3D-WS (Three Dimensional Wisdom	affirmative topic choice 124, 125
Scale) 164, 172	agents/agency in narrative
4-D cycle of Appreciative Inquiry	psychology 53, 55–57,
124–125, 127–129	59-64
The 12 Elements of Great Managing	AI see Appreciative Inquiry
(Q^{12}) 264–265	AIC see Appreciative Inquiry
360-degree appraisals 200, 208, 209	Coaching
	alternative culture 279, 280,
abilities	283–284, 288, 293–294
anthropological perspective	Anderson, M. Z. 94, 95
220–2	anthropological perspectives
personal improvement 321-322	220–223
academic study history 95-96	anticipatory principle 122, 123
accountability in coaching culture	anxiety 150, 155-156, 289-296
271, 273	apparent position 168-169, 170
Achieve Coaching Model® 195–212	Appreciative Inquiry (AI) 113,
acknowledgement 251-252, 257	120–125, 127–129
action stage of readiness for change	Appreciative Inquiry Coaching (AIC)
20	113, 125–133
actions	Aristotle 147
FORMAT model of coaching for	Asian cultures 137–148
wisdom 169–171	Assagioli, Roberto 11, 13
narrative psychology 56, 62-64	assessing current situation 199-200,
planning 205-206, 210, 271, 273	208–209
active listening 270, 273	assessment tools 200, 208, 209, 254,
Adler, Alfred 9, 12	264–265
adult development 164	assumptions 247
advice giving 184	attention in flow psychology 300
advocacy culture 279, 280, 284-285,	attribution theory 29–31
288, 294	authoritarian relationships 261
affective personality component 164	autopsies without blame 251, 255

awareness	Case Western Reserve University,
Appreciative Inquiry 123	Weatherhead School of
coaching culture competencies	Management 121
271, 273	causes
raising in clients 249, 253	looking for 247, 250–251
self-management pyramid 39–40	see also blame culture
wisdom 165–166	change
	Appreciative Inquiry 121
balance theory of wisdom 165,	coach self-management 38–43,
171–172	45–46
Baltes, P. B. 163	gradual vs. jumps 73–74
	narrative psychology 56, 57,
behavioral confirmation phenomenon	1
31	63
behaviour focus of teams 229	organizational culture resistance
behaviour self-management 35, 36	290–292
behavioural psychology 7, 10	resiliency of corporate cultures
behavioural style assessment tools	261
254	stages of readiness 17-21
belief perseverance 31	tangible culture 287
benevolent Spirit 177, 181,	virtual cuiture 285–286
193–194	Chapman, T. 76–77
Bennis, Warren 282	China 137, 138, 144-145, 146
Berg, Insoo Kim 15	Cincy A. L. 126, 130–131, 133
Berlin wisdom paradigm 162, 163,	CLEAR goals 201–202
172	clear thinking 117
Best, B. 76–77	client-coach relationship see coaching
Blaize, N. 266–267	relationship
Blaize, N. 266–267 blame attribution theory 30	clients
attribution theory 30	commitment to action 243–244,
changing culture 250–251,	253
254–257	Human Spirit 178–179
corporate culture 243, 247, 250	information questionnaires
Blinkert, J. 126, 130–131, 133	131
borders 141	_
	ownership of process 203–204
Boyatzis, R. E. 266–267	closure in coaching relationship 206,
brainstorming 200–201, 209, 210	207, 211
Buddha 144, 145	coaches
Bull, S. J. 114, 115–116, 117,	cultural alignment 277, 280–287
119–120, 126, 132	cultural understanding 292-296
burnout 154	reducing anxiety 292-296
business strategy 330	self-management 27–47
	Coaching: An International Journal
cabin crew teams 230, 231	of Theory, Research and
Canine, T. 126	Practice 100–101
career-critical decision making	coaching
171–172	definitions 150, 261-262
case conceptualization 32	as a profession 280-281

