

# Coaching Alpha Executives

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## Stages of Building Trust in Executive Coaching

(Alvey & Barclay, 2007)

1. Context
  - I. Client readiness
  - II. Organisational support
2. Is the coach credible?
3. Are the coaching practices and goals clearly articulated?
4. Confirming behaviours
5. Challenging behaviours
6. Perception of value/Achieving outcomes

## Stages of Change and Alpha Behaviour

### **Pre-contemplation**

*'What I do now gets results. If I become all touchy feely then I won't get the outcomes.'*

*'As far as I am concerned this isn't a problem'*

*'I do have faults but there is nothing I really need to change'*

Not seriously considering change - may be unaware that there is a problem or not convinced there is a need for change.

See a lot of benefits of maintaining the status quo and are concerned about negative impact of letting go of their alpha behaviours.

### **Contemplation**

*'Perhaps I do have a problem in the way I interact with people but I am not sure I can change. I have always been like this. I will come across as fake if I change.'*

*'I've been thinking I might need to work on my interpersonal skills'*

Still ambivalent about the costs of change

Starting to evaluate the options for change

### **Preparation**

Planning

*'I am going to try to change, what do I need to do'*

*'I tried to change but it didn't work'*

May have tried to change and failed

May have made some small behavioural changes but not enough to have an impact on their relationships

### **Action**

Making the change

*'I met with Brian. I listened to his view and asked him questions so I really understood what he wanted. Then we worked out a solution that worked for both of us'*

Taking action - changing behaviour

### **Maintenance**

*'I have been doing well but I can see it would be easy to fall back into the old patterns'*

Working to consolidate gains, sustain behavioural change in the long term and avoid relapse

