



Dr. Erik de Haan

Themenlab "Prozess-Research", 15. Juni 2016

Critical Moments in Coaching

In this workshop, I intend to present our critical-moments research programme that has taken place between 2002 and 2014 and has resulted in 7 peer-reviewed articles. I will present the results from the analysis of 563 critical-moment descriptions from 423 participants: clients, coaches and sponsors of coaching.

As part of the session, I will introduce the first-ever study comparing perceptions of executive coaching by clients, coaches, and sponsors. For this study we have collected and analysed a dataset of 177 critical-moment descriptions by 177 different stakeholders of executive coaching, which reveals substantial differences in how coaching is perceived by these three core groups. We find that while clients and coaches emphasise substantial intrapersonal changes that occur within the coaching relationship, such as new insights and increased self-awareness, sponsors refer mainly to more visible behavioral changes that clients display as a result of coaching, such as better communication and interpersonal skills. In the session, I will ask questions about what this means for satisfying needs of multiple stakeholders and for the development of executive coaching practice. I will focus on the differential impact that executive coaching has on colleagues, subordinates or supervisors of clients of coaching.

Participants will be invited to do a co-inquiry of executive coaching from different perspectives. Critical moments will be found, shared, compared and contrasted. The extensive critical-moments research programme lends itself very well to opening the floor to questions and discussions.

The key research publications from this research

- De Haan, E. (2008). Becoming simultaneously thicker and thinner skinned: the inherent conflicts arising in the professional development of coaches. *Personnel Review*, 37, 5, 526-542. ISSN 0048-3486
- De Haan, E. (2008). I doubt therefore I coach – critical moments in coaching practice. *Consulting Psychology Journal: Practice and Research*, 60, 1, 91-105. ISSN 1065-9293
- De Haan, E. (2008). I struggle and emerge – critical moments of experienced coaches. *Consulting Psychology Journal: Practice and Research*, 60, 1, 106-131. ISSN 1065-9293
- Day, A., De Haan, E., Sills, C., Bertie, C & Blass, E. (2008). Coaches' experience of critical moments in the coaching. *International Coaching Psychology Review*, 3, 3, 207-218. ISSN 1750-2764
- De Haan, E., Bertie, C., Day, A. & Sills, C. (2010). Critical Moments of Clients and Coaches: A Direct-Comparison Study. *International Coaching Psychology Review*, 5, 2, 109-128. ISSN 1750-2764
- De Haan, E., Bertie, C., Day, A. & Sills, C. (2010). Critical moments of clients of coaching: towards a 'client model' of executive coaching. *Academy of Management Learning and Education*, 5, 2, 109-128. ISSN 1537-260X

4. Internationaler Coaching-Kongress
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www.coaching-meets-research.ch



- De Haan, E. & Nieß, C. (2012). Critical moments in a coaching case study: illustration of a process research model. *Consulting Psychology Journal: Practice and Research*, 64, 3, 198-224. ISSN 1065-9293
- De Haan, E. & Nieß, C. (2015). Differences between critical moments for clients, coaches, and sponsors of coaching. *International Coaching Psychology Review*, 10.1, 38-61. ISSN 1750-2764

About Erik de Haan

Dr Erik de Haan is the Director of Ashridge's *Centre for Coaching* near London and Director of AMEC – the *Ashridge MSc in Executive Coaching* and ACOS - *Ashridge's Postgraduate Certificate in Advanced Coaching & Organization-development Supervision*. He is also Professor of Organisation Development and Coaching at the VU University Amsterdam, and author of more than 150 research articles and eleven books including *Coaching with Colleagues*, *Fearless Consulting*, *Relational Coaching*, *Supervision in Action* and *Behind Closed Doors: stories from the coaching room*. As an organization-development consultant and coach, his clients include universities and multinational companies such as Vodafone, Credit Suisse and Nike.

Erik understands the complexity of working with people in organizations and working with what is emerging; he combines an open, exploratory approach with good theory and practical case examples. In his most recent book *The Leadership Shadow* (with Anthony Kasozi; Kogan Page, 2014), he has explored the challenges of leaders in the 21st Century and handling the risks of overdrive, hubris and derailment. Erik specializes in working with the organizational unconscious and in surfacing hidden levels of the company or group culture. He is a qualified psychodynamic psychotherapist and adept at fostering team learning and development using techniques from peer consultation to action learning. One-to-one coaching for executives and consultants, including career counseling and supervision, is the main area of his work.

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