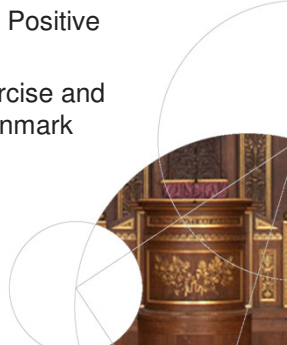



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# APPLIED POSITIVE PSYCHOLOGY IN COACHING

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Psychology  
Coaching Psychology Unit, Department of Exercise and  
Sport Sciences, University of Copenhagen, Denmark

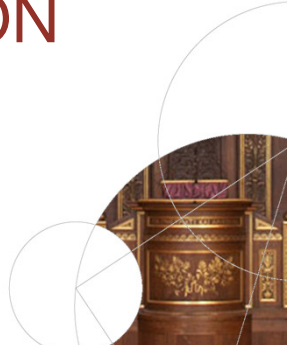

**This presentation can be downloaded from:**  
[www.positivpsykologi.dk/APPC.pdf](http://www.positivpsykologi.dk/APPC.pdf)

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# INTRODUCTION

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## ABSTRACT

### BACKGROUND

Positive psychology is applied in coaching through the use of research results, theories, models, interventions and assessments. However, most research products come without a “user’s guide” and practitioners therefore have to invent their own ways of applying the information in practice.

### OBJECTIVE

In this workshop, participants will learn how some of the best educated and most experienced coaches from around the world integrate research from positive psychology into their practices.

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Dias 3



## ABSTRACT

### RESEARCH CONTENT

Forty two coaches – from the US, Canada, Mexico, UK, Denmark, Finland, Israel, China, New Zealand, and Australia - have been interviewed about how they work. The interviews have been video recorded and will be made freely available on the internet. The results from the study consist of recommendations for how research, theories, models, assessments and interventions from positive psychology can be used in coaching practice.

### PROCESS

The workshop will consist of short presentations, discussions, Q&A, and hands-on involvement from participants.

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Dias 4



## OBJECTIVE

You will:

- Learn how some of the best educated and most experienced coaches from around the world integrate research from positive psychology into their practices
- Get an opportunity to reflect on the relevance of some the content for your practice
- Practice a short coaching session – based on ideas summed up in a coaching tool
- Find out where to learn more

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## SCHEDULE

4.10 -	Introduction
4.15 -	Research project
4.20 -	Possible effective factors in coaching
4.25 -	Reflection exercise
4.30 -	Tool for applying positive psychology in coaching
4.50 -	Coaching exercise
- 5.10	Future research, learn more, questions

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## EXPECTATIONS

The workshop will consist of short presentations, Q&A, discussions, and a little hands-on involvement

You are welcome to ask questions during my presentation

I will give you a very brief overview of my research project and spend most of the time discussing what you can do as a coach

You will get a chance to reflect on how the material relates to your work and the possible implications for your practice

You can download the slides after the presentation

You don't have to read everything on the slides. It is written so that you can read it later

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Dias 7



## EBBE LAVENDT

Education	Authorized psychologist, University of Copenhagen, Master of Applied Positive Psychology, University of Pennsylvania, 66 days of coaching training, 250 hours of supervision, coaching and therapy
Title	PhD-student and consultant
Workplace	Coaching Psychology Unit, Department of Exercise and Sport Sciences, University of Copenhagen, Denmark
Tasks	Research, teaching, coaching and counseling
Special interests	Positive psychology, evidence-based coaching and outcome informed coaching

