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Ilona Boniwell
Suzy Green *Editors*

Positive Psychology Coaching in the Workplace

 Springer

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Editors

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“Coaching is always well intended but not as often effective. And merely being supportive and positive is like finishing the external border in a jigsaw puzzle. Effective coaching requires a coach to be inspired as well as inspiring, feeling cared for as well as caring for others, and a myriad assortment of other states. Smith, Boniwell, and Green have amassed an impressive array of perspectives, some from research, some from practice, and some from theory about how to be a better coach. Read it carefully, then reread it, and keep reviewing various chapters each day in a ritual of renewal. Your clients will love the renewed you!”

—Prof. Richard Boyatzis, Distinguished University Professor, Case Western Reserve University, co-author of the international bestseller, *Primal Leadership* and the book *Helping People Change*

“*Positive Psychology Coaching in the Workplace* has been written by experts, with chapters covering a wide range of topics relating to the workplace. This book will be of great interest to both coaching and positive psychologists wishing to enhance their understanding of the theory and practice of positive psychology coaching with an important focus on wellbeing.”

—Prof. Stephen Palmer, Wales Academy for Professional Practice and Applied Research, University of Wales Trinity Saint David, UK

“This book provides a solid foