

## Systemic Coaching And Constellations The Principles Practices And Application For Individuals Teams And Groups

This book provides an accessible and clear description of key theories of systemic coaching and how they can be applied to coaching practice. Structured around five different ways of thinking about systems, the book provides coaches with a high-level overview of different systems theories and how those theories may be applied in practice. Readers are invited to consider each of the five different ways of thinking through the lens of philosophy, purpose and practice: Which theories most resonate for you? How do these systemic perspectives shape your purpose for coaching, and how do they show up in the way that you coach? With examples and case material throughout, *Coaching Systemically* aligns coaching with the realities and challenges of organisations operating in an ever more complex world. Readers will walk away from the book with a clearer understanding of what it means to coach 'systemically' and new ideas as to how they can translate insights into practice. *Coaching Systemically* will be key reading for coaches in practice and in training, consultants and anyone interesting in systemic approaches.

'This book is a must for anyone involved in organizational coaching' Adrian Moorhouse, Managing Director, Lane4 & Olympic Gold Medallist Coaching the Team at Work, 4e is the result of research over 20 years with practising team coaches and with major corporations around the world. It recognises that in a complex and constantly evolving business and social environment, teams can only keep up if they adapt frequently. But to adapt, they must have clarity about their internal and external systems and how these contribute to or undermine performance. There are multiple aspects of team function that underpins performance - and each influences and is influenced by the others. This revised edition explores the six most significant aspects: \* Purpose and motivation \* Systems and processes relating to external stakeholders \* Relationships, especially within the team \* Systems and processes relating to internal functions (such as quality and decision-making) \* Learning (how the team adapts to keep up with the pace of change) \* Leadership (how the functions of leadership are exercised within the team) When these aspects are aligned, a team can perform at its best; but when any one or more of the aspects is malfunctioning, the result is underperformance. This book helps team coaches develop their skills to support teams in understanding these complex dynamics and, as a result, in developing more effective ways of working together.

NLP (Neuro-Linguistic Programming) is believed by many to be a powerful set of tools for facilitating change and enhancing performance. Yet, despite the success stories and proliferation of courses, there is still much skepticism about the validity and effectiveness of NLP. In *NLP Coaching* Susie Linder-Pelz brings, for the first time, an evidence-based perspective to this coaching methodology. She explains how and where NLP coaching is used, examines its links to established principles and practices, and questions aspects of NLP where the empirical evidence is missing. She reviews recent developments in NLP-based coaching practice and proposes a specific research agenda that will move NLP coaching towards an evidence-based approach. *NLP Coaching* provides numerous case studies and real-life examples which show how NLP assists personal, professional, team, leadership and organizational development. The book includes contributions from leaders in the field: Andrew Bryant, Michelle Duval, Joseph O'Connor, Paul Tosey and Lisa Wake.

How can individuals and organizations understand and measure mental toughness to deal with stress and challenge, and so improve performance? This fully updated third edition of *Developing Mental Toughness* provides the answers to unlock this potential. Tracing its development from sports psychology into the business sector, *Developing Mental Toughness* provides a reliable psychometric measure to apply at the organizational level. With coverage on how mental toughness relates to other behaviours and can be applied to employability, leadership, performance, creativity, emotional intelligence and motivation, the practical guidance and exercises in this book make it essential reading for academics, managers and coaches alike. This third edition includes an expansion of the 4Cs model to include concepts on learning orientation and resilience and new chapters on evidence-based practice and using the Mental Toughness Questionnaire (MTQ48) to gain richer self-awareness. Featuring case studies from Deloitte and Ethiad, *Developing Mental Toughness* is the practical coaching guide for developing capabilities and resilience.

Family constellations work has broadened and developed in many different fields as a method of counseling and therapy. In addition to constellations in organizations and schools, applying this approach to working with illness and disease has expanded the potential for healing effects in the field of medicine as well. A view of transgenerational entanglements and family dynamics casts a new light on health and disease, and the insights gained from constellations with illness and health problems have led to a more holistic view of those who are ill. In *Even if it Costs me my Life*, Stephan Hausner aims to provide a picture of the healing potential of systemic constellations, entering into the reciprocal effects of family dynamics and illness. Extensive use of case studies demonstrates this technique in action, revealing how existing illnesses and pathologies are rooted within the family dynamic, and setting up healing postures to facilitate growth, development, and direction.

*Systemic Coaching and Constellations* offers a refreshingly uncomplicated path into a potentially complex subject, demonstrating how this approach can provide access to systems and deliver enduring benefits for coaching clients. The book offers a comprehensive introduction to the principles that sustain systems, real world descriptions of what systemic coaching is and how it can be useful as well as a step-by-step guide to integrating the principles and practices into coaching. Highly practical, it includes a wide range of exercises for application with individuals and teams. It also includes case studies from the author's own work, a joint ICF/EMCC constellation workshop and examples from coaches around the world, including Australia, Mexico, Spain and the Netherlands. Whether used in an initial selection meeting or to underpin all your coaching conversations and interventions, *Systemic Coaching and Constellations* offers an accessible, practical starting point to transform your coaching practice. With a Foreword from David Clutterbuck

*Systemic Coaching and Constellations* offers a refreshingly uncomplicated path into a potentially complex subject, demonstrating how to understand and manage intricate relationship systems as part of a powerful coaching agenda. It provides a comprehensive introduction to the principles that sustain systems, how to map and explore them through constellations, as well as a step-by-step guide to integrating these principles and practices into coaching. Featuring a variety of case studies from around the world to illustrate different facilitation styles and approaches, it also contains practical exercises which can be used in a variety of contexts, including one-to-one coaching, group coaching, leadership development coaching and managing conflict in teams. This updated third edition of *Systemic Coaching and Constellations* contains a new chapter on systemic supervision, new material on team

coaching, systemic questions and resourcing constellations as well as new and refreshed case studies and updates to wider research and thinking. Whether used in an initial selection meeting or to underpin all coaching conversations and interventions, it remains an indispensable resource for coaches of all levels of experience and in all realms looking to transform their practice, as well as for those studying coaching as part of a degree or coaching qualification.

The Handbook of Coaching Psychology: A Guide for Practitioners provides a clear and extensive guide to the theory, research and practice of coaching psychology. In this new and expanded edition, an international selection of leading coaching psychologists and coaches outlines recent developments from a broad spectrum of areas. Part One examines perspectives and research in coaching psychology, looking at both the past and the present as well as assessing future directions. Part Two presents a range of approaches to coaching psychology, including behavioural and cognitive behavioural, humanistic, existential, being-focused, constructive and systemic approaches. Part Three covers application, context and sustainability, focusing on themes including individual transitions in life and work, and complexity and system-level interventions. Finally, Part Four explores a range of topics within the professional and ethical practice of coaching psychology. The book also includes several appendices outlining the key professional bodies, publications, research centres and societies in coaching psychology, making this an indispensable resource. Unique in its scope, this key text will be essential reading for coaching psychologists and coaches, academics and students of coaching psychology, coaching and mentoring and business psychology. It will be an important text for anyone seeking to understand the psychology underpinning their coaching practice, including human resource, learning and development and management professionals, and executives in a coaching role.

Hawkins and Turner argue that coaching needs to step up to deliver value to all the stakeholders of the coachee, including those they lead, colleagues, investors, customers, partners, their local community and also the wider ecology. Systemic Coaching contains key chapters on how to contract in various settings, how to work relationally and dialogically, how to expand our own and others' ecological awareness, how to get greater value from supervision, work with systemic ethics and expand our impact. While illustrating why a new model of coaching is necessary, Hawkins and Turner also provide the tools and approaches that coaches and clients need to deliver this greater impact, accompanied by real-life case examples and interviews from the authors and other leading coaches and leaders globally. Systemic Coaching will be an invaluable resource for coaches in practice and in training, mentors, coach supervisors, consultants in leadership development and HR and L&D professionals and leaders.

A practical volume, that outlines the practice and art of Systemic Team Coaching(R). Clear guidelines, challenging interventions and dynamic models for working with teams in their systemic context are provided. This gives coaches the opportunity to deliver tangible, sustainable results for teams, their stakeholders and the wider organisation.

