

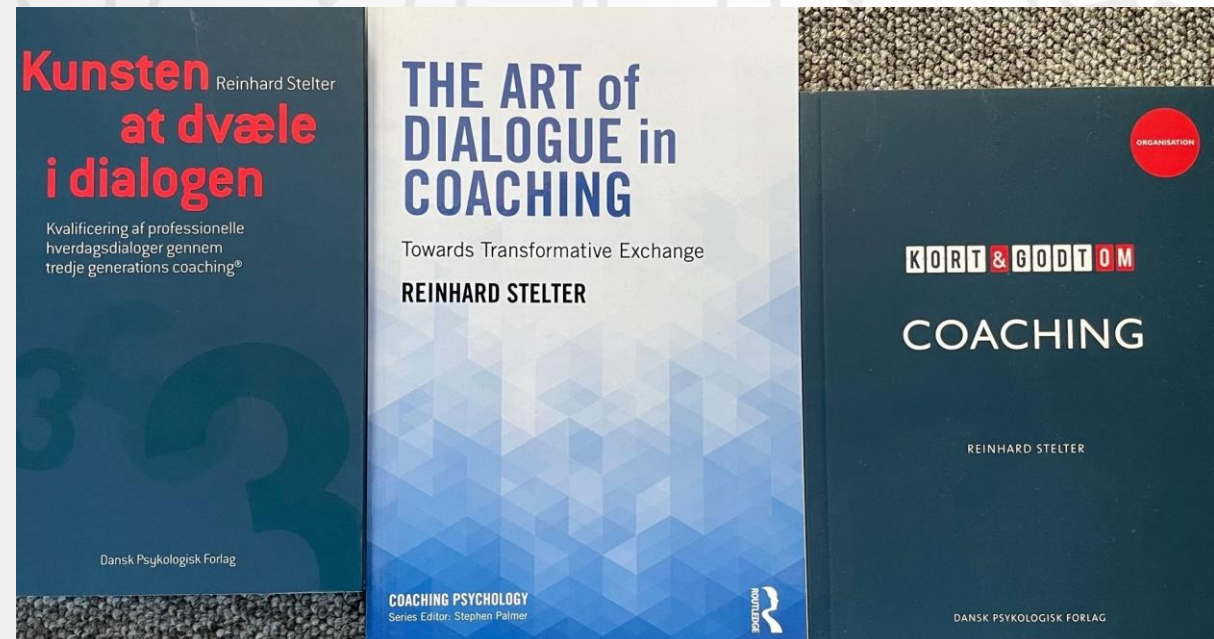
The Future of Coaching – Determining factors

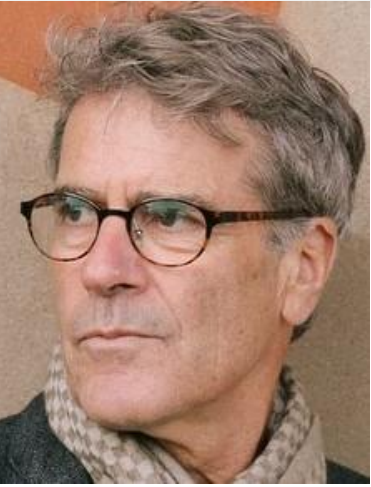
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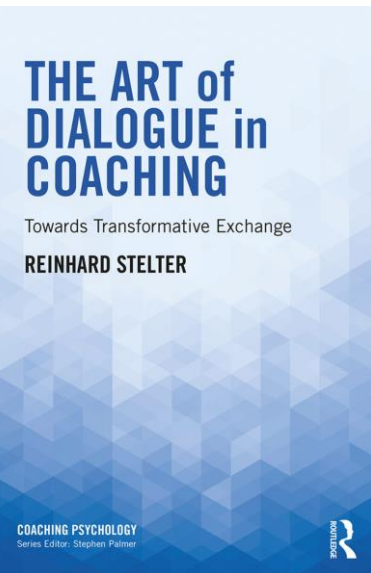
UNIVERSITY OF COPENHAGEN





Short presentation – Reinhard Stelter

- **Professor of Sport & Coaching Psychology, University of Copenhagen**
- **Visiting professor at Copenhagen Business School** (CBS - Master of Public Governance) and CBS Executive
- PhD in psychology. Further education in psychotherapy, coaching and leadership.
- **Accred. coaching psychologist** (ISCP) in own consultancy practice
- Research interest in coaching, self & identity, learning, lifestyle change and leadership
- Invited Founding Fellow of the Institute of Coaching Professional Association at Harvard
- Member of the Scientific Advisory Council (2009-16) – Institute of Coaching at Harvard
- Honorary Vice President of the International Society for Coaching Psychology (ISCP) (2009-) and former board member of the European Mentoring and Coaching Council, EMCC (Danish Chapter)
- “The Art of Dialogue in Coaching” (Routledge) awarded “The Coaching Book of the Year 2019” Henley Business School