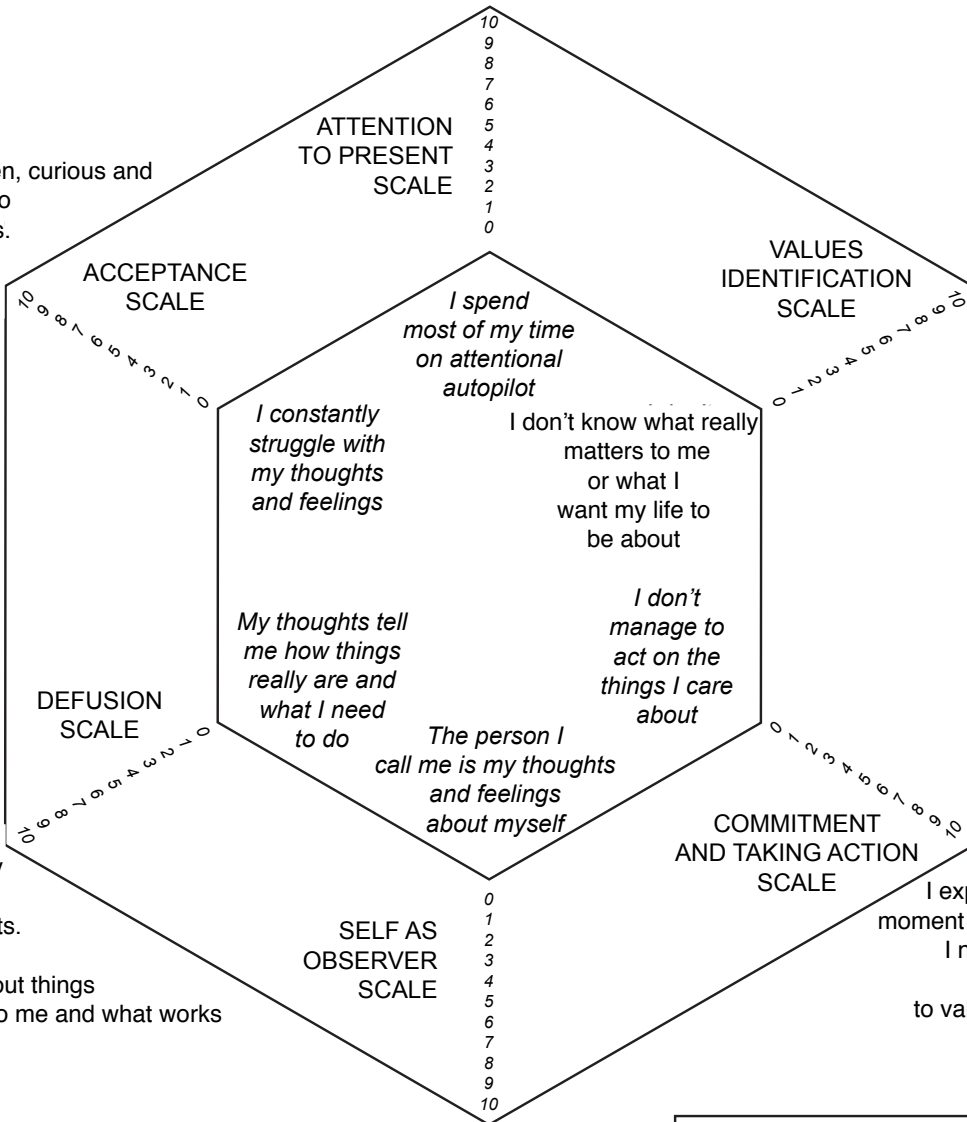
### **Relapse**

Slipping back into old ways of behaving

*I flexibly pay attention to what is happening in the present moment*

I choose to adopt an open, curious and compassionate attitude to my thoughts and feelings. I am willing to have discomfort in the service of living my values

I practice actively choosing my values and what I want my life to be about



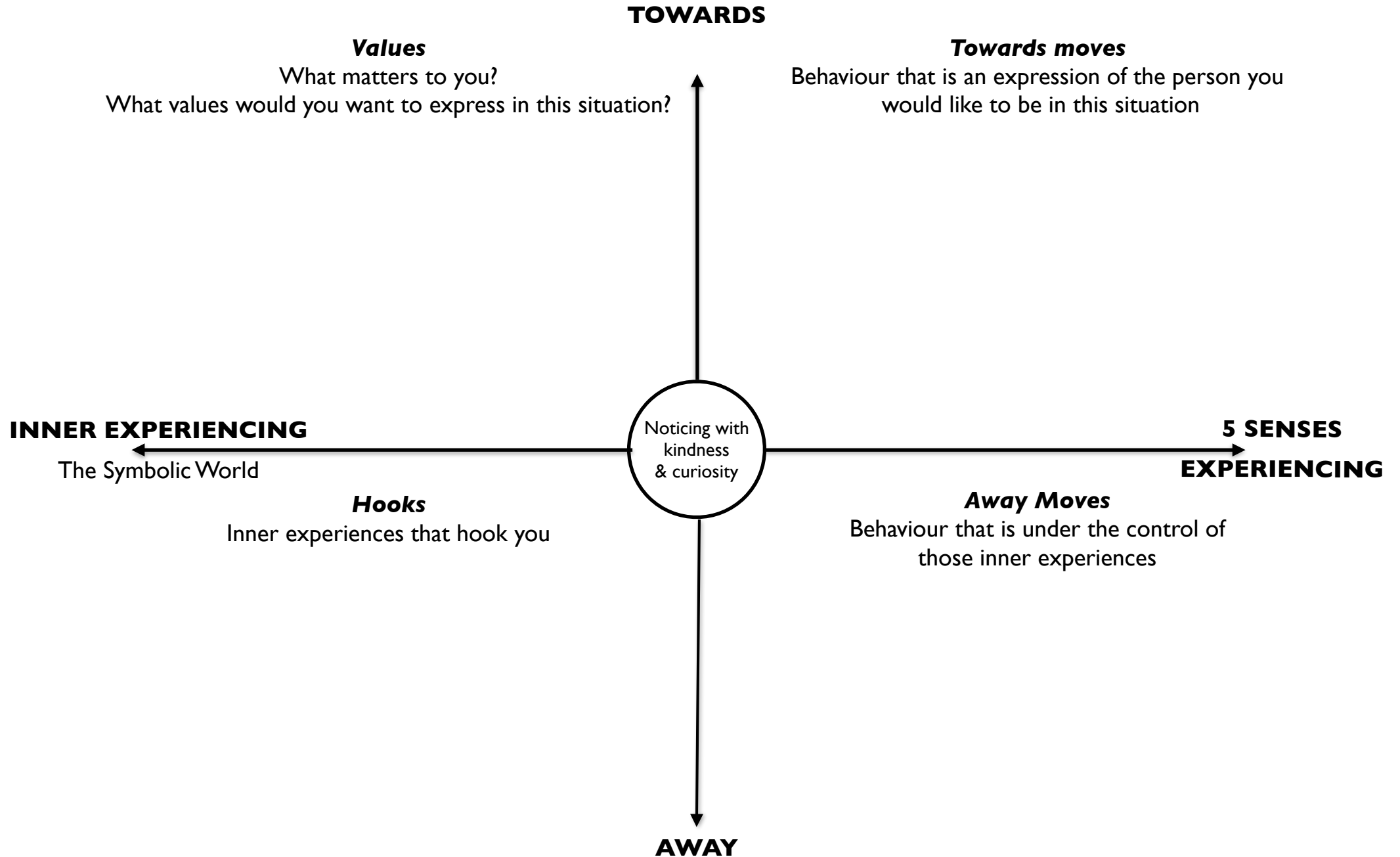
I practice holding lightly my judgmental and categorical thoughts. Each thought is one of many ways to think about things - what I do next is up to me and what works

