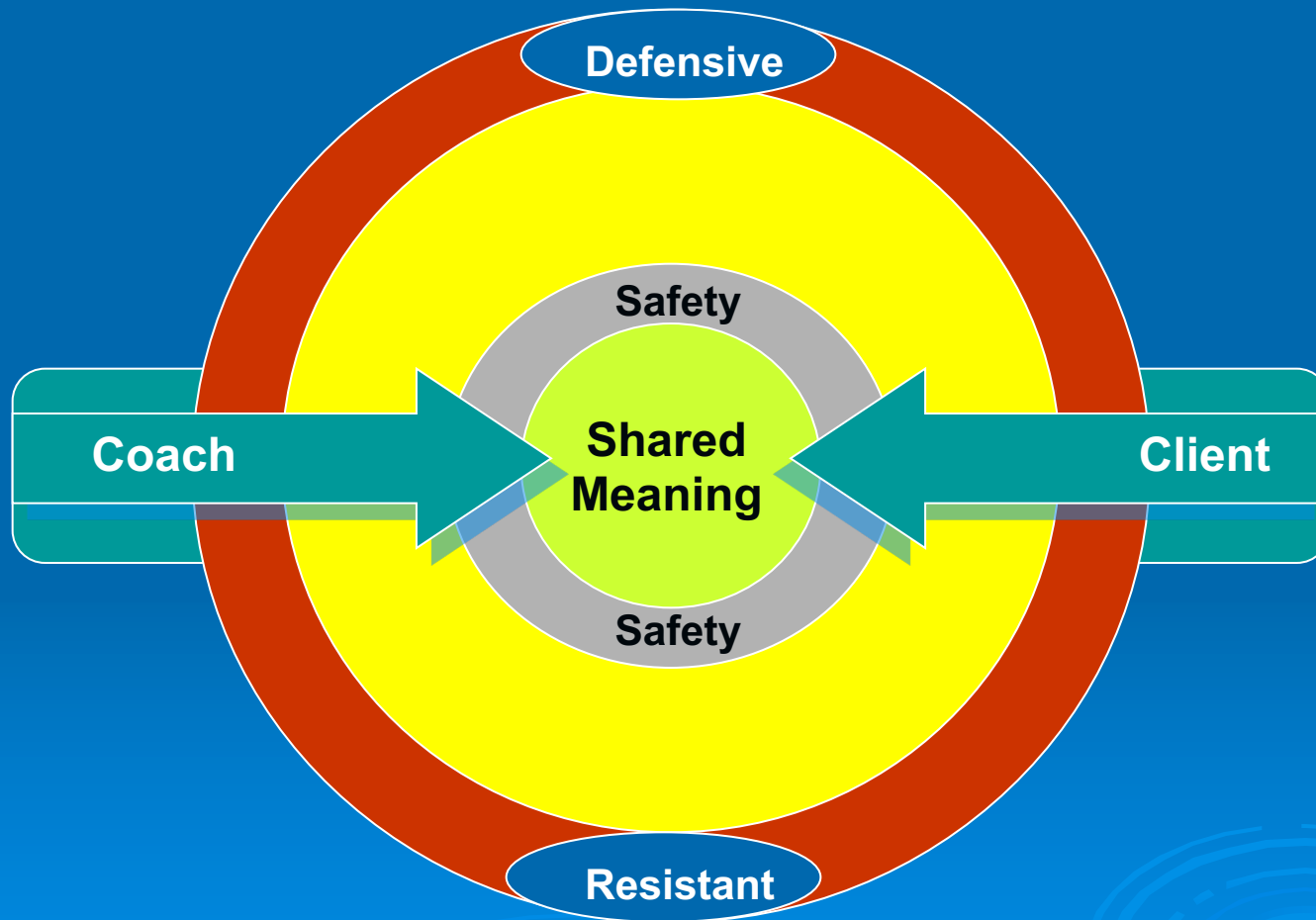


#4 “Tinman”: Heart of safe containment