Objectives for today's webinar

- How did it all start?
- The move of coaching from sport to business to many different fields
- Societal changes as an impact on the further development of coaching
- What is important for the future development of coaching
- Third generation coaching as my offer to the coaching world

How did it all start?



You've got to love Hungarian

kocsi szekér – cart of Kocs (a village in Hungary)

A black and white illustration of a horse-drawn cart. The cart is loaded with several passengers, and a driver is seated at the front, holding the reins. The cart is being pulled by a team of horses.

Coach – a kind of **tutor** to help students to pass their exam

Maybe it started even earlier!

... with Aristoteles



Eudaimonia,
ethical
foundation

... with Seneca



Writings about
happiness in life,
firmness in character

... with Søren Kierkegaard



*Life can only be understood backwards;
but it must be lived forwards.*

*Life is not a problem to be solved,
but a reality to be experienced.*

How did coaching develop? The move from sport to business to many new domains



Coaching as the “Trojan horse” for introducing psychology in business



Health coaching as a growing and new domain in our field



One of my research projects with migrant boys



Coaching has to face and handle the challenges of our time and of the future

- We live in a **world of globality** (U. Beck, 2002)
- ... in a **hypercomplex society** (N. Luhmann, 1998)
- ... where **self-reflexivity** is a basic condition (A. Giddens, 1999)
- ... where **identity and self-presentation are a central issue** for the individual → the relational self (Gergen, 2009)
- We live in a **VUCA world**:
Volatile, uncertain, complex and ambiguous



Social and mental consequence of societal changes



Alain Ehrenberg (2000) speaks about

*La fatigue d'être soi - **The fatigue of being oneself***

*The loss of social signposts with the psychological consequences like **anxiety, depression and stress***

Byung-Chul Han (2016) speaks about the ***Burnout Society*** (DK: *Træthedssamfund*)

Andreas Reckwitz (2019) speaks about *Die Erschöpfte Selbstverwirklichung – **The exhausted self-realisation***

Societal challenges

New ways of developing knowledge & learning



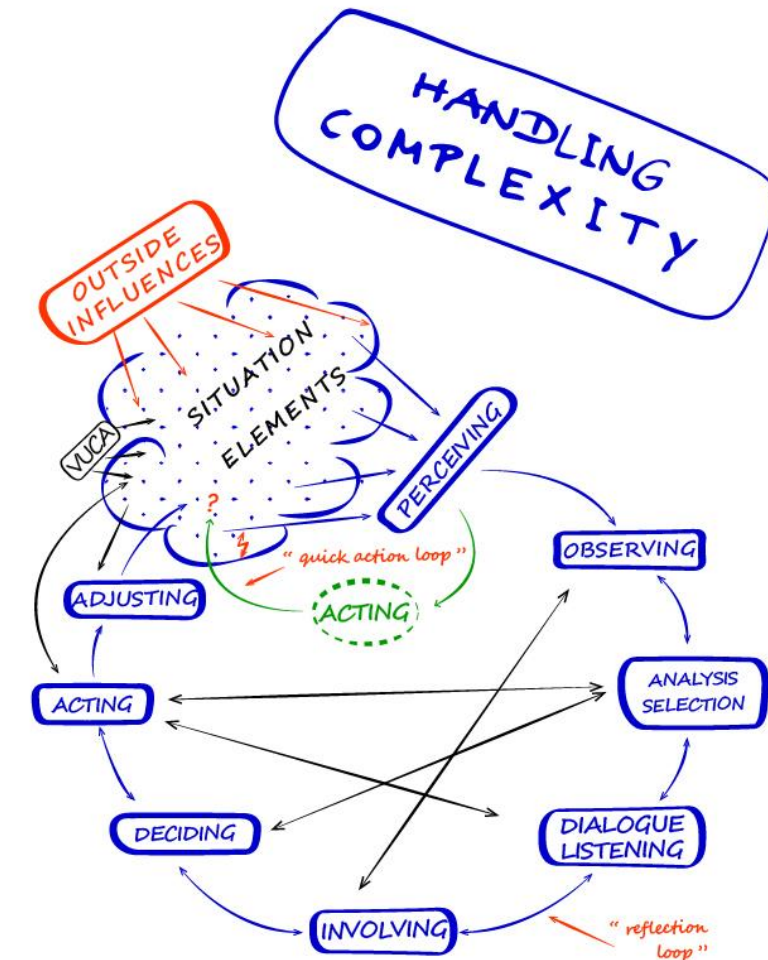
- Formerly accepted "authorities" (e.g., leaders, educators, parents) have **lost their monopoly of knowledge**
- **Today: knowledge is situated** and is shaped in specific contexts and working situations
- **Team coaching** will be a widely used way of learning and developing