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# RESEARCH PROJECT

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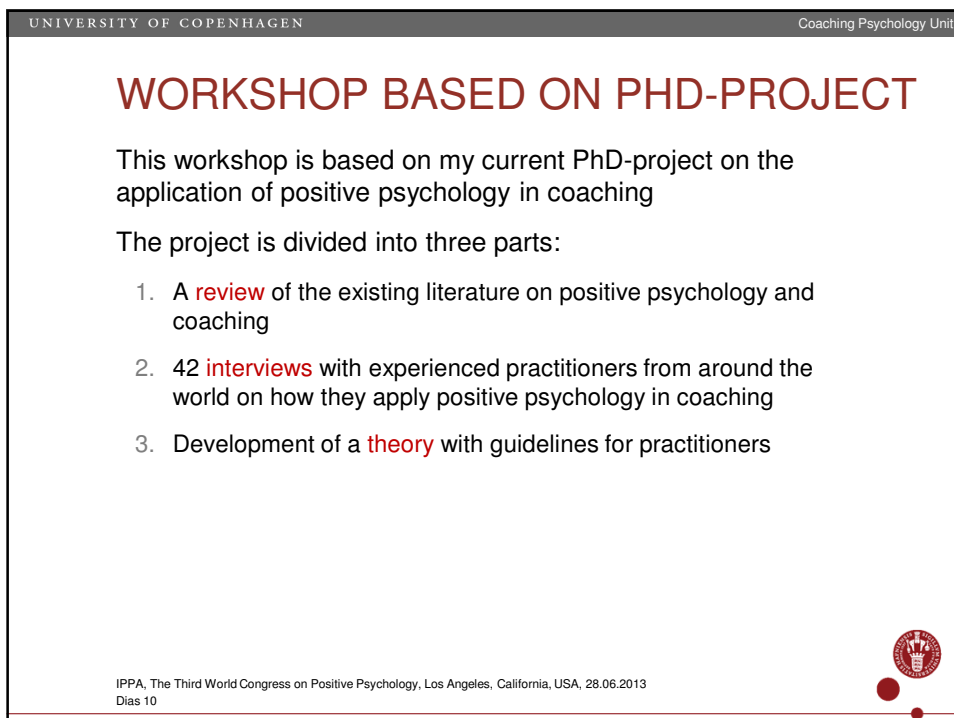
## WORKSHOP BASED ON PHD-PROJECT

This workshop is based on my current PhD-project on the application of positive psychology in coaching

The project is divided into three parts:

1. A **review** of the existing literature on positive psychology and coaching
2. 42 **interviews** with experienced practitioners from around the world on how they apply positive psychology in coaching
3. Development of a **theory** with guidelines for practitioners

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## DEFINITION OF POSITIVE PSYCHOLOGY COACHING

Activity	Individual positive psychology coaching is a conversation
Practitioner	where a coach
Method	through research, theories, models, assessments and/or interventions from positive psychology intentionally helps explore and/or handle
Target group	a coachee's
Issues	problems and/or challenges
Change	in an attempt to develop
Goal	optimal performance and/or well-being – physically, mentally, socially and/or contextually -
Context	in a private and/or professional context.

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Dias 11

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## LITERATURE REVIEW

The research on positive psychology and coaching has been published in 31 different journals

It primarily consists of small, short studies that do not measure the long term effects

Several studies lack control groups and randomization

It is documented through RCTs that coaching can lead to different positive psychology outcomes

However coaching practitioners have a very limited evidence base to stand on

At the moment positive psychology coaching is more "evidence-informed" than evidence-based

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Dias 13

## QUALITATIVE STUDY

I have conducted a multisite empirical study consisting of 42 qualitative interviews

Informants were selected based on training, years of experience, publications, etc.

A semi-structured interview guide was used

The interviews explored the application of empirical research, theories, models, assessments and interventions from positive psychology in coaching practice

All interviews were video recorded to make sharing of data possible (through YouTube)

Concepts from "The Heart & Soul of Change" were used as themes in thematic analysis of the interviews

The study does not test hypothesis. It generates hypotheses (theory building)

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# POSSIBLE EFFECTIVE FACTORS IN COACHING

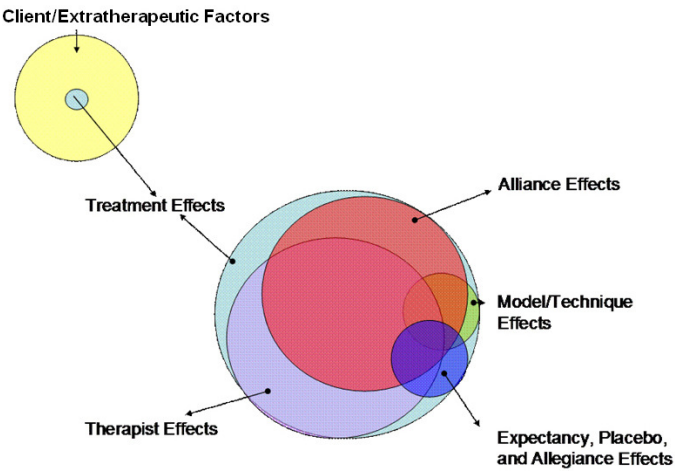
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## THE HEART AND SOUL OF CHANGE



