Evidence-based Coaching Psychology

What are the underlying theories?
Today’s agenda

- Vision for coaching models in healthcare
  - What is coaching psychology?
  - Values and principles
  - Coaching processes
- Relational coaching skills - doing
- Relational coaching skills – being
- Key evidence-based theories
- Q&A
Vision for Coaching Models in Healthcare

Consumer-driven & physician referral

- **Wellness coach** – mastery of wellness
- **Health coach** – mastery of medical issues
- **Fitness coach** – mastery of a fit lifestyle

Healthcare-driven

- **Laser coach** – nurse line, disease management, call center lifestyle or health coaching
Coaching Psychology is...

- The science of relationships designed to optimize health and well-being, founded upon evidence-based theories.

- Coaching relationships enable…
  - personal responsibility
  - self-awareness
  - self-efficacy
  - peak performance
  - lasting change
  - personal growth
Coaching Psychology: Evidence-based Theories & Models & Domains

1. Humanistic psychology
2. Positive psychology
3. Hope psychology
4. Self-determination theory
5. Self-efficacy
6. Transtheoretical model
7. Appreciative inquiry
8. Motivational interviewing
9. Solution-oriented therapy/reality therapy
10. Relational cultural theory
11. Emotional intelligence
12. Nonviolent communication
13. Flow & Relational flow
Evidence-based Theories & Models & Domains
To be addressed later

1. Adult learning
2. Adult development
How do people grow?

- People grow naturally, actualizing their potential given the right conditions that allow for and encourage growth. *Humanistic psychology*

- A supportive social context facilitates intrinsically-motivated growth and engagement. *Self-determination theory*

- Growth and healthy development are fostered through the formation of good relationships. *Relational cultural theory*
Client-centered psychotherapy

Carl Rogers provided the defining clinical framework for humanistic therapies. By creating certain conditions, clients will self-actualize in their own directions to reach their full potential.

- Congruence: self-concept, ideal self, real self
- Unconditional positive regard
- Empathic understanding
- Actualizing tendency
Values & Principles: Humanistic Psychology

“I saw an angel in the stone and I carved to set her free”

Michelangelo
Humanistic framework for coaching:

1. Nature of the coaching relationship is fundamental to change, with emphasis on empathy, acceptance, authenticity, warmth
2. Client is the expert and directs change
3. Client is unique and whole
4. Coach facilitates client growth as a partner and advocate of client choices not directing content but process
Coaching is Humanistic: Diane Stober, PhD

Humanistic therapy aims at a more functional life by emphasizing awareness as an agent for change and its focus on feelings.

Coaching aims at a more full life, focusing on awareness as a first step toward action and the attainment of goals.
Principles of Coaching Psychology
Coaches assume that clients...

1. Have a natural propensity toward growth and change given the right conditions
2. Possess the necessary resources and competence for change
3. Are inherently creative and resilient
Coaching step-by-step processes - examples

1. Assessment, rapport-building, co-creating agenda
2. Coaching processes for each readiness stage
3. Eliciting desired outcomes, vision, best self
4. Translating vision into plan and goals
5. Appreciative inquiry – 5D Cycle
6. Generative moments
7. Relational flow (intuitive dance)
8. Application of character strengths
Relational Coaching Skills - Doing

1. Active listening
2. Open-ended inquiry
3. Reflections
4. Summarizing
5. Silence
6. Strengths
7. Decisional balance
8. Change talk
9. Develop discrepancy
10. Roll with resistance
11. Rulers (confidence, importance, readiness)
12. Working with emotions
13. Eliciting best self - who do you want to be
14. Coach approach to being the expert
Relational Coaching Skills – Being

1. Mindfulness
2. Warmth
3. Empathy
4. Affirmation
5. Calm
6. Zest
7. Playfulness & Humor
8. Courage & Authenticity
ICF Coaching Processes & Skills

A. Setting Foundation (processes)
   – Ethical guidelines and standards
   – Coaching agreement

B. Co-creating the Relationship (skills)
   – Trust and intimacy
   – Coaching presence

C. Communicating Effectively (skills)
   – Active listening
   – Powerful questioning
   – Direct communication

D. Facilitating Learning & Results (processes)
   – Creating awareness
   – Designing actions
   – Planning and goal setting
   – Managing progress and accountability
Positive Psychology

An eight year old movement in psychology which focuses on enhancement of well-being - not fixing pathology:

- Building on strengths
- Increasing positive emotions
- Generating flow states
- Cultivating gratitude
- Increasing hope and optimism
- Increasing life engagement and satisfaction
- Enabling peak performance and well-being
Hope Psychology (Snyder)

