



Third National Coaching Psychology Symposium

'Leading Coaching Excellence – How to do it'

Coaching Psychology: Coming of Age?

Dr Alison Whybrow



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Leading Coaching Excellence – How to do it

What is coaching psychology for?

What do coaching psychologists do?

What are the scientific underpinnings?

What institutions are emerging?

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INTEREST GROUP IN COACHING PSYCHOLOGY



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What is coaching psychology for?

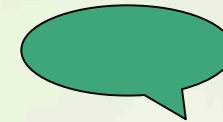
- **What's in a definition....**
- **How does this compare with other schools of psychology?**
- **What does this mean for our practice?**



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Definition 1



Coaching Psychology is for enhancing performance in work and personal life domains with normal, non-clinical populations, underpinned by models of coaching grounded in established therapeutic approaches

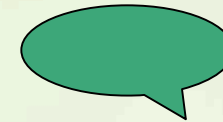
Grant & Palmer, 2002



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Definition 2



Coaching psychology is an applied psychology, draws on and develops established psychological approaches, and can be understood as being the systematic application of behavioural science to the enhancement of life experience, work performance and well being for individuals, groups and organisations who do not have clinically significant mental health issues or abnormal levels of distress.

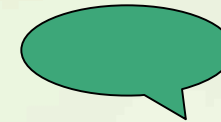
Interest Group in Coaching Psychology (APS)



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Definition 3



Coaching psychology is for enhancing well-being and performance in personal life and work domains underpinned by models of coaching grounded in established learning theory or psychological approaches.

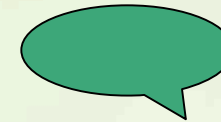
Special Group in Coaching Psychology, BPS



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What is in a definition?



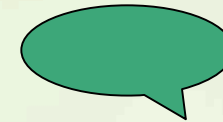
- Towards a positive psychology
- Facilitation performance, well being, life experience
- Humanistic philosophical underpinnings from the 1960's.
- Person centred: “Meta - theoretical assumption that people have the potential to develop and to grow and that when this inner potential is released they are able to move toward becoming more autonomous, socially constructive and optimally functioning” (Joseph and Bryant-Jefferies; 2008).
- Full spectrum of psychological and learning theory underpinning practice



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What is in a definition?



- Away from the medical model
- The medical model:
 - Encourages people to think in terms of dichotomies of clinical vs non-clinical
 - Focuses the problem within the person
 - Suggests people are at the mercy of intrapsychic or biological factors beyond their control, rendering them passive recipients of an experts care.
- Coaching psychologists are less likely to adopt the ‘diagnostic’ stance of the medical model that puts the psychologist in the ‘expert’ chair.

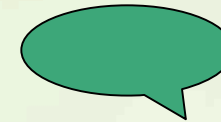




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In comparison to other schools of applied psychology?



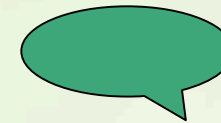
- Clinical Psychology
- Educational and Child Psychology
- Work and Organisational Psychology
- Health Psychology
- Counselling Psychology



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- Clinical Psychology
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**What are the
scientific
underpinnings?**

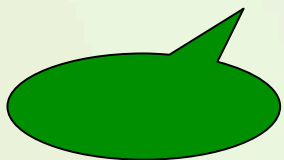
Coaching Psychology focused on the application of validated psychological methods to facilitate the growth and development of our clients (Grant, 2008)



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- Early beginnings – Coleman Griffith in the 1920's – recent growth
- Predominance of uncontrolled group studies and case studies
- Emerging empirical support for the effectiveness of work place and life coaching

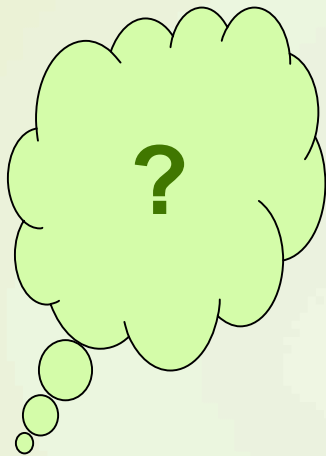




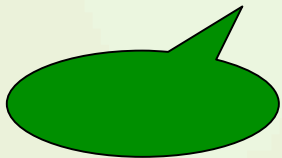
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Some underpinning ideas



- Assumptions about people and their innate motivation
- How people become motivated
- Person centred process, adult
- Theories about development – adult and child
- Strengths based



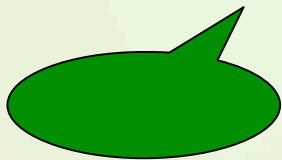


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What about the coaching process?

- Questioning – in particular, reflexive questioning
- Goal setting
- Type of intervention
- The coaching relationship (trust, collaboration, expectation management, person centred, 'authenticity')
- Co-creation of meaning and learning conversations



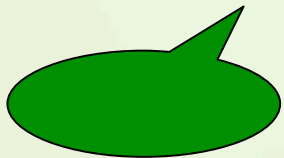


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What about coaching outcomes?

- Generic 'intangible' outcomes – reduced experience of stress, improved leadership skills, better relationship handling, improved goal attainment.
- Generic 'tangible' outcomes – improved direct report and supervisor ratings of performance & significant return on investment
 - Specific outcomes – improvements in performance and self-perception, transfer of training and coaching skills, change in behaviours due to increased change motivation and goal concreteness





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What do coaching psychologists do?