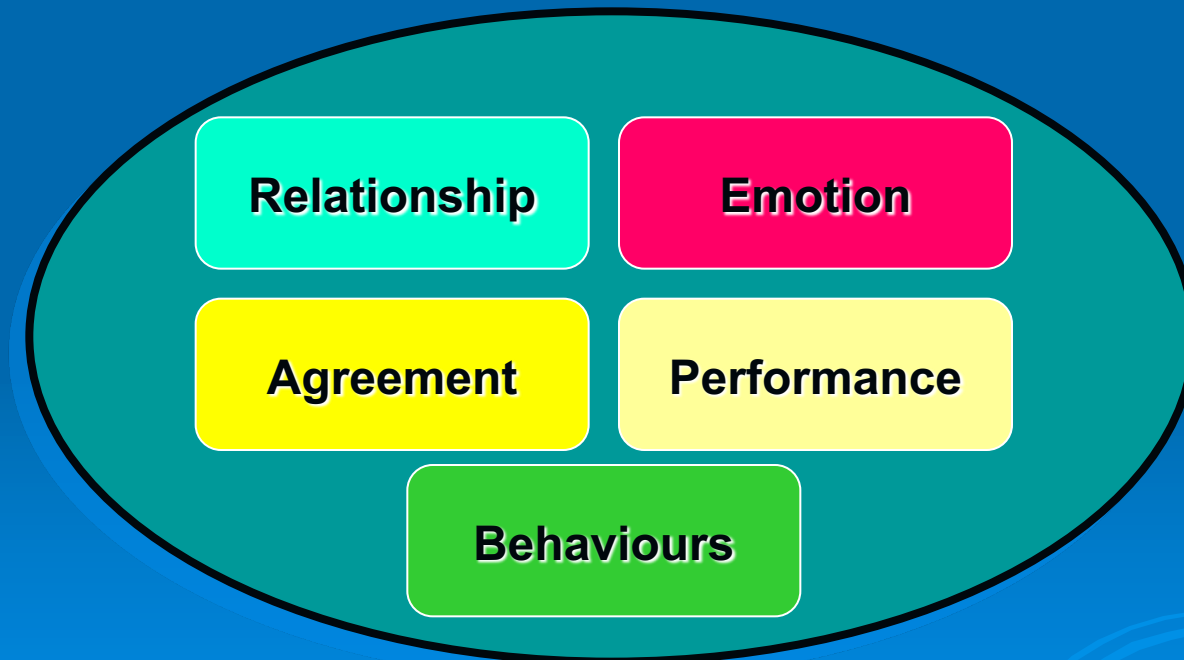
Safe Containment

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)

