

ICC/IDM Webinar

Otto Laske PhD PsyD

Interdevelopmental Institute (IDM)

www.interdevelopmentals.org

Copyright © 2015 Laske and Associates LLC

What is Developmental Coaching?

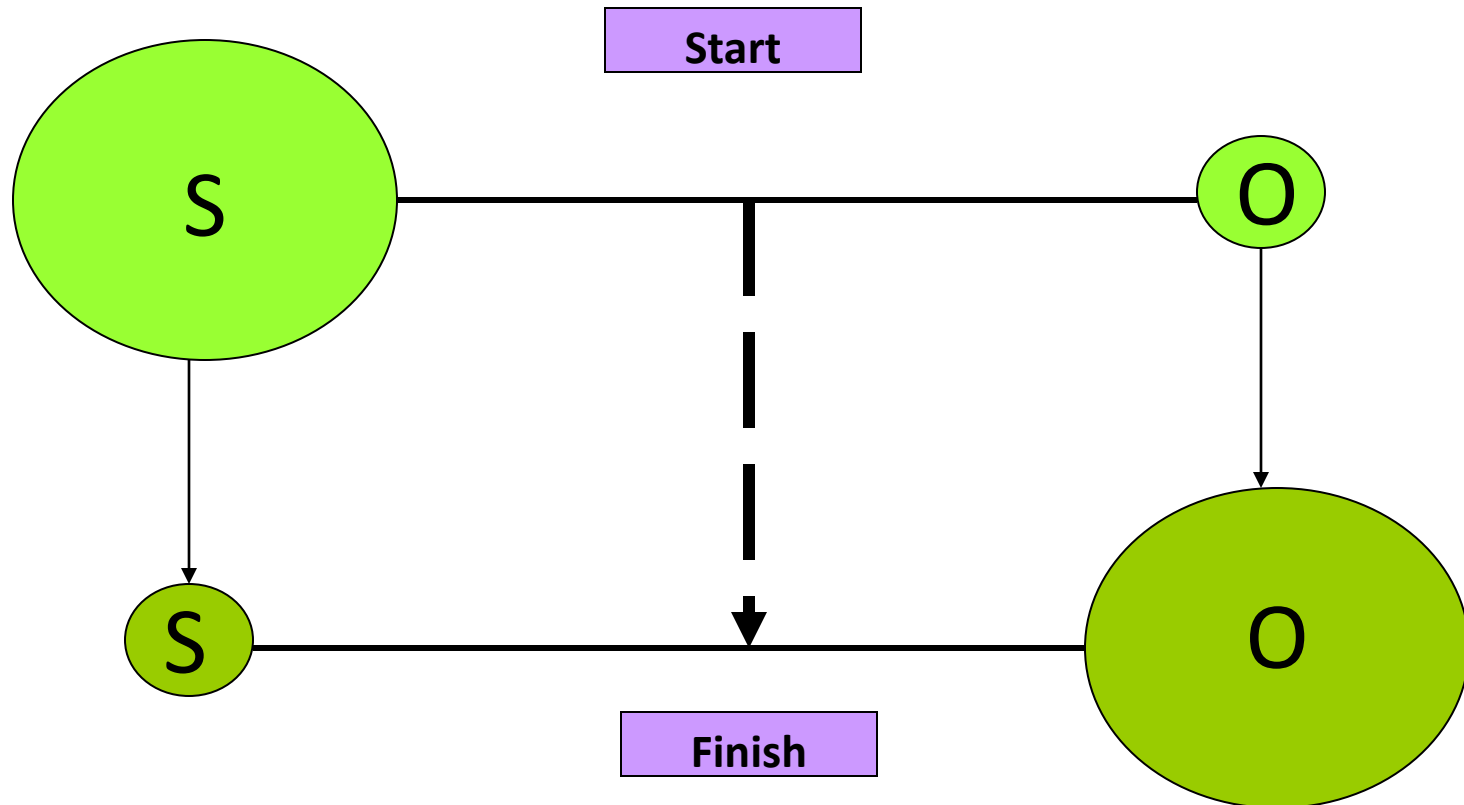
- All coaching has developmental effects.
- We can distinguish two main kinds of coaching:
 - *Behavioral* coaching, focused on what people DO
 - *Adult-developmental coaching*, focused on how people SEE THE WORLD (and themselves in the world).
- These approaches are based on different kinds of research, and thus represent **different views of what is a “human being”**.
- Behavioral coaching focuses on the client’s **Ego** and its “behavior” (e.g., NLP), while adult-developmental coaching focuses on the client’s **Self** or “Frame of Reference” (FoR).
- However, adult-developmental coaching based on the Constructive Developmental Framework (CDF), as taught in the joint ICC/IDM course, **INCLUDES** behavioral coaching.
- **Behavior and FoR are inseparable.**
- **FoR strongly influences behavior.**

FoR (Frame of Reference)

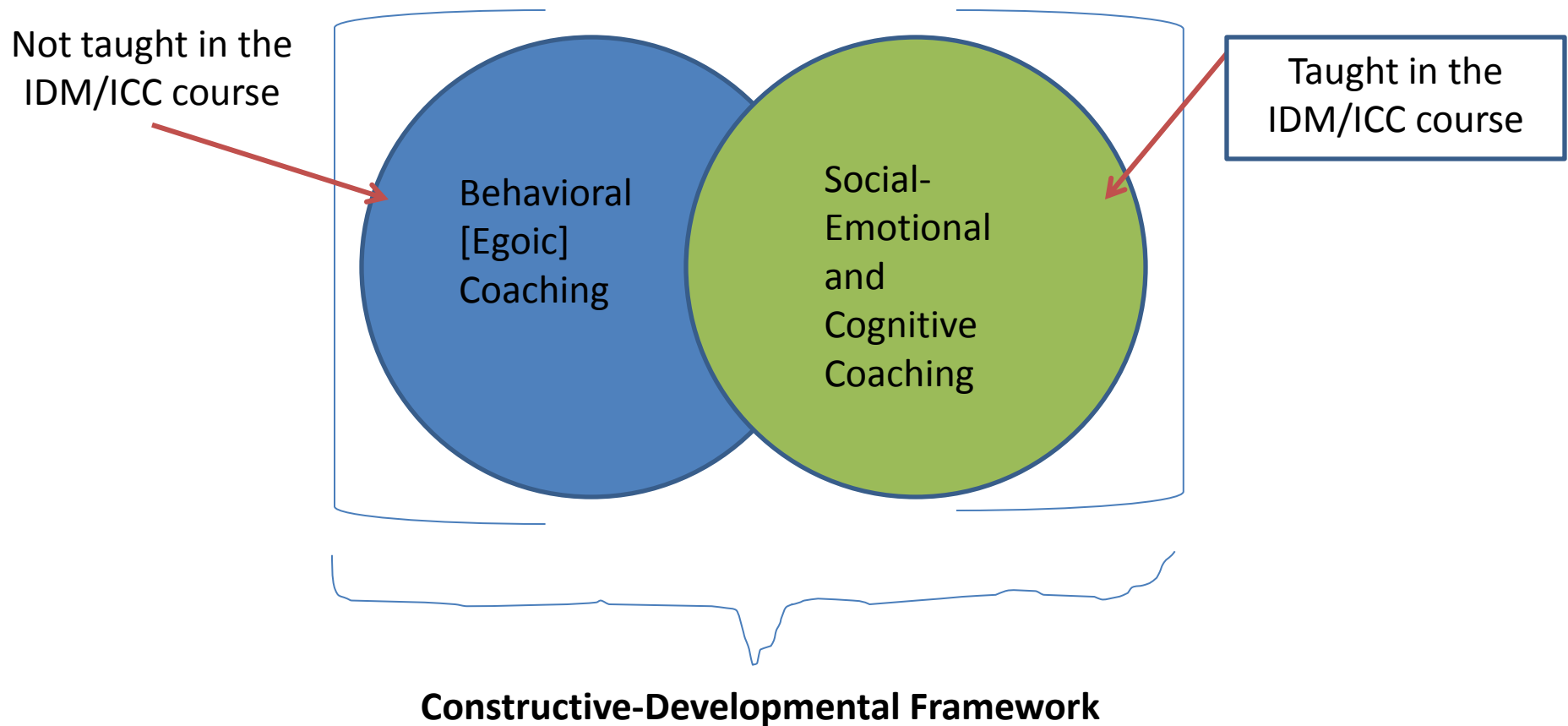
- FoR, Frame of Reference, is synonymous with “world view”; it determines “how the world shows up for a person”.
- This showing-up has a social-emotional and a cognitive aspect.
- As adults develop over their lifetime, their way of “seeing the world (and themselves)” changes *dramatically*.
- Accordingly, the way adults “behave” in the social world also changes, following their FoR.
- Adult-developmental theory sees “changes” as “transformations” of individuals’ world view.