- Hope is an important agent and predictor of change
- Hope is generated by three elements
  1. Agency (self-efficacy)
  2. Goals
  3. Pathways to change
- Hope therapy addresses these elements
Positive Psychology Coaching (Wiley, 2007)

- Happiness
- Physical exercise
- Goal setting
- Relationships
- Positive thinking
- Strengths coaching
Classification of 6 Virtues and 24 Character Strengths (Peterson & Seligman, 2004)

1. Wisdom and knowledge: Creativity, Curiosity, Open-mindedness, Love of learning, Perspective
2. Courage: Authenticity, Bravery, Persistence, Zest
3. Humanity: Kindness, Love, Social Intelligence
4. Justice: Fairness, Leadership, Teamwork
5. Temperance: Forgiveness, Modesty, Prudence, Self-regulation
6. Transcendence: Appreciation of Beauty, Gratitude, Hope, Humor, Religiousness
1. Using strengths produces flow states – peak psychological experiences
2. Well-being is fostered by using our character strengths for a higher purpose
3. Using a character strength in a new way improves depression scores
Self-determination Theory
Intrinsic motivation is best!

- We have three psychological needs:
  - I feel competent, confident, and effective
  - I feel autonomous and not controlled
  - I feel related – good social support and connection
Self-determination Theory
Intrinsic motivation is best!

- Enabling social environments:
  - Structure - clear goals, feedback
  - Autonomy support – people who support choices
  - Involvement – others care and provide resources
Self Efficacy (Albert Bandura, PhD)

- Perceived self-efficacy is defined as one’s belief about one’s capability to produce designated levels of performance that exercise influence over events that affect their lives.
- Self efficacy beliefs determine how people feel, think, motivate themselves and behave.
- What we think and believe about what we can do is a primary influence both on what we attempt to do and on what we actually accomplish.
Self Efficacy Drivers

- Social persuasion - verbal persuasion
- Emotional persuasion - physiological / affective states
- Role model - vicarious experiences
- I did it! - mastery experiences
Transtheoretical Model (TTM)
Developed by James Prochaska, PhD

- 25 year history in health behavioral psychology
- Stages of readiness to change
- Decisional balance
- Self-efficacy
- Processes of change:
  - Cognitive
  - Behavioral
Stages of Change

Change is self-change process with 5 distinct stages:

- Precontemplation - I WON’T + I CAN’T
- Contemplation - I MAY
- Preparation - I WILL
- Action - I AM
- Maintenance - I STILL AM
Beyond Stages of Change

- Decisional balance (Pros and Cons)
- Self-efficacy (challenging situations)

To be ready to change, one’s pros must outweigh one’s cons and one must have realistic strategies to overcome one’s cons.
Beyond Stages of Change

- **Cognitive processes**
  - Getting information
  - Self image
  - Taking into consideration how your behavior affects others
  - Being moved emotionally
  - Social norms

- **Behavioral processes**
  - Making a commitment
  - Cues
  - Substitution
MOUNT LASTING CHANGE

15 Change Footholds for Higher Well-being
Appreciative Inquiry

A client-centered, non-directive method for motivating change by exploring and amplifying strengths.

Instead of getting people to correct weaknesses and fix problems, Appreciative Inquiry (AI) enables people to rise above and outgrow their problems.
AI – Strengths-based framework

- Best experiences
- Core values
- Core dynamics
- Wishes for the future
Carl Jung

“All the greatest and most important problems of life are fundamentally insoluble… They can never be solved, but only outgrown. This “outgrowing” proves on further investigation to require a new level of consciousness.

Some higher or wider interest appears on the horizon and through this broadening or outlook the insoluble problem loses its urgency. It is not solved logically in its own terms but fades when confronted with a new and stronger life urge.”
Motivational Interviewing

Developed by Miller & Rollnick

- Counseling methodology initially developed for addiction treatment
- Client-centered directive method to enhance intrinsic motivation to change by exploring and resolving ambivalence
“People are generally better persuaded by the reasons which they have themselves discovered, than by those which have come into the mind of others.”

Pascal’s Pensees (17th Century)

“Get out of sales and get into fishing”

Robert Rhode, PhD,
Motivational Interviewing Trainer
MI to Overcome Reluctance, Ambivalence and Resistance

- Reflective Listening
- Decisional Balance
- Change talk
- Develop Discrepancy
- Roll with Resistance
- Rulers (Importance, Confidence, Readiness)
Types of reflections

- Quick
- Clarify
- Summarize
- Silence
- Simple
- Amplified
- Double-sided
Decisional Balance

Reasons to Stay the Same

Benefits of staying the same

Concerns about change

Reasons to Change

Concerns about staying the same

Benefits of change
What is Change Talk?