I express my values in my moment to moment behaviour. I notice inaction or away moves and return to valued patterns of action

*The person I call me knows what I am thinking and feeling but is distinct from that process I am able to flexibly take perspective*

SCORES	
<b>A</b> cceptance scale .....	_____
<b>C</b> ommitment and	
<b>T</b> aking action scale .....	_____
<b>A</b> ttention to present scale ...	_____
<b>D</b> efusion score .....	_____
<b>V</b> alues	
<b>I</b> dentification scale .....	_____
<b>S</b> elf as	
<b>O</b> bserver scale .....	_____
<b>R</b> esulting Psychological Flexibility Total Score .....	_____

# Pause, Notice, Choose



# Pause, Notice, Choose

TOWARDS

## Values

What matters to you?  
What values would you want to express in this situation?

8. What is important to you here?

9. What values would you like to express in this situation?

10. And when you express those values, how does it feel?

## Towards Moves

Behaviour that is an expression of the person you would like to be in this situation

6. What would you do if you were being the person you would like to be?

7. And when you take those actions, what is the impact  
- in the short term?  
- in the long term?

## INNER EXPERIENCING

The Symbolic World

## Hooks

Inner experiences that hook you

2. What is going on inside you relating to this issue?  
What thoughts, memories, urges and feelings?

3. Explore your emotions:  
- As you consider this issue how does it feel in your body?  
- Name the different emotions that are present.

Noticing with kindness & curiosity

## 5 SENSES

## EXPERIENCING

## Away Moves

Behaviour that is under the control of those inner experiences

4. If you get hooked by any of those inner experiences, what do you tend to do next?

5. And what is the impact of those behaviours  
- in the short term?  
- in the long term?

AWAY

# Functional Analytical Psychotherapy

Kohlenburg & Tsai

1. Watch for towards and away moves in the session
2. Evoke target behaviours (doing normal coaching stuff)
3. Contingently respond to towards and away moves - naturally
4. Track your impact
5. Help the coachee understand the function of their behaviour and implement generalisation strategies

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## Resources

Blog on ACT in the workplace - [www.workingwithact.com](http://www.workingwithact.com) by Rachel Collis, Rob Archer and Paul Atkins

### Books and Articles

#### *Motivational Interviewing*

Motivational Interviewing: helping People Change (2012)- William Miller and Stephen Rollnick

#### *ACT:*

ACT Made Simple - Russ Harris

Acceptance and Commitment Therapy, The Process and Practice of Mindful Change (2012) Steven Hayes, Kirk Strosahl, & Kelly Wilson

Mindfulness for Two, An Acceptance and Commitment Approach to Mindfulness in Psychotherapy (2009) - Kelly Wilson & Troy Dufrene

The ACT Matrix - [drkevinpolk.blogspot.com/](http://drkevinpolk.blogspot.com/)

#### *Functional Analytical Psychotherapy*

A Guide to Functional Analytical Psychotherapy: Awareness, Courage, Love and Behaviorism (2008) Mavis Tsai, Robert Kohlenberg, Jonathan Kanter and Barbara Kohenberg