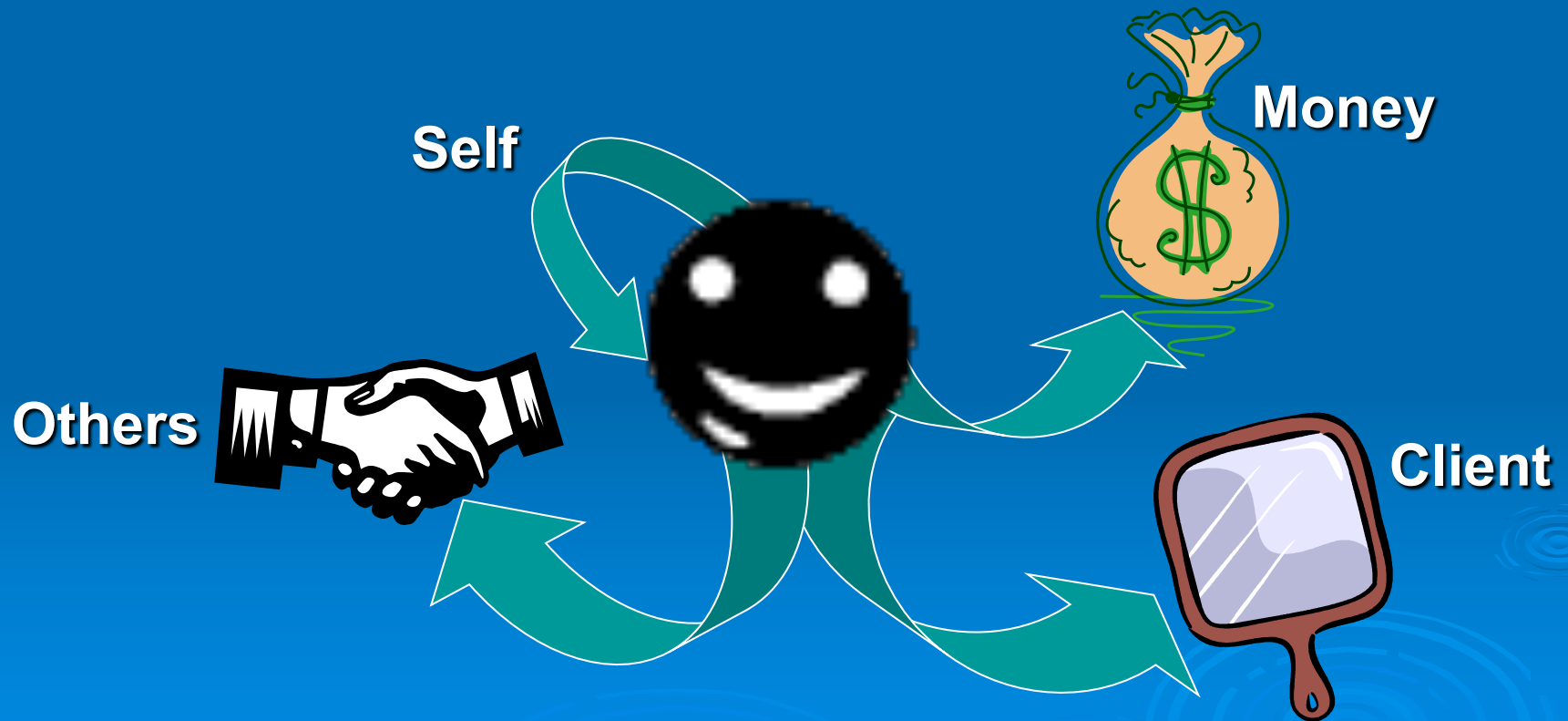
- Responsibility
- Competence
- Disclosure
- Confidentiality
- Conflicts of Interest
- Informed Consent
- Propriety

#5 “Lion”: Courage to 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.

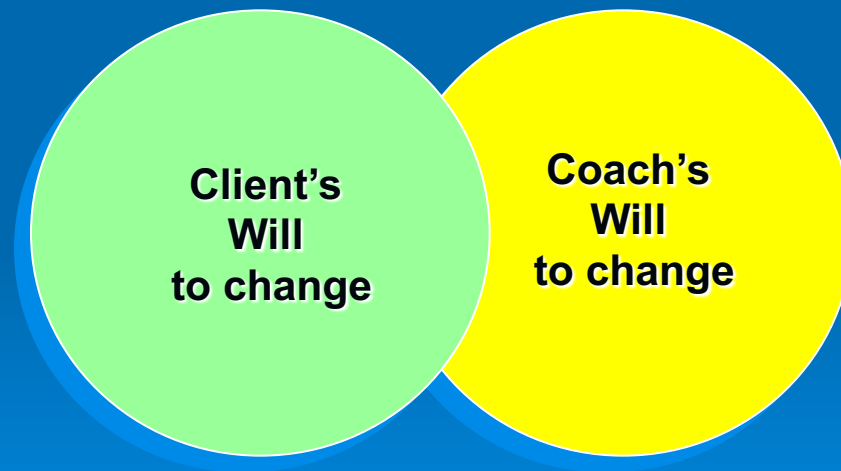


#6 “Wizard of Oz”: Establish willingness to change



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.