Client/Extratherapeutic Factors

Treatment Effects

Alliance Effects

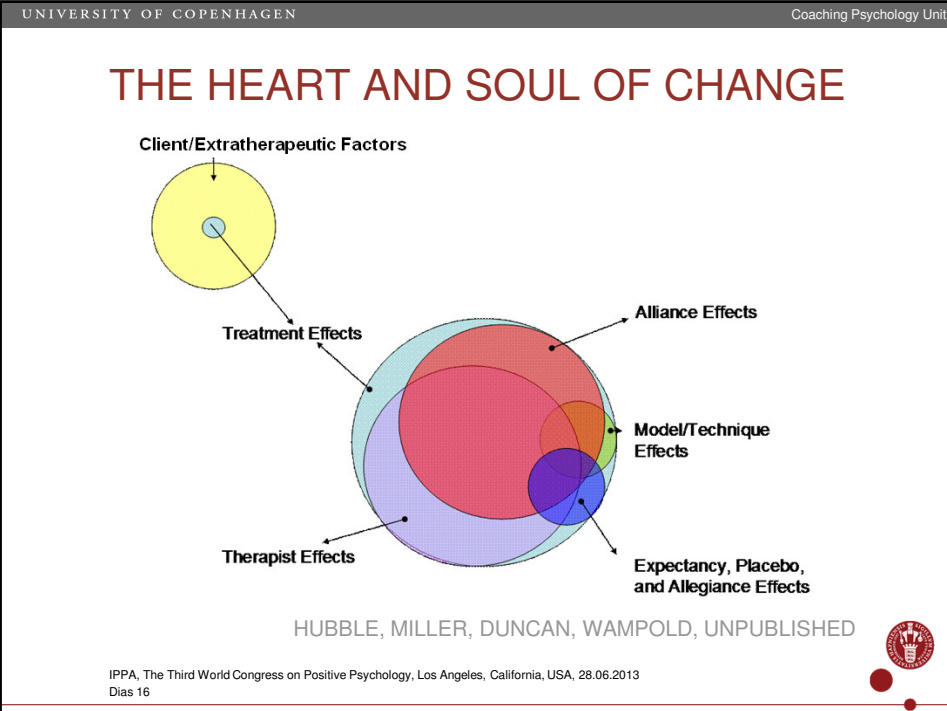
Model/Technique Effects

Therapist Effects

Expectancy, Placebo, and Allegiance Effects

HUBBLE, MILLER, DUNCAN, WAMPOLD, UNPUBLISHED

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## ASSUMPTIONS

I am making two important assumptions:

1. I assume that the anthology "The Heart & Soul of Change" (HSC) provides a correct understanding of the effective factors discovered in psychotherapy research
2. I assume that many of the effective factors are the same in coaching – and therefore that I can use the HSC as best available research




## CLIMBING WALL METAPHOR

There is a huge lack of knowledge about the mechanisms of change in coaching

Effective factors maybe function like grips on a climbing wall

No single grip is necessary

You just need enough to progress (~tipping point)



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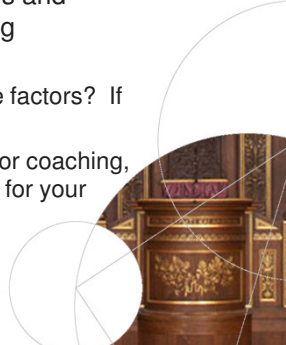
## REFLECTION EXERCISE

Please turn to face the person sitting next to you

Assuming this understanding of effective factors and mechanisms is true please discuss the following questions:

- Can you relate to this understanding of effective factors? If so how?
- If this understanding of effective factors is true for coaching, what could / should be some of the implications for your work? Please be specific

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## TOOL FOR APPLYING POSITIVE PSYCHOLOGY IN COACHING

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## TOOL FOR APPLYING POSITIVE PSYCHOLOGY IN COACHING

The following guidelines are based on:

- The Heart and Soul of Change
- The Heroic Client
- A literature review of positive psychology and coaching
- And qualitative interviews on the application of positive psychology in coaching

The examples are to be understood as my accumulation of the perceptions of researchers and practitioners in the field

The qualitative study cannot provide empirical evidence of the effectiveness of these recommendations

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## COACHEE AND CONTEXT

Assess the coachee's ability and readiness to change

Get to know the coachee (e.g. goals, challenges, needs, preferences, beliefs, resources etc.); display empathic understanding

Ensure the needs of the coachee are fulfilled (e.g. autonomy, competence and relatedness)

Identify what it will take for the coachee to reach his/her goals (information, motivation, skills, effort, etc.); choose your models and techniques based on that

Adapt your coaching (e.g. language, interventions, etc.) based on the context and whatever works for the coachee; be flexible and responsive (what you do should depend on how the coachee responds – the opposite of “one size fits all”)

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## COACHEE AND CONTEXT

Help the coachee take ownership (support autonomy); demand commitment; hold the coachee accountable

Help the coachee mobilize his/her resources (i.e. strengths, relations and contextual factors)

Give homework assignments (e.g. assessments, positive interventions; provide handouts, send articles, recommend books, websites, videos, etc.)