FoR is a Developmental Issue

Whether viewed in a social-emotional, cognitive or psychological perspective, human development is based on an increasing **loss of ego-centricity (or gain of 'objectivity')**, moving humans from a large to a small ego (subject=S), and to a corresponding larger object (=O; world).



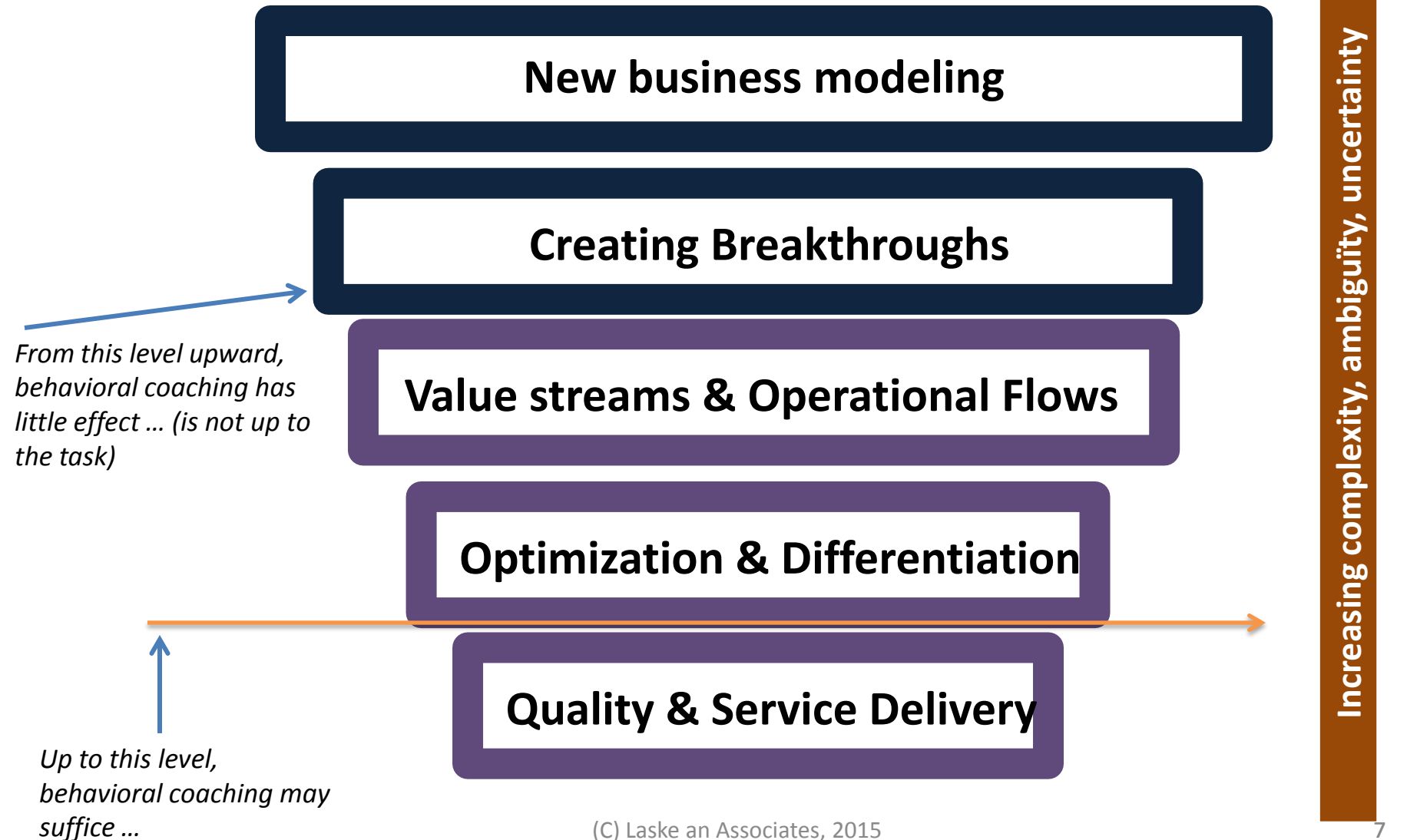
The Constructive Developmental Framework Comprises Both Kinds of Coaching