Coaching is not reserved for those who have 'coach' on their business cards. We all coach in some way or another. Although they may call it differently, parents, teachers, entrepreneurs, managers, therapists and consultants, they all coach often. In Systemic coaching you learn how to apply your knowledge and skills from constellations in one-to-one situations. In every system people are a part of, there are patterns and trauma's. Some are obstructive. Systemic coaching can give you knowledge, impulse and structure to deal with these blockages. Amongst other things, this book consists of a list of more than 40 commonly found symptoms in systems: what for instance is the cause and effect of abortion, a glass ceiling or fraud in a system? And what are suitable interventions? Authors Jan Jacob Stam (1954) and Bibi Schreuder (1953) know better than anyone how systemic coaching works. As founders of the Bert Hellinger Institute of The Netherlands, they have trained and guided thousands of professionals in systemic awareness. With great expertise and depth, they give their reader new ideas, new questions and new methods to do interventions at systemic layers.

Consultants are usually invited to work in an organisation when its own managers are unable to find solutions to business problems. Then expert help is brought in - on a temporary basis. Systemic consulting is uniquely different from any other consulting approach in that it is not the consultant who is the expert, but the organisation itself. The authors regard organisations as living systems. Their grasp of what makes a living system, its characteristics and to what degree one can recognise them in an organisation, is what they write about in the first chapter. In chapter two they give an insight into the various sources of the systemic approach. In the third chapter they look more deeply into organisations as living systems. They discuss the fundamental needs that must be fulfilled in order to create a perfectly-sound organisational system. They also describe some reaction patterns which organisations might show if one or more of these needs are not met. In chapter four they encounter the systemic consultant. They start with the basic attitude needed to strengthen organisational systems and continue by elaborating what is so specific about the way the systemic consultant works. There were two reasons for writing the short, fifth, chapter about systemic coaching. There is its relationship with systemic consulting and the fact that many consultants also work as coaches. As the focus of the book is on supporting and strengthening organisational systems, this chapter, about individual coaching, is quite short.

Consultants usually appear in organisations when something has gone wrong or when managers can't fix the problem themselves. But the systemic approach really can support the prevention of problems. It is satisfying when every person, carrying out their everyday tasks and duties, contributes easily to the vital energy of an organisation. As this is mainly in the hands of team leaders, managers and directors, chapter six offers some preventive and everyday systemic interventions as tools for these groups. In the seventh and last chapter they will give you an idea of how to look systemically at the world around you.

The company isn't booming, the customers are drifting away, innovation is at a standstill – What's wrong? A rational analysis can provide you with pieces of the problem, but never the whole picture. Systemic constellations give you the missing link. Success with this method in companies such as Daimler-Chrysler, IBM, and BMW has contributed to a booming interest in Europe. When the systemic structure of a team, company or market becomes clear, it is obvious what has to happen next. Individuals who are not involved in the problem situation are used to represent people or parts of the company and a trained consultant uses feedback from the representatives to reveal hidden dynamics and point to solutions. Anyone in a position of responsibility in industry or government, or an organisation in health education or welfare can profit from this book. It is easy to read and practical, with case examples and short summaries for quick scanning. "A totally obscure situation suddenly became as clear as day. How come we couldn't see the obvious before?! For all of our company leaders it was a total revelation." O. Wassermann, CEO of Wassermann AG/Swisslog, Munich, Germany

Benjamin Franklin once said: "Every problem is an opportunity in disguise." In the new and highly successful approach of solution-focused conflict management described here, the focus is on discovering these opportunities to find the "win-win" scenario. The key lies in asking eliciting questions about goals, exceptions, and competencies and in motivating clients to change. Clients'

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perspectives are considered primary, and they are empowered to formulate their own hopes for the future and to devise ways to make them happen. Focusing on the preferred future facilitates change in the desired direction.

