

**Tim Theeboom**

Keynote, 15. Juni 2016

Coaching from the perspective of work- and organizational psychology

Coaching is - in essence - a dialogue-based change methodology that can be used to facilitate both reactive and proactive adaptation of employees in organizations (Grant, 2012). This keynote will focus on how incorporating knowledge from the field of work and organizational (W&O) psychology can contribute to the development of coaching as a tool to foster human resource development. In the first part of this keynote, I will shortly discuss the development of the (W&O psychology inspired) coaching literature. Specifically, I will shortly discuss the different stages of development of the research and highlight some exemplary studies, finishing with some meta-analytic studies that have been published recently (e.g., Jones, Woods, & Guillaume, 2015; Theeboom, Beersma, & van Vianen, 2014). As this short literature review will show, coaching studies up to date have almost exclusively focused on the question 'does coaching work' rather than 'how does coaching work'. This is unfortunate, because it is only by understanding the underlying psychological mechanisms of effective coaching that we can develop and refine our coaching interventions. Luckily, there is a vast amount of theoretical and empirical work within the W&O literature that deals with how people change and adapt. In the second part of this keynote, I will therefore provide some examples of how integrating theories and empirical work on self-regulation, creativity and goal-setting in coaching research can help us to understand the active ingredients of coaching. In the final part of this keynote, I will discuss two (other) challenges for future coaching research: 1) the conceptualization and measurement of coaching effectiveness and 2) studying how coaching fits into broader HRD systems.

Most important literature

- Passmore & Theeboom, T. (2015). Coaching Psychology: A journey of development in research. In L. E. Van Zyl, M. W. Stander & A. Oodendal (ed.). *Coaching Psychology: Meta-theoretical perspectives and applications in multi-cultural contexts*. New York, NY: Springer.
- Theeboom, T. (In press). The Current State of Research on Coaching in Organizations. In van Nieuwerburgh, C. (Ed.), *Coaching in Professional Contexts*. London: Sage publications.
- Theeboom, T., Beersma, B., & van Vianen, A. E. (2014). Does coaching work? A meta-analysis on the effects of coaching on individual level outcomes in an organizational context. *The Journal of Positive Psychology*, 9(1), 1-18.
- Theeboom, T., Beersma, B., & van Vianen, A. E. M. (in press). The Differential Effects of Solution-Focused and Problem-Focused Coaching Questions on the Affect, Attentional Control and Cognitive Flexibility of Undergraduate Students Experiencing Study-Related Stress. *The Journal of Positive Psychology*.

4. Internationaler Coaching-Kongress
Coaching meets Research
Wirkung, Qualität und Evaluation im Coaching
14./15. Juni 2016, Olten, Schweiz
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**Bio**

Tim is a researcher and lecturer at the University of Amsterdam (work and organizational psychology department). In his research, he focuses on the effectiveness of coaching in organizational settings and is especially interested in how coaches can facilitate the self-regulatory and problem solving capacities of coachees. Tim also lectures on coaching psychology and career management (master level courses). Besides his work as an academic, Tim also works as a freelance organizational consultant and coach and is a member of several international coaching and career counselling related networks.

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