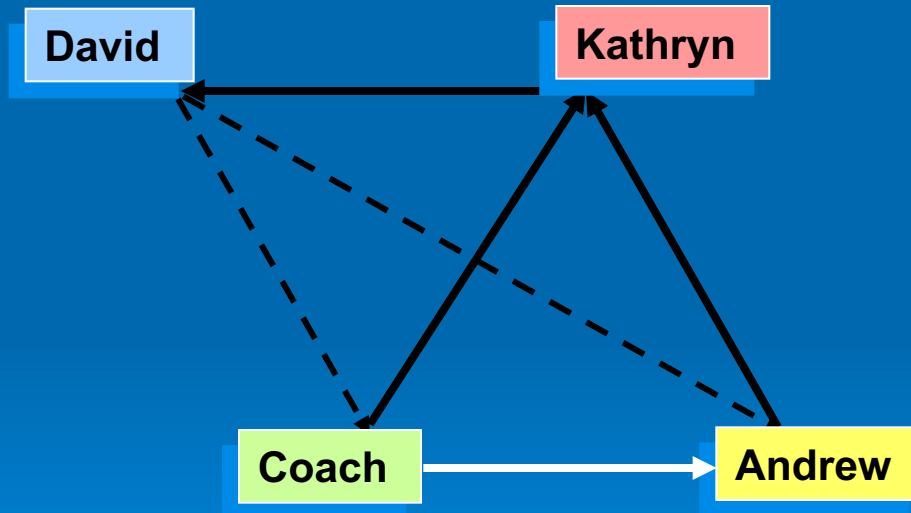


#7 “Dorothy”: Manage identities and relationships

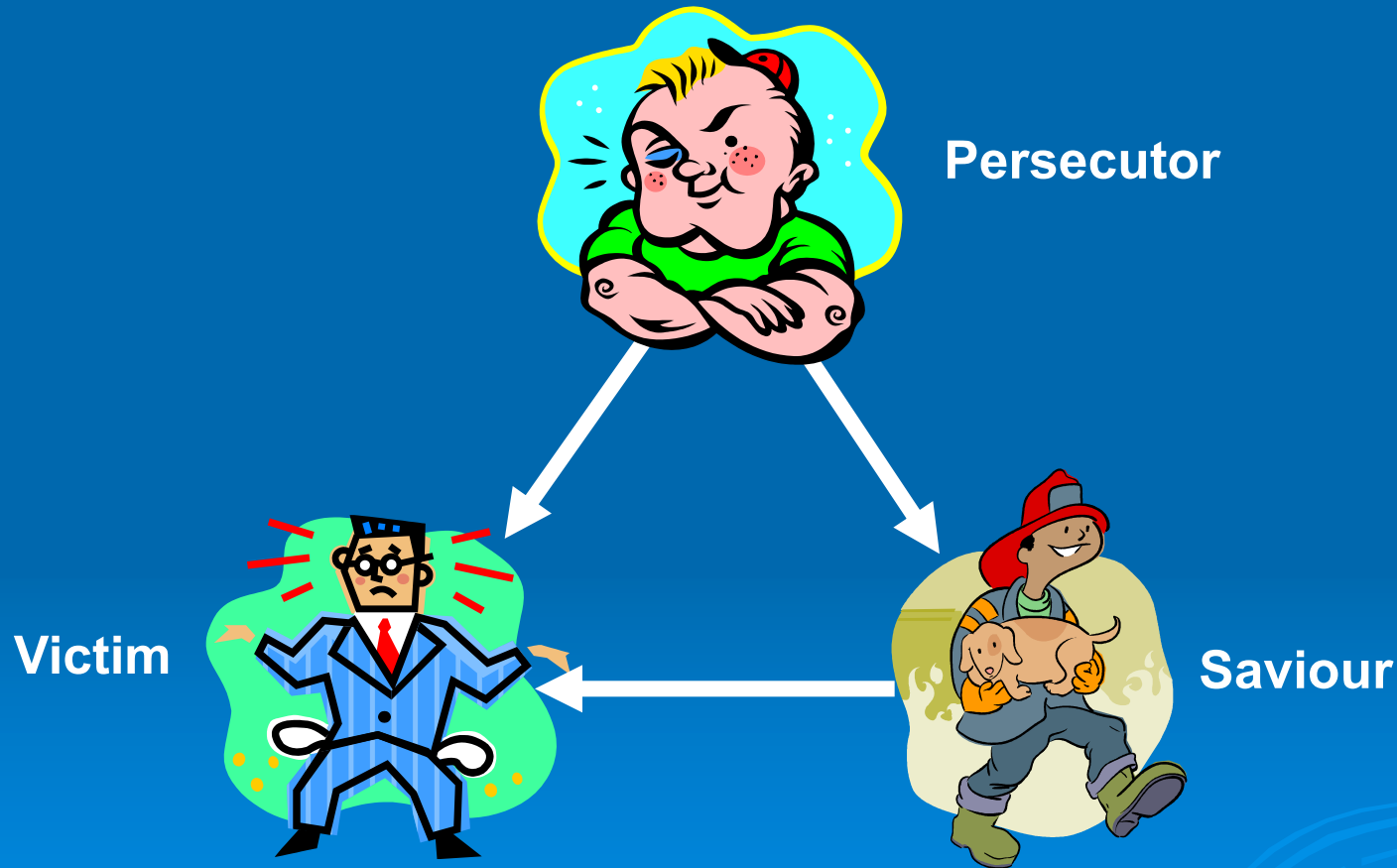


Beware the Triangles!