Why do you coach? *

What is your purpose?

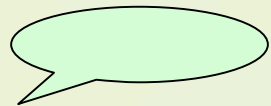
Whom is your coaching for?

The questions about coaching purpose, inputs that inform coaching practice and around coaching practice are informed by the i-coach academy Ltd framework.



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What informs the practice of coaching psychologists?

- Knowledge and understanding that is highly relevant.
- The scientific method
- Ethical practice and boundary management

Coaching psychologists bring an understanding of the psychology of human change with coaching interventions based on theoretically grounded case conceptualisation (Grant 2008)

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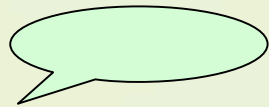


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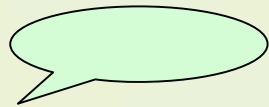


Coaching requires a sophisticated skill set and the ability to draw on expert knowledge while at the same time facilitating the self-directed learning which lies at the core of the coaching enterprise



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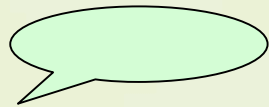


- What is your practice as a coaching psychologist informed by?
 - What psychological theories and concepts, ideas about people, beliefs, values, concepts of learning, what aspects of your history, culture and experience?
 - Why are they present? What evidence do you have?
 - How do they support you achieve your purpose?
 - How do these influences show up?
 - What have you rejected?



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What is your coaching process?

- What can your clients expect?
- What happens in session 1 in the initial consultation? What happens subsequently?
- How does your purpose show up? How does what informs you show up?
- How can your clients expect you to manage your boundaries and referrals?

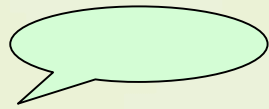
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How do coaching psychologists come about?

Through learning

“what gets us into trouble isn’t what we don’t know, it’s what we know for sure that just aint so” Mark Twain

Psychologists learn how to become coaching psychologists through critically reflective practice

True wisdom is when you realise how ignorant you are



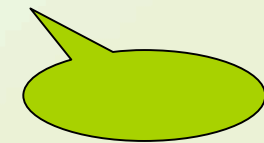
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What institutions are emerging?

Professional bodies

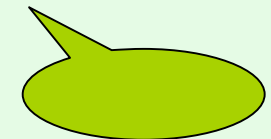
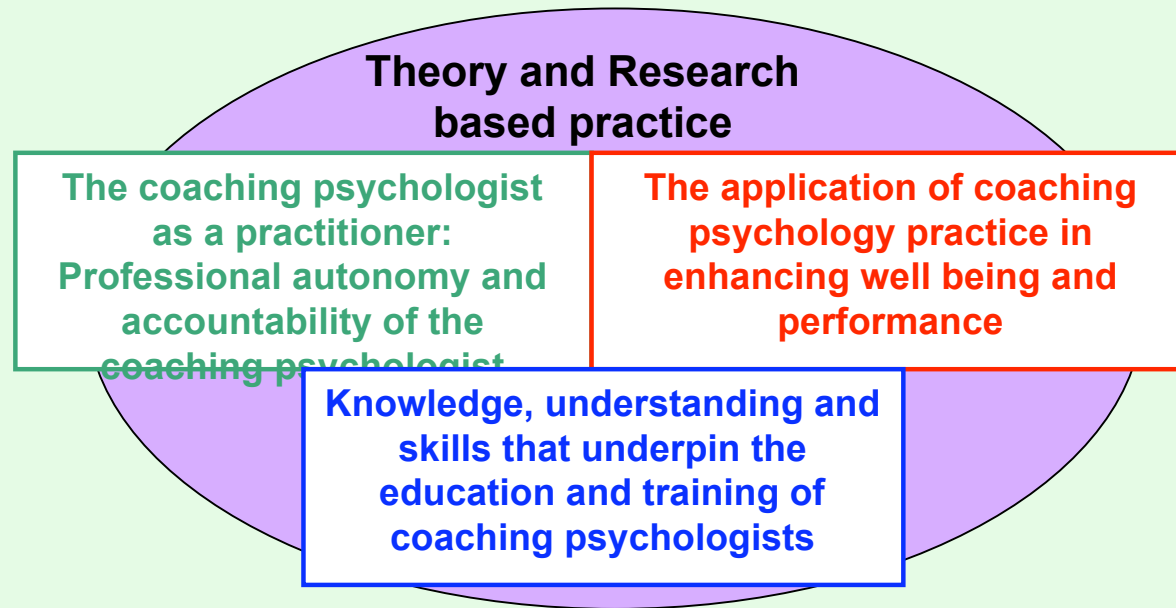
- IGCP, APS 2001
- SGCP, BPS 2004 (preceded by the CPF 2002)
- The Danish Society for Evidence Based Coaching (part of the DPS) 2007
- The Coaching Psychology Interest Group that is part of the PSI, college of work and organisational psychology, 2008
- The Swiss Society for Coaching Psychology (SSCP)
- The Society for Coaching Psychology, 2008



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Core coaching competency framework (SGCP)





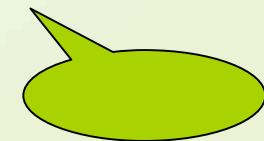
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What institutions are emerging?

Educational institutions

- Coaching Psychology Units: Australia (Sydney), UK (City University, University of East London), US (Harvard)
- Undergraduate level Coaching Psychology Modules; Post Graduate programmes; Masters programmes; Doctoral level programmes;



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