

# Index

---

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

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

- coaching cultures 261–274  
   lean processes 300, 308–312  
   return on investment 318,  
     319–320, 327–328, 329–330  
 coaching journey 168–169  
 coaching leadership style 265–267  
 Coaching in Partnership LTD  
   318–326  
 coaching presence 270, 272  
*The Coaching Psychologist* 98  
 coaching relationship  
   Achieve Coaching Model® 199,  
     200  
   coach self management 27–47  
   cognitive biases 29–32  
   importance 27–28  
   nature 244–245  
   psychodynamic influences 32–34  
   self-management pyramid 38–43  
   shared meaning 42–43  
   unconditional positive regard 244,  
     247  
   workplace stress reduction 157  
 coda in narrative psychology 63–66  
 coercive leadership style 265  
 cognition in self-management 35  
 cognitive and behavioural approaches  
   7, 154–155  
 cognitive bias 30, 31–32, 39–40  
 cognitive personality dimension of  
   wisdom 164  
 collaboration 220, 221–222, 223, 322  
 collective intelligence 103  
 Collins, Jim 251, 252  
 ‘command and control’ leadership  
   style 254  
 ‘commitment and learning’ leadership  
   style 254  
 communication  
   coaching culture competencies  
     271, 273  
   instincts and abilities 220, 221,  
     223  
   lean process implementation 303,  
     305, 309, 312  
   return on investment evaluation  
     322  
   style assessment tools 254  
   teams 225, 227  
 competency indicators 272–273  
 competency-based guidelines  
   269–272  
 competition deterring learning 266  
 confidentiality 232, 237  
 confirmation bias 32  
 conflict in teams 222, 227–228  
 Confucius 144–145  
 consciousness 137, 239–240  
 consensus 84, 86  
 constructionist principle 122, 123  
*Consulting Psychology: Research and  
   Practice* 94  
*Consulting Psychology Journal:  
   Research and Practice* 98  
 contemplation stage of readiness for  
   change 18–19  
 contemporary cultures *see* advocacy  
   culture; alternative culture;  
   virtual culture  
 context of stories 55–56  
 convictions 80, 83  
 cooperation in teams 222  
 Cooperrider, David L. 121, 124  
 core values  
   Human Spirit 177, 181, 183,  
     186–188  
   wisdom relationship 171, 172  
 corporate cultures *see* coaching culture;  
   cultures (organizations/coaches)  
 costs of coaching initiatives 319, 326  
 counter transference 32–33  
 creating awareness 271, 273  
 creating meaning 287–289, 292–295  
 creative brainstorming 200–201, 209,  
   210  
 creative process techniques 203  
 creative tension 249  
 creativity 226–227, 261, 262, 263  
 creativity continuum 203  
 critical incident debrief 255  
 critical moment toughness 114, 117  
 cross-niche interactions 102–103  
 Csikszentmihalyi, Mihalyi 299, 300,  
   305, 311

- cultural analysis of organizations 278
- cultural diversity (international) 141, 142–144
- cultural perspectives (international) 137–148
- culture of pragmatism 75, 76–79
- ‘culture project’ 243–258
- cultures (organizations/coaches) 277–296
- advocacy culture 279, 280, 284–285, 288, 294
  - alternative culture 279, 280, 283–284, 288, 293–294
  - anxiety containment 289–296
  - assessing in organisations 243
  - changing within organisation 252–257, 268–269
  - consensus based knowledge 86
  - definition 243, 278–279
  - empirical knowledge relationship 88
  - internal coaching 261–274, 318, 319–322
  - lean processes 300, 308–312
  - managerial culture 279, 280, 282–283, 288, 293
  - opposites 287–288
  - organization/coach mismatch 277, 283, 287
  - professional culture 279, 280–282, 288, 293
  - tangible culture 279, 280, 286–287, 288, 295
  - types 279–287
  - virtual culture 279, 280, 285–286, 288, 294–295
- curiosity 220, 221, 223
- current situation assessment 199–200, 208–209
- customer needs 299, 302
- Daoism 144, 145
- DASS *see* Depression Anxiety and Stress Scales-21
- de Shazer, Steve 15
- decision making 161–73, 228
- deductive vs. inductive methods 80, 83
- definitions
- coaching 150, 261–262
  - organizational culture 243, 278–279
  - stress 150–151
  - teams 223–225
  - wisdom 161, 172
- demarcation signs 61
- dependency of clients 206, 207
- depression 150, 156
- Depression Anxiety and Stress Scales-21 (DASS) 155–156
- design
- Achieve Coaching Model® 205–206, 210
  - Appreciative Inquiry 4-D cycle 124–125, 128–129
  - coaching culture competencies 271, 273
- destiny 124–125, 129–130
- development alliances 230, 231, 232
- developmental activities 328–329
- Dewey, John 78–79
- Dieffenbach, K. 118
- ‘difficult’ clients 44–46
- diffuse vs. specific cultures 142–143
- direct communication 271, 273
- discovery 124–125, 127–128
- dissertation abstracts* 98–99
- diversity of team membership 225–226
- Divine Presence 177, 181, 193–194
- doctoral dissertations 98–99
- dream/vision 124–125, 128
- dynamic environment 285–286
- Eastern perspectives 137–148
- EBC *see* Evidence Based Coaching
- egalitarian principles 283–285
- emotional intelligence (EQ)
- leaders 250
  - learning relationship 265
  - wisdom relationship 162, 163, 164
- emotions 35–36

