



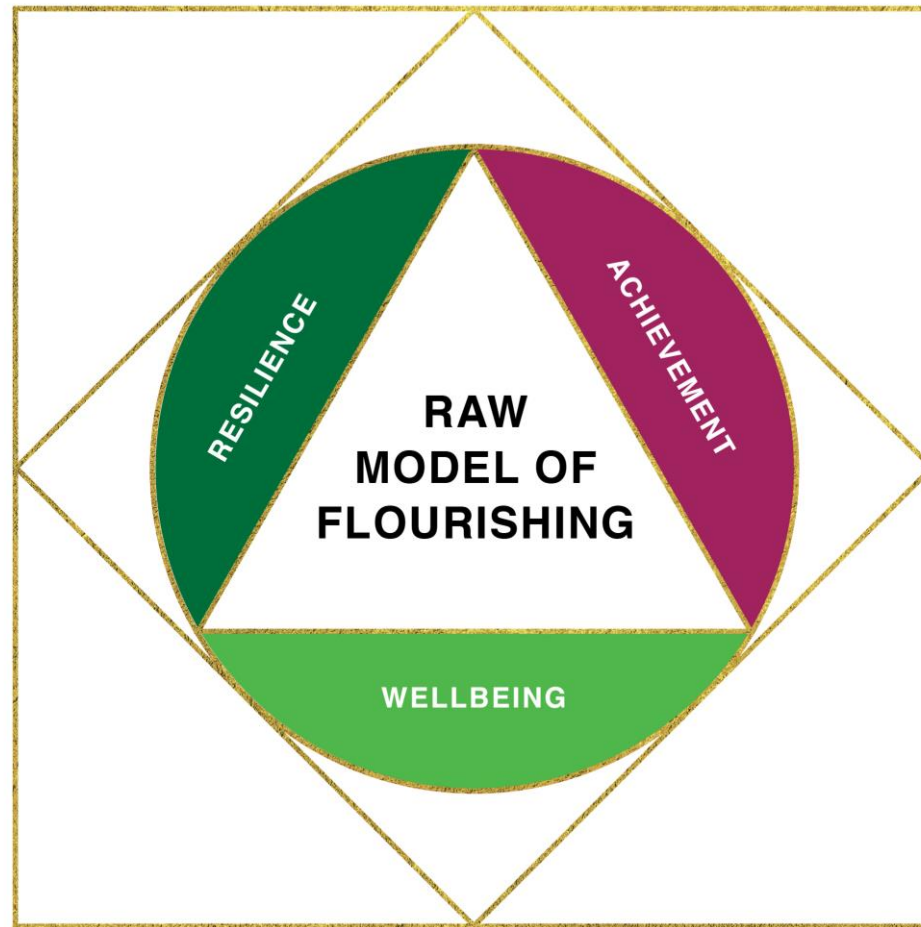
Creating a Coaching Culture in Schools

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Our Approach



Green & Palmer, 2012/2018



- Training
(Staff & Leaders)
- Coaching
& Leaders)
- Consulting/
Collaborating

(Staff





My Background...



The Journal of Positive Psychology, July 2006; 1(3): 142–149

Cognitive-behavioral, solution-focused life coaching: Enhancing goal striving, well-being, and hope

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Abstract

Research is in its infancy in the newly emerging field of coaching psychology. This study examined the effects of a 10-week cognitive-behavioral, solution-focused life coaching group programme. Participants were randomly allocated to a life coaching group programme ($n = 28$) or a waitlist control group ($n = 28$). Participation in the life coaching group programme was associated with significant increases in goal striving, well-being and hope, with gains maintained up to 30 weeks later on some variables. Hope theory may explain such positive outcomes. Life coaching programmes that utilize evidence-based techniques may provide a framework for further research on psychological processes that occur in non-clinical populations who wish to make purposeful change and enhance their positive psychological functioning.

Keywords: *Evidence-based life coaching; goal-striving; subjective well-being; psychological well-being; hope theory*





University of Sydney

Coaching Psychology Unit

10 Years "Applied Positive Psychology"



Coaching Research...

