

«Connecting Worlds»

ICF European Coaching Conference

Geneva, Switzerland 26-27-28 June 2008

Life Balance and Well-Being

The Foundation on Which Business, Executive and All Other Coaching is Built

Agenda

Key Definitions

History

Importance Today . . . Future

As a result of attending this session the participant will have a definition of well-being and balance coaching; a timeline chronology of well-being and balance coaching in relation to the coaching field as a whole; an awareness of the key influencers who shaped the well-being and balance coaching niche; a perspective on the current status of the well-being and balance coaching niche; and some thoughts for the future of this niche.

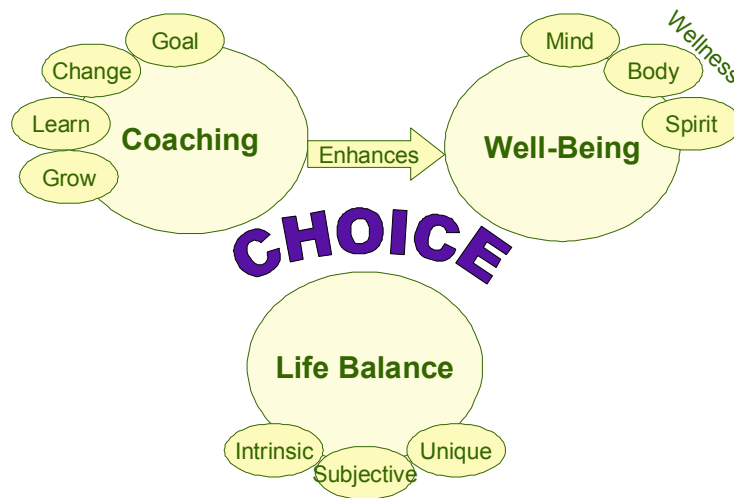
With the complexity, globalization, rapid change and stress of the postmodern world, life balance and well-being are the foundational underpinnings of every coaching interaction whether you realize it or not, and more important than ever before. Even if your clients don't expressly ask for your support in this area, as coaches we know we can't segment a person and coach only portions of it. In this presentation we will explore the world of coaching with a focus on life balance and well-being: first from a historical perspective, next we'll go on to provide pragmatic information about its importance today, and look to see what the future may hold.

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Definitions



Coaching Defined

“Goal-directed, results-oriented, systematic process in which one person facilitates sustained change in another individual or group through fostering the self-directed learning and personal growth of the coachee” (Grant, 2003) encompassing attributes along a continuum.

Continuum Attributes*

<i>Directive</i>	<i>Facilitative (Non-directive)</i>
<i>Holistic</i>	<i>Specific</i>
<i>Short-term</i>	<i>Long-term</i>
<i>Individual leads agenda</i>	<i>Others lead the agenda</i>
<i>High personal content</i>	<i>Low personal content</i>
<i>High business content</i>	<i>Low business content</i>
<i>Developmental</i>	<i>Remedial</i>

*adapted from CIPD Coaching and Buying Coaching Services Guide

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Life Balance Defined

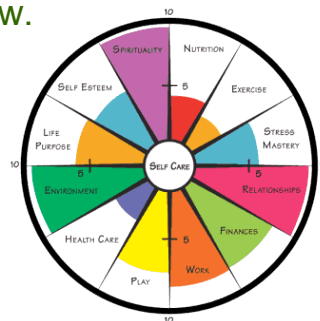
... is Intrinsic.

... is Subjective.

... is **Unique** for every individual, situation and context present at a moment in time.

Well-Being Defined

- Simple choices profoundly affect our lives.
- Integrates mind, body and spirit with a balanced energy flow.
- A way of life.
- A process.



John W. Travis, MD, MPH, 1976, 2004

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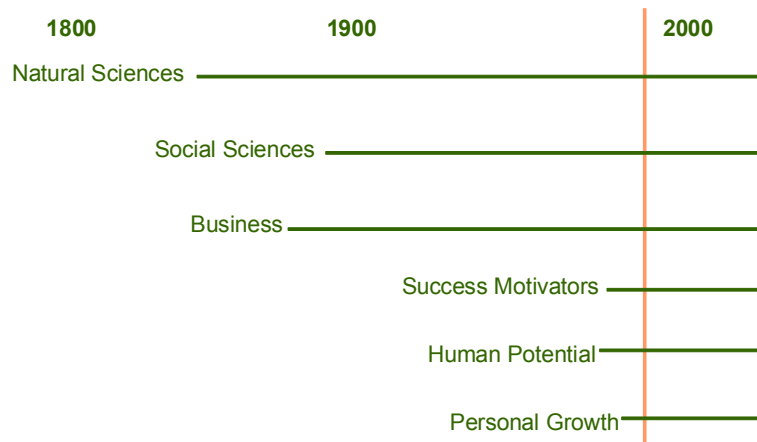
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History