Developmental Coaching of Executives

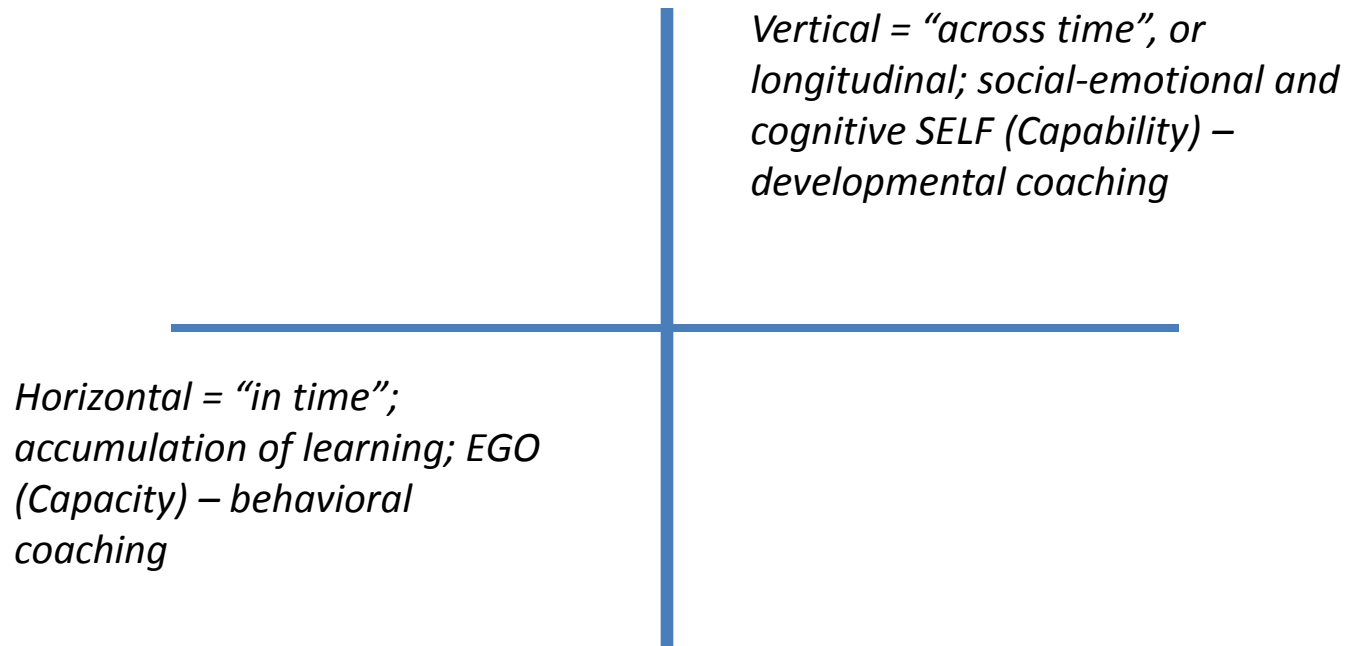
- Executives, especially at high levels of organizational responsibility, are effective only to the extent that their “size of role” (accountability level) matches their “size of person” (developmental level).
- Size of person has to do with Frame of Reference (FoR; world view).
- Size of role is a social issue; it depends on the structure of the particular organization an executive works for.
- Although every person benefits from adult-developmental coaching, executives in particular **NEED** such coaching in order to be effective decision-makers and team leaders, that is, **to create break-throughs in their business without destroying the planet.**

Do Executives Need Behavioral or Developmental Coaching? That Depends on Their Size of Role ...