Evidence-Based Coaching Research **3 RCTs in Schools**

- Increased Goal Striving
- Increased Well-being
- Increased Hope & Hardiness



Green, Grant & Rynsaardt, 2006

Grant, Green & Rysnaardt, 2010

Green, Norrish, Vella-Brodrick & Grant, 2013



ARTICLE

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 within subjects coaching intervention within an Australian high school. Participants were a cohort of 25 female high school students aged between 15 and 16 years (mean age = 15.9). The coaching program was part of a broader positive education program conducted by the school. Participants took part in a ten-session 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 and stress. Participants also showed a significant increase in perceptions of successful striving towards personal goals. Scores on personal goal commitment, academic goal striving and academic goal commitment demonstrated a trend towards increased success in the post-intervention scores but did not achieve significance. This study uniquely considers evidence-based coaching as part of a broader positive education approach in an education setting. Limitations of the study and directions for future research are discussed.

3 Questions...

1. What is Coaching?
2. What's your experience with Coaching/
Coaching Psychology?
3. What's working well at your school already?



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?

"...a collaborative, solution-focused, results oriented, systematic process in which the coach facilitates the enhancement of performance, self-directed learning and personal growth of individuals"

(Grant, 2003)



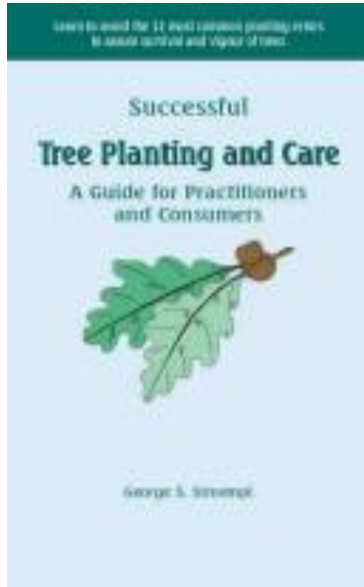
Coaching is....

*"unlocking peoples potential to
maximise their own performance..."*

*It's helping them to learn rather than
teaching them."*



Best Friends



Positive Psychology

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...

What is Evidence-Based Coaching?

“The intelligent and conscientious use of *best current knowledge* integrated with practitioner expertise in making decisions about how to deliver coaching”

Grant & Stober, 2006



Coaching as a Positive Psychology Intervention

A positive psychology intervention (PPI) has been defined by Sin and Lyubomirsky's (2009) as:

A psychological intervention (training, exercise, therapy) primarily aimed at raising positive feelings, positive cognitions or positive behavior as opposed to interventions aiming to reduce symptoms, problems or disorders.

An Amplifier...

"Whilst EBC can be used and thought of as a PPI, a more useful perspective is a methodology which has the potential to amplify the effectiveness of and sustainability of other PPIs at the individual, team and organizational levels."

Green & O'Connor 2017
Future Directions in Wellbeing



POSITIVE PSYCHOLOGY COACHING in PRACTICE

SUZY GREEN and STEPHEN PALMER

COACHING PSYCHOLOGY
Series Editor: Stephen Palmer



Chapters on:

