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Theme-Lab «Sustainable Change in a Changing World»

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A constructivist, pragmatist framework for developing coaching models

How to design fit-for-purpose coaching models (Academic Contribution)

Project Information

When corporate leaders are promoted into senior positions, they face significant challenges on intrapersonal, interpersonal and systemic levels. Transitioning leaders often fail to perform as expected in their new roles, with harmful effects to the individual, their colleagues and the organisation. Transitioning leaders need to learn and adapt. Learning takes a number of forms, ranging from superficially adjusting thinking and behavioural patterns on the one end of the spectrum, to challenging and adjusting deeply held world views and perspectives on the other.

My PhD research created an innovative transformative transition coaching framework that combines transformative learning theory and transition coaching approaches into a novel method to support transitioning leaders by facilitating deep, lasting changes in their world views and perspectives in order to help them succeed in their new roles.

A two-phased research design consisting of a foundation phase employing grounded theory principles and content analysis, and an application phase applying canonical action research was used to create, refine and evolve the transformative transition coaching framework systematically.

I would like to share with you the resultant coaching framework as well as the process I followed to design the framework. The design process I followed could potentially be applied generically to create coaching architectures that are fit-for-purpose. My PhD project was completed in January 2018.

Description of content of contribution

There are two contributions. The first contribution is the Transformative Transition Coaching (TTC) framework I created. It consists of seven aspects (contextual, contractual, anticipatory, procedural, temporal, technical and efficacious) that must be taken into account when coaching transitioning leaders. The second contribution is the Constructivist-Pragmatists Coaching model development framework which encapsulates the methodology I followed to create the TTC framework. This model development framework could be used to design other fit-for-purpose coaching models based on theory, empirical data and following a rigorous scientific process.



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Personal Information

Dr. Nicky Terblanche, is a senior lecturer in Management Coaching and Information Systems at the University of Stellenbosch Business School, South Africa. He holds master's degrees in electronic engineering and management coaching and has recently (January 2018) completed his PhD in business management. His research interests include transformative learning, career transitions, systems thinking, complexity theory, artificial intelligence and machine learning.