Creating a Coaching Culture

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This morning...

- What is Coaching & Coaching Psychology?
- Coaching as an Applied Positive Psychology
- Coaching in Education/Positive Education
- What the research says?
- Creating coaching cultures
- Coaching formats – formal vs informal
- Coaching Skills/Process/Way of Being
- Coaching at LMHT?

What we do...

We help the world to flourish by creating meaningful and sustainable positive change for individuals, schools and workplaces.

We’re recognised world leaders in applying cutting-edge scientific research to sustainably transform well-being and enhance performance.

Mental Health Spectrum

[Well-Being Institute, University of Cambridge, 2011]
Focus on strengths
Enhanced well
Enhanced performance
Optimal functioning

Because a child has a conduct disorder), there is strong evidence that a universal appro...

For this reason, interventions that are targeted at the institutions and organisations in which we...

...difficult if the individual is in an unsupportive context; c...

...a high level of subjective well
...The social context also plays an important role in the effectiveness of interventions. Maintaining...

...done by training members of the general population in the skills that underlie well
...suggests that we need to shift...

...large increase in the
...The effect of shifting the mean of the mental health spectrum
...can lead to a
...

...Common mental disorder
...Moderate mental health
...Flourishing

Positive Psychology:
Psychological resources

Theories/Interventions to guide efforts which attempt to create the best conditions for growth & optimal functioning e.g. PERMAH, SDT
THE WHY...

Coaching Psychology:
Methodologies/tools for relating to others in ways that promote optimal functioning & well-being
THE HOW...

Coaching Psychology and Positive Psychology: Complementary Approaches

- Optimal functioning
- Enhanced performance
- Enhanced well-being
- Focus on strengths

Model of Flourishing:
RAW

Coaching Psychology: A definition

An applied positive psychology that draws on and develops established psychological approaches ...can be understood as being the systematic application of behavioural science to the enhancement of life experience, work performance and wellbeing.

(APS IGCP Mission Statement)
What is Coaching?

Goal-focused coaching can be understood as a collaborative, solution-focused and systematic process which is aimed at enhancing performance, self-directed learning and well-being...

(Grant, 2003)

“Unlocking a person's potential to maximise their own performance”

Sir John Whitmore (2002)

Coaching is a positive psychology intervention

An Amplifier?
Positive Psychology Coaching - a working definition

...is evidence-based coaching practice informed by the theories and research of positive psychology for the enhancement of resilience, achievement and well-being...

(Green & Palmer, 2014)

Forms of Coaching

• Formal vs Informal Coaching (Coaching Conversations)
• Remedial, Reactive & Proactive Coaching
• Coaching for skills, performance, development, well-being (resilience!)

The Cycle of Self-Regulation

The Cycle of Self-Regulation

Define the Issue
Set a Goal
Develop Action Plan
Act
Evaluate
Celebrate Success

If not working, change course (iterate process)

Performance Well-Being Matrix

The Performance Well-Being Matrix

<table>
<thead>
<tr>
<th>High Mental Health</th>
<th>Low Mental Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLODDING</td>
<td>FLOURISHING</td>
</tr>
<tr>
<td>Low Engagement / Goal Striving</td>
<td>High Engagement / Goal Striving</td>
</tr>
<tr>
<td>Languishing</td>
<td>Functioning</td>
</tr>
<tr>
<td>Suffering</td>
<td>Distressed</td>
</tr>
</tbody>
</table>

Comparing EB Coaching with a PPI

- EB Coaching led to increased Academic Goal Striving
- PPI led to increased psychological well-being

North Sydney Girls & Boys High Schools

My History in Positive Education...

Evidence-Based Coaching Research

3 RCTs in Schools
- Increased Goal Striving
- Increased Well-being
- Increased Hope & Hardiness

MLC School, Burwood

Why Evidence-Based Coaching in Positive Education?

- Both Positive Psychology & Coaching Psychology are aimed at increasing performance & well-being
- Both approaches can be utilised in school settings
- Coaching can enhance transfer of training
- Coaching can create positive relationships
- Coaching can enhance academic goal striving
- Coaching for enhanced PERMAH

Evidence-based coaching to enhance senior students’ wellbeing and academic striving