Help the coachee stay engaged in working towards his/her goal(s) (i.e. stay on task, invest time, put in effort, be gritty, etc.)

Ask the coachee for feedback on his/her outcomes (e.g. using ORS and goal attainment scales)

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## COACH

Try to help (the most important principle; everything else is secondary); refer to other professionals if you cannot help

Pay full attention while listening (requires automatic skills)

Use your expertise (especially your informed intuition) when making decisions; accept the inevitable uncertainty; guesstimate and do what you believe might be helpful

Become knowledgeable (e.g. read the research, attend training courses, conferences, study groups, etc.)

Attend coaching training; train the things that are associated with positive outcomes; engage in deliberate practice

Take your own medicine (e.g. try the positive interventions that you use, get a coach, etc.)

Do what works for you; use your strengths (be authentic); do things your way (develop your own style); become good at whatever you do

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## ALLIANCE

- Be friendly; show compassion (~ unconditional positive regard)
- Create trust and a safe environment
- Establish a meaningful relationship
- Elicit collaboration
- Agree on the goals and means for the coaching
- Create a shared understanding of goals and challenges, etc. (e.g. a case conceptualization)
- Act as a role model (because of social contagion)
- Ask the coachee for feedback on the alliance (e.g. using SRS)

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## MODELS AND TECHNIQUES

- Focus on the coachee and his/her outcomes – not on your toolbox (and especially not on a rigid, predefined process); adjust the process based on the coachee's feedback
- Integrate positive psychology into your preexisting way of working (e.g. your favorite coaching approach)
- Follow guiding principles from positive psychology and coaching (e.g. have a dialogue, be goal oriented, focus on the positive, use your intuition, experiment, etc.)
- Draw on the best available knowledge from research and practice
- Explain the rationales for why you do what you do (introduce and explain results from research, models, theoretical concepts and principles, assessments, interventions – e.g. coaching questions); think out loud in the sessions

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## MODELS AND TECHNIQUES

Follow some kind of procedure (e.g. a coaching model – it creates structure and predictability)

Use evidence-based positive psychology assessments and interventions in the sessions and in between sessions

Build your own evidence-based toolbox; create your own tools informed by the research you know

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## EXPECTATIONS AND ALLEGIANCE

Ask the coachee about his/her hopes and expectations

Heighten hope, positive success expectancies and self-efficacy

Share successful experiences from other coachees you have worked with

Do what you believe is right (allegiance to your theories and methods)

Give compliments about what is going well (what is right with you, progress, etc.)

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Dias 28



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## SUMMARY

There are five groups of effective factors to remember:

- **M**e (the coach)
- **A**llegiance and expectations
- **R**elationship and agreement on goals and means (alliance)
- **T**echniques and models
- **Y**ou (the client) and your context

And it forms an acronym: **MARTY!**

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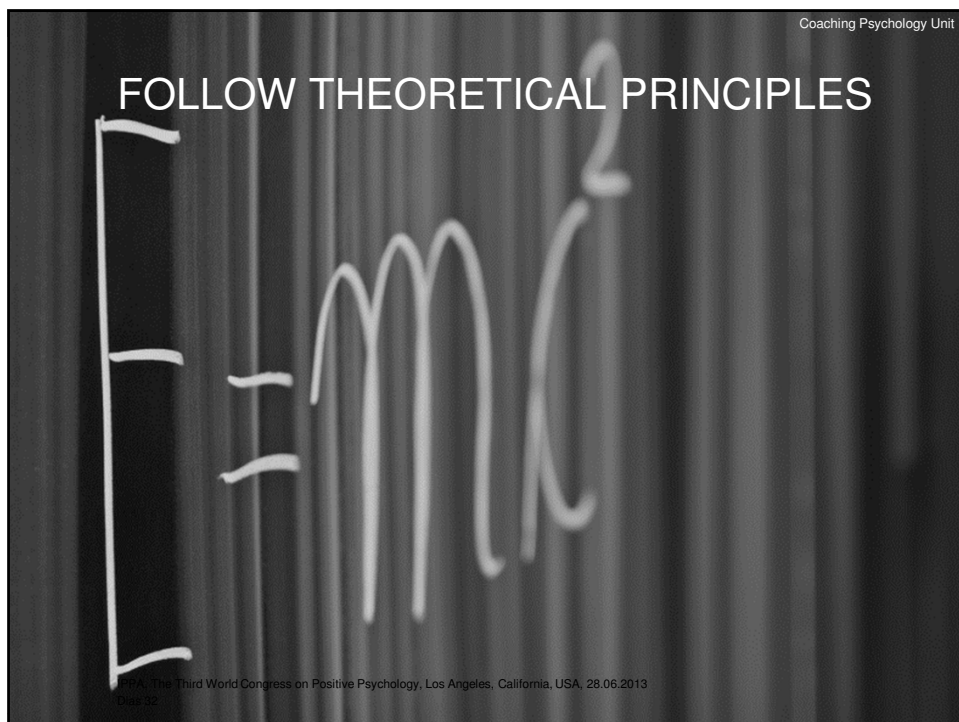
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“Workshops are 60-minute, small-group interactive sessions that focus on either **a specific positive psychology intervention** or assessment or a research method or approach.”

