

FOCUS

What is Integral Coaching ?

In this issue I focus on the thinking behind Integral Coaching, also referred to as Ontological Coaching (see the Change Zone Newsletter 1.1).

Integral Coaching has its theoretical base in Evolutionary Psychology and the work of Clare Graves, Ken Wilber, Don Beck, James Flaherty and Abraham Maslow. Ken Wilber is President of the Integral Institute.

Integral Institute
America

<http://www.integralinstitute.org/home.html>

Ontological Coaching has its roots in Biological Cognition and the work of Humberto Maturana, Chris Argyris, Fernando Flores and Rafael Echevirria – who created the Newfield Group.

Newfield Institute
Australia

<http://www.newfieldaus.com.au>

Integral ?

"Integral means integrative, inclusive, comprehensive, balanced; the idea is to apply this integral orientation to various fields of human knowledge and endeavour."

Ken Wilber 'The Eye of Spirit'

Introduction

Welcome to the second edition of the ChangeZone Quarterly Newsletter. In this edition I explore topics linked to the concept of Integral Coaching. The "integral" vision was first explored by the Greeks in the word "kosmos". It refers to the whole of existence, including the physical, emotional, mental and spiritual realms. These multiple perspectives were picked up and integrated by Ken Wilber and explored in his books, particularly in *'A Brief History of Everything'* and *'A Theory of Everything'*.

Ken Wilber explains his integral approach as the evolution of human consciousness. His research demonstrates that human development is not a linear process, but *"a fluid and flowing affair, with spirals, swirls, streams, and waves – and what appear to be an almost infinite number of multiple modalities."* [modalities in the sense of possibilities]. Note the links with my own **Dynamic Change Model** ([inked in blue](#))

In the **Four Quadrants Model** Ken shows how being human is to have a unique **'way of being'**. Humans are more than the **"ITS"** that make up an environment which they perceived from the **outside-in**. They also have a sense of **"I"** that emerges from the **inside-out** and lives in the mind and emerges as language and emotions. These dimensions combine to create a sense of physical reality, of being conscious in time and space. There is also a collective dimension to being human that is expressed as nodes in a network or levels in a hierarchy. This gives us a **"WE"** dimension that lives in our collective consciousness. It connects us from the **bottom-up** through a shared sense of belonging and cultural values. Then there is our biological essence, the **"IT"** that is our brains and bodies. This dimension gives us our identity, goals and limitations. This source of intelligence and energy is perceived to come from above, from the **top-down**, and allows us to focus on a common purpose for mutual benefit.

This thinking is reflected in my own **Dynamic Change Model** which gives structure to the **The Change Zone** website and to the **Change Coaching** methodology that I am developing. More about this in future editions of the newsletter.

Other links can be made with the model of human development promoted by Don Beck and Chris Cowan, called **Spiral Dynamics**. It is based on the work of Clare Graves. It proposes that the psychology of a mature human being is an emerging, unfolding, oscillating and spiraling process marked by levels of behaviour. Each level is perceived to be a distinctive **"way of being"** in the world, explained in terms of feelings, motivations, ethics and values, belief and learning systems, leadership and management preferences, political and economic systems, etc. Clare Graves outlined eight levels or waves of human existence.



You can explore these levels in more detail in Beck & Cowan's book *'Spiral Dynamics'*, visiting their Spiral Dynamics Integral website <http://www.spiraldynamics.net> or viewing a summary at: <http://www.changezone.co.uk/STEVE/spiraldynamics.html>

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Please send your comments, complaints, contributions or compliments to: zoneinfo@changezone.co.uk



PUBLICATIONS

'What is Enlightenment'

A magazine edited by Andrew Cohen.

<http://www.wie.org/misc/leap-future.asp>

"What is the Ontology of Language" an article by Rafael Echeverria 1997.

http://www.newfieldconsulting.com/publicaciones/the_ontology_of_language.pdf

Emotions at the Heart of Business - A Way with Words

http://www.sciam.com/print_version.cfm?articleID=00009A6B-B402-1CDA-B4A8809EC588EEDE

'The Field' by Lynne McTaggart. Element 2003

This book reads like a scientific detective story which reveals how "The Field" is responsible for many of the most profound human mysteries, from alternative medicine and spiritual healing to the collective unconscious.

Ontology of Observing
<http://www.inteco.cl/biology/ontology/index.htm>

In this article, Humberto Maturana explores the biological foundations of self consciousness and the physical domain of existence.

Wikipedia

http://en.wikipedia.org/wiki/Main_Page

This is a free online encyclopedia which will give you more info on the main thinkers listed above.