Aylin Dulagil, Suzy Green, Madonna Ahern

Abstract: This study examined the impact of an evidence-based coaching program based coaching on the wellbeing and academic striving of senior high school students. Participants were a cohort of 25 female high school students aged between 15 and 16 years (mean age = 15.95). The coaching program was part of a broader positive education program conducted by the school. Participants took part in a ten-week evidence-based coaching program (teacher facilitated) that included topics such as goal setting, mindfulness, coaching, and helpful self-talk. Pre and post measures were obtained for wellbeing, cognitive hardiness, trait hope, depression, anxiety, stress, and goal striving and goal achievement. Participants showed a significant increase in wellbeing, total trait hope, cognitive hardiness, and a significant decrease in depression, anxiety, stress, and goal striving and goal achievement. Participants also showed a significant increase in perceptions of successful striving, internally oriented goals, scores on personal goal commitment, academic goal striving and academic goal commitment demonstrated in school towards increased scores in the post-intervention scores that did not achieve significance. This study can be considered an example of evidence-based coaching as part of a broader positive education approach in an educational setting. Limitations of the study and directions for future research are discussed.

Keywords: positive psychology, coaching psychology, wellbeing, academic striving, senior high school, positive education, positive psychology, wellbeing
Coaching in Education

Opportunities...

- Coaching as a well-being intervention in its own right (a PPI)
- Coaching as an “amplifier” for other PPIs
- Coaching as “peak performance” intervention for Senior High School
- Coaching as a leadership “style”
- Coaching to support the creation of a positive school culture/climate

Coaching@Loreto Toorak

Participant Discussion...

- Are you already using a coaching approach?
- What’s working well? What’s not?
- What have you found most challenging?

Creating a coaching culture

What is a Coaching Culture?

Clutterbuck & Megginson (2005) propose:

“...a coaching culture is one in which coaching is the predominant style of managing and working together...where a commitment to growth of the organisation is embedded in a parallel commitment to growth of the people in the organisation.”

What is a Coaching Culture?

Van Nieuwerburgh & Passmore (2013) propose:

“A coaching culture for learning is one where coaching, the use of reflective and provocative questions, is used consistently by all partners across the school community, to help develop learning, understanding and personal responsibility in others from staff, to parents and from students to wider stakeholders”

What is a Coaching Culture?

Gormley & Van Nieuwerburgh (2014) propose:

“...coaching cultures exist when a group of people embrace coaching as a way of making holistic improvements to individuals and the organisation through formal and informal coaching interactions. This can mean a large proportion of individuals adopting coaching behaviours to relate to, support and influence one another and their stakeholders” (pg 92).
Proposed Benefits

• Enhanced EI/self-awareness
• Better communication/relationships
• Enhanced interpersonal skills
• Increased confidence
• Better ability to manage/lead
• Better work/life balance
• Increased loyalty to organisation
• Enhanced ability to resolve conflicts
• Renewed passion for development of others

Stages of Development

• **Nascent**: Almost no commitment to the concept of a coaching culture
• **Tactical**: Some recognition that a coaching culture may be desirable but only a vague understanding of the concept
• **Strategic**: Investment has been made towards developing a coaching culture and leaders start to model best practice
• **Embedded**: People across the organisation are involved in coaching and these initiatives align with organisational objectives

7 steps towards a coaching culture

(Hawkins, 2012)

1. Procuring external coaches
2. Developing internal coaching capacity (including internal coaches)
3. Leaders supporting coaching initiatives
4. Developing team coaching
5. Embedding coaching in performance management
6. Coaching becomes predominant style of managing/leading
7. Coaching used with stakeholders

Coaching in Education

Coaching Skills

Coaching@Loreto Toorak

Participant Discussion...

• What might be the benefits of using a coaching model at Loreto Toorak?
• For students and staff?
• Where might it most effectively be used?
Coaching Conversations

“The quality of our conversations, determines the quality of our relationships”

Associate Professor Michael Cavanagh, Deputy Director, Coaching Psychology Unit, University of Sydney

Coaching Conversations (Skills)

• Listening & clarifying (microskills)
• Unconditional positive regard
• Remain curious
• Strengths-Based
• Solution Focus (Possibility thinking)
• Powerful questioning (reframing)
• Zest and hope (Strengths of the Coach!)

Ask vs Tell

The Issue
Problem focused
diagnostic
“WHY?”

The Outcome
Focus on strengths
“HOW TO?”

Expert-centred
TELLING

Person-focused
ASKING

Coaching Process

“It is very important to structure the coaching conversation, otherwise it is just a conversation, a friendly chat which may lead nowhere.

Coaching is essentially a structured, goal-directed conversation that aims to bring about positive purposeful change”

Professor Anthony Grant, Director, Coaching Psychology Unit, University of Sydney
GROW Model

Way of Being

Positive Education: An Australian Perspective

Integrating Coaching & Positive Psychology in Education

Thank you...

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