Contents

Preface: Who Should Read This Book? xiii
About the Authors xix
About This Book xxiii
Knowledge and Action, Action and Knowledge xxv
Acknowledgments xxvii

INTRODUCTION: What Are the Questions? 1
  Coaching Bedrock 3
  Coaching Pillars 7
  Neuroscience Platform 13
  Organization of Coaching with the Brain in Mind 15
  What Do We Need to Know About Neuroscience? 18
  What Are We Doing Here? 27
  A Note about the Science of Neuroscience 28

PART I: WHO ARE WE?

CHAPTER 1
  Bedrock—Ontology 33
    Western Philosophy 35
    New Age Philosophy 41
CONTENTS

Anthropology 44
Sociology 50
Ontology as Bedrock for Coaching 53

CHAPTER 2
Pillar—Social Embeddedness 55
  Globalization 57
  Systems Theory 65
  Quantum Theory 86
  Social Embeddedness as a Coaching Pillar 89

CHAPTER 3
Neuroscience Platform—Mindfulness 91
  The Potentiating Brain 94
  Thinking Processes 102
  Mindfulness Practices 108
  Practice Guide for Coaching with the Brain in Mind—
    Know Yourself 113

PART II: HOW CAN WE BE HEALTHY?

CHAPTER 4
Bedrock—Health Practices 117
  Western Medicine 119
  Physiology 124
  Stress 134
  Wellness Theory 136
    Resource Section: How to Recognize and Avoid Unsupported
    Claims of Health Benefits 140
  Health Practices as Bedrock for Coaching 141

CHAPTER 5
Pillar—Optimizing Performance 143
  Sports Psychology 145
  Change Theory 149
  Models of Change 155
  Optimizing Performance as a Coaching Pillar 169
## CONTENTS

### PART IV: HOW CAN WE FEEL BETTER?

**CHAPTER 10**

Bedrock—Psychotherapy  |  275  
Humanistic Movement  |  284  
Trauma and Its Social Implications  |  287  
Research Revealing Transtheoretic Common Factors  |  288  
Linking Psychotherapy Techniques to Coaching  |  290  
  Resource Section: Mental Health Issues—How *Not* to Do Psychotherapy  |  316  
Psychotherapy as Bedrock for Coaching  |  320  

**CHAPTER 11**

Pillar—Accentuate the Positive  |  323  
Learned Optimism  |  327  
Science of Happiness: Pleasure, Engagement, and Meaning  |  331  
Resilience  |  338  
Emotional Intelligence  |  340  
Accentuate the Positive as a Pillar for Coaching  |  343  

**CHAPTER 12**

Neuroscience Platform—Emotions  |  345  
State of Mind  |  348  
Scanning for Threats  |  351  
Status and Belonging  |  356  
Emotion Regulation  |  358  
  Practice Guide for Coaching with the Brain in Mind—Keep Cool Under Pressure  |  365  

### PART V: HOW CAN WE GET ALONG?

**CHAPTER 13**

Bedrock—Management  |  371  
Management Theory  |  377  
Industrial/Organizational Psychology  |  381  
Social Psychology  |  383  
Meta-analysis  |  390  
Management as Bedrock for Coaching  |  395  

CHAPTER 14
Pillar—Leadership 397
  Organizational Heresies 400
  Social Network Theories 407
  Family Systems Therapies 411
  Appreciative Inquiry 414
  Human Capital Movement 417
  Leadership as a Coaching Pillar 418

CHAPTER 15
Neuroscience Platform—NeuroLeadership 421
  Collaborative, Contingent Conversations 423
  Our Social Brains 426
  Theory of Mind 431
  Repairing Relationships—Sange 434
  Resolving Conflict—Stop and Grow 440
  Calming Threats—The SCARF Model 443
  Practice Guide for Coaching with the Brain in Mind—
    Get Along with Others 447

Conclusion: What Are We Doing Here? 449

Internet Links 459
References 461
Index 487