coaching cultures 261–274 lean processes 300, 308–312	style assessment tools 254 teams 225, 227
return on investment 318,	competency indicators 272–273
319–320, 327–328, 329–330	competency-based guidelines
coaching journey 168–169	269–272
coaching leadership style 265–267	competition deterring learning 266
Coaching in Partnership LTD	confidentiality 232, 237
318-326	confirmation bias 32
coaching presence 270, 272	conflict in teams 222, 227–228
The Coaching Psychologist 98	Confucius 144–145
	_
coaching relationship	consciousness 137, 239–240
Achieve Coaching Model® 199,	consensus 84, 86
200	constructionist principle 122, 123
coach self management 27–47	Consulting Psychology: Research and
cognitive biases 29-32	Practice 94
importance 27–28	Consulting Psychology Journal:
nature 244–245	Research and Practice 98
psychodynamic influences 32–34	contemplation stage of readiness for
self-management pyramid 38–43	
	change 18–19
shared meaning 42–43	contemporary cultures see advocacy
unconditional positive regard 244,	culture; alternative culture;
247	virtual culture
workplace stress reduction 157	context of stories 55–56
coda in narrative psychology 63–66	convictions 80, 83
coercive leadership style 265	cooperation in teams 222
cognition in self-management 35	Cooperrider, David L. 121, 124
cognitive and behavioural approaches	core values
7, 154–155	Human Spirit 177, 181, 183,
cognitive bias 30, 31–32, 35–40	186–188
cognitive personality dimension of	wisdom relationship 171, 172
wisdom 164	corporate cultures see coaching culture;
collaboration 220, 221–222, 223, 322	cultures (organizations/coaches)
collective intelligence 103	costs of coaching initiatives 319, 326
Collins, Jim 251, 252	counter transference 32–33
'command and control' leadership	creating awareness 271, 273
style 254	creating meaning 287–289, 292–295
'commitment and learning' leadership	creative brainstorming 200-201, 209,
style 254	210
communication	creative process techniques 203
coaching culture competencies	creative process teeriniques 209
	· · · · · · · · · · · · · · · · · · ·
271, 273	creativity 226–227, 261, 262, 263
instincts and abilities 220, 221,	creativity continuum 203
223	critical incident debrief 255
lean process implementation 303,	critical moment toughness 114, 117
305, 309, 312	cross-niche interactions 102-103
return on investment evaluation	Csikszentmihalyi, Mihalyi 299, 300,
322	305, 311

cultural analysis of organizations	deductive vs. inductive methods 80,
cultural diversity (international) 141,	definitions
142–144	***************************************
	coaching 150, 261–262
cultural perspectives (international)	organizational culture 243,
137–148	278–279
culture of pragmatism 75, 76–79	stress 150–151
'culture project' 243–258	teams 223–225
cultures (organizations/coaches)	wisdom 161, 172
277–296	demarcation signs 61
advocacy culture 279, 280,	dependency of clients 206, 207
284–285, 288, 294	depression 150, 156
alternative culture 279, 280,	Depression Anxiety and Stress Scales-
283-284, 288, 293-294	21 (DASS) 155–156
anxiety containment 289-296	design
assessing in organisations 243	Achieve Coaching Model®
changing within organisation	205–206, 210
252–257, 268–269	Appreciative Inquiry 4-D cycle
consensus based knowledge 86	124-125, 128-129
definition 243, 278–279	coaching culture competencies
empirical knowledge relationship	271, 273
88	destiny 124–125, 129–130
internal coaching 261-274, 318,	development alliances 230, 231,
319–322	232
lean processes 300, 308–312	developmental activities 328–329
managerial culture 279, 280.	Dewey, John 78–79
	• 1 •
282–283, 288, 293	,
opposites 287–288	'difficult' clients 44–46
organization/coach mismatch 277,	diffuse vs. specific cultures 142–143
283, 287	direct communication 271, 273
professional culture 279, 280–282,	discovery 124-125, 127-128
288, 293	dissertation abstracts 98–99
tangible culture 279, 280,	diversity of team membership
286–287, 288, 295	225–226
types 279–287	Divine Presence 177, 181, 193–194
virtual culture 279, 280, 285–286,	doctoral dissertations 98–99
288, 294–295	dream/vision 124–125, 128
curiosity 220, 221, 223	dynamic environment 285–286
current situation assessment	
199–200, 208–209	Eastern perspectives 137–148
customer needs 299, 302	EBC see Evidence Based Coaching
	egalitarian principles 283–285
Daoism 144, 145	emotional intelligence (EQ)
,	
DASS see Depression Anxiety and	leaders 250
Stress Scales-21	learning relationship 265
de Shazer, Steve 15	wisdom relationship 162, 163, 164
decision making 161-73, 228	emotions 35–36