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

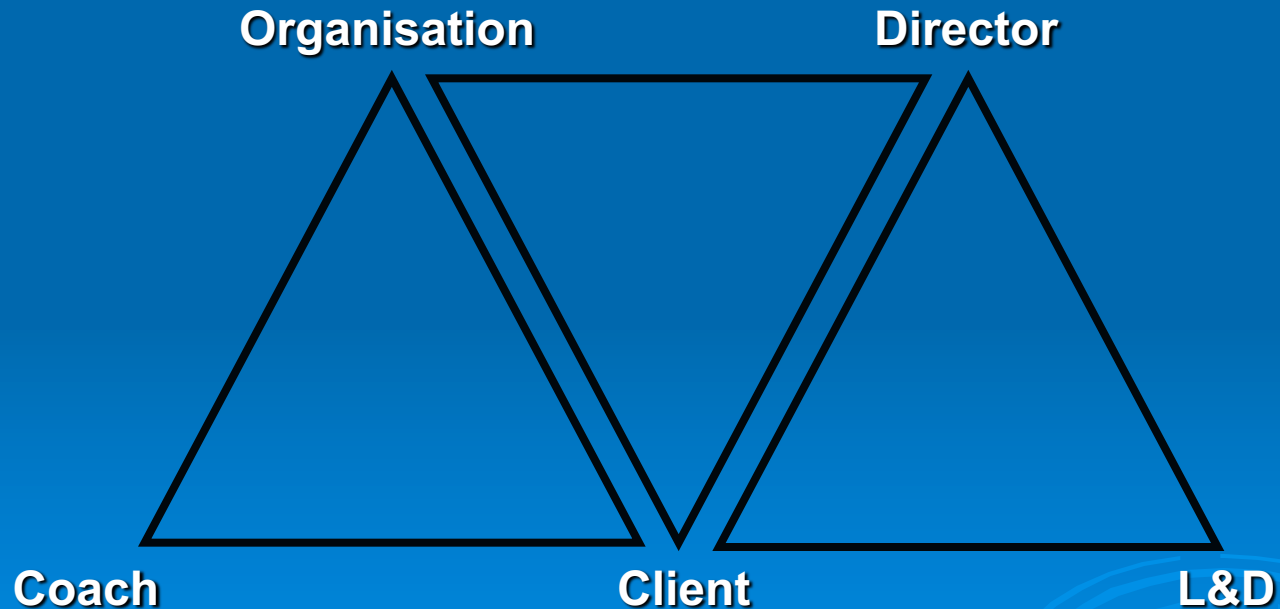


Dysfunctional Triangle



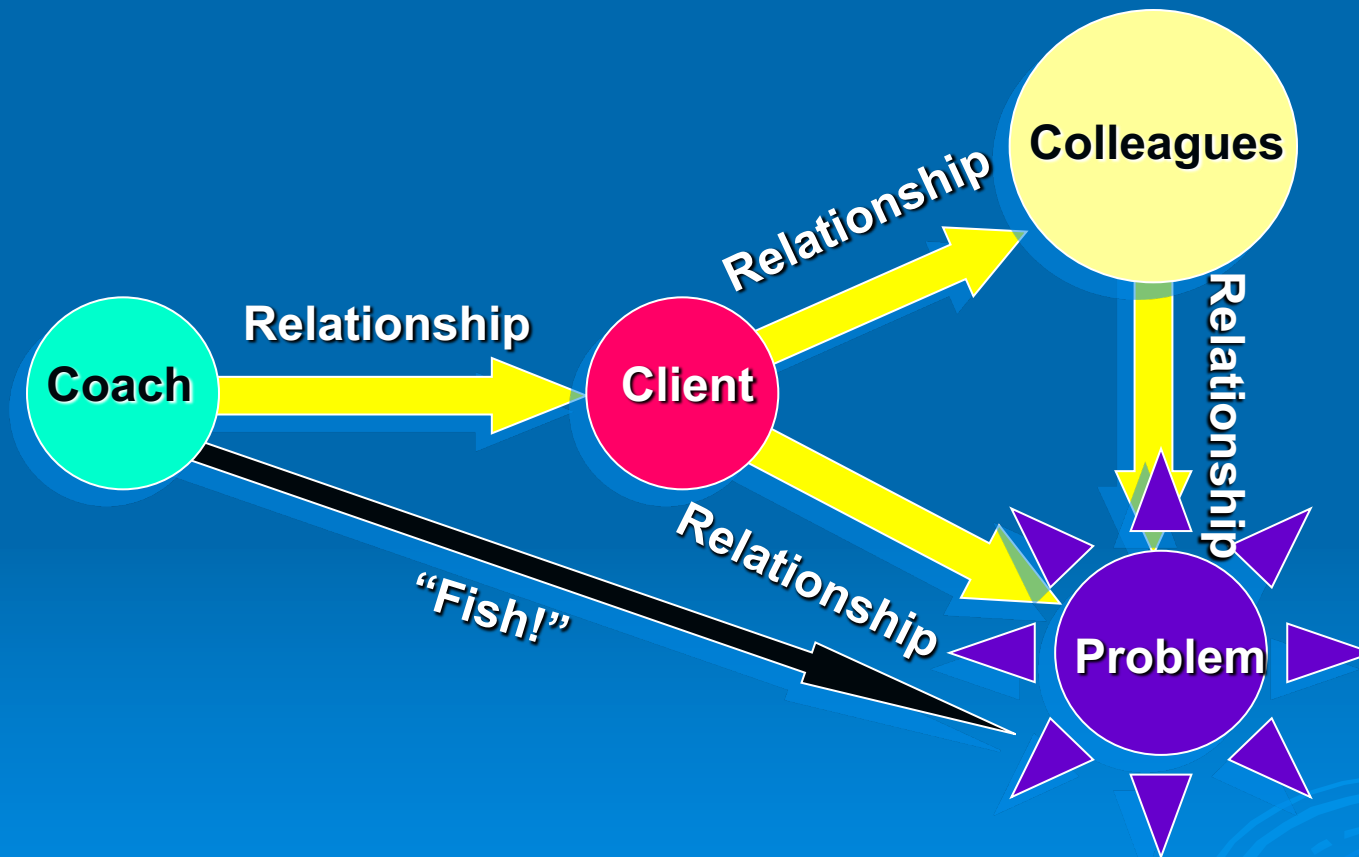
Coach's Triangular Contract

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



Identities and Relationships

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





Follow the yellow brick road!

Peter Webb

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

B. Nat. (N.D.)

M. Appl. Sci. (Psych. Coaching)

Interest Group for Coaching
Psychologists Symposium
14 – 15 July 2006