- Disciplines and Socioeconomic
- Emergence of Disciplines
- Emergence of Coaching
- Historical Wellness Perspectives

Disciplines and Socioeconomics



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NATURAL SCIENCES = 1800s – curiosity about nature led to specialization

SOCIAL SCIENCES and BUSINESS = mid-1800s curiosity about people led to specialization, with a burst of specialization around 1900

SUCCESS MOTIVATORS, HUMAN POTENTIAL, PERSONAL GROWTH = mid-1900s through present day began shift to well-being and life balance

Looking at this through socioeconomic perspectives we have the modern and postmodern eras:

From 1890s-1950s was Modern period:

- Obsessed with evidence, logic, rationality, analytic thinking and what it could produce
- Industrial revolution looked at people as economic units, separated work and family, and changed nature of occupations
- Shift from isolated local communities to more integrated large scale society
- Control, order, certainty

From 1950s the postmodern shift began:

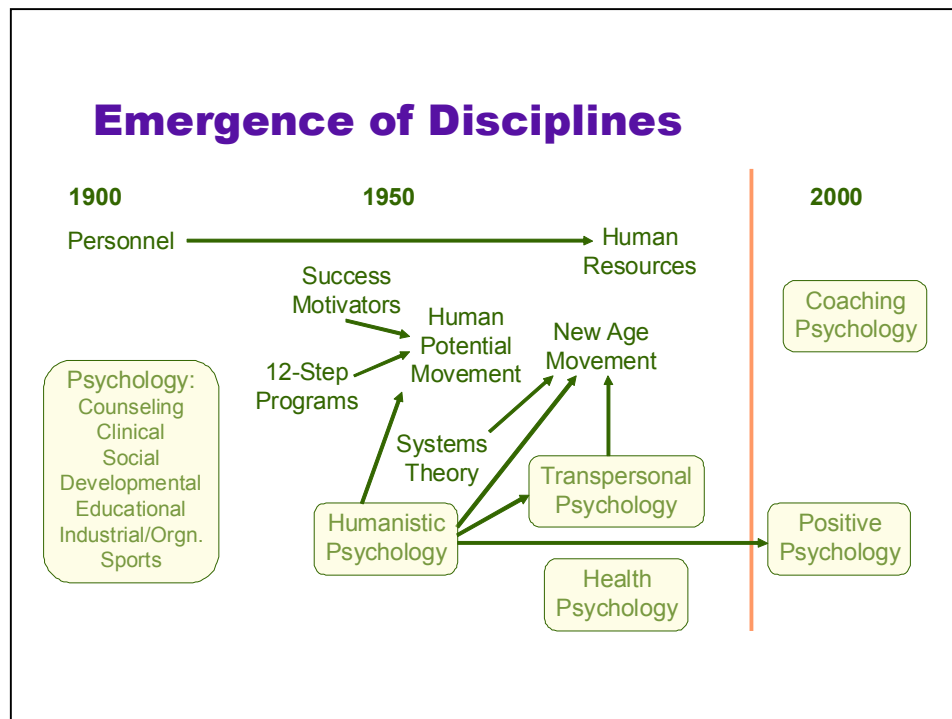
- From industrial to service society which allows for reintegration of family and work by changing nature of work
- Resistance to sacrifice in name of progress – environmental, anti-war, civil rights, equal opportunity, feminism, multi-cultural
- Social, economic and political changes occur more frequently
- Mass media and rapid technological change along with migration and globalization

From the 1970s, the human potential movement, personal development movement, and therapy opened up the mind-body connection and balanced wellness focus to many. Individuals were encouraged to take responsibility and to focus on fulfillment and happiness.

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Looking more closely as the social sciences and people focus

Shift from Personnel in 1900 to Human Resources in 1970s reflected the shift from workers as economic units to employees as a resource.