empirical evidence	types 84–8
coaching research 95, 96	weakness risk mitigation 88–9
importance 81	Evidence Based Coaching (EBC) 240
limitations 82, 83	evolutionary teams 230–231
objective knowledge attainment	executives 153, 154, 165, 267
84–85	see also leadership
theories 80	expectations of others performance
employees	246
leaders attitudes 261	experience 83, 85–86
lean processes 301, 304, 306,	expert knowledge 83, 162-163
309–310, 311–312, 313	external benevolent Spirit 177, 181,
relation to work 263-264	193–194
satisfaction surveys 240-241, 242,	
256	face-to-face vs. telephone coaching
empowerment	245
advocacy culture 283-285	facilitation of teams 234–235
coaching culture 319-320,	factual knowledge 163
327–328	failure focus vs. success focus 121
employee motivation 263-264	fear
empty chair technique 19	blame vulture 243, 247, 250
enactment principle 123	changing corporate culture
encouraging momentum 206-207,	250–251, 254–257
209, 210, 211	leaders' cultural containment of
ending the coaching relationship	anxiety 289–292
206, 207, 211, 236	of other cultures 139
endurance toughness 114, 117	feedback in flow psychology 300,
energy drainers 4	301
enquiry 220, 221, 223	feelings see emotional intelligence;
environmental diversity 141	emotions
environmental effects on mental	filtering reduction when listening
toughness 119, 120	41–42, 46
epistemology 78-79, 82, 83	flexibility 285–286, 306, 310
epoché concept 147	Flores, Fernando 15
EQ see emotional intelligence	flow concepts 240, 299–314
equality principles 283–285	lean processes 299, 302–303
Erickson, Milton 14	psychology 299, 300–301, 304
establishing agreement 269–270	shared flow 300
ethics 237, 269	focus
evaluating options 204–205, 210,	Appreciative Inquiry 121, 122, 126
211	flow psychology 300
evaluation of coaching 317–332	mental toughness 117, 118, 130
evaluation matrix 204–205	teams 229
evidence	follow up 206–207
coaching practice 87–89	FORMAT model of coaching for
explicit sources 87	wisdom 169–171
knowledge theory 79–84	The Foundation of Coaching
transformation between types 88	Research Repository 101

four dimensional cycle (4-D cycle) of Appreciative Inquiry 124–125,	halo effect 31 The Harvard Business Review 95, 96
127–129	heliotropic tendency 126
Fourie, S. 114, 115–116	helper-client relationship 27
Frankl, Viktor 14	see also coaching relationship
free choice principle 123	hierarchy vs. equality 284
Freud, Sigmund 9, 12	Higher Power–Human Spirit
Freudian psychology 7, 9 Fulfillment Coaching Model™ 181–184	relationship 177, 181, 193–194
fully loaded costs 326	history
fundamental attribution error 30–31	coaching research 93–96
future trends in research 99-101	life coaching roots 6
	Orient/Occident differentiation
Gallup Organization 264–265	144
Gallwey, Timothy 4, 262–263, 264	psychology theory 8–17
game theory 222	Hofstede, Geert 142–143
gaps in narration 61 Gestalt therapy 13	holistic approach 299, 301–302 honing goals 201–202, 210
gifts see natural talents	Horney, Karen. 9, 13
Gilligan, Carol 16	human factors lens 34–38, 47
giving advice 184	Human Spirit (soul) 177–194,
global coaching 146–147	283–284
goals	hymanistic psychology 7, 10–11,
Achieve Coaching Model®	244
198–199, 201–202, 208, 210 CLEAR and PURE 201–202	Husserl, Edmund 147 hypotheses 80, 84–5
coaching culture competencies	hypotheses oo, o4–9
271, 273	ICF see International Coach
flow psychology 300, 301	Federation
written records 202	identity 60, 63
God–Human Spirit relationship 177,	ideologies 86
181, 193 194	IJCO see The International Journal of
good practice 36–87, 88 Gordon, S. 114, 115–116, 127	Coaching Organizations IJEBCM see The International Journal
Gould, D. 118	of Evidence-Based Coaching
Grant, Anthony M. 95, 96, 97,	and Mentoring
154–155	imagery 121, 122, 124, 126
groups	imitation of role models 84, 86-87
cultures 278–279	impediments 189–190, 191
knowledge consensus 84, 86	India 137–138
team distinction 224–225	individual diversity 141
growth of coaching profession 73–75	individual vs. team coaching 232–233 inductive vs. deductive methods 80,
Gucciardi, D. 114, 119	83
guidelines in corporate coaching	initial meeting 243–244
culture 269–273	initiating options 202–204, 209, 210,
Gyllensten, K. 155	211