IPPA, 2013

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## USE ASSESSMENTS

**VIA Me!**

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Your character strengths are already within you



### Get your free VIA Me! Character Strengths Profile

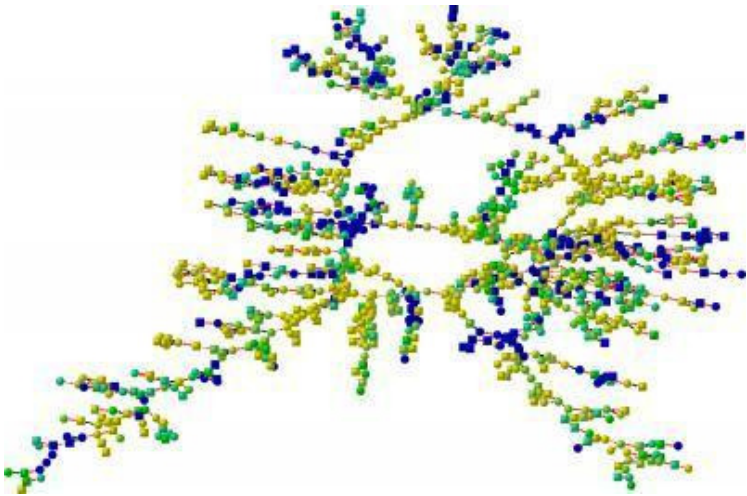
Your character strengths are already within you, but isolating and identifying them can be complicated, confusing and incredibly time-consuming. The VIA Me! Character Strengths Profile is designed to help you easily discover the strengths you already have and gain deeper insight into what makes you who you are.

Just by completing the free, scientifically validated self-assessment tool, called the VIA Inventory of Strengths Survey, you'll receive your free VIA Me! Character Strengths Profile and you'll be on your way to uncovering what is best in you! Register below! [See a preview of the VIA Inventory of Strengths Survey.](#)


The VIA Inventory of Strengths Survey has been translated into over 17 languages.

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## INTRODUCE CONCEPTS




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## EXPLAIN THEORETICAL PRINCIPLES



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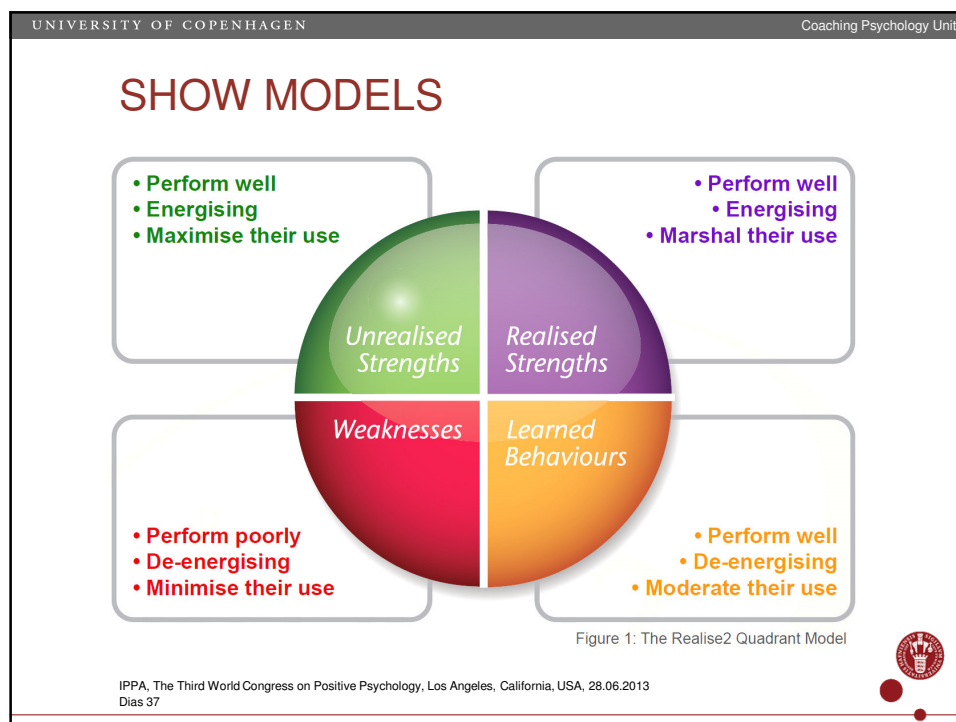


