



Coaching Report

February 2016

Directors' Corner

Evidence Based Marketing:

Understanding coaching research empowers you to engage in what I think of Evidence Based Marketing. What you know and can articulate on the impact of coaching gives you a competitive advantage. It allows you to describe the impact of coaching with a deep authority.

Coaching studies unpack not only what coaching can accomplish, but also provide a look into what components of coaching make a difference. Read this month's article -- the Power of Coaching -- with this in mind. Our goal is to help support you in the business of building your practice as well as developing your coaching skills.

In this month's webinar on Developing Self as Coach, Sunny Stout-Rostron takes a sharp look at the inside and outside story of coaching – how it's different now (learn or die), how organizations are changing and how this applies to us as well. Coaching is far more than mastering coaching skills and helping a client get from A to B with tools. World class coaching is connected to our way of "being" and how we grow ourselves.

What does this look like in our daily lives? It's living our commitment to personal growth and development to who we are, not just what we know and do. For me it's slowing down, stepping into patience to "be" with my client. To do this I have to stare down the part of me that wants to jump in or provide solutions before I've deeply listened. What is on your personal growth curve right now?

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- **RESEARCH:**
"The power of coaching: a meta-analytic investigation"
- **BOOKS:**
Developmental Coaching: Working with the Self
- **WEBINAR:**
February 17th 9:00-10:15 a.m. ET
Sunny Stout-Rostro, DProf – The Tactic Dimension: Developing Self as Coach in the 21st Century

HARNISCH GRANTS:

Next Grant Deadline: May 1st

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Carol Kauffman, Executive Director

Research You Need to Know

“The power of coaching: a meta-analytic investigation” by Sonesh, S. C., Coultas, C. W., Lacerenza, C. N., Marlow, S. L., Benishek, L. E., & Salas, E. (2015) *Coaching: An International Journal of Theory, Research and Practice*, 8(2), 73-95.

Summary

This research examines 847 publications. The 24 that met criteria were systematically examined and the data was extracted in order to evaluate – if we look at these studies collectively – what does the research say about the impact of coaching? Each study analyzed its own data. The authors then analyzed all the studies together, which is called a “meta-analysis.” This kind of research report is much more powerful than any one study.

The research shows:

- Coaching is an effective way to change client behaviors and improve leadership skills, job performance and skill development.
- It also improves personal and work attitudes including self efficacy, commitment to the organization and reducing stress.
- The coaching process can elicit a strong bond, which in turn facilitates joint goal setting, and may be the mechanism through which goals are reached.
- It is generally easier to achieve behavioral change than deep attitude shifts which have a longer development runway.
- For leadership coaching, they found having a mix of business and psychology background is effective; one does not have to be an advanced expert.

Other contributions and highlights:

One unique aspect of this study is it looked beyond what tools and techniques and explored the overall impact of coaching and the quality of the relationships created. It suggests how these are connected to outcomes. The authors also offer a complex and good conceptualization of how coaching works.

You may want to find a buddy and study this article which is available to our members on our website. It lists many areas where coaching has made a difference. For those of you who want to know more about a foundation for Evidence Based Marketing and a deeper understanding of what we do, the top research studies are noted in the article and you can read the bibliography to find them. If you are not a member of the IOC, you can buy the pdf of the above article.

Book Important for Coaches

Developmental Coaching: Working with the Self

by Tatiana Bachkirova

"This book opens up an entirely new perspective of understanding and identifying a client's developmental process as well as the challenges related to each stage of that process - for both coach and client. It does not provide one best solution for dealing with these issues but rather stimulates problem solving reflections of the reader by pointing out most suitable psychological approaches, suggesting essential issues to deal with and alerting of others to be aware of." Sabine Mueller

Coaches often say that their coaching is developmental, but what they mean by this varies significantly. This groundbreaking book explores the most puzzling and debated aspects of human nature, such as 'self', 'free will' and 'psychological evolution' - and then introduces both a new theory of developmental coaching and a new framework for coaching practice.

Tatiana Bachkirova addresses highly debated and complex ideas with ease and explains their relevance to everyday living and helping people to move forward in their lives. To make these ideas real for coaches the book is written in a clear and engaging way with examples, illustrations, exercises and case studies.

Coaches who wish to enrich their practice will find plenty to learn, reflect on and apply immediately in their client engagements. Coaches who see their own self as a crucial element of a coaching encounter will have an opportunity to explore and enhance their own developmental process. Students of advanced coaching programs will find this book both intellectually stimulating and a useful resource for practice.

Offerings for members of the Institute of Coaching

Not a member? Join us! Our member-donor association is designed to be your bridge from scientific research to best practices in leadership, health / wellness, and personal coaching. [Learn more about IOC membership levels](#)

Live Webinars for IOC members:

The Tactic Dimension: Developing Self as Coach in the 21st Century with Sunny Stout-Rostron, DProf

Date: February 17th, 2016

Time: 9:00 - 10:15 a.m. EST

In the fast paced, VUCA world of the new century, the need to develop strong, capable leaders remains constant. Leadership and business coaches have a critical part to play. Sunny will explore the core development challenges for leaders and coaches in the 21st century.

Dr. Rostron will also focus on the Tacit Dimension – examining how you ‘be’ in the coaching relationship versus your skills, competencies and expertise. This webinar will be practical and experiential, working with us to create the conditions for high quality coaching conversations and deepening our own self-reflective practice. She will cover:

- Learn or Die – Getting Leaders into a Learning Mind-set
- What it Means to be a Leader and a Coach in a VUCA World
- Six Defining Traits of the 21st Century Organization
- Working with the Tacit Dimension – How Are You Being in the Coaching Relationship?
- Deepening Self-reflective practice – What should you be doing?

[View our Calendar section](#) for all our latest events and offerings.