innate disposition 119, 120	Jones, G. 115–116, 117–118, 119,
'inner game' concepts 4, 262–264	126–127, 129, 132
insights in self-management 42	judgement
inspirations 189, 190–191	of other cultures 139–140
instincts 220–222	see also non-judgemental attitudes
	· -
intangible impacts evaluation 318,	Jung, Carl 9, 12
320–322, 323, 329, 331	
integral psychology approach 7, 8,	Kampa-Kokesch, S. 94, 95
16–17	Katzenbach, John 224
intelligence	Kegan, Robert 16, 239–240
instincts and abilities 220, 221	knowledge
wisdom relationship 162, 163, 165	empirical evidence 80, 81, 82, 83,
see also emotional intelligence	84–85
intelligence–personality interface 163	epistemology 78–79, 82, 83
interdisciplinary research 100,	experience 83, 85–86
102-103	group consensus 84, 86
interests wisdom relationship 171,	imitation of role models 86–87
172	inductive vs deductive methods
internal coaches 268, 318, 319,	80
321–322, 328, 329–330	role of evidence 79-87
internalizing other's truth 180	wisdom 163, 165
International Coach Federation (ICF)	
competency-based guidelines 269,	language in coaching 130, 131
272–273	Lao Zi 144, 145, 147
origins 5	leaders as coaches 318, 319,
research symposia 95, 97	321–322, 328, 329–330
The International Coaching	leadership
Psychology Review 98	anxiety containment 289–295
The International Journal of	blame/fear culture 243, 247
Coaching Organizations	changing corporate culture
(IJCO) 97–98	252–257
The International journal of	coaching 239–258
Evidence-Eased Coaching and	coaching cultures 281–282, 283
Mentoring (IJEBCM) 98	cultural understanding importance
Internet	288
coaching research 98, 101, 103	developmental activities 267,
Practice of Coaching website 339	328–329
interpersonal dynamics 225–229,	giving direction 249-250
235	lean processes 308–311
interventions enhancing wisdom	managers/leaders distinction
166	281-283
intimacy 270, 272	micromanagement 246, 247, 265
intuition 83, 85–86	models 165
iterative processes 197–198	organizational cultures 277–296
	perceiving role 246-247, 251, 253
James, William 9, 78–79	stress 153, 154, 266, 267
Johari Window model 199	styles 265–266, 267
J	, ,,,