What is Integral Coaching ?

Integral Coaching is holistic and doesn't try to reduce people to a type or a condition that needs fixing. It works within a diverse range of beliefs, personalities and social strategies that people can present. A variety of assessment tools are used to arrive at a more accurate model of the whole person. The coach is then in a better position to suggest approaches that address the physical, emotional, mental and spiritual dimensions of the person. This makes it 'kosmological' in the sense that it addresses the totality of what it is to be human, making change more sustainable.

Focusing on outcomes

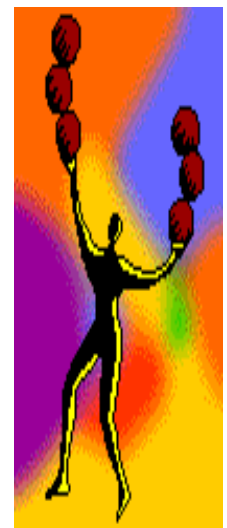
The two major outcomes of Integral Coaching are greater competence and deeper fulfillment – balancing peace and productivity. Competence in this context means the capacity to endure. This key competence helps to achieve particular goals, but is also a source of potential, opening up the person to new possibilities for personal growth. The sense of fulfillment comes from living a life that is full of meaning and wellbeing. For example, people will stay in jobs that offer meaningful work and support the achievement of their personal goals. The value of integral coaching is in its ability to reach all dimensions of change which makes it adaptable and dynamic.

The power of Integral Coaching lies in its capacity to turn people into more powerful observers of themselves, creating a strong awareness of the discrepancy between what was intended and the actual outcome. The ability to self-correct and self-renew helps the client to resource their own success with greater effect.

Balancing core competencies

Some people can be brilliant intellectually, yet allow their ego to hijack their thinking and emotions. Ken Wilber identifies several dozen streams of competence. Here are six that from my experience show up most often.

1. **Language:** the ability to make observations, discern differences and integrate them into a coherent understanding that makes sense.
2. **Mood:** the ability to discern and control your own emotional state and your feelings in the moment.
3. **Body:** the ability to observe what is happening in your body – your felt sense in any moment and how to tap into it.
4. **Relationships:** the ability to initiate and sustain mutually satisfying relationships, such as the ability to listen deeply and support the concerns of others.
5. **Spirituality:** the ability to live a life dedicated to serving others with wisdom and compassion.
6. **Integration:** the ability to undo all the ways we separate parts of our lives, so that our "way of being" shows up in all our words and deeds.



Valuing inclusion and diversity

As human beings we are infinitely more complex creatures today - the product of millions of years of evolution and/or intelligent design (depending on your world view). Integral Coaching gets at the underlying simplicity to deal with the whole person - with thoughts, feelings, language, body, intentions and beliefs. As a result, the Integral Coach must understand linguistics, somatics, developmental psychology, cognitive biology, ancient wisdom and twentieth century philosophy. Quite a challenge.



USEFUL WEBSITES

Audiovisual Presentation of Spiral Dynamic Concepts featuring Don Beck

<http://www.wie.org/unbound/video.asp?id=133&name=&title=Original+Meme%2DTale%3A+The+Axioms+and+Elements+of+Spiral+Dynamics&forceResize=1>

The Newfield Network

<http://www.newfieldnetwork.com/Public/Home/index.cfm>

Ontological Newsletter

<http://www.patgrove.com/index.php?component=ddb&operation=page&page=11>

This site contains a range of interesting articles on ontological coaching topics.

Ontological Meditations

http://en.wikipedia.org/wiki/Main_Page

This is a relaxing CD ideal for meditating or just for relaxing body mind and soul.

Worldviews

Some ways of looking at the world include:

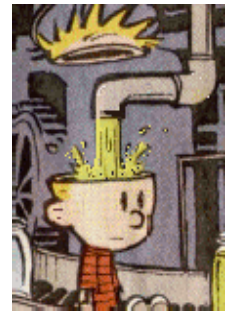
- Categories
- Cause and Effect
- Interactive and Relational
- Energy and Consciousness
- Systemic
- Creative unfolding
- Integrative diversity
- Political perspectivism
- Religious perspectivism
- Neurological Levels

Emotions are at the Heart of Good Practice

Nothing in life is emotion free. There is growing evidence that what limits performance is our inability to manage emotions. For example, feeling trusted, respected, secure, appreciated and in control can have a positive impact on performance. So, when process improvements and project management fail to deliver, it's usually some fundamental human want that is not being fulfilled. This emerges as misunderstandings, negative reactions or low levels of commitment.

