



## Coaching Report

June 2014

### Directors' Corner:

Today's workplace is complex and rapidly changing. More than ever before, this kind of environment has created a need for resilient, agile and innovative leaders. But the amount of data, and diversity and interdependence of this information can bring with it utter cognitive overwhelm, and real physical and psychological costs. Research shows that this overload makes it difficult to stay organized, set priorities or manage time. It can increase black and white thinking, transactional relationships and creates low and constant levels of anxiety and guilt. Clearly, leaders today need to develop a kind of agility that allows them to manage both behavioral and mental challenges with ease.

How can you help the executives you coach develop this agility? I recently published an article in the *Harvard Business Review* about Emotional Agility. I explained how we can benefit from developing a new skillset, one that helps us manage complex challenges with greater ease and effectiveness. An emotionally agile leader recognizes his or her emotions – the positive and helpful, and the difficult and unhelpful – facing them head on with acceptance and compassion, and noticing them but not getting hooked by them. The same leader recognizes emotions in others, too. Noticing these emotions makes room for creativity, productivity and teaming.

This month, I will present a webinar on Emotional Agility, beginning a discussion about how you can coach executives to avoid two major pitfalls: buying into their emotions, or suppressing them; and integrating the power of labeling, mindfulness and values into the way they navigate their difficult experiences. We've also curated videos, articles and books that speak to dealing with emotions effectively, both in life and at work.

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I hope you find these resources helpful, and look forward to your involvement and continued feedback.



Susan David, Ph.D., Institute of Coaching Co-director

### This month:

- 1. Research you need to know:** [A randomized controlled trial of compassion cultivation training: Effects on mindfulness, affect, and emotion regulation](#)
- 2. Books Important for Coaches:** [Handbook of Emotion Regulation, Second Edition by James J. Gross, PhD](#)
- 3. ICPA MEMBERS ONLY: Webinar:** [Coaching Leaders for Emotional Agility](#) and online self-study MasterClass: [Emotional Intelligence/Agility and Leadership Coaching](#)
- 4. Save the date! Coaching in Leadership and Healthcare Conference, September 12 and 13, 2014.**

### Research You Need to Know?

**A randomized controlled trial of compassion cultivation training: Effects on mindfulness, affect, and emotion regulation** by Hooria Jazaieri, Kelly McGonigal, Thupten Jinpa, James R. Doty, James J. Gross & Philippe R. Goldin *Motivation and Emotion*, (2014) 38:23-35



Special Thanks to Brodie Gregory, PhD for translating this article

Coaching clients often seek support for personal and emotional needs – such as the ability to find happiness and satisfaction and better manage emotions both within and outside of the workplace. To meet this need, coaches are increasingly infusing aspects of positive psychology into their practice, including

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an emphasis on mindfulness.

A recent article by Hooria Jazaieri, Kelly McGonigal, Thupten Jinpa, James Doty, James Gross, and Philippe Goldin in *Motivation and Emotion* provides a new strategy that coaches can consider when helping their clients learn to better manage emotions and cultivate mindfulness.

Specifically, through a randomized controlled experiment, these authors found that 100 adult participants in a 9-week compassion cultivation training program reported increased mindfulness, higher self-reported happiness, decreased feelings of worry, and less emotional suppression after completing the program. Jazaieri and colleagues describe the program as a “structured, comprehensive compassion mediation program” (p. 26) that consists of weekly classes (2 hours each) and daily meditation practices (15-30 minutes) that focus on compassion for self and others.

Do you have clients who would benefit from learning to better manage emotions and cultivate mindfulness? How can you use compassion meditation as a tool in your coaching engagements to help your clients learn to better regulate their own emotions?

## **Books Important for Coaches**

**Handbook of Emotion Regulation, Second Edition** (2013) by James J. Gross, PhD

Reviewing the state of the science in a dynamic, thriving field, this influential handbook integrates knowledge from multiple psychological subdisciplines. Foremost experts address the neurobiological and cognitive bases of emotion regulation and examine how individuals develop and use regulatory strategies across the lifespan. The social context of emotion regulation is explored, as are personality processes and individual differences. Critical implications are discussed for psychopathology, psychosocial interventions, and health. Including helpful cross-referencing among chapters, the volume describes cutting-edge methods and identifies promising directions for future investigation.

New to This Edition

- Incorporates significant scientific advances and many new topics.
- Greatly expanded coverage of clinical issues and applications.
- Chapters on neural systems, delay of gratification, decision making, and health.
- Chapters on adolescence, social baseline theory, and desire regulation, plus more.

## **Special offerings for members of the Institute of Coaching Professional Association.**

The ICPA is a member-donor association designed to be your bridge from scientific research and theory to best practices in leadership, health / wellness, and personal coaching. Learn more [here](#)

**A. June Online Self-Study Masterclass: Emotional Agility: Coaching for Compassion, Mindfulness and Emotional Intelligence**

In this Master Class, you will learn about the work of Susan David, whose recent HBR article on emotional agility was one of the top-read articles in 2014. We also bring together video footage of thought leader Ellen Langer on mindfulness, an insightful TEDX talk on emotional intelligence from the CEO/founder of the Emotional Intelligence consultancy, Six Seconds, and a video case study that takes a deep dive into the challenges and rewards of bringing emotionally-intelligent coaching to the leadership team of a regional bank. This Master Class is designed for any leadership coach whose clients struggle with balancing the conceptual, rational aspects of their roles with the very human, very powerful emotional component of leading in a complex, volatile world.

**B. June Online Live Webinar for ICPA members: Coaching Leaders for Emotional Agility**

In this webinar, *Coaching Leaders for Emotional Agility*, Susan David, co-founder and co-director of the Institute of Coaching will outline how coaches can enable the leaders that they work with to navigate increasingly complex environments and achieve sustainable strategic outcomes, in a mindful, values driven, and adaptive way.

**PARTICIPANTS WILL LEARN:**

- Why emotional agility is a critical skillset.
- How getting hooked by our thoughts, emotions and stories stops our clients from thriving.
- The essential steps to cultivate emotional agility in life and work.

This webinar has been recorded and available to members in our online Library; podcast section.

**For members to sign up for live teleclass, please login and select the Live Teleclass blue tab.**

- ICPA members [login here](#)
- [Or join the ICPA](#) to access the full MasterClass

**Coaching in Leadership & Healthcare Conference**

**Sponsored by Harvard Medical School, Continuing Medical Education; McLean Hospital and the Institute of Coaching**

**~ Save the date; Sept 12 and 13, 2014 at the Renaissance Boston Waterfront Hotel**

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