teams 228–229	market-led activity 75
trusting staff 246, 249	Maslow, Abraham 10–11, 13
wisdom 161–173	meaning, FORMAT model of
	0,
lean processes 299–314	coaching for wisdom
coaching role 304-305, 308-311	169–171
flow 299, 302–303	meaning creation, organizational/
implementation 301–304	coaching cultures 287–289,
leadership 308–311	292–295
Nordea Bank case study 305–312	meaning of life 178–179
•	
phases 304–305, 310	measurement, Eastern perspectives
learning	142, 147
anxiety blocking 290-291	measuring success 256-257
corporate coaching culture 261,	see also return on investment
262, 264–266	media coverage 5
lean processes 302	mental skill teaching 119
opportunities 247–248, 251,	mental toughness (MT) 113–133
252–253	
	Appreciative Inquiry Coaching
team focus 229	126–132
virtual culture 286	business applications 114, 117,
vs. teaching 262–263	1.26 -127
Levinson, Daniel 15–16	sports 113–114, 118–120
life coaching 3–22	Menzies Lyth, Isabel 291
life experience 166	metaheuristic systems 163
life purpose 177, 181, 183,	metaphors as learning tools
186–188	247–248
	,
1	micromanagement 246, 247, 265
listening	misalignment with Human Spirit
active 270, 273	178–179, 188–189
filtering/bias reduction 41–42, 46	misunderstanding leaders' wants
importance 245, 250	252–253
looking for the learning vs. looking	models
for the cause 247, 251	Achieve Coaching Model®
101 the tage 217, 231	195–212
maintanance stage of readiness for	coaching research 99, 102
maintenance stage of readiness for	~
change 20	cultural issues 146–147
managerial culture 279, 280,	Moffett, A. 118
282–283, 288, 293	Mohr, B. J. 121–122, 124, 126
managers	momentum 206-207, 209, 210, 211
as coaches 308	monetary value of impacts 318,
coaches' attitudes 281–283	323–326
creating flow 300–301	Moorhouse, A. 117, 118, 126–127,
~	
leaders distinction 281–283	129, 132
lean processes 304–305, 307	motivation 117, 118, 130, 263–264
stress reduction 153–154	MT see mental toughness
managing progress 271, 273	multimodal coaching 153, 155-156
mapping wisdom 162, 165-166	mutual accountability in teams 224
	,
markers in narrative psychology 61	mutual support 225, 266

narrative principle 123 performance 261-274 narrative psychology 51-68 Perls, Fritz 13, 19 narrators (agents) 53, 55-57, 59-62 person-centered therapy 43 natural talents 177, 181, 183, personal abilities enhancement 186-188 321-322 personal construct psychology (PCP) negative perceptions 250-251 neuropsychology 10 114, 127 non-judgemental attitudes personal productivity enhancements coach 244, 247 324-325 cultural perspectives 139–140, personal vs. organizational goals 147 - 148leaders 253, 255, 257 personality-wisdom relationship Nordea Bank lean processes case 162, 163, 164, 165 study 305-312 Pierce, Charles Sanders 78-79 poetic principle 122, 123 objective knowledge 80, 84-85 Popper, Karl 80, 83 84 observations 169-171, 252-253 positive principle 7, 121, 122, 123, OD see organisation development 126 O'Hanlon, Bill 15 postmodern world 285–286 potential discovery 168–169 operating systems in life coaching Potgieter J. R. 114, 115-116 4-6 optimal performance level 300, 301 powerful questioning 270, 273 option evaluation 204-205, 210, practical considerations vs. theory 211 75, 76-78 option generation 202-204, 209, pragmatism 75, 76-79, 80-81 210, 211 precontemplation stage of readiness Orem, S. L. 126, 130-131, 133 for change 18 organisation development (OD) preparation stage of readiness for 121 change 19-20 organizational change 252-257, 261, present research 96-99 268-269, 290-292, 303 presentation giving 152 organizational cricis 289 problem solving approach 121 organizational cultures see coaching procedural knowledge 163 cultures; cultures process conflict in teams organizational stress 151, 152, 153 Prochaska, James 17, 18, 20 'outside the box' options 203-204 procrastination 152 overconfidence bias 31-32 productivity return on investment 324-325 Palmer, S. 155 professional culture 279, 280-282, paradigm reserving/stretching/ 288, 293 breaking 203 professional development 73-89 past/present/future in narrative coaching research 91–92, 93, psychology 60–61 102-103 PCP see personal construct culture of pragmatism 76–79 evidence in practice 87-89 psychology perceptions in coach selftheoretical vs. practical management 35, 36 considerations 76–78