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

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

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

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

- narrative principle 123  
narrative psychology 51–68  
narrators (agents) 53, 55–57, 59–62  
natural talents 177, 181, 183,  
186–188  
negative perceptions 250–251  
neuropsychology 10  
non-judgemental attitudes  
coach 244, 247  
cultural perspectives 139–140,  
147–148  
leaders 253, 255, 257  
Nordea Bank lean processes case  
study 305–312
- objective knowledge 80, 84–85  
observations 169–171, 252–253  
OD *see* organisation development  
O’Hanlon, Bill 15  
operating systems in life coaching  
4–6  
optimal performance level 300, 301  
option evaluation 204–205, 210,  
211  
option generation 202–204, 209,  
210, 211  
Orem, S. L. 126, 130–131, 133  
organisation development (OD)  
121  
organizational change 252–257, 261,  
268–269, 290–292, 303  
organizational crisis 289  
organizational cultures *see* coaching  
cultures; cultures  
organizational stress 151, 152, 153  
‘outside the box’ options 203–204  
overconfidence bias 31–32
- Palmer, S. 155  
paradigm reserving/stretching/  
breaking 203  
past/present/future in narrative  
psychology 60–61  
PCP *see* personal construct  
psychology  
perceptions in coach self-  
management 35, 36  
performance 261–274  
Perls, Fritz 13, 19  
person-centered therapy 43  
personal abilities enhancement  
321–322  
personal construct psychology (PCP)  
114, 127  
personal productivity enhancements  
324–325  
personal vs. organizational goals  
210  
personality–wisdom relationship  
162, 163, 164, 165  
Pierce, Charles Sanders 78–79  
poetic principle 122, 123  
Popper, Karl 80, 83, 84  
positive principle 7, 121, 122, 123,  
126  
postmodern world 285–286  
potential discovery 168–169  
Potgieter, J. R. 114, 115–116  
powerful questioning 270, 273  
practical considerations vs. theory  
75, 76–78  
pragmatism 75, 76–79, 80–81  
precontemplation stage of readiness  
for change 18  
preparation stage of readiness for  
change 19–20  
present research 96–99  
presentation giving 152  
problem solving approach 121  
procedural knowledge 163  
process conflict in teams 227  
Prochaska, James 17, 18, 20  
procrastination 152  
productivity return on investment  
324–325  
professional culture 279, 280–282,  
288, 293  
professional development 73–89  
coaching research 91–92, 93,  
102–103  
culture of pragmatism 76–79  
evidence in practice 87–89  
theoretical vs. practical  
considerations 76–78