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## EXPLAIN RESEARCH RESULTS

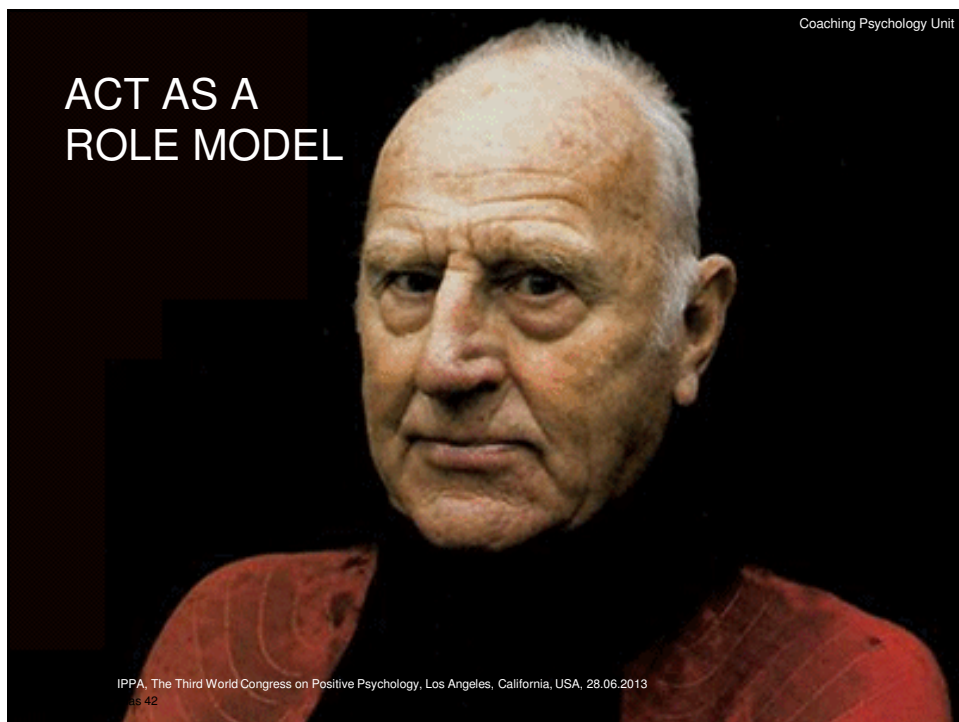


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## TRY OUT TOOLS


	EASY	DIFFICULT
LIKE	<i>Strengths-based strategy</i>	<i>Up hill strategy</i>
DISLIKE	<i>Draining strategy</i>	<i>Weakness-based strategy</i>

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## GIVE PRINTOUTS OF ARTICLES



### DEN NYE VIDENSKABELIGE OPSKRIFT PÅ LYKKEN

Uanset om du er godt tilfreds med dit liv eller føler dig lidt trist, kan du få mange flere smileys i din hverdag, hvis du leder efter dem det rigtige sted. Forskning i psykologi viser, at du kan blive gladere hver dag med en række enkle, gode vaner, du kan indføre med det samme. Her får du PERMA – den nye psykologiske opskrift på lykke. Den gode nyhed er, at du ikke behøver dit drømmehus på landet for at få den til at virke!


**D**er er dage, hvor "dit stensind" mangler livet. Leverer glæde til en løbetur kl. 21 om "aftenen", og der er dage, hvor du "choker" din krop, fordi den har energi og styrke til at løbe en dejlig tur kl. 21!"

Du behøver næppe en doktargrad i psykologi for at regne ud, hvilken dag du har det bedst, men somme tider

normalt tænke op i hovedet og søvnløse nætter.