- Getting the client to say “out loud” the reasons to move forward and to initiate desired behaviors.
- We believe what we “say” more than what we “hear.”
- Change talk leads to changed behavior.
Develop Discrepancy

- The client, rather than the coach, should present the arguments for change.
- Change is motivated by a perceived discrepancy between present behavior and important personal goals.
Roll with Resistance

- Resistance is a signal to respond differently
- Don’t resist resistance
- Avoid pressing or arguing for change.
- New perspectives are invited but not imposed.
- The client is a primary resource in finding answers and solutions.
Solution-focused psychotherapy

- Stimulate clients to identify their own strengths, resources, and solutions
- Help clients reframe their perspectives
- Help clients change their behaviors which then can help reframing
- Elicit new or forgotten strengths
Choice Theory & Reality Therapy
William Glasser, MD

- Internal control cognitive theory
- Only clients control choices and change process
- Close trusting relationship
- Help client confront reality
- Best self
  - What person do I want to be?
  - What would that person do?
  - What will I commit to do?
Relational Cultural Theory: Features of growth-promoting relationships

5 signs experienced by both parties

- Sense of Zest and Vitality
- Empowerment; Response-ability
- Increased Knowledge of Oneself and Others
- Increased Sense of Worth
- Desire for Making More Connections

Adapted from Jean Baker Miller’s “What Do We Mean by Relationship”
Nonviolent Communication
Marshall Rosenberg

- Make observations not evaluations
- Express feelings not thoughts
- Identify needs not strategies
- Make requests not demands

Empathy feels damn good.

*Carl Rogers*
Emotional Intelligence

Emotional intelligence is the ability to monitor one’s own and other’s feelings, to discriminate among them, and to use this information to guide one’s thinking and action.

Salovey & Mayer, 1990
Emotional Intelligence Abilities

- **Perceiving Emotions**: detecting and deciphering both our own emotions and others’ emotions
- **Using Emotions to Facilitate Thought**: harnessing emotions to facilitate cognitive activities
- **Understanding Emotions**: comprehending the language, nuances, complexity, and trajectories of emotions
- **Managing Emotions to Regulate Behavior**: dancing with emotions to achieve intended goals
What is Flow?

Adapted from Csikszentmihalyi, 2003, p. 72
Intuitive Dance: A Peak Coaching Experience

- Masterful Coaches Dance More and Better Than Novice Coaches
- Masterful Dancing Delivers Better Results
Flow & Relational Flow Definitions

- **Flow**
  The experience of being completely absorbed in challenging activities that stretch existing skills.

- **Relational Flow**
  The experience of being completely absorbed with another person in energizing interactions that:
  - Expand Challenges
  - Stretch Skills
  - Heighten Awareness, and
  - Strengthen Self-Efficacy
What does Relational Flow feel like?

- Fully present, alive, awake
- Energizing
- Spacious
- High emotional arousal
- Lots of play
- Lots of courage
- Important stuff is said
- Amazing WOW ah-ah moments
- Powerful conversation
- Great not good
Relational Flow: Four Stages

1. Get into flow
2. Spark your client into relational flow
   – Find sparks
   – Deliver sparks
3. Keep relational flow going
4. Capture outcomes of relational flow
Outcomes of Relational Flow

Closer to Real Me or Best Self (move up pyramid):

- Self-discovery: I know myself better
- More positive energy and positive emotion: I feel energized and more positive
- More confidence (self efficacy): I believe I can do it
- More readiness: I am ready to go
Best Self: Signs to Listen For

While the journey to be our best selves is a lifelong process, here are some signs to listen for:

- **Energy**: I have a larger reservoir of energy to draw on
- **Emotion**: I feel better and more hopeful
- **Clarity**: I am clearer about what matters
- **Self Awareness**: I know myself better
- **Confidence**: I can do more – I can reach bigger goals
Best Self: More Signs to Listen For

- **Strengths:** My strengths are stronger and will help me succeed
- **Weaknesses:** My weaknesses are weaker and won’t stop me
- **Flexibility:** I am more flexible – if one path doesn’t work I’ll find another
- **Resilience:** I am more resilient – I will rise when I fall
- **Ambition:** I have a bigger vision and bigger goals
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