How and why does coaching work? Evidence-based Mechanisms of Action

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Coaching roles in healthcare

**Professional coaches**

- **Wellness coach** – mastery of wellness or well-being (physical and mental)
- **Executive wellness coach** – works with physicians and leaders on personal and organizational well-being
- **Health coach** – mastery of complex medical issues along with healthy lifestyles

**Healthcare-driven**

- **Laser coach** – nurse line, disease management, call center lifestyle or health coaching
- **Healthcare providers** learn basic coaching skills
What does it take to change?

*Change is good…you go first…*
Mac Anderson & Tom Feltenstein

*Change or Die*
Alan Deutschman

*Changing for Good*
Prochaska, Norcross, DiClemente
# Expert and Coach Approaches

<table>
<thead>
<tr>
<th>EXPERT APPROACH</th>
<th>COACH APPROACH</th>
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<tbody>
<tr>
<td>Authority</td>
<td>Partner</td>
</tr>
<tr>
<td>Educator</td>
<td>Facilitator of change</td>
</tr>
<tr>
<td>Defines agenda</td>
<td>Elicits client’s agenda</td>
</tr>
<tr>
<td>Responsible for client’s health</td>
<td>Client is responsible for health</td>
</tr>
<tr>
<td>Focus on problems</td>
<td>Foster possibilities</td>
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<tr>
<td>Focus on what’s wrong</td>
<td>Focus on what’s right</td>
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<tr>
<td>Has the answers</td>
<td>Co-discover the answers</td>
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<tr>
<td>Interrupts to keep on track</td>
<td>Learn from client’s story</td>
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<tr>
<td>Wrestle with client</td>
<td>Dance with client</td>
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How coaching works

Coaches facilitate a process of change and development designed to realize the potential of individuals and organizations.

Potential is latent ability, capacity, or possibility.
Evidence-based coaching

Dianne Stober
Anthony Grant

Stephen Palmer
Alison Whybrow

Margaret Moore
Bob Tschannen-Moran
Theories underpinning coaching psychology

1. Positive psychology
2. Self-efficacy
3. Appreciative inquiry
4. Transtheoretical model
5. Motivational interviewing
6. Relational cultural theory
7. Cognitive behavioral therapy
8. Solution-oriented therapy
9. Flow and **Relational flow**
10. Emotional intelligence
11. Self-determination
12. Nonviolent communication
13. Adult development
14. Goal setting/Planned behavior
Coaching: Evidence-based Mechanisms of Action

1. Build growth-promoting relationship
2. Elicit motivation – jet fuel for change
3. Increase capacity to change
4. Facilitate process of change
1. Build Growth-Promoting Relationship

- Build Autonomy
- Coaching Presence
- Empathy + Courage
- Relational flow

Self-Determination Theory
Relational Cultural Theory
Motivational Interviewing
Nonviolent Communication
Mindfulness
Emotional Intelligence
Michelangelo’s quotation

I saw an angel in the stone and I carved to set her free.

Coaches help clients chip away at layers of clutter to reveal “my best self.”
I've been thinking about you lately.

I've made a list of ways in which I think you could improve yourself.

Now don't get defensive. I'm just trying to help you be happy.

Flush! How about that? It did make me happy!
People are generally better persuaded by the reasons which they have themselves discovered, than by those which have come into the mind of others.

Pascal’s Pensees (17th Century)
Get out of sales and into fishing

a. Inquiry - ask what + how questions with a beginner’s mind

b. Listen – don’t think about anything else including what you’re going to say next

c. Reflect to show that you are listening and you understand
2. Elicit Motivation

- Motivation is the jet fuel for the journey of change

B = “MY BEST SELF”

Self-Determination Theory
Motivational Interviewing
Flow
Self-determination theory: Intrinsic motivation

- **External regulation** - low investment
- **Introjected regulation** - self-imposed related to self-esteem – motivation unstable
- **Identification** - a valued outcome that can override obstacles
- **Integrated regulation** - done for the sake of outcome
- **Intrinsically motivated** - behaviors that are exciting, interesting, and performed for satisfaction alone
Flow: Psychology of Optimal Experience

Mihaly Csikszentmihalyi

Cheek-sent-me-high

Challenges

Flow

Skills

High

Low

Arousal

Anxiety

Worry

Apathy

Boredom

Relaxation

Control

High
The quest for meaning is the key to mental health and human flourishing (including overcoming adversity).
Values: One wish

One who has health has a thousand wishes.

One who doesn’t has but one.
Help people define a compelling vision which beckons – more energy, vitality, higher quality of life, allowing us to be our best selves and serve our higher purpose.
All the greatest and most important problems of life are fundamentally insoluble… They can never be solved, but only outgrown. This “outgrowing” proves on further investigation to require a new level of consciousness.

Some higher or wider interest appears on the horizon and through this broadening of outlook the insoluble problem loses its urgency. It is not solved logically in its own terms but fades when confronted with a new and stronger life urge.