- project team learning dynamics 230, 231
- psychodynamic influences in client-coach relationship 32-34
- psychology theory  
 coaching practice 7-8, 17-21  
 flow concept 299, 300-301  
 history 8-11  
 major figures 9-17
- psychosynthesis 11, 13
- PURE goals 201-202
- Q<sup>12</sup> (The 12 Elements of Great Managing) 264-265
- qualitative vs. quantitative measures  
 research 196  
 return on investment 320-325  
 workplace stress reduction 153-157, 158
- questioning 42, 270, 273
- readiness for change stages 17-21
- reality models 288
- reflection  
 coaches 40, 258  
 FORMAT model of coaching for wisdom 169-171  
 leaders 247, 249, 253  
 within teams 226, 233
- reflective journals 102
- reflective personality component of wisdom 164
- relationship conflict in teams 227
- relationships  
 Confucianism 144-145  
*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
- resilience 117, 261-274
- resourcefulness of clients 189
- responsibility  
 looking for causes 250-251  
*see also* blame/fear culture
- return on investment (ROI)  
 evaluation 317-332  
 calculation 326-327  
 case study 318-326  
 intangible impacts 318, 320-322, 323, 329, 331  
 lessons learned 328-331  
 research 96, 100, 103  
 tangible impacts 318, 322-326, 329-330, 331
- 'revolving door' metaphor 247
- Richard, J. T. 153
- risk management toughness 114, 117
- risk mitigation 88-89
- Rogers, Carl 10-11, 13
- ROI *see* return on investment
- role models 84, 86-87
- 'roller coaster' metaphor 248, 257
- Rosinski, Philippe 278-279
- rules in flow psychology 300
- Satir, Virginia 14
- SAWS *see* Self-Assessed Wisdom Scale
- scenes in narrative psychology 53, 55-57, 59-62
- search in narrative psychology 56, 57, 62-64
- self coaching in teams 233, 236-237
- self knowledge 179-180, 182, 186
- Self-Assessed Wisdom Scale (SAWS) 164
- 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  
 relationship 29, 33-34, 46-47  
 methods 34-43

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

- task conflict in teams 227
- task focus of teams 229
- teaching vs. learning 262–263
- teaching wisdom 166–167
- team building/team coaching  
distinction 235
- 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  
coaching 232–233  
leaders 228–229  
lean processes 309, 310, 312  
learning roles 236–237  
return on investment evaluation  
320, 322, 324–325, 327  
size effects 224  
team facilitation/team building vs.  
team coaching 220, 232,  
234–235  
threats to high performance 222  
typology 230–232
- technology 286
- terminating the coaching relationship  
236
- termination stage of readiness for  
change 20–21
- theoretical considerations  
coaching research 99, 102  
evidence and knowledge 79–87  
narrative psychology 63  
vs. practical considerations 75,  
76–78, 80–81
- thinking of coaches 73–89
- ‘third ear’ 41–42
- Three Dimensional Wisdom Scale  
(3D-WS) 164, 172
- three level framework of narrative  
psychology 53–68
- timing coaching interventions  
236
- total engagement in lean processes  
302
- 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
- turnaround toughness 114, 117
- Twelve Elements of Great Managing  
(Q<sup>12</sup>) 264–265
- uncertainty 163
- unconditional positive regard 244,  
247
- understanding in self-management  
40
- universalist framework 284–285
- Upanishads 137–138
- USA  
life coaching origins 5, 9  
relationship with other cultures  
141
- valid action programme design  
205–206, 210
- value orientation 302
- value relativism 163
- van Casteren, P. 76–77
- variation minimization 306
- virtual culture 279, 280, 285–286,  
288, 294–295
- virtual teams 230, 231–232
- virtue 144–145
- vision/dream 124–125, 128

- Wales, S. 153–154  
waste reduction 306  
Watkins, J. M. 121–122, 126  
Watson, John 10  
Weatherhead School of Management,  
Case Western Reserve  
University 121  
website 339  
‘what the leader wants’ culture 253  
‘what-impedes-you?’ approach  
189–190, 191  
‘what-inspires-you?’ approach 189,  
190–191  
Whitmore, John 201–202, 263–264,  
266  
Whitney, Diana 123, 124  
whole life approach 4  
wholeness principle 123  
WICS model *see* Wisdom,  
Intelligence, Creativity  
Synthesized model
- Wilber, Ken 11, 16  
wisdom 161–173  
wisdom compass 170, 171–173  
Wisdom, Intelligence, Creativity  
Synthesized (WICS) model  
165  
work–life balance 320  
workplace stress 149–158  
  coaching value 152–158  
  definition 151  
  direct reduction 152,  
  153–154  
  indirect reduction 152, 155  
  research 153–158  
  scale of problem 150  
worldview 130  
written records 202, 205–206
- younger workers 320
- Zeig, Jeffrey 15