The world's challenges are becoming more and more complex and adapting to those challenges will increasingly come from teams of people innovating together. The Practitioner's Handbook of Team Coaching provides a dedicated and systematic guide to some of the most fundamental issues concerning the practice of team coaching. It seeks to enhance practice through illustrating and exploring an array of contextual issues and complexities entrenched in it. The aim of the volume is to provide a comprehensive overview of the field and, furthermore, to enhance the understanding and practice of team coaching. To do so, the editorial team presents, synthesizes and integrates relevant theories, research and practices that comprise and undergird team coaching. This book is, therefore, an invaluable specialist tool for team coaches of all levels; from novice to seasoned practitioners. With team coaching assuming an even more prominent place in institutional and organizational contexts nowadays, the book is bound to become an indispensable resource for any coaching training course, as well as a continuing professional development tool. This book is essential reading for anyone with an interest in coaching, in both practice and educational settings. It will be of use not only for professional coaches, but also for leaders, managers, HR professionals, learners and educators, in the business, public, independent and voluntary sectors.

Ever feel like you aren't Enough? Overwhelmed by too many demands? Concerned about over-consumption and the climate crisis? You're not alone. The Art of Enough is the challenge of our age. In a world full of pressure to be more, do more and consume more, this practical guidebook will help you find your own version of Enough. Enough is a springboard for self-belief, a healthy work pace and sustainable living, so you can move from striving to thriving. Weaving together ideas, stories and practices, The Art of Enough offers seven ways to ease away from the pull of scarcity and excess, towards flourishing with Enough; finding the balance and boundaries we all need for ourselves and for our world. Becky Hall is a coach, facilitator and speaker and has worked for over 20 years with teams, organizations and leaders, helping busy people all over the world create their own Art of Enough. Filled with practical tools and techniques, The Art of Enough offers seven ways to free yourself to flourish in your life, your work and our world with abundance, flow and clarity. The Art of Enough invites us to find the balance we all need for ourselves and our world.

Hawkins and Turner argue that coaching needs to step up to deliver value to all the stakeholders of the coachee, including those they lead, colleagues, investors, customers, partners, their local community and also the wider ecology. Systemic Coaching contains key chapters on how to contract in various settings, how to work relationally and dialogically, how to expand our own and others' ecological awareness, how to get greater value from supervision, work with systemic ethics and expand our impact. While illustrating why a new model of coaching is necessary, Hawkins and Turner also provide the tools and approaches that coaches and clients need to deliver this greater impact, accompanied by real-life case examples and interviews from the authors and other leading coaches and leaders globally. Systemic Coaching will be an invaluable resource for coaches in practice and in training, mentors, coach supervisors, consultants in leadership development and HR and L&D professionals and leaders.

This book is about organisational development from a systemic perspective. It is about systemic principles. How do they work in organisations? And how do people in those organisations experience them? This book attempts to answer this and many more questions on working with the systemic phenomenological perspective in organisations and society at large. From the same perspective, this book discusses a large amount of issues such as fraud, success, downturn and succession. This book includes many examples of organisations and themes, including constellations in South America, Europe, Russia and the US. Together, they make this book to be a Lonely Planet in the world of working in the systemic- phenomenological way. Jan Jacob Stam, founder of the Hellinger Institute in The Netherlands, and a very welcome teacher and lecturer in more than twenty countries, has been a leader and researcher in the field of systemic work for over 15 years. This book gives you a look into Jan Jacob's experiences and insights. And as always, he has moved on and continues to develop and search for new insights. There are so many interesting questions still unanswered. This book reads like a dream on a cold winters' nights where no one sleeps and Jan Jacob keeps you awake as he makes you part of this special world.

Solution-focused systemic structural constellations for therapy and organisational change. Constellation work is an effective way of externalising and working with problems in family and organisational life. Solution focused practice is the art of building solutions as simply as possible. The author combines the two and sets out a radical yet gentle form of practice. The pioneering work of the author and her partner Matthias Varga von Kibed is highly influential in Europe and appears here in English for the first time.

Understand and apply the principles of systemic coaching and constellations to enhance your coaching practice with the latest edition of this popular guide.

In Systemic Constellations: Theory, Practice, and Applications, Damian Janus examines systemic constellations, a breakthrough method of psychotherapy, coaching, and consulting developed by Bert Hellinger. Janus examines numerous case studies and addresses the broad potential of Hellinger's approach for improving clients' mental and physical health as well as for solving various issues of businesses and organizations.