- Carl Jung
<table>
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<tr>
<th>Cons</th>
<th>Pros</th>
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<tbody>
<tr>
<td>Reasons to Stay the Same</td>
<td>Reasons to Change</td>
</tr>
<tr>
<td>Benefits of staying the same</td>
<td>Concerns about staying the same</td>
</tr>
<tr>
<td>Concerns about change</td>
<td>Benefits of change</td>
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**Resistance Score**

**Motivation Score**
3. Increased capacity to change

- Positive emotions
- Hope
- Self-efficacy
- Resilience
- Curiosity
- Strengths

Positive Psychology
Hope Psychology
Social Cognitive Theory
Positive emotions build capacity to change

- Positive emotions are fleeting
- Negative emotions stick like VELCRO

- Positive emotions broaden thinking: 
  flexibility, creativity, open-mindedness, big picture
- Positive emotions build resources: 
  mental, physical, psychological, social
Barbara Frederickson, PhD *(Positivity)*
Positive emotions build capacity to change

- **Tipping Point:** 3:1 positive to negative emotions
- 80% of people are below the tipping point for flourishing
- [www.positivityratio.com](http://www.positivityratio.com)
Happiness Unpacked:

Positive Emotions Increase Life Satisfaction by Building Resilience - Fredrickson, 2009

- Sparkle of good feelings awakens motivation to change
- Positivity starts a psychological chain reaction that allows you to step up to the next level of existence
“You tested positive for being negative.”
Happiness – Are We in Charge?

Happiness = Set Point + Life Circumstances + Intentional Activity

- Set Point - 50%
- Intentional Activity - 40%
- Circumstances - 10%
Health & Happiness - Ed Diener

High positivity people are healthier

- Morbidity – long term positive emotions reduce incidence of disease and mortality
- Happiness prevents getting ill - longevity impact comparable to not smoking – several years
- Chronic stress damages health
- High positivity people have more effective immune systems
- Positive emotions reduce physical symptoms
- Happy people are more likely to engage in healthy behaviors
It works both ways creating an upward spiral:

- Positive health generates positivity
- Positivity generates positive health
6 Virtues & 24 Character Strengths

1. **Wisdom and knowledge**: Creativity, Curiosity, Open-mindedness, Love of learning, Perspective

2. **Courage**: Authenticity, Bravery, Persistence, Zest

3. **Humanity**: Kindness, Love, Social Intelligence

4. **Justice**: Fairness, Leadership, Teamwork

5. **Temperance**: Forgiveness, Modesty, Prudence, Self-regulation

6. **Transcendence**: Appreciation of Beauty, Gratitude, Hope, Humor, Religiousness

www.viacharacter.org
Positive Psychologists: What generates positivity?

Ed Diener: *Psychological Wealth*

1. Life satisfaction and happiness
2. Meaning and spirituality
3. Positive attitudes and emotions
4. Loving social relationships
5. Engaging activities and work
6. Values and life goals to achieve them
7. Physical and mental health
8. Material sufficiency to meet needs
Build self-efficacy – I can do it!

a. Start with area/behavior with highest self-efficacy
b. Connect with strengths
c. Avoid all or nothing
d. Match skills with challenge – a little stretch
e. Set baby step goals designed new skills, early rewards and wins
f. Success begets success
g. Explore, validate, and celebrate success
4. Facilitate Process of Change: Constructive Development

- Journey of Change
- Just-in-time Learning
- Transtheoretical Model
- Appreciative Inquiry
- Hope Therapy
- Immunity to Change (Kegan)
- Goal-Setting Theory
- Adult Learning Theory
What does constructive mean?

It’s all invented.

Art of Possibility
by Ben & Roz Zander
What reality do we construct?

- **What we perceive:** everything in moderation including moderation

- **What we perceive:**
  - Optimist says: I stubbed my toe
  - Pessimist says: I’m really clumsy

- **What we believe:** Whether you think you can or think you can’t, you’re right  Henry Ford

- **What things mean:** Problems are opportunities in work clothes Henry Kaiser

- **What we value – what is meaningful:** A person who has health has a thousand wishes, a person who doesn’t, has but one
Constructing new brain pathways

Left pre-frontal cortex

- “CEO” region, planning, goal-setting, self-awareness, insight, decision-making
- Cognitive Behavioral Therapy acts mainly on this
- New brain pathways and connections are needed to overcome depression

Limbic system

- Emotional connection, arousal, rewards
- Anti-depressants act mainly on this
- Cognitive Behavioral Therapy also acts on this

Coaching is a workout for the brain!
Constructing a wellness plan

Vision
Three Month Behavioral Goals
Weekly Goals
What is constructive development?

The process over time of qualitative change in our constructions.

*The Evolving Self*  
by Robert Kegan
Constructive developmental stages: Big Ds

We develop through life stages and make big leaps in the way we view ourselves & our lives, and the way we make meaning.
Coaching Developmental Cycles

Coaches help clients move from Point A to Point B.
Mount Lasting Change

Celebrate

Best Self

REAL ME

RESULTS

ACTION

PREPARATION

VISION

Goals + Plan
Behavioral Steps
Responsibility + Self-discovery

Support
Rewards
Strengths

Confidence
Problem-solving
Values

Commitment
Benefits + Education
Obstacles + Strategies

Mount Lasting Change

- Celebrate
- Best Self
- REAL ME
  - RESULTS
    - ACTION
      - PREPARATION
        - VISION
          - Goals + Plan
          - Support
          - Confidence
          - Commitment
          - Rewards
          - Problem-solving
          - Values
          - Benefits + Education
          - Obstacles + Strategies
          - Responsibility + Self-discovery
          - Strengths
Hope therapy

- Definition: To look forward to with desire and reasonable confidence

- Hope is an important agent and predictor of change

- Hope is generated by three elements
  1. Agency (self-efficacy)
  2. Goals
  3. Pathways to change

- Hope therapy addresses these elements

- Hope therapy is a model for coaching
Point B - Best self

A coaching growth cycle is completed.
Success: clients change, grow, and develop
Visit YouTube: How Coaching Works
How and why does coaching work? Evidence-based Mechanisms of Action

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