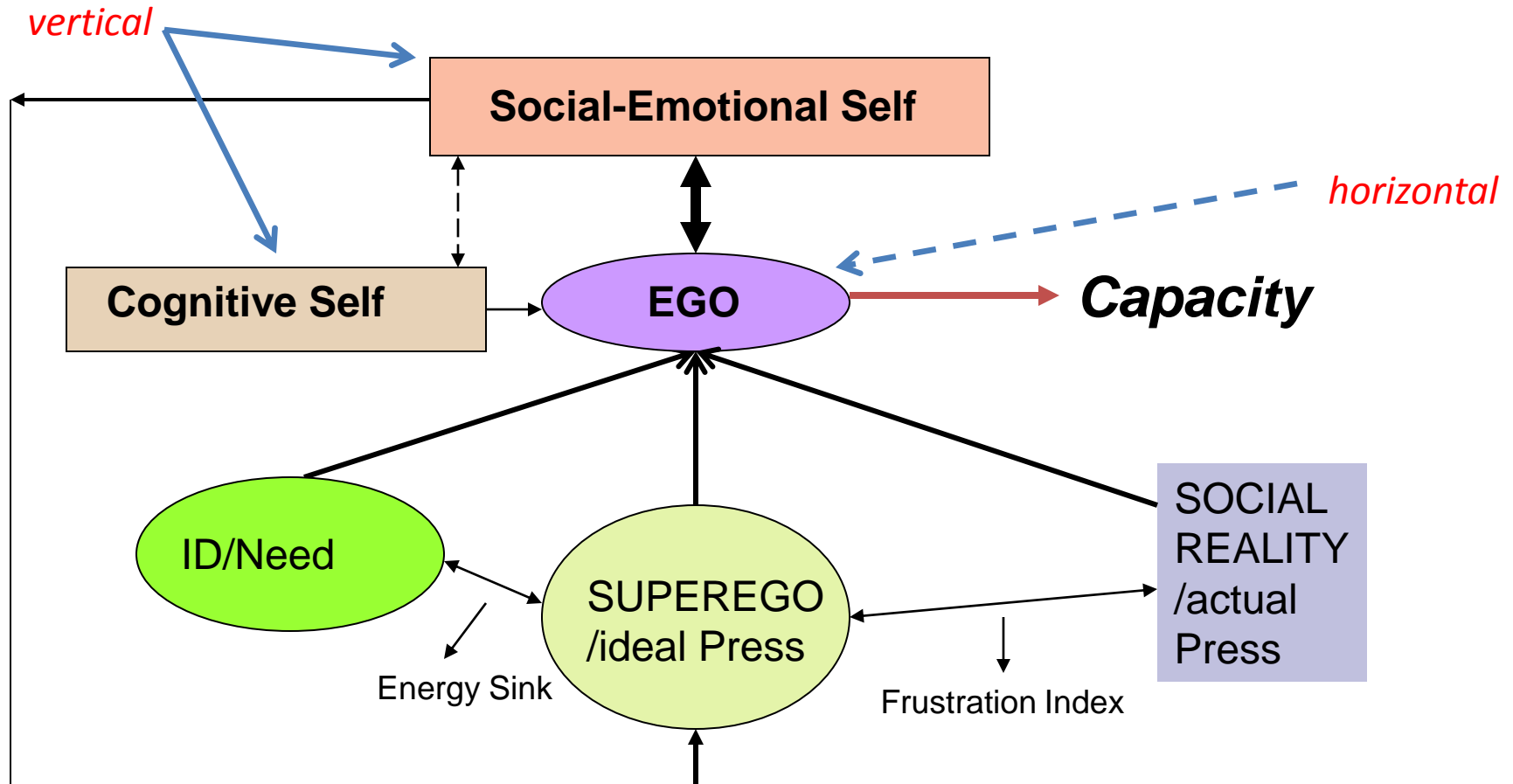


Theoretical Background of Developmental Coaching

Horizontal vs. Vertical Development (Ego vs. Self)