Emotional Intelligence

The work of Daniel Goleman demonstrates that there are some things that cannot be poured into people's heads from the outside. Emotions have to be managed from the inside, but a working climate that values people as whole human beings can enhance productivity. It's about understanding what creates a mood state and how to control and change it. Getting people into a good mood, be they staff or customers, promotes feelings of satisfaction and success.



The role of the observer

The role of the observer is important here. Different perceptions of reality can stimulate different actions. We play "movies" in our mind-body system that influences our thinking and the way we talk to ourselves. This impacts on our physiological wellbeing and affects our mood state. As Eugene Gendlin reminds us with his "Focusing Technique", we can unlock the wisdom in our bodies by paying attention to what we feel in different parts of your body as a dissociated observer. The words chosen to describe the sensations or images often have metaphorical significance. The results are often responses to issues that remain unresolved. This is because emotions energise us to act. For more information, read Rafael Echeverria's article. Go to: <http://www.integralmarketplace.com/newsletter/PDF%20Files/Emotions.pdf>

Integral Leadership

Many leaders of change fail because they are one dimensional in their thinking and action. There are visionary leaders who cannot interact well with others, some are financial or legal experts who fail to build employee morale and performance. Good leaders seem to lack nothing essential because they pay attention to many aspects of what is needed.

The Integral Leader pays attention to the attributes and skills that lie within Ken Wilber's **Four Quadrants Model**.

Quadrant 1 – self-awareness and self-management

Quadrant 2 – self-care and vitality

Quadrant 3 – empathy and engagement

Quadrant 4 – consistency and attention to detail



It's not about being good at everything, everyone has their own unique talents, but being aware of weaknesses. A good leader builds strong relationships and gathers people around them who have complementary skills. To read the full article by Karen Kane 'Integral Leadership –what is it and why should I care' go to: http://www.integralmarketplace.com/newsletter/PDF%20Files/Integral_Leadership1.pdf



CHANGEZONE UPDATES

A list of all publications and tools can now be found at: <http://www.changezone.co.uk/STEVE/publications.html>
This page is still being developed.

You can access **The Change Zone** from anywhere on the site by clicking on **TO THE ZONE** at the base of each page – or on the logo below.



There are two additions to **Pathways to Change**
<http://www.changezone.co.uk/STEVE/pathwaysindex.html>

They are:

You and Change – presents you with a series of questions about the degree of risk that may be required to make change stick.

Gaining Understanding – offers you a simple exercise you can do that checks your self-assessment against criteria such as appreciation, curiosity and certainty. You will gain a new understanding of what it means to understand something or someone.

NB: Updating work continues. Some links on my website are not working yet.

Fourth Order Consciousness

Robert Kegan is a founding member of the Integral Institute and the author of many books including 'The Evolving Self'. He identifies Five Orders of Consciousness.

First Order: Impulsive – perceives and responds to emotion

Second Order: Imperial – motivated solely by one's ego or desires

Third Order: Interpersonal – defined by local group interactions

Fourth Order: Institutional – self directed and self authored reality

Fifth Order: Interindividual – interpenetration of systems within systems

Extensive cross-cultural research has shown that people grow through psychological stages of increasing competence, care and concern. As we start to become conscious we make distinctions between ourselves and other human beings. Our consciousness is transformed when we stop making distinctions and see ourselves as one with other human beings. It seems that consciousness evolves from the ego self to something that is more group focused and on to something that is universally connected. As observers we create our reality by making distinctions between what "is me" (the subject) and what "is not me" (the object). This subject-object relationship allows us to go on a journey of becoming ever more conscious of the truth or pure knowledge that makes conscious distinctions an illusion. This is often a realisation that emerges through meditation, where we transcend the limitations of the subject-object relationship.

Transformation requires there to be a redistribution of energy and information that combines in new ways to create a new reality where we interpret the feedback differently. It is the distinctions we make to interpret our experience that creates this new thinking, feeling and ways of being in the world. I cannot be as objective about things when I don't see "me" in my own "movie". Those aspects of our experience that we feel as the direct observer are highly personal and to which we get emotionally associated. This principle of associated/dissociated can be found within Neuro-Linguistic Programming. Go to: <http://www.wei.org/j22/kegan.asp?page=2>

Mastery in Coaching

Masterful coaching requires us to be keen observers of how our clients prefer to think and act as they move through the process of putting their ideas into action. Find out more about how Richard LeKander supports his clients as an Integral Coach and uses the I-Opt Self Assessment Tool. Go to: <http://www.integralmarketplace.com/newsletter/PDF%20Files/RKLArticle.pdf>