1 1 220	et etc.
project team learning dynamics 230,	responsibility
231	looking for causes 250–251
psychodynamic influences in client-	see also blame/fear culture
coach relationship 32–34	return on investment (ROI)
psychology theory	evaluation 317–332
coaching practice 7–8, 17–21	calculation 326-327
flow concept 299, 300–301	case study 318-326
history 8–11	intangible impacts 318, 320–322,
major figures 9–17	323, 329, 331
psychosynthesis 11, 13	lessons learned 328–331
PURE goals 201–202	research 96, 100, 103
- 12 0 1	tangible impacts 318, 322–326,
Q ¹² (The 12 Elements of Great	329–330, 331
Managing) 264–265	'revolving door' metaphor 247
qualitative vs. quantitative measures	Richard, J. T. 153
research 196	risk management toughness 114, 117
return on investment 320-325	risk mitigation 88-89
workplace stress reduction	Rogers, Carl 10–11, 13
153–157, 158	ROI see return on investment
questioning 42, 270, 273	role models 84, 86-87
1	'roller coaster' metaphor 248, 257
readiness for change stages 17-21	Rosinski, Philippe 278–279
reality models 288	rules in flow psychology 300
reflection	rules in now psychology 500
coaches 40, 258	Satir, Virginia 14
FORMAT model of coaching for	SAWS see Self-Assessed Wisdom Scale
wisdom 169–171	
	scenes in narrative psychology 53,
leaders 247, 249, 253	55–57, 59–62
within teams 226, 233	search in narrative psychology 56,
reflective journals 162	57, 62–64
reflective personality component of	self coaching in teams 233, 236–237
wisdom 164	self knowledge 179–180, 182, 186
relationship conflict in teams 227	Self-Assessed Wisdom Scale (SAWS)
relationships	
Confucianism 144–145	164
	self-belief 117, 118, 129
see also coaching relationship	self-belief 117, 118, 129 self-esteem 263–264
	self-belief 117, 118, 129
see also coaching relationship	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143 future 99–101	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43 coaches 27–47
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143 future 99–101 past 93–96	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43 coaches 27–47 cognitive biases 29–32
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143 future 99–101 past 93–96 present 96–99	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43 coaches 27–47 cognitive biases 29–32 counter transference 33
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143 future 99–101 past 93–96 present 96–99 purposes 91–93	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43 coaches 27–47 cognitive biases 29–32 counter transference 33 human factors lens 34–38
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143 future 99–101 past 93–96 present 96–99 purposes 91–93 stress reduction 153–158	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43 coaches 27–47 cognitive biases 29–32 counter transference 33 human factors lens 34–38 importance to coaching
see also coaching relationship 'rescuing' clients from challenges 41 research 91–103 coaching teams 219 cultural issues 143 future 99–101 past 93–96 present 96–99 purposes 91–93	self-belief 117, 118, 129 self-esteem 263–264 self-fulfilling beliefs/prophesies 31 self-management case study 43–46 change process 38–43 coaches 27–47 cognitive biases 29–32 counter transference 33 human factors lens 34–38

self-management plan (SMP) 41, 45, 46 self-management pyramid 38–43, 47	stereotypes 29–30 Sternberg, R. J. 165, 166–167, 171–172
Seligman, Martin 15	stories
sense of membership 224	Appreciative Inquiry 122
Servant Leadership Questionnaire	importance 51–52
164	narrative psychology 51-69
setting in narrative psychology	scene/situation/agent 53, 55–57,
59–62	59–62
shared flow 300	search/act/agency 56, 57, 62–64
shared meaning 42–43	shift/purpose/coda 56, 64–66
shift in narrative psychology 56, 57,	storyspace 60
64–66	storytime 60
simultaneity principle 122, 123	storyworld 63
'sitting beside' the client 138,	strategic context of coaching
147–148	programmes 330
situations in narrative psychology	strategies in narrative psychology 61
53, 55–57, 59–62	strengths-based strategies 121, 122,
skills development 166, 235	132
Skinner, B. F. 10	strengths, see also natural talents
Sloan, B. 126	stress
Smith, J. 163	coaching research 153–8
Smith, M. L. 266–267	Gennition 150–151
SMP see self-management plan	leadership styles 265, 267
social cohesion in teams 222	mental toughness 117, 118, 129
social collaboration 167	workplace 149–158
social constructionism 121, 122 124 social defence system 291	stressors definition 151
social defence system 291 social groups, anthropological	organizational issues 152, 153
perspective 220–223	'stuck state' 200–201
social justice 284–285	students 154–155
social loafing 224	subjective knowledge 83, 85–86
social psychology principles 29–34	success focus vs. failure focus 121
specific vs. diffuse cultures 142–143	supervision of coaches 37, 40, 45,
spiritual aspects 177–194, 283–284	258
sponsorship of coaching programmes	surfacing of awareness 39–40
330	sustainable leadership styles
sport coaching 113–114, 117,	266–267
118–120, 131, 233–234	Szabo, P. 15
Sridhar, C. 115–116, 119	
Srivasta, Sruresh 121	tacit knowledge 165
stability of tangible culture 286–287	talents 177, 181, 183, 186–188
stability of teams 230, 231	tangible culture 279, 280, 286–287,
staff retention 320	288, 295
standardization in lean processes	tangible results of coaching 195–212
306	tangible return on investment 318,
Staudinger, U. M. 163	322–326, 329–330, 331
~ .	· · · · · · · · · · · · · · · · · · ·

