



Purpose

- Discussing and developing current practice
- Sharing information about professional development opportunities
- Starting to develop psychologically focused training opportunities
- Promoting best coaching and coaching supervision practice
- Informing the profession and the public about what coaching psychology is
- Connecting with other psychologists and professionals here and overseas, particularly in terms of further enhancing current links with the Interest Group in Coaching Psychology of the Australian Psychological Society



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Professional Registration: Consider
<http://www.societyforcoachingpsychology.net/>



Coaching Psychology within High Emotional Impact Environments

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17 March 2011



Thematic Overview

- ▣ High Emotional Impact Environments
- ▣ Sources of stress
- ▣ Managing stress
- ▣ Thinking about a coaching culture
- ▣ Complex Systems
- ▣ The contribution of Coaching Psychology



Definition

- ❏ An environment where a degree of vicarious and/or secondary trauma is inevitable for staff
- ❏ Where the potential for personal trauma is high for staff
- ❏ Where staff cannot “go home” to a place of physical/psychological safety on a regular basis



High Emotional Impact Environments

- ❏ Multiple organisations and accountabilities
- ❏ Diverse professional perspectives
- ❏ Diverse values, cultures and language
- ❏ Economic, colonial/neo-colonial power tensions
- ❏ Pay differences



High Emotional Impact Environments

- ⌘ Differences in age, gender, family responsibilities
- ⌘ Isolation from friends/family/colleagues
- ⌘ Bunkerisation
- ⌘ Experience (Aid, management, contexts)
- ⌘ Short-term and intense relationships and ...





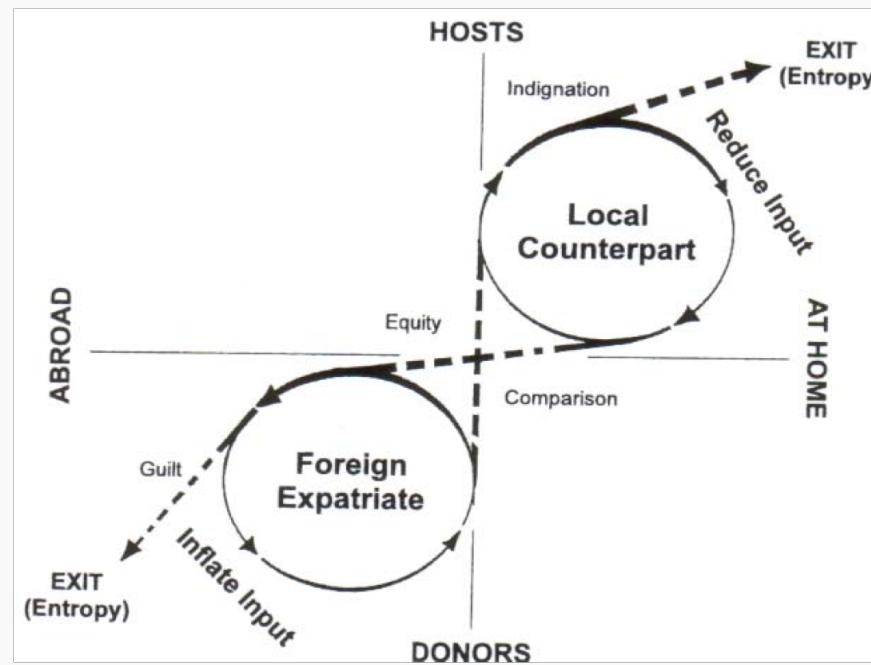
Sources of Stress Survey: Top 6

1. Workload
2. *Political, economic and/or social situation in the country (emergency duty workers only)*
3. Inability to achieve work goals and objectives
4. Working hours
5. Status of employment contract (<http://www.humworkpsy.org/>)
6. Feeling undervalued and/or unable to contribute to decision making

(P Curling & K B Simmons (2010), Intervention, 8 (2), 93-105)



Model of Double De-Motivation



(MacLachlan & Carr, 2005)



Sources of Stress Survey

3 more:

- ▣ Relationship with boss
- ▣ Relationship with colleagues
- ▣ Private circumstances (family, financial, health)



Managing Stress in HEIE

- ✚ “managing stress in staff of humanitarian aid organisations is an integral management priority ... to fulfil field objectives [and] protect the well-being of individual staff ... teams and the communities they work with”
- ✚ “From a management perspective, team building and managing of any conflict within the team are very high priorities”

Ponder point: How might coaching psychology help ease stress load of programme managers and lead to improved programmes?