A practical introduction to systemic coaching and constellations for executive, leadership and team coaches.

Creating Intelligent Teams is a different way to initiate, manage and lead effective and positive change in teams and organisations. For any organisation looking to nurture and develop talent from amongst its own employees, the book offers an accessible, yet highly informative, information resource on: how to recognise the influences on, and dynamics of, individuals and teams how to enhance team performance how effective leaders can boost productivity and build intelligent teams how to access and release the potential in teams how to navigate change successfully how to lead diversity and create culturally intelligent teams. The target audience Creating Intelligent Teams is aimed at executives, consultants, HR and Organisational Development (OD) specialists, professional coaches and mentors - at all levels of experience, training and background - who are responsible for implementing the strategies relating to leadership, team-building, talent development, management and retention. Creating Intelligent Teams has considerable appeal both for professionals in business and management and those in the fields of consultancy and coaching. iii To build a world-class team you need more than handpicked individuals with high emotional intelligence - you need a team with a high RSI. On our journey to success, our team benefitted substantially from integrating the Intelligent Team approach. a"e; Rudolf Pienaar, Divisional Director, Growthpoint Management Services (Pty) Ltd Relationship Systems Intelligence enables the team to quickly reach the core of the matter. It starts processes that enable the team members to have constructive collaborations and interactions with concrete and tangible results. The approach shows that everyone is part of the solution, which creates commitment to and ownership of the processes and the results. This practical book shows you how to build an intelligent team. a"e; Christina Hummert, Country Manager: Volkswagen Financial Services, Sweden

Performance Coaching offers a guide to the fundamentals of coaching with an overview of all the key principles, tools and case studies you need to develop more advanced knowledge. Whether you're thinking about becoming a coach, already running a professional coaching practice or thinking about how you can embed a coaching culture in your organization, Carol Wilson illustrates how to develop a best practice

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approach. Using practical tools throughout and with international case studies to illustrate the various cultural challenges coaches and managers can face, Performance Coaching is a complete resource for developing coaching in any organization. This new edition of Performance Coaching has been completely updated to offer a greater focus on building a coaching culture in organizations and the challenges that leaders face in understanding and developing a coaching approach.

“Claire stimulated a desire to know more about how to use existing skills in new and simplified ways. An altogether great book.”—Clive Avril, Executive Coach and Mentor (ACC) “This is the kind of book that, after reading, you will want to have nearby for easy reference and reminders. I suspect that the well-worn pages will be a symbol of the book’s lasting contribution to coaching – and to transformational conversations. A clear, concise summation of coaching that will benefit the new and the seasoned coach alike.” —J. Val Hastings, MCC and President of Coaching4Today’s Leaders and Coaching4Clergy Fundamentally, coaching is about enabling someone to feel heard and to access new insights into their own life. But how can you facilitate someone else’s thinking when you don’t know what they already know? It is almost impossible to remember models and questions whilst giving your companion your full attention at the same time. Coaching simply means that you can listen and notice more, getting quickly to the heart of the conversation. Whether you are brand new to coaching, are a trained coach who has lost confidence, or have many years’ experience coaching at a senior level, this deeply practical book will teach you how to:

- Do less so that your companion can do more
- Understand why saying what you see is more useful than listening to any particular story
- Put boundaries around a conversation, making it more effective for your companion and easier for you
- Tailor how you sit and how you speak to allow a collaborative environment
- End any conversation in partnership

Tailored to help the practising coach, this deeply practical book is nonetheless useful for anyone who has conversations with people. Claire Pedrick has been coaching for over 30 years. A coach, mentor coach and coaching supervisor, she trains managers, leaders and experienced coaches across multiple sectors to reap the benefits of working more simply. Claire is the Founding Partner of 3D Coaching.