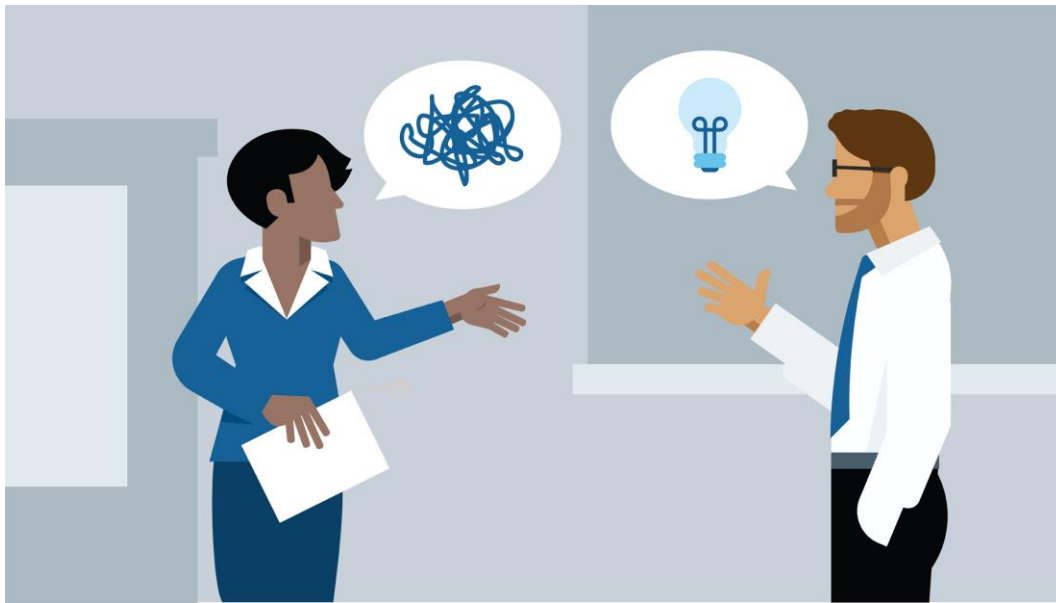
- PP Coaching History
- Theories of Wellbeing
- PERMA
- Mindfulness
- ACT
- Positive Leadership
- Strengths
- Health
- Resilience
- Future of PP Coaching

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

A Coaching-Approach

A 'coaching approach' is defined as *"intentionally utilising the transferable elements of coaching in