(Antares Foundation, 2006, www.antaresfoundation.org)

**STAFF
TIPS**
**THANK
YOU**





Leadership in High Emotional Impact Environments

“Staff need high levels of Emotional Intelligence to work in a participative way with communities and to cope with insecure situations

... Managers expect to be supported by their organisations and feel very let down when not.

... the reverence for heroic, macho leadership is now replaced by the need for humanitarian workers to demonstrate high degrees of emotional intelligence, including self-awareness and self-regulation ...: authentic leadership”



HEIE agencies and coaching

- ❏ Coachees experience what it's like to be coached
- ❏ Opportunity to reflect, learn about role, context & options
- ❏ Increases confidence
- ❏ Expands management style and skills
- ❏ Improves communications (360)
- ❏ Managers take responsibility for own learning development
- ❏ External coaches seen as neutral and non-judgemental (& minimises use of internal capacity)

(Swords, 2007)



Coaching culture

A coaching culture is one where coaching is the predominant style of managing and working together where commitment to improving the organisation is embedded in a parallel commitment to improving the people

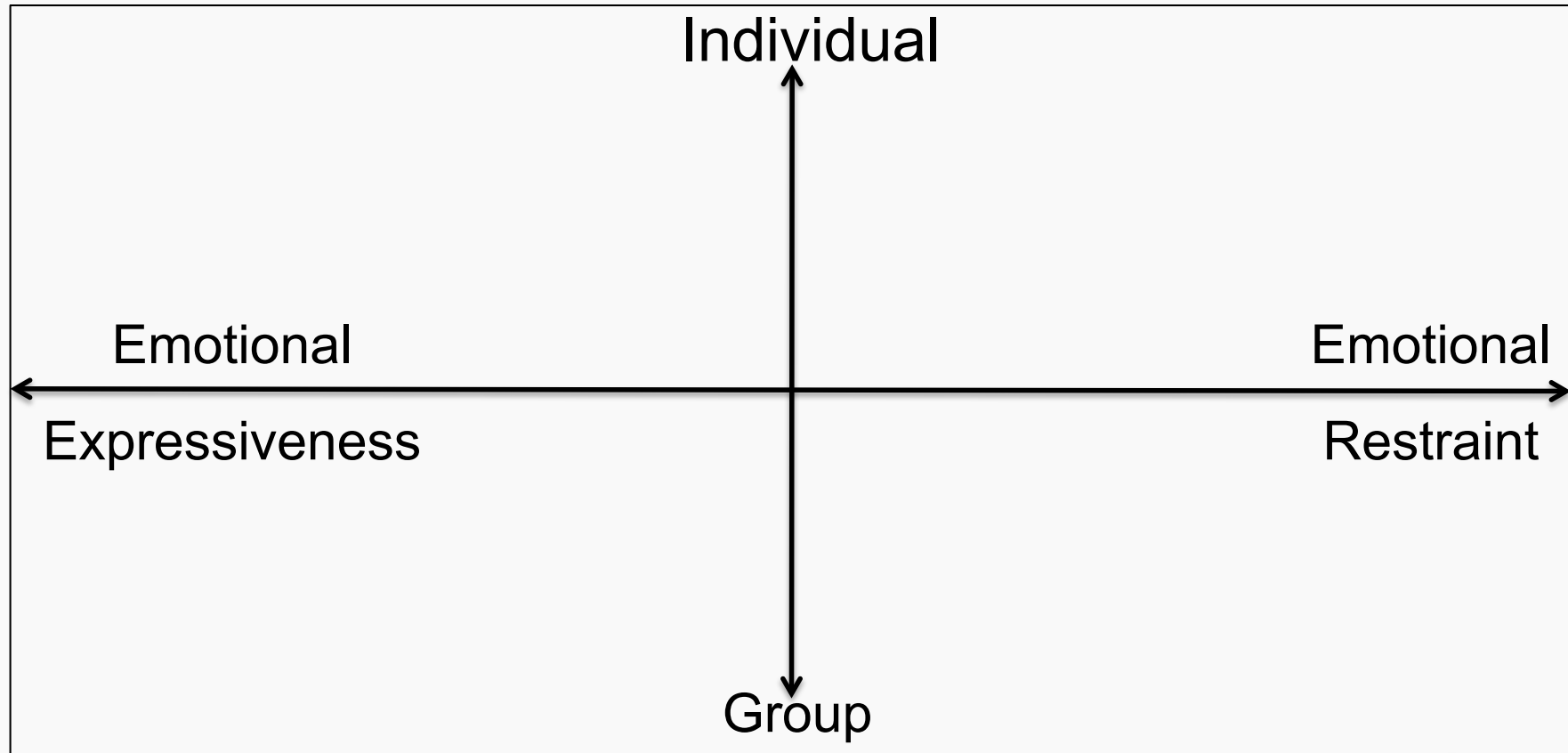
Clutterbuck, D. & Megginson D. (2005)



How do we communicate what we see?

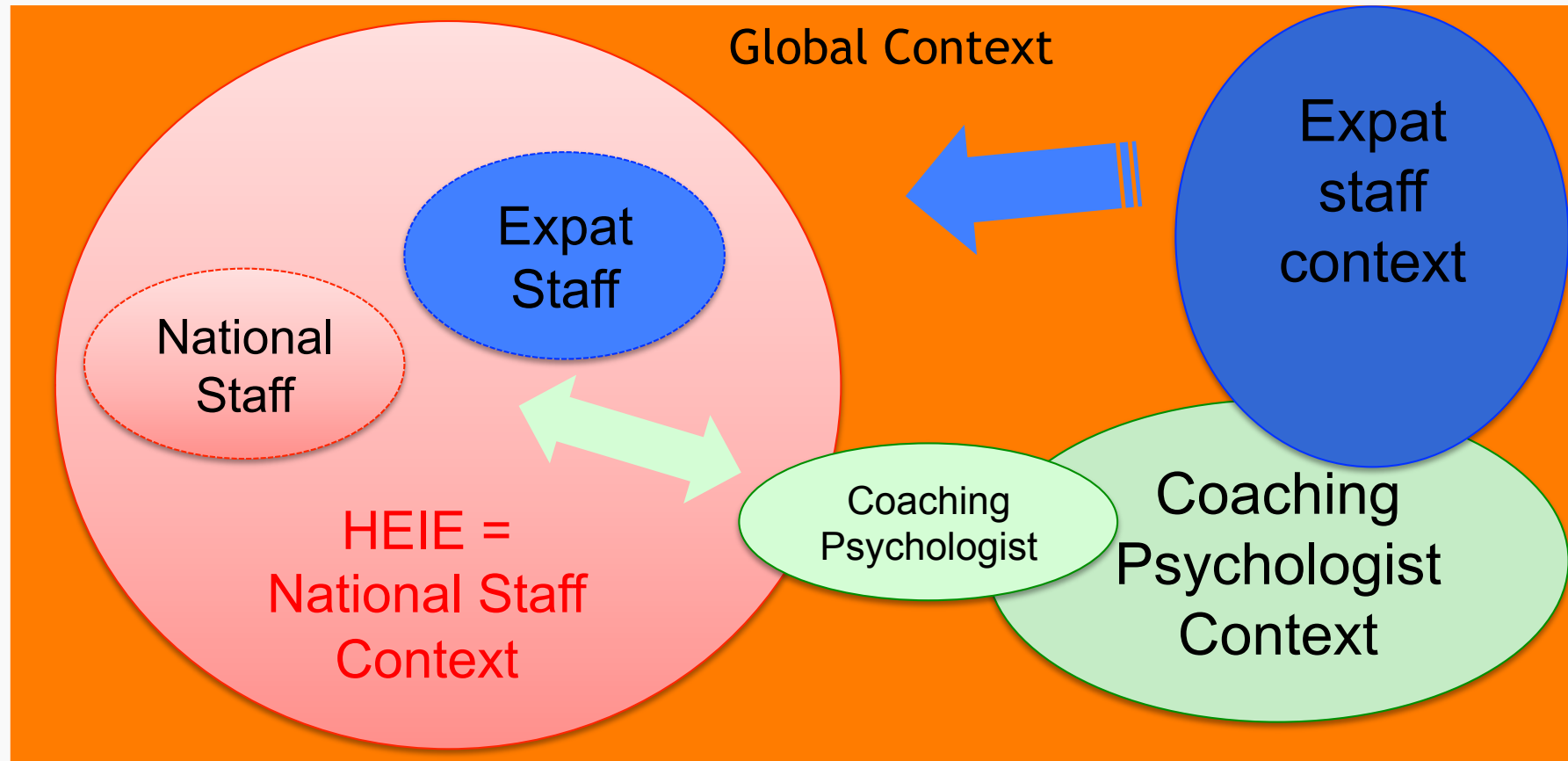


What is your perspective?
How does it compare with the High Emotional
Impact Environment perspective?





Complex systems



March 20, 11



“on the edge of chaos ...”

*... moving between order and
a place where complexity is maximal ...*

- ❏ *What gets said, how it is said, by whom and where*
- ❏ *Whose voice is heard, what can and can't be spoken*
- ❏ *The values and emotions energize conversations*
- ❏ *The patterns conversations take*

*The quality of the conversation determines
the quality of the organization*

(Cavanagh, 2009)



Can we do it?

Yes, we
can!

3/20/11



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Let's remember what Coaching Psychology is

“an applied psychology, [that] draws on and develops established psychological approaches ... the systematic application of behavioural science to the enhancement of life experience, work performance and well being for individuals, groups and organisations who do not have clinically significant mental health issues or abnormal levels of distress.”

(IGCP, APS, 2008)



Ten points of coaching

1. Conversation quality within leadership and what it creates
2. Conversation quality within organisation as a whole
3. Connection quality/richness between all stakeholders (in/external)
4. Power relations
5. How is anxiety dealt with
6. How is trust built and held
7. How is diversity noticed and space for new ideas encouraged