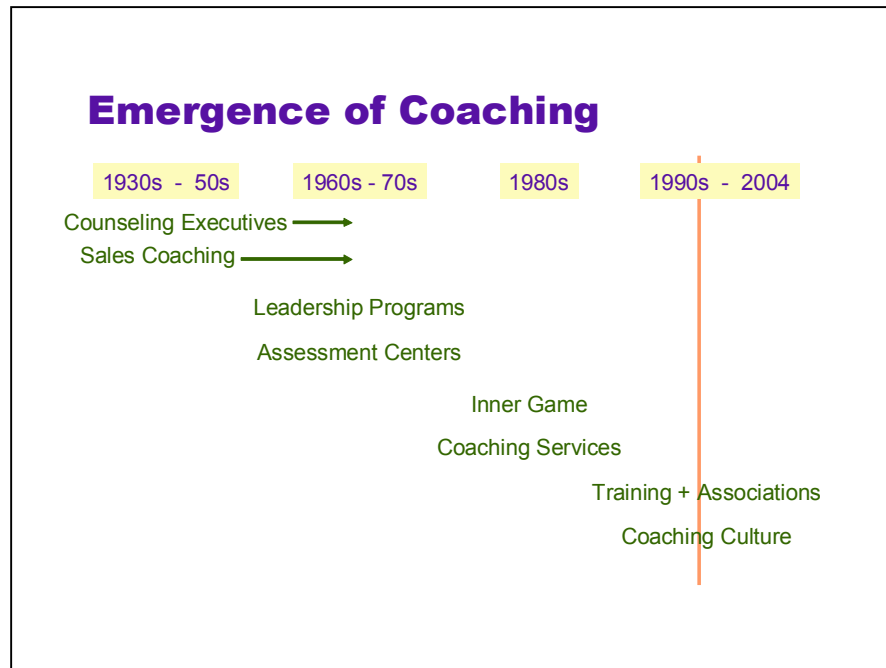
Over this period of time the focus of psychology has shifted, as has the world focus. When psychology emerged in 1879, the focus was mind and consciousness, with introspection. Early 1900s the focus was science and behavior (was psychodynamic and behavioral, with many subspecialties). By the 1950s it shifted to a behavior focus (cognitive and humanistic psychology). In the 1970s focus shifted to include behavior and experience (transpersonal, cognitive and health psychology). Turn of the 21st century the focus was integrated – mental and behavior, science and practice.

Outside psychology we have: Success Motivators (Napoleon Hill, Dale Carnegie, Norman Vincent Peale); 12-Step Programs (Bill Wilson); and the Human Potential Movement (all about humanistic psychology, Esalen, Tavistock – 1974 May Lectures by Whitmore)

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1930s-50s

- Counselors, therapists, and organizational psychologists were “counseling” executives
- Developmental counseling practices by psychologist based consulting firms are similar to coaching
- Sales Coaching focus on how to be a better salesperson.
- Sporadic articles on coaching & performance improvement & management development

1960s-70s

- Emergence of coaching in the business world when leaders role in change was viewed from the intersection of OD and psychology
- Executive and business coaching emerged from leadership programs and assessment centers
- 17 articles on coaching published in the 1970s along with 4 books on coaching by managers
- Counselors, therapists, and organizational psychologists continued “counseling” executives
- Peer Resources launched to work with peer mentoring in education

1980s

- Inner Game approach to sports adapted to business and called coaching
- First companies providing individual and business coaching services founded in United Kingdom and United States
- Psychological consulting firms begin providing services called coaching
- Sports coaches and business people identified common coaching principles across disciplines
- First training schools founded to deliver coach training to individuals and business in United States and Europe
- Coaching introduced into business in German-speaking countries
- Coaching literature expanded with doctoral research and 29 articles
- Five books were published addressing coaching by supervisors to improve performance