task conflict in teams 227 task focus of teams 229	three level framework of narrative psychology 53–68
teaching vs. learning 262–263 teaching wisdom 166–167	timing coaching interventions 236
team building/team coaching distinction 235	total engagement in lean processes 302
teams 219–237 anthropological perspective 220–223 coaching 232–237, 254–255 collaboration 322 corporate coaching culture 266 definitions 223–225 diversity of membership 225–226, 233 dynamics 223–229, 235 group distinction 224–225 individual coaching with team coaching 232, 237 individual coaching vs. team	toughness see mental toughness traditional cultures see managerial culture; professional culture; tangible culture trait inference 29–30 transference 32–33 transpersonal psychology 7, 11 Trompenaars, Fons 142–143 trust coach–client relationship 244 coaching culture competencies 270, 272 within organisation 249, 251, 254–256, 257
coaching vs. team coaching vs. team coaching 232–233 leaders 228–229 lean processes 309, 310, 312 learning roles 236–237	turnaround toughness 114, 117 Twelve Elements of Great Managing (Q ¹²) 264–265
return on investment evaluation 320, 322, 324–325, 327 size effects 224	uncertainty 163 unconditional positive regard 244, 247
team facilitation/team building vs. team coaching \ 220, 232, 234-235 threats to high performance \ 222	understanding in self-management 40 universalist framework 284–285 Upanishads 137–138
typology 230–232 technology 280 terminating the coaching relationship 236	USA life coaching origins 5, 9 relationship with other cultures 141
termination stage of readiness for change 20–21	valid action programme design
theoretical considerations coaching research 99, 102 evidence and knowledge 79–87 narrative psychology 63 vs. practical considerations 75, 76–78, 80–81	205–206, 210 value orientation 302 value relativism 163 van Casteren, P. 76–77 variation minimization 306 virtual culture 279, 280, 285–286,
thinking of coaches 73–89 'third ear' 41–42 Three Dimensional Wisdom Scale (3D-WS) 164, 172	288, 294–295 virtual teams 230, 231–232 virtue 144–145 vision/dream 124–125, 128

Wales, S. 153-154 Wilber, Ken 11, 16 waste reduction 306 wisdom 161-173 Watkins, J. M. 121-122, 126 wisdom compass 170, 171-173 Watson, John 10 Wisdom, Intelligence, Creativity Synthesized (WICS) model Weatherhead School of Management, 165 Case Western Reserve University 121 work-life balance 320 website 339 workplace stress 149-158 'what the leader wants' culture 253 coaching value 152-158 'what-impedes-you?' approach definition 151 direct reduction 152, 189-190, 191 'what-inspires-you?' approach 189, 153-154 indirect reduction 152, 155 190-191 Whitmore, John 201-202, 263-264, research 153-158 266 scale of problem Whitney, Diana 123, 124 worldview 130 whole life approach 4 written records 202, 205–206 wholeness principle 123 vounger workers, 320 WICS model see Wisdom, Intelligence, Creativity Atth. Www. poo Zeig, Jenrey 15 Synthesized model

http://www.phookshop.com