8. How is unpredictability and paradox handled
9. Can people take Action without knowledge of all the consequences
10. Fit and value (not outcomes) judge, and inform future, actions

(10 points of coaching in complex adaptive systems, from Stacey (2000), in M Cavanagh (2009))



Key elements for consideration

1. Consider context
2. Consider key stakeholders
3. Identify and meet with key sponsors
4. Clarify coaching need
5. Clarify leadership buy-in
6. Identify outcome measures
7. Agree coaching programme framework

Ponder point: what else is important within HEIE?



What else is key in High Emotional Impact Environments?

- I - Identifying & enhancing limited support systems
- T - Trust and mutuality
- E - Engagement
- S - Structure
- T - Time, and Risk, management strategies
- C - Clarity
- R - Resilience
- C - Cultural flexibility



A framework of assessment

- ▣ **Purpose** - What question do we wish to explore? What is the mission? Who does what?
- ▣ **Process** - How will we get there? What approaches and strategies will we use?
- ▣ **Perspective** - What is the perspective/knowledge that we bring? How does it inform our approach?

Lane and Corrie (ICRP, Sept 09)



Barriers and Solutions

- ❏ Poor/unsafe conditions
- ❏ Conflict of interest
- ❏ Own trauma response
- ❏ Low budget
- ❏ What else?

- ❏ Frequent updating information
- ❏ Good/relevant supervision
- ❏ Short visits; electronic communication

Something to ponder:

Who is the client?