The Nature of Time

Humberto Maturana researches the biology of cognition. He has contributed much to the practice of Ontological and Integral Coaching. His book "The Tree of Knowledge" is a must read for professional coaches. He argues that living takes place in the now, therefore it disappears as it takes place. Past, present and future are creations of human consciousness to help us make sense of existence in space and time. Life is therefore a flow of constantly changing (dynamic) processes. To explore, go to: <http://www.integralmarketplace.com/newsletter/PDF%20Files/Maturana.pdf>



FUTURE NEWSLETTERS

Future editions of the ChangeZone Newsletter will explore specific techniques used by Ontological Coaches to inform their practice.

In the October 2006 edition I will explore the **Moving Cycle** of Chritine Caldwell and the **Promise Cycle** of Fernando Flores.

In future editions of the newsletter I will share the thinking and work of **Alan Sieler** and his contribution to the spread of Ontological Coaching.

I will explain the contribution my own **Dynamic Change Model** is making to organisational coaching and leadership development from an ontological perspective

I will also explore the contribution of **Neuro-Linguistic Programming** to ontological coaching and the thinking provided by the **New Complexity Sciences**.

"The search for meaning is intrinsic to human nature. As thinking creatures, we need to understand why we find ourselves on this road and where the journey is taking us . . . we are wanderers, searching and striving for end and aim, for purpose and connection."

William J Bennett 'The Moral Compass'

Book Review

A Theory of Everything

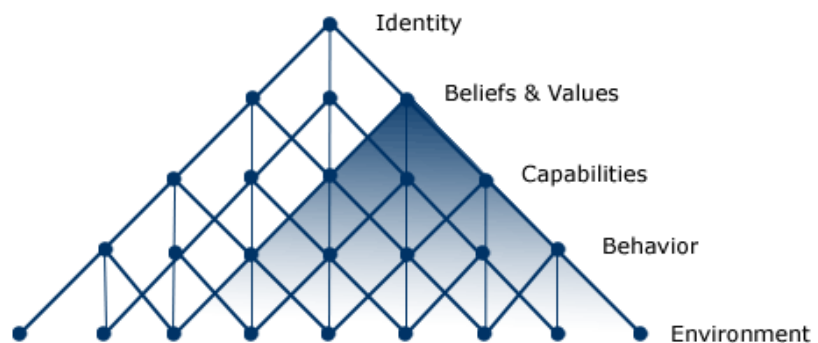
by Ken Wilber. Published by Gateway 2001

Ken Wilber is an American transpersonal psychologist and philosopher. He is hailed as one of the greatest thinkers of our time. This book is a concise and easy to follow explanation of a range of cutting-edge theories and models that integrate the realms of mind, body and soul. Issue 33 of the "What is Enlightenment" magazine contains an excellent summary of Ken's ideas. Go to: <http://www.wie.org>

Presented as a 'Theory of Everything' the book sets out Ken's own groundbreaking **Four Quadrant Theory** (outlined in the introduction) and shows how it can apply to the real world of struggle, suffering, frustration and joy. Wilber stresses the importance of the term 'integral', which he sees as essential if the 'inner and outer' realities are to be honoured and be allowed to work together. I cannot claim to understand fully this exciting and inspiring book, but I sense its importance and relevance for a philosophical and scientific basis for ontological coaching in the future.

Change Tool - Logical Levels

Developed by Robert Dilts and based on the "neurological levels" proposed by anthropologist Gregory Batson.



This is a useful framework for helping you understand the issues operating at multiple levels of learning and change. Some see purpose operating beyond identity at a higher level which gets at our perceptions of spiritual and cultural issues.

In the context of Integral Coaching it can help you make decisions when to support and how to align a collection of actions to achieve an given objective or even how to realign one's identity to fit a new context. Much depends on your current world view.

Identity (the who behind the why, how, what, where and when) asks what role you play or how you see yourself in relation to a bigger purpose.

Beliefs and Values (the motivation behind the strategies and capabilities used to achieve change) combine to create attitudes towards things and other people to understand why a particular path is taken.

Capabilities (the ability to select and direct actions) are often combined with strategies to guide behaviour and get at how you go about making sense of things.

Behaviours (the actions taken within a given environment) are the outcomes of the attitudes that can be observed in what people do.

Environment (the context in which people can, or cannot, act and interact) answers the questions where, when and with whom action is taken.