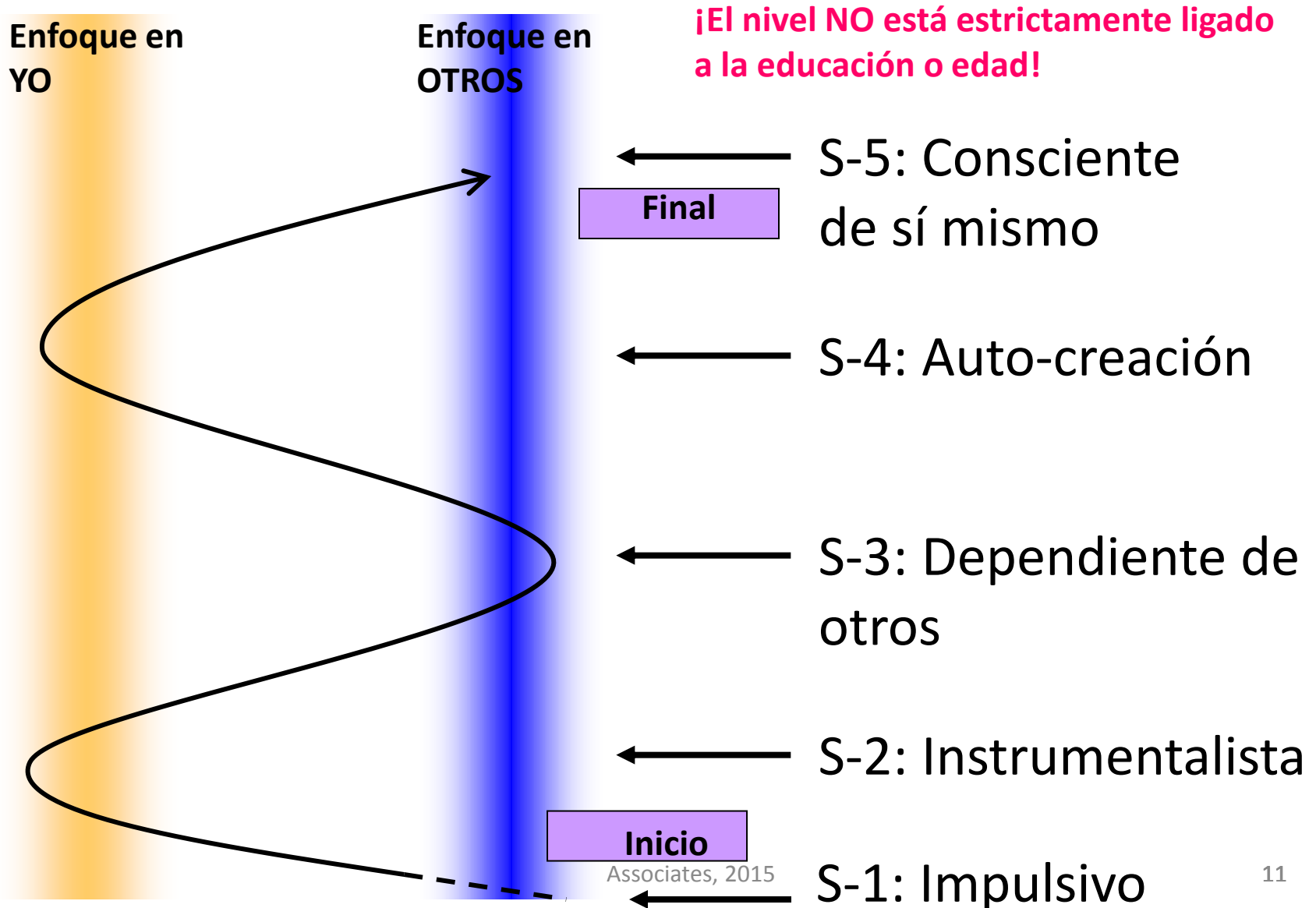


Frame of Reference (FoR) Determines Behavior



A person's behavior depends on how the social-emotional and cognitive Self manages the Ego's needs and pressures (Ego Capacity).

