

EVIDENCE-BASED COACHING

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Meta-Coach Reflections 2010 – #17

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Last week I received a brand new book by a Meta-Coach, *NLP Coaching: An Evidence-based approach for coaches, leaders, and individuals* (2010) by Susie Linder-Pelz, Ph.D. Now this is a book that you will want to quote and refer to when people ask you about coaching research and about the foundations of Meta-Coaching. You may even want to get a supply of the book so that you can give it to CEOs and companies who want evidence of the validity of Coaching and Meta-Coaching.

The book begins with a description of NLP coaching, the skills of a coaching, and industry standards. The second part of the book is “An Evidence-Based Approach to NLP Coaching.” Here Dr. Linder-Pelz explores best practices, theories, principles, the psychology of coaching, etc. Chapter 8 ties “Coaching” as a profession to various other psychologies to describe “coaching psychology.” It is a good chapter for knowing some of the theoretical frameworks — frameworks that we assume in Coaching and have integrated into the system.

But more than that, I am really impressed with Chapter 7— *Systemic Principles for Coaching*. Susie uses eight of the pre-suppositional premises of NLP and Neuro-Semantics to show *how coaching works*. It is an elegant chapter that gets to the heart of the process of coaching. This is a chapter that I highly recommend, one that I think every Meta-Coach should read and know. It will help your comprehension of this ever-evolving field.

In Chapter 9 Susie writes about *Empirical Evidence* of coaching. Here she writes about *how to actually do coaching research*. Then later, in Chapter 11, she presents 16 research questions that she recommends for anyone who wants to do research in this area. And some of these questions are exclusively focused for Meta-Coaching, so if you or someone you know are looking for an excellent *research question* to explore to write a thesis or a dissertation on, you would do well to start here.

Susie ends the book in Part III by describing Symbolic Modelling and Meta-Coaching as two NLP forms of Coaching. One of Susie’s skills is to write a clear and succinct summary of a model or process. You can really see this in Chapter 10. First she summarizes Lawley and Tompkin’s *Symbolic Modelling* using Clean Language. If you want to know what “symbolic modelling” means in NLP, here are a few short pages that gives you an overview. And the so-called “clean language” (which I still think is a misleading title; for more see my review on that on the website), but the 9 questions essentially explores the meta-state of a client’s *metaphor* and the meta-level “landscape” of that form of meaning.

Then Susie provides an overview of 4 models of Meta-Coaching: NLP, Meta-States, Axes of Change, and Benchmarking. I am impressed with her succinct description of the Meta-States model. She highlights the role of reflexivity, the step-back skill, the

process of meta-stating or framing, the principles and premises of Meta-States and much more. Now while Susie is not a Neuro-Semantic trainer, she shows excellent understanding of the Meta-States model. So if you want a few quick pages about *the Meta-States Model*, you can't do better than pages 127-131. She even addresses a leading misunderstanding that many NLPers have, that meta-stating is just "collapsing" of anchors. She shows that it is not, but that the reflexivity of meta-states leads to the coalescing of levels. And that you have to think systemically to realize what that means.

For *The Axes of Change* (pp. 131-133) she similarly provides a short and to the point description of the model, the generative change focus, the levels of change, and the 8 coaching roles that emerge from that model. And then in Chapter 12 she addresses the subject of Benchmarking.

The weakness of the book is that the Meta-Coach System is now so much more than when she began writing this book! Since 2003 when she took her Meta-Coach training (and Susie was our Expert Coach in 2004), Meta-Coaching as a training has continued to evolve! For some reason, she didn't mention *the Matrix Model* which has been part of the Meta-Coach System from the beginning. And since 2007, we have introduced several additional models: *The Self-Actualization Quadrants*, *the Matrix-Embedded Volcano or Pyramid*, *the Six Coaching Conversations*, *the Facilitation Model* and *the Advanced KPI model*. Also the 26 Coaching Skills have evolved to more than 50 skills that we have benchmarked.

Susie has also included in this book a rich description of a lot of the NLP Research that's going on around the world and the key players who are leading out in research. She speaks about *mirror neurons* and some of the current research about such as well as a clear description of *self-organizing systems*.

There's much more that I could write about the book. As a research-focused book, it is well-written. I would encourage you, as a Meta-Coach, to get a copy so that you have at your finger-tips this supporting data for what you do as a Coach and especially as a Meta-Coach. And to Susie —

"Meta-High Fives for an excellent book! Well done. May many use this work and follow in the path that you have pioneered in this community!"

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NLP Coaching: An Evidence-based approach for coaches, leaders, and individuals (2010), Susie Linder-Pelz, Ph.D. Kogan Page, London. ISBN 978 0 7494 5452 4.

164 pages of text; 48 pages of End Notes.