Societal challenges

New challenges in coaching & leadership

Coaching & leadership means handling complexity

- Both leaders and employees have to **handle growing complexity** in our working life, organizations, and in society in general
- Contingency** = 'something else is also possible and right'
= impossible to find unequivocal solutions → "it depends"
- Coaching & leadership means handling these contingencies - knowing that it is **impossible to create clarity, safety, and security**



Leadership & work are based on reflection, collaboration and dialogue

- We need to **accept and value a permanent reflective space**
- **Reflective leadership & work** means to move away from an operative closeness towards a **self-observing reflexivity** where the leadership system observes its own way of thinking and acting
- **Distributed leadership** is collaborative and based on dialogue
- **Sustainable leadership** is value driven
- **Leadership & working** means **being part of social processes**
 - it is a **relational practice**



Societal challenge we all are affected by

"The Burnout Society"

by Byung-Chul Han, 2015

- 20th century: **Immunological age**:
 - We could distinguish between inner and outer, between own and foreign.
- Today: **Supremacy of positivity**
 - Overproduction, overcapacity, communication overload, hyperactivity, multitasking,
 - Consequences: Satiation, shallow attention, tiredness, exhaustion, stress, depression
- Individuals become **subjects and victims of their own performance** and thereby their own worst enemy
- Power control grows through **surveillance of one's own performance**
- **Control society**: Self-disciplining intensifies, especially through social media and many report systems



Coaching and other professional dialogues as a counter weight to the burnout society



➤ **There is a growing need for a *vita contemplativa***

- Contemplation, "The Art of Lingerin'" (Han, 2017)
- The contemplative *epoché* (Heidegger, 1982)
- Being in the here and now, non-judgmental



Lessons to learn for surviving the future

- Many people will **lose our job** or have to **change job frequently** – adapting to changes will be crucial
- We have to **adapt to rapid changes** in the job market
- We need to **strengthen local communities** – not in chat spaces but in face-to-face relationships – in civil society, our neighborhoods, in clubs, associations and in work places
- We need to strengthen our **focus on meaningfulness** regarding our way of living
- **A reflection on values** might be a way to strengthen meaningful and communal living



Vision for the future of coaching

- consequences based on my analysis of societal changes

- Coaching is needed as a **part of many different professional dialogues**
- Coaching as transformative dialogue might **become the social glue** in organizational life and civil society
- Coaching will help to **develop specific groups in our work space and in civil society**
- Coaching will be **grow in many different areas** (education, health, social welfare)
- Coaching as a transformative dialogue will be an **activity in many professions** but also develop further as **a profession**
- We shall **practice the *art of lingering*** to develop dialogical & relational spaces