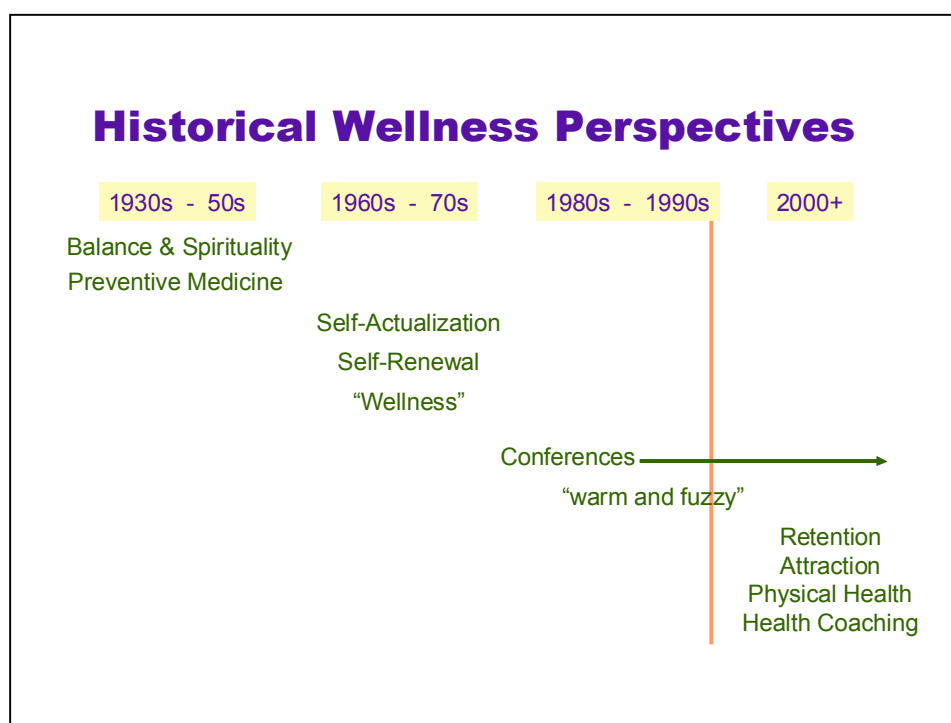
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1990s

- Coach-specific training schools/programs grew from 2 to 8 in 1995, to 164 in 2004
- Professional coach assns grew from 0 to 12 in 2004; Annual coach conferences grew from 0 to 16 in 2003
- Coach industry publications grew from 0 in 2000 to 4 in 2004
- Six peer-reviewed coaching publications began 2001 or later in support of evidence-based coaching
- Coaching psychology (identified as distinct in 2000) special interest groups created in United Kingdom and Australia psychology organizations
- United States consulting psychologists published three journal issues on executive coaching
- Virtual teleclass coach training supported global spread of coaching; First internal coaching assignments in companies created; 79 coaching books published during 1990s with 62% in 1998-9; 153 coaching books published from 2000 through 2004; 132 coaching articles published in business & psychological journals; Coaching Culture become common term in business



- | | |
|-----------|---|
| 1930s-50s | Balance and spirituality (Jung 1940s); Preventive Medicine (1940s) |
| 1960s-70s | Self-Actualization (Maslow 1962); Self-Renewal (Gardner 1963); term wellness introduced in the USA (Furnass 1964/Dunn, Travis, Ardell, Hettler 1970s); 1st Wellness Conference in USA in 1979 |
| 1980s-90s | Bad word in companies |
| 2000s | Retention and attraction tool; means physical health; linked with Health Coaching |

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Dr. Halbert Dunn, known as the "father of wellness movement" in the United States, introduced the concept in a series of lectures he gave at the Unitarian Church in Arlington County, Va., in the late 1950s. Those lectures provided the basis for his book, "High Level Wellness," which was published in 1961. Dr. Dunn's ideas didn't take root until the mid-1970s, when others built on his concepts in founding organizations such as the National Wellness Institute Inc. as well as the mid-1980s journal "Health Values: Achieving High Level Wellness," which was later renamed the "American Journal of Health Promotion."

Another of the first leaders in the modern era of the wellness concept was a physician who served from 1966 as the director of the University Health Service at the National University in Australia. Bryan Furnass, M.D. was one of the principal authors of a book entitled to, "The Magic Bullet, The Social Implications and Limitations of Modern Medicine". Brian and his co-authors had a clear vision that the practice of medicine relied too much on the magic bullet and too little on assisting people with the more difficult task of living well.

During the 1980s and 1990s, wellness was a "warm and fuzzy" word that did not resonate with senior management because initiatives did not produce any outcomes. Employers today are willing to invest in wellness programs as a retention and attraction tool. Early wellness programs were anchored in fitness centers geared toward the healthy employees. Today's wellness programs are designed to appeal to everyone, including spouses and dependent children, regardless of their health status

Importance Today . . . Future

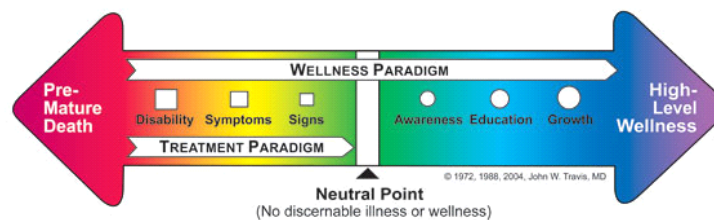
- **Illness – Wellness Continuum**
- **Why Well-Being Coaching Now?**
- **What the Future Holds. . .**
- **Questions to Ponder . . .**

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Illness – Wellness Continuum



Illness culture is a very modern phenomenon, growing rapidly since the advent of the pharmaceutical drug industry into our current “medical-industrial complex.” A paradigm shift is underway - from prevent disease to promote wellness.