**REAL CHANGE IN REAL TIME--THE ULTIMATE GUIDE TO WORKING WITH PEOPLE'S STORIES IN COACHING** This is a rare book; it is grounded in both a deep academic rigor and a deep personal understanding of how people change. It is a treasure chest of information and insights based in over twenty years of experience. It will enable you to get to the crux of people's issues in less time and help them make significant shifts in the moment. This book is an indispensable resource for anyone who works with people's stories and wants to develop themselves so they have more impact. The tools and models are presented in simple and clear language. However, there is a depth here that offers a limitless guide for your learning. Narrative Coaching is timely because it works at the level of identities, addresses the collective narratives that shape our stories, and expands the roles and modalities we can use to bring about transformational change with individuals and teams. What is new in this edition: It goes deeper into attachment theory and applied mindfulness It offers design thinking as a framework for adult development It shows how change is a naturally human and integrative process It offers more examples and cases, e.g., how to coach without goals This book will both challenge you and inspire you to think in new ways about what is possible in your life and in your practice.

**EMERGENT** looks at M&A integration through a systemic lens. With real stories based on the theoretical groundwork of systemic intelligence and organizational constellations it will show why integration often fails, which systemic principles are at play, and which interventions are needed to reignite performance and innovation.

Welcome to the world of Constellations. Family and other forms of Constellations constitute one of the most effective and thrilling modern therapeutic methods that will help you improve your relationships and life in general by allowing love to flow again. Not since Freud has the realm of psychology seen such groundbreaking insights as those provided by Hellinger, the founder of Constellations. Constellation work is a universal tool that will enable you to identify and resolve problems in any sphere of life including personal relationship, health and workplace issues. This easy-to-read book comprehensively explains the method and theory of constellations. To augment understanding, the text is illustrated with detailed authentic case studies from Indra's practice. The latest research and innovative applications of systemic constellations, such as organizational, structural and table constellations are also discussed, as well as relevant scientific research. Whether you are a layman or spiritual seeker interested in improving your life or a therapist interested in adding another dimension to your therapeutic skills arsenal, this indispensable book is a treasure trove of information and insights that will go a long way in helping you find true understanding about Constellations and how relationships work.

**Systems Lead.** They lead the whole and they lead the individual. This applies to leaders too. And this makes leadership about leading and following, about knowing and acknowledging, about going with the flow and about swimming against the current. Because sometimes you need to swim against the current of life to find a meaningful source there, before allowing yourself to flow with the force of the organisational system. This book will tell you what a system demands of leadership. How organisations can flourish and flow from a systemic perspective. Authors Jan Jacob Stam (1954) and Barbara Hoogenboom (1972) are seen as authorities in this area worldwide. Much of what we know today about organisations on a systemic level, was discovered and given form and language by the Bert Hellinger Institute the Netherlands. Stam and Hoogenboom are founder and owners of this leading institute.

Whittington shows how to use living maps to see patterns, illuminate dynamics within a group, and facilitate solutions to problems. Aimed at executive, leadership and team coaches, this is a highly practical guide with real world examples and exercises to enhance coaching skills.

“This groundbreaking book offers a compelling understanding of inherited trauma and fresh, powerful tools for relieving its suffering. Mark Wolynn is a wise and trustworthy guide on the journey toward healing.” —Tara Brach, PhD, author of *Radical Acceptance* and *True Refuge* A groundbreaking approach to transforming traumatic legacies passed down in families over generations, by an acclaimed expert in the field *Depression. Anxiety. Chronic Pain. Phobias. Obsessive thoughts.* The evidence is compelling: the roots of these difficulties may not reside in our immediate life experience or in chemical imbalances in our brains—but in the lives of our parents, grandparents, and even great-grandparents. The latest scientific research, now making headlines, supports what many have long intuited—that traumatic experience can be passed down through generations. *It Didn't Start with You* builds on the work of leading experts in post-traumatic stress, including Mount Sinai School of Medicine neuroscientist Rachel Yehuda and psychiatrist Bessel van der Kolk, author of *The Body Keeps the Score*. Even if the person who suffered the original trauma has died, or the story has been forgotten or silenced, memory and feelings can live on. These emotional legacies are often hidden, encoded in everything from gene expression to everyday language, and they play a far greater role in our emotional and physical health than has ever before been understood. As a pioneer in the field of inherited family