Slido session

I am looking forward to your question 😊

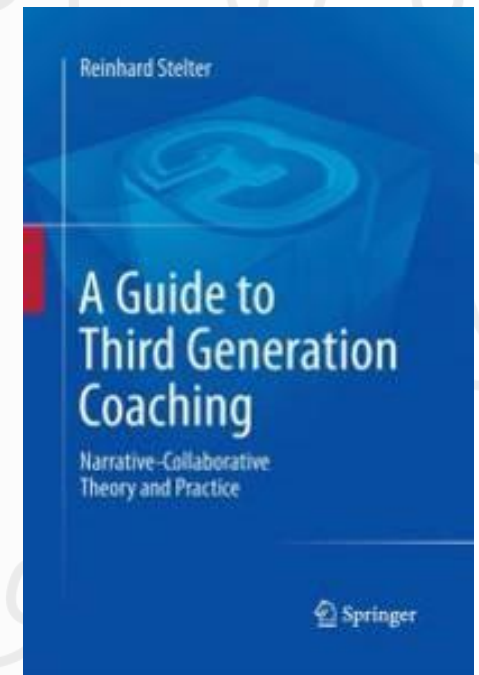
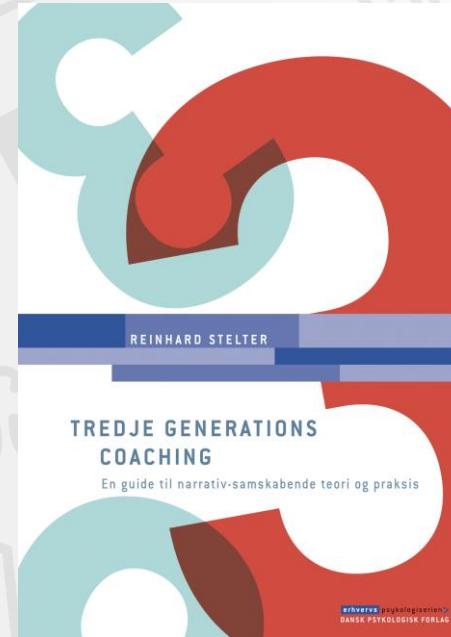
Transformative dialogues - Possible perspectives for the future of coaching

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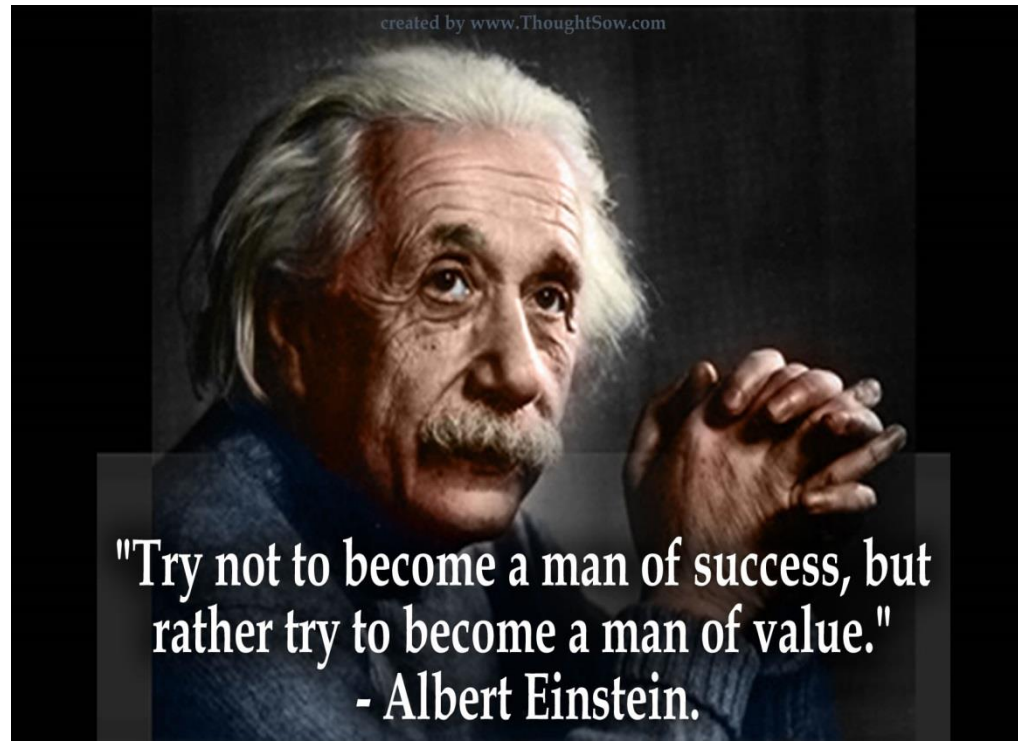


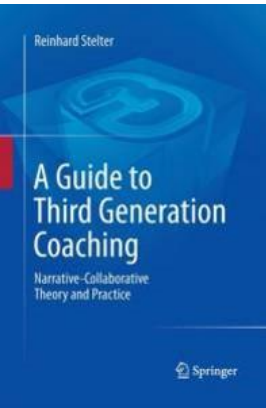
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The agenda of transformative dialogues

- **Moving away from a goal-focused approach as our main point of departure** (1st Generation coaching)
(see: <https://www.animascoaching.com/blog/the-fallacy-of-the-primacy-of-goal-setting-in-coaching/>)
- **Moving towards reflective and collaborative practice**
- **Focus on meaning-making and reflection on values**





