

Jemstone Consultancy Business Psychology: Adding value to business through the application of positive psychology: increasing wealth, health and happiness: 020 8293 0017

Psychologists bring psychology to coaching!

Coaching is a growing area of practice and it can be hard to differentiate the different forms on offer, from sports to business, life or executive. Within this confused field psychology based coaching is emerging as a distinct coaching offering. **Psychologists:**

Understand that coaching is itself a **psychological practice based in relationship**

Have trained in and practiced **the key skills essential to relationship building** – rapport building, empathy, effective listening, facilitation, acceptance, maintaining an appreciative stance, questioning.

Are **trained researchers**, so are experienced at gathering data, making observations and assessments, testing hypothesis, being experimental

As **behaviourists** understand the effect of contingencies and reward schedules on behaviour and the mechanics of behaviour change: shaping, modelling, small steps, reinforcement processes, contingency changes etc.

Appreciate the relationships between belief, emotion, values, attitude, skills set, meaning-making, relationships, organisational culture, social rules, motivation, identity and behaviour and **can intervene in these different modes** as appropriate

Can access **many tried and tested techniques for achieving change**: modelling, rehearsal, goal-setting, mental imagery, questioning, systemic consulting, etc. and

They appreciate the importance of confidence and self-belief to the **ability to act**

So if this is what you want from your coaching experience, choose a professional psychologist. For more information about psychology based coaching see

B.Peltier (2001) The psychology of executive coaching. Brunner-Routledge or

BPS(2004) Selection Development Review. Special Edition Coaching vol 20. N04 BPS

Mystified by English reserve? Baffled by our humour? Read this book

Did you know we English have a culture? Intrepid anthropologist Kate Fox went in search of it, here are some things she found:

We have a **negative-politeness** culture (don't like to intrude, interfere, impose on others)

Humour is endemic to our (in)ability to cope with life

We have a **social dis-ease** that makes all social interaction a challenge for us, hence

We have **many rituals** to help us with our dis-ease and are lost without them (tea anyone?)

We consider **taking yourself (or anything else) too seriously** a serious breach of protocol, and

We often cope by **moaning**. To find out more read..

Kate Fox (2004) Watching the English. Hodder. A great read, thoroughly recommended

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So what is this emotional intelligence anyway?

Next to leadership skills, emotional intelligence is probably currently seen as one of the most desirable assets to possess to aid organisational advancement. However if you are confused as to what this desirable quality actually is, you are not alone!

It is unclear whether it is a **personality trait**, or, a **set of behavioural competences** (i.e. abilities)

This is important as **personality can only be ameliorated, while abilities can be learnt**

Current evidence seems to point to it being a **set of personality traits**, while all the extensive training available is, presumably, based on a concept of it as an ability.

It does seem to be clear that it is **not an 'intelligence'** in the traditional sense

It has been empirically defined as 'a constellation of emotion-related dispositions and self-perceived abilities representing a distinct composite construct at the lower levels of hierarchical personality structures' (Petrides and Furnham 2001)

Recent research suggests that it is a **distinct construct** from personality generally

It seems that trait EI may be related to job satisfaction and job performance

The moral of the story being that those selling you 'emotional intelligence training' need to be questioned about the scientific basis for their assertion that it is a trainable quality, or, helped to clarify that they are talking about assessing a trait and training people to work with what they have. My thanks to

Petrides, Furnham and Frederickson (2004) Emotional Intelligence. The Psychologist Vol 17. No 10. BPS for starting to clear this particular set of muddy waters!

The Distilled Michael West on Teams

It is basic to our species that we work in groups to meet complex challenges e.g. working in teams is part of our ethogram

Teams exist to complete a task (no task, no team). Focus needs to be task first, relationships second

The task needs to be one that is best performed by a team rather than by individuals working in parallel

Teams should have different people in them e.g. diversity of membership

A real team is made up of people with different skills who interact with each other, share ideas, challenge each other and respect each other's contribution to the task

No more than 6-8 people. Clear boundaries of who is and isn't part of the team, their roles.

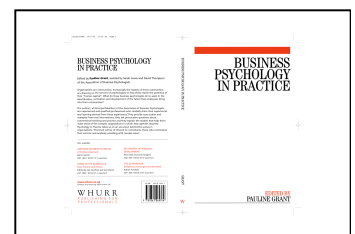
Leaders have to coach, manage and lead

For more on what he has to say see: *Teamwork: when it works It's magic in People and Organisations@ work. Summer edition 2004. DOP, BPS*

In the next edition we'll look at why we want to create teams when they aren't necessary, appropriate or effective!

Jemstone Consultancy News and Updates

The **ABP book** is due for publication shortly. If you look very closely you can see me credited on the back cover, and I have two articles inside. Many other more distinguished contributors too. It will be about £25.00 (discount for members), and will be available at the highly recommended **ABP conference May 20-22**. Contact www.Theabp.org for more information



For further information on any of the above, or to enquire about team development, coaching, consultancy or management development services, please contact us 020 8293 0017 or sarahlewis@jemstoneconsultancy.co.uk