Ligeså desto mindre er enstemt til at føle taknemmelighed, følge psykologisk forskning, en af de ting, der har størst stor betydning for, hvordan du har det i dit liv. Den pløkker i et udtryk om, du generelt trives, får det bedste ud af dig selv og føler dig glad, eller om du sidder i din drømmehus, helt lykkelig og helt glad – når du nu egentlig har det det, du troede, det skulle til.

Det er jo et sandhedsbarn, at vi søger efter lykken og måske underer os over, hvor den kommer af. Det er et udtryk for, at vi har overblik. At alle de banale ting i livet er på plads. Problemet kan så være, at vi søger lykken i forkerte steder og derfor ikke



**Så glad kan du blive**

Forskning viser, at vores mulighed for at føle lykke i høj grad er genetisk bestemt. Du har dog mulighed for at øge din personlige lykkepotentiale, et såkaldt "lykkepotentiale", som kan bruges til at gøre dit liv mere positivt. Det betyder, at du kan øge din lykke, selv hvis du har et lavt lykkepotentiale.

Med de rigtige vaner og vaner kan du øge dit lykkepotentiale og føle mere lykke i dit liv.



Specialiseret sig i positive psykologi – den funktionsspecifikke læsning for psykologer, der handler om, hvordan almindelige mennesker kan øge deres livsglæde og lykkepotentiale.

Men hvor er så de forberede steder? Ja, det er faktisk alle de steder, hvor mange af os tror, vi skal lede, fx i det lille drømmehus på landet, hvor vi kan have stuekaravaner om i kassen

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## REFER TO WEBSITES

YDELSER | REFERENCER | OM OS | LÆR MERE | OVERSIGT | KONTAKT | SØG

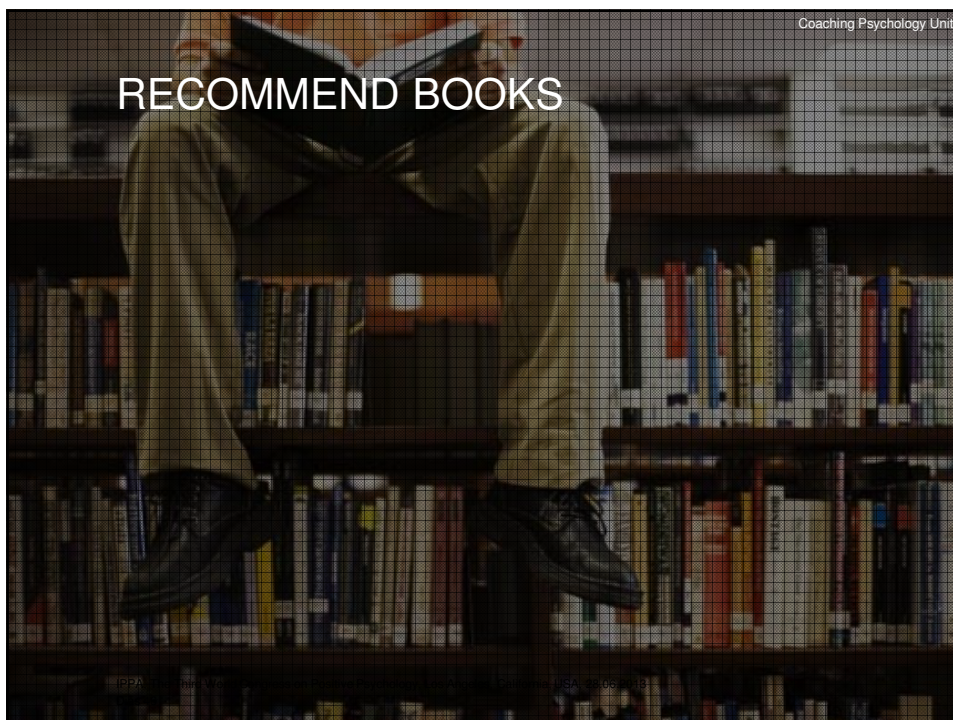
### POSITIV PSYKOLOGI PORTALEN

Positiv Psykologi Portalen er en samling af links til interessante ressourcer inden for positiv psykologi. Her kan du bl.a. finde film, radioprogrammer, foredrag, lydbøger, artikler, bøger, test og meget mere. De fleste materialer er gratis. Formålet med portalen er at udbrede kendskabet til positiv psykologi. Vi har derfor forsøgt at gøre det så nemt som muligt at finde frem til materialer af høj kvalitet.