Central aspects for a future coaching attitude

- ✓ Future coaching has to secure the **integrity of both parties**
- ✓ Future coaching **moves away from a narrow goal perspective**
- ✓ Future coaching forms a **reflective space**
- ✓ Future coaching allows **moments of symmetry between both parts**
- ✓ Future coaching is **meaning-making in collaboration**
- ✓ Future coaching is **value-oriented** and develops a **readiness to act**

The three generations of coaching

– a dialogue with different basic perspectives

1. Problem/goal perspective



2. Solution/future perspective



3. Reflective perspective
→ being a fellow human companion



My motto for Third Generation Coaching:

***In true dialogue,
both sides are willing to
change***

Thich Nhat Hanh

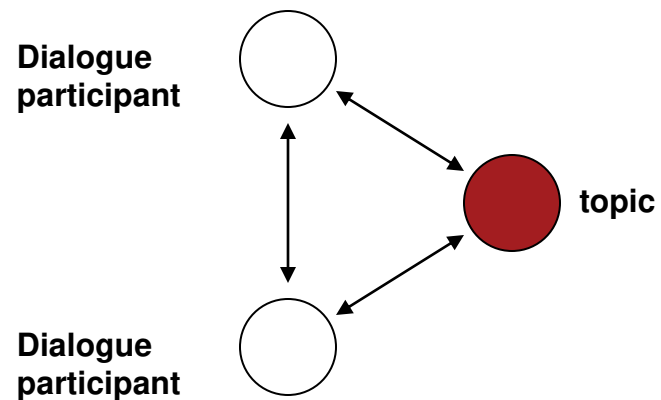
Buddhist monk and peace activist

My hope and wish

Reducing 1st generation coaching

Normal dialogue

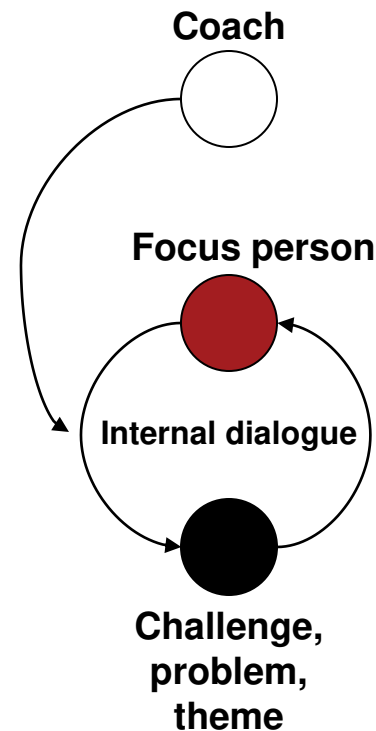
Symmetric relationship

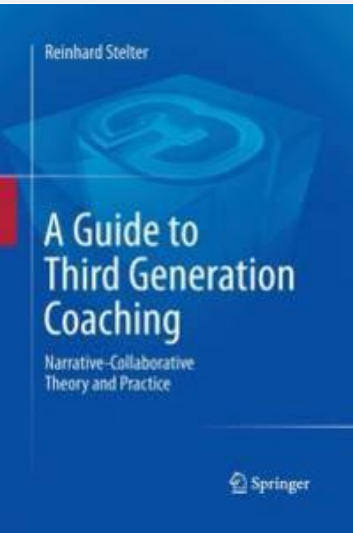


Coaching dialog

(mostly in 1st./2nd generations coaching)