other conversations wherever they might be appropriate and helpful."* (Campbell, 2016)



Levels of Coaching

- Skills
- Performance
- Development



3 Key Elements...



Way of Being



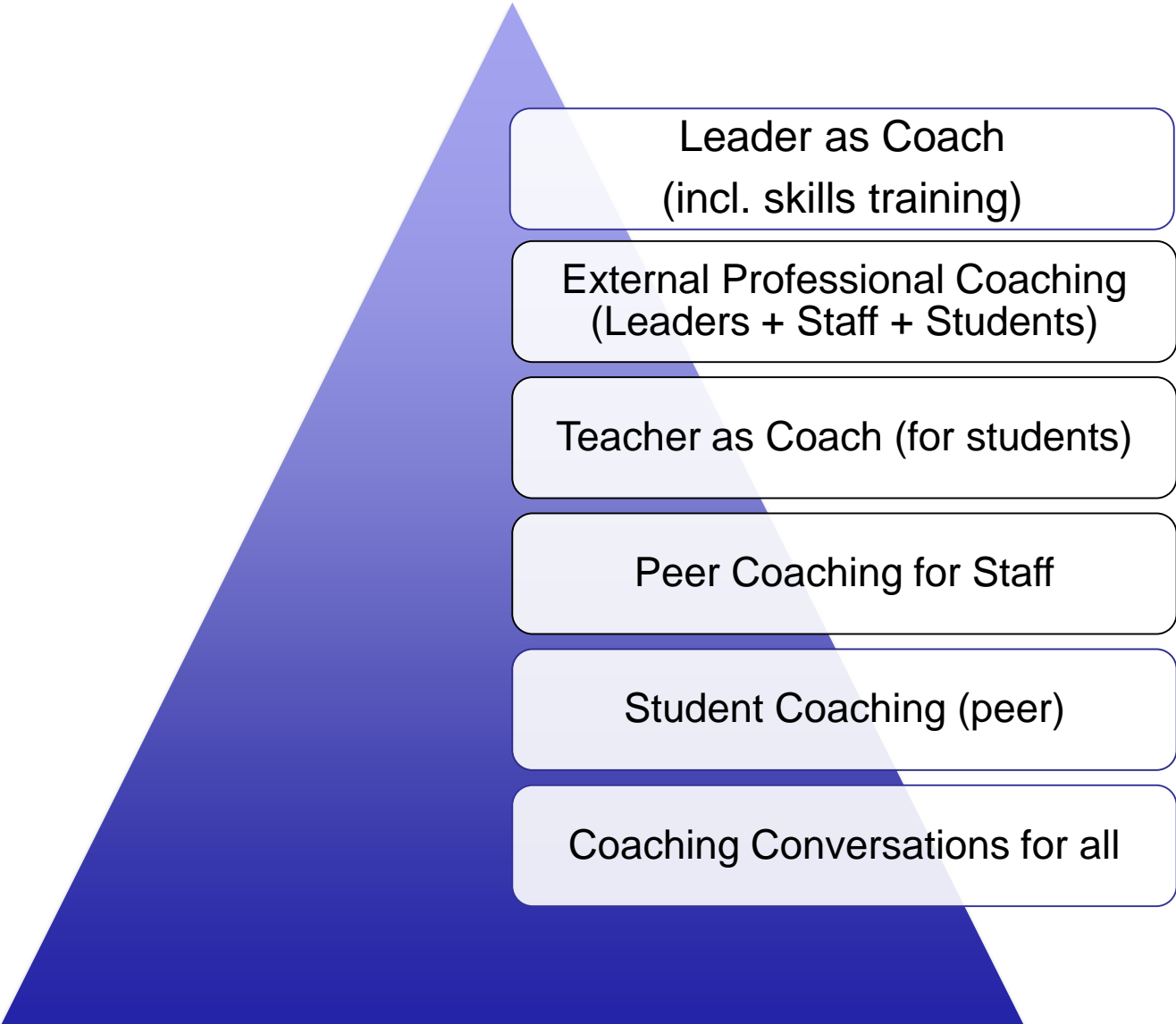
“No written word
no spoken plea
can teach our
youth of what
they should be,
nor all the books
on the shelves it
is what the
teachers are
themselves.”