Focus on Illness

- Disease management
- Spiraling health care costs
- Unhealthy lifestyle practices
- Immediate gratification
- Consumption of chemical-laden foods & toxic products
- Epidemic levels of obesity, diabetes & heart disease

Focus on Maintaining Wellness

Fundamentals of healthy living
Higher level of personal health and well-being
Promotes organic foods consumption
Suffers less from epidemic lifestyle & stress

Solution: Individuals take more responsibility for their own health and well-being

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Why Well-Being Coaching Now?

- Wellness is a \$500 billion industry.
- Positive psychology links happiness to well-being
- Up to 40% of high achievers are at risk of burnout
- Rising health care costs
- People living longer
- Business issues drive efforts to ingrain well-being

In 2005, wellness in America is whatever you say it is, and that is changing. Some business people believe a better name is health and productivity management.

In 2007, globally 60% of large employers offered health coaching as a response to controlling health care costs. The health content of most workplace programs grew out of efforts to reduce heart disease risk factors, namely improving nutrition, reducing stress, stimulating physical activity, weight control and smoking cessation, and moderating alcohol consumption.

According to Michael P. O'Donnell, "enhanced morale and retention, medical cost containment, and enhanced productivity" result from workplace health promotion programs. He further states that "healthy employees are more happy and engaged and interested." O'Donnell traces this mind-body connection back to California and the human potential movement.

The real focus of change will need to be on the individual level, as the increasing level of motivation from upwardly spiraling health care costs and failures of our health care system will lead people to continue to take more and more responsibility for their own health and well-being.

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Special Report: Health Coaching

- General Trends
- Burn-out
- Enhancing Well-being
- Stress Management



Special report: Health coaching – Coaching At Work July/August 2008 focused on “There's a new kid on the block - the wellness coach. We are already seeing more coaching within arenas such as stress prevention and management. Increasingly individuals are paying for the services of the afore-mentioned. If the trend in the US is anything to go by, we'll soon be seeing lots of UK businesses bringing in wellbeing coaches. (purchase at www.cipd.co.uk)

European Coaching Institute June 2008 newsletter focused on wellness.

In 1983, Time magazine's cover story of June 6th called stress “The Epidemic of the Eighties”. Today we take workplace and life stress for granted as it has become the norm for us, in spite of the costs.

Personal life coaching is one approach to reducing work-related stress which is well established amongst business and management executives as well as some public sector organizations.

- Work-related stress can lead to physical, mental and emotional ill health.
- Work-related stress can result in poor work/life balance.
- Personal life coaching is one method that can be used to help individuals achieve work/life balance.

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What the future holds...

- Robust opportunities for coaches, particularly well-being coaches
- Extensive availability of supportive research
- Potential to make a significant difference

Well-being is choosing to assume responsibility for the quality of one's life, and begins with a conscious decision to adopt a healthy lifestyle. Coaching is critical as its purpose is to "raise awareness so one is at conscious choice".

According to Clutterbuck (2005):

The idea that work and non-work are two discrete parts of a person's existence is widespread and nonsense. These two aspects of life constantly intrude upon each other. The key to managing the conflict implied in work-life balance is to recognise the issue as one of complexity management. And the keys to managing this complexity lie in handful of critical skills: Knowing what you want and value out of life; Understanding and quantifying the conflicting demands on your time, mental energy and physical energy; Setting boundaries on each aspect of your life; Having the self discipline to resist challenges to those boundaries. Implicit in managing the complexity is taking the reflective time to consider these issues, to develop wider and more creative options, and to plan what you are going to do less of or stop doing. Here is where the coach or mentor can have a significant impact, helping with the rigour of the learner's thinking and with opening up new options and alternatives.

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Questions to ponder...

- How do you define well-being and life balance for yourself?
- What is your level of well-being and life balance?
- How will you bring well-being and life balance into your coaching?

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