- Uddannelser
- Kurser
- Konferencer
- Produkter
- Videoklip på dansk
- Videoklip på engelsk
- Radioprogrammer på dansk
- Radioprogrammer på engelsk
- Lydoptagelser af foredrag
- Lydbøger
- Artikler på dansk
- Artikler på engelsk

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## RECOMMEND BOOKS



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## COACHING EXERCISE

Please turn to face the person sitting next to you. One of you will coach the other

The coach does not have to follow any specific process. Just try to help (= intention) your coachee benefit from this workshop

Please focus on the following questions:

- What is one the most important things you have learned in this workshop / today / at this conference?
- What do you need to do (= effort) to benefit from what you have learned?
- Which results (= outcome) are you hoping to achieve by doing so?

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## FUTURE RESEARCH, LEARN MORE, QUESTIONS

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## FUTURE RESEARCH

More research is needed (of course) – especially on:

- Coachees: who benefits from what, what can they do to progress, etc.
- Contexts: what would most be helpful in between coaching sessions, etc.
- Coaches who consistently get the best results (~ supershrinks)
- How coaches can train the application of positive psychology
- Guiding principles: how to use research, how to use expertise, how to adapt methods to fit the coachee and the context
- Mechanisms of change

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## LEARN MORE

### TEACHING MATERIALS

Lavendt, Ebbe (marts 2012). Positive Psychology Coaching Effectiveness. Presentation at the Positive 2012 - the 3rd Australian Positive Psychology and Wellbeing Conference, Sydney Business School, University of Wollongong.

[www.positivpsykologi.dk/PPC\\_Effectiveness.pdf](http://www.positivpsykologi.dk/PPC_Effectiveness.pdf)

Lavendt, Ebbe; & Kauffman, Carol (October 2011). Executive Coaching: An Annotated Bibliography of Dissertations and Theses. Presentation for the 2011 Breakthrough Research Roundtable, Institute of Coaching, McLean Hospital | Harvard Medical School.

[www.positivpsykologi.dk/Executive\\_coaching,\\_An\\_annotated\\_bibliography,\\_presentation.pdf](http://www.positivpsykologi.dk/Executive_coaching,_An_annotated_bibliography,_presentation.pdf)

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## LEARN MORE


Lavendt, Ebbe (December 2010). Positive Psychology Coaching – Using Research in Coaching Practice. Presentation at the 1st International Congress of Coaching Psychology 2010 – 2011, Special Group in Coaching Psychology, The British Psychological Society.

[www.positivpsykologi.dk/Positive\\_Psychology\\_Coaching\\_-\\_Using\\_Research\\_in\\_Coaching\\_Practice.pdf](http://www.positivpsykologi.dk/Positive_Psychology_Coaching_-_Using_Research_in_Coaching_Practice.pdf)

Lavendt, Ebbe (June 2010). Positive Psychology Coaching - Using Research in Coaching Practice. Workshop at the 5th European Conference on Positive Psychology, European Network for Positive Psychology.

[www.positivpsykologi.dk/Positive\\_Psychology\\_Coaching.pdf](http://www.positivpsykologi.dk/Positive_Psychology_Coaching.pdf)

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## LEARN MORE

### ARTICLES

Lavendt, Ebbe (April 2011). Positive Psychology Coaching: An Annotated Bibliography from Scholarly and Practice-Based Literature. Center for Positive Psychology.


[www.positivpsykologi.dk/Positive\\_Psychology\\_Coaching,\\_An\\_Annotated\\_Bibliography.pdf](http://www.positivpsykologi.dk/Positive_Psychology_Coaching,_An_Annotated_Bibliography.pdf)

### VIDEOS

42 research interviews for PhD-project (not uploaded yet)

[www.youtube.com/user/PositivPsykologiDk](http://www.youtube.com/user/PositivPsykologiDk)

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## LEARN MORE

NETWORKS

Coaching Psychology Unit, University of Copenhagen  
[http://www.ifl.ku.dk/english/research/section/body\\_learning\\_id/entity/coaching/](http://www.ifl.ku.dk/english/research/section/body_learning_id/entity/coaching/)


Positive Psychology Portal  
[www.positivpsykologi.dk/Positiv\\_Psykologi\\_Portalen.aspx](http://www.positivpsykologi.dk/Positiv_Psykologi_Portalen.aspx)

NETWORKS

Positive Psychology Coaching  
<http://dk.linkedin.com/groups?gid=3189061>


Institute of Coaching Professional Association (ICPA)  
[www.instituteofcoaching.org/index.cfm?page=about\\_icpa](http://www.instituteofcoaching.org/index.cfm?page=about_icpa)

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## QUESTIONS?



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# GRATITUDE EXERCISE



What are you thankful for learning during this workshop?

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