John Wooden

Creating a Coaching Culture



Coaching in Education



Leader as Coach
(incl. skills training)

External Professional Coaching
(Leaders + Staff + Students)

Teacher as Coach (for students)

Peer Coaching for Staff

Student Coaching (peer)

Coaching Conversations for all

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



Executive & Leadership Coaching

In a survey conducted by PwC in 2014 it was found that organisations that implement effective actions to create a mentally healthy workplace, on average, can expect a positive return on investment (ROI) of 2.3. That is, for every dollar spent on successfully implementing an appropriate action, there is on average \$2.30 in benefits to be gained by the organisation.

In the same report, Leadership Coaching was identified as one of seven key evidence-based mental health actions available to organisations for implementation. The study identified leadership coaching being provided to approximately only 5% of the workforce. Hence there is a large opportunity to proactively address mental health issues in the workplace via Executive and Leadership Coaching.

- *How can you be a positive energiser as a leader?*
- *How can you bring out the best in yourself, your team and your organisation?*
- *What's your purpose? What legacy do you want to leave behind?*

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

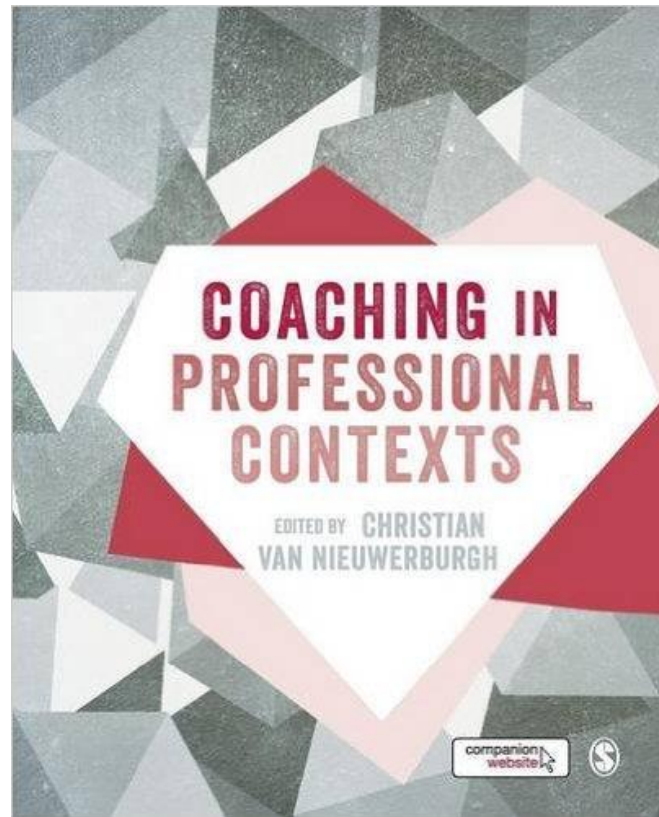
7 steps towards a coaching culture

(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



Integrating Coaching & Positive Psychology in Education



Leach & Green (Chapter 12) in van Nieuwerburgh (Ed)
Coaching in Professional Contexts, 2016

Coaching in Education

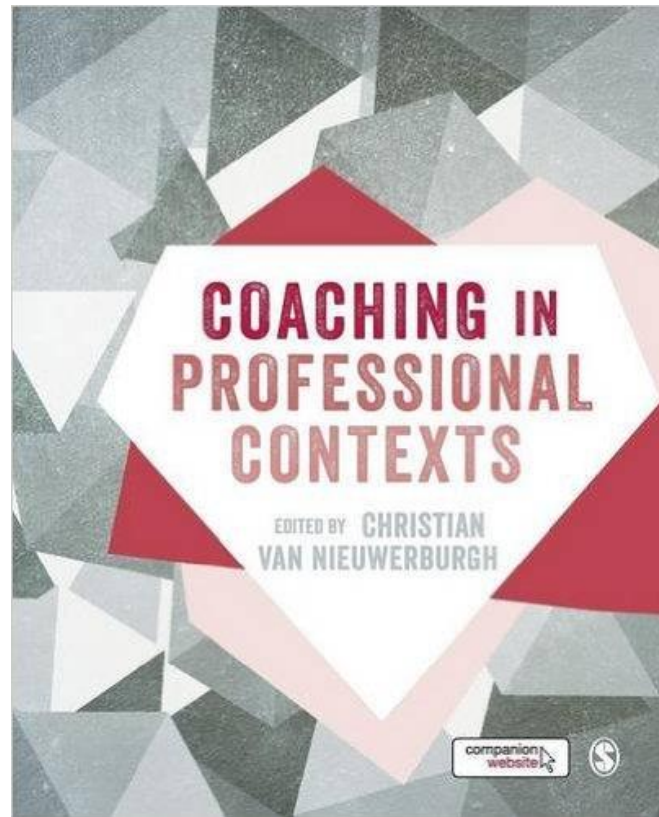
Opportunities...

- 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 to support staff professional development & wellbeing
- Coaching to support the creation of a positive school culture/climate



Questions?
Reflections?

Integrating Coaching & Positive Psychology in Education



Leach & Green (Chapter 12) in van Nieuwerburgh (Ed)
Coaching in Professional Contexts, 2016

*Hope you
can join me?*

Sydney CBD
May 9



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Thursday 9th May, 2019 • Sydney Business School
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Register at www.thepositivityinstitute.com.au

WORKPLACE COACHING SUMMIT

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KEYNOTE SPEAKERS

PROF. ANTHONY GRANT

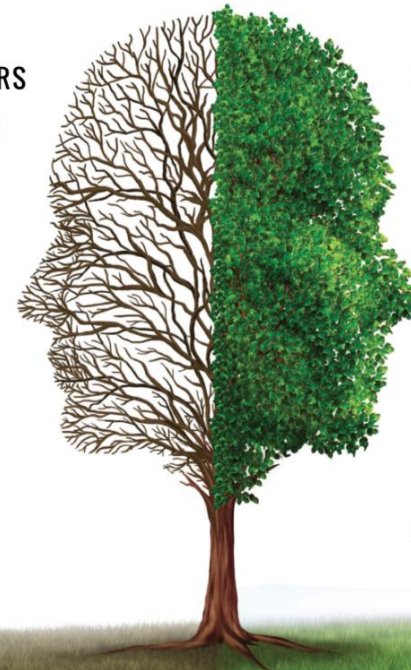
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Thank You & Happy Coaching!



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