Asymmetrical relationship





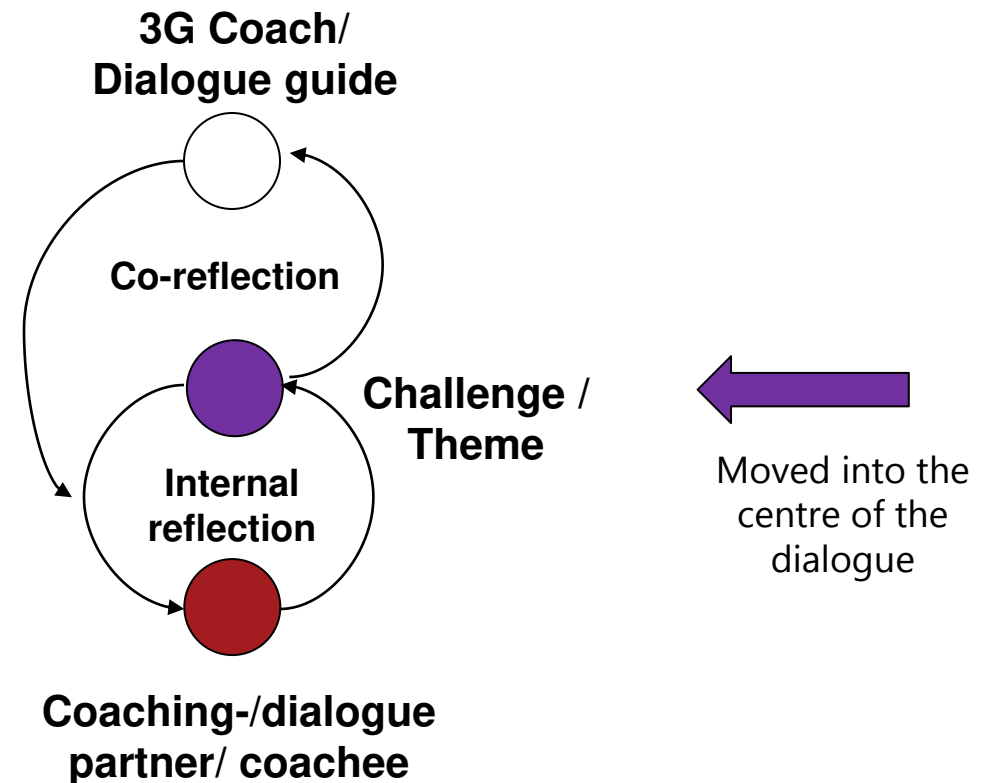
Moving towards Third Generation Coaching

The coachen er co-reflecting partner

In part an asymmetrical relationship

”Moments of symmetry”

- Dialogue guide supports dialogue partners in their reflective process
- Dialogue guide is a witness for the dialogue partner
- Dialogue guide is a fellow-human companion



Third Generation Coaching

- Central activities (Stelter, 2014)

1. Invite the coaching partner to a collaborative process of meaning making

- Meaning is formed collaboratively on the basis of experience, reflection, speech and action
- Meaning is generated **individually** and in **collaboration** with others

2. Talk about values and identity issues

- Integrating a focus on action with a focus on identity
- Develop leadership, communication and cooperation by reflecting on central values:
- You prepare yourself to act → Phronesis (practical wisdom)

3. Give space to the unfolding of narratives

- Narratives help to structure and restructure events.
- Telling stories is the “doing” of identity
- Re-authoring your world
- Sharing “gifts” – resonating partner – witness thinker outsider witnessing

Important for the future development of coaching and other professional dialogue

The relational capacity of the dialogue guide will be essential

1. **Responsiveness – being a resonating partner**
2. **Relational attunement**
3. **Witness-thinking/talk** (John Shotter, 2006)



Witness-thinking

John Shotter (2006)

- *Witness (dialogic)-talk/thinking* occurs in those reflective interactions that involve our coming into living, interactive contact with an other's living being, with their utterance, with their bodily expressions, with their words, their 'works'. It is a meeting of outsides, of surfaces, of two kinds of 'flesh' (Merleau-Ponty, 1968), such that they come into 'touch' or 'contact' with each other. ...
- In the interplay of living moments intertwining with each other, new possibilities of relation are engendered, new interconnections are made, new 'shapes' of experience can emerge. (p. 600)
- **Coaching → "Reflecting with the other's words in mind"**

Heteroenticity

as the new basis from which to think transformativ dialogues

A term coined by Ole Fogh Kirkeby

From Greek "hetero"=the other & "einai"= to be

Being on behalf of the other

and relating to oneself through the other

As dialogue guide you shall be the **non-servile servant** of the other

“Genuine dialogue” should be our future!

Nothing new, but has to become our central attitude in coaching as transformative dialogue

- **Genuine dialogue** can thus be either spoken or silent. Its essence lies in the fact that 'each of the participants really has in mind the other or others in their present and particular being and turns to them with the intention of establishing a living mutual relation between himself and them.'
- The essential element of genuine dialogue, therefore, is 'seeing the other' or 'experiencing the other side.'

Friedman, M. S. (2002, org. from 1955). *Martin Buber: The Life of Dialogue*. Taylor & Francis , p. 101.

Martin Buber about the I – Thou relationship

“Every means is an obstacle.

**Only when every means has collapsed
does the meeting come about.”**

Martin Buber (2013). *I and thou*. Bloomsbury Publishing Plc., p. 9

Thank you for listening and engaging!

**If you are interested in coaching, dialogue,
professional development**

feel free to join in:

Series of free lectures at the Univ. of Copenhagen.

Just google "Coachingforedrag KU"