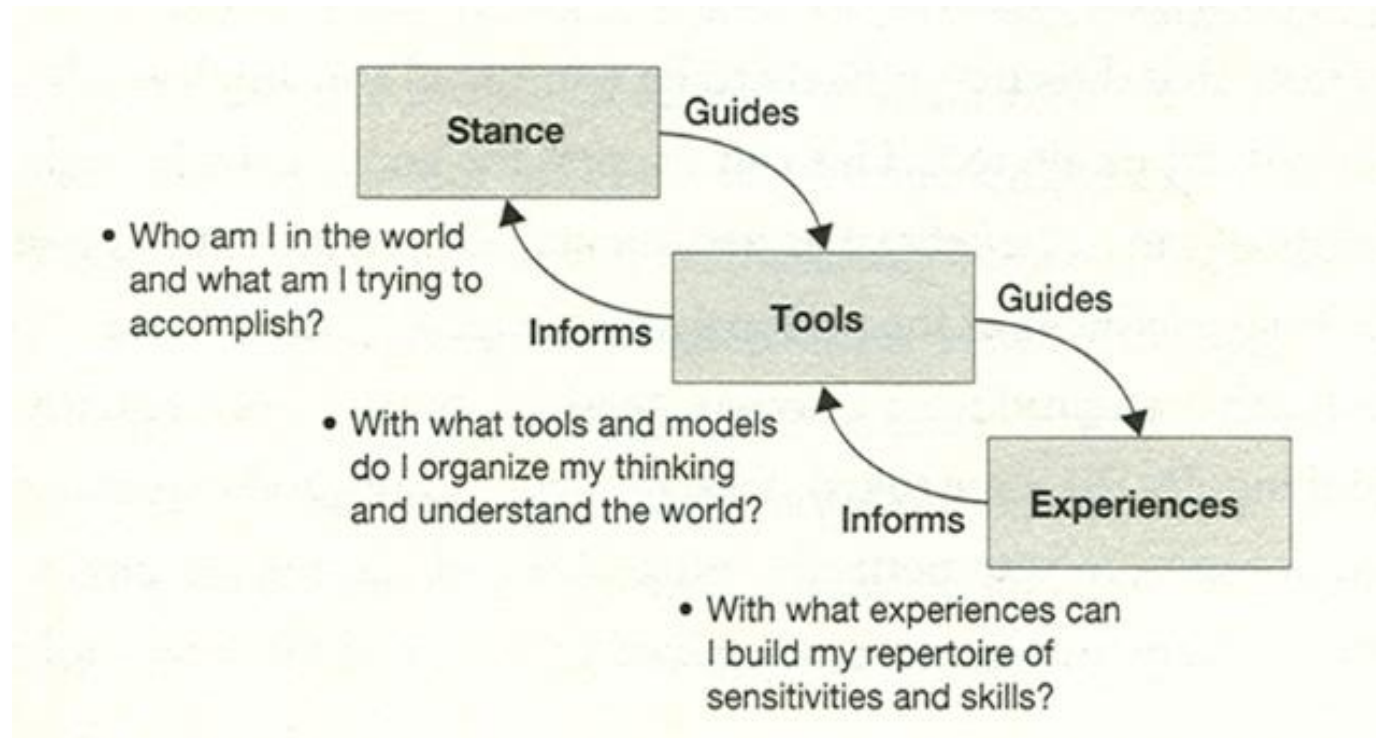
Desarrollo Social-Emocional



Frames of Reference Across Adult Stages

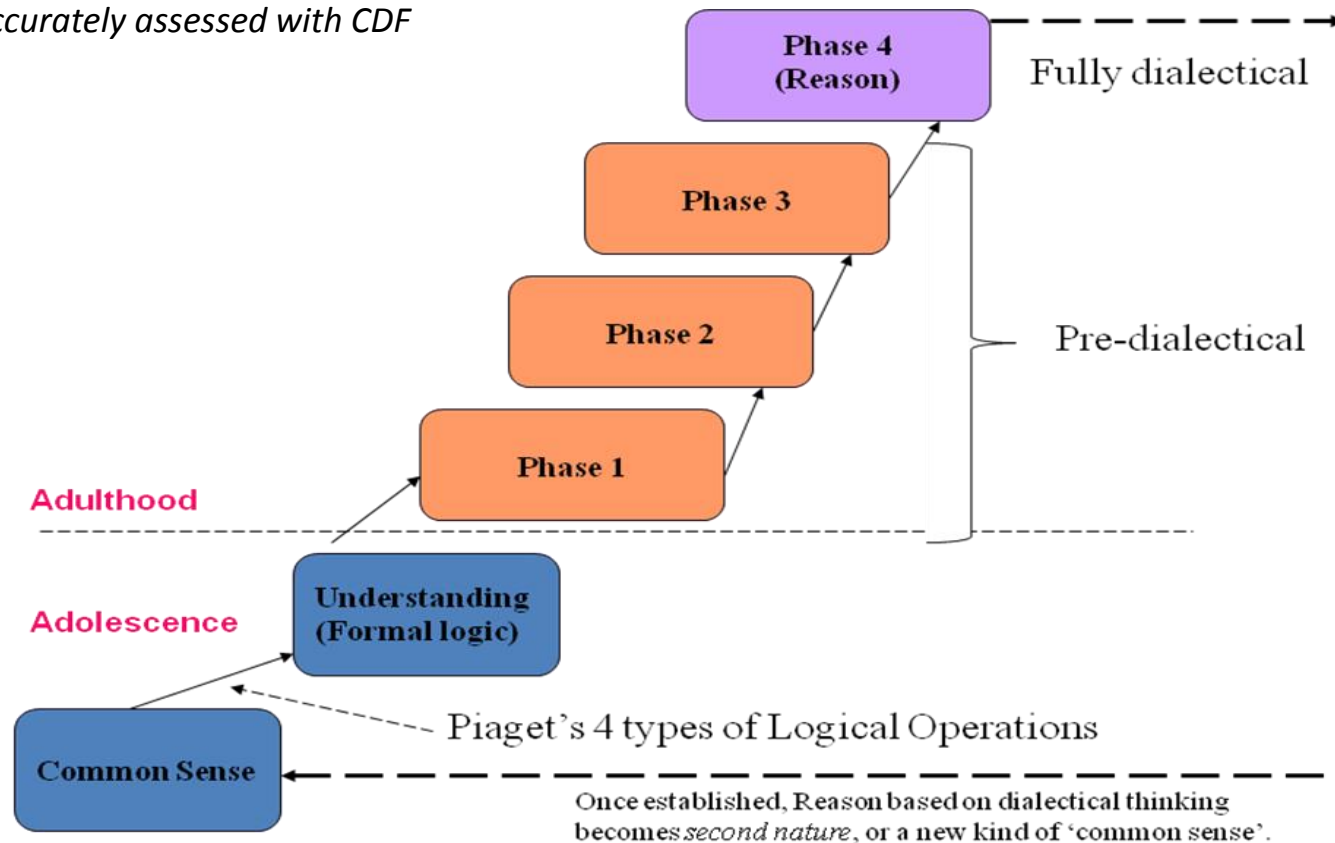
Orientation	L- 2 [10%]*	L-3 [55%]	L-4 [25%]	L-5 [10%]
<i>View of Others</i>	Instruments of own need gratification	Needed to contribute to own self image	Collaborator, delegate, peer	Contributors to own integrity and balance
<i>Level of Self Insight</i>	Low	Moderate	High	Very High
<i>Values</i>	Law of Jungle	Community	Self-determined	Humanity
<i>Needs</i>	Overriding all others' needs	Subordinate to community, work group	Flowing from striving for integrity	Viewed in connection with own obligations and limitations
<i>Need to Control</i>	Very High	Moderate	Low	Very low
<i>Communication</i>	Unilateral	Exchange 1:1	Dialogue	True Communication
<i>Organizational Orientation</i>	Careerist	Good Citizen	Manager	System's Leader

How “Thinking” Works: It’s More Than What Is “In the Head”:



Desarrollo Cognitivo (Pensamiento Dialectico)

Phase of dialectical thinking can be accurately assessed with CDF



Copyright © Laske and Associates 2006

Developmental Coaching Tools Challenge FoR

- Developmental coaching tools and interventions all have to do with changing clients' frame of reference, thus indirectly (not directly) their behavior.
- For this reason, social-emotional and cognitive tools have to do with *challenging* how clients “make meaning” of their experiences and how they “make sense” of the world.
- Making Meaning is an *emotional issue*; Making Sense is a *cognitive issue*.
- Both strongly influence clients' actual behavior.

Developmental Tools Equally Apply to Teams

Frame of Reference is equally relevant to how teams function and perform.

- **Routine operation**



- Hypothesis: focus on understanding team members expectations of each other (using social emotional dialogue strategies)

- **Complex operation**



- Hypothesis: focus on team members ability to act from the biggest possible picture (using dialectical dialogue strategies)

Developmental Coaching Contributes to Coaches' Self Development

- Coaches are *effective* to the degree that they are themselves *developed as adults*.
- ***“Coaching skills” do not ultimately determine coaching effectiveness; FoR does.***
- Level of development of coaches can be accurately assessed by CDF, as is the case for clients.
- Records show that CDF assessment, listening and thinking, strongly contribute to coaches' self development.
- Check out testimonials at <http://interdevelopmentals.org/about-us/testi/>

Otto Laske

Interdevelopmental Institute

The Evidence Based Approach to Developmental
Coaching, Coach Education, and Coaching Research

Otto Laske Dr. phil., Psy.D.
50 Woodbury Street
Gloucester, MA, USA
978.879.4882

www.interdevelopmentals.org

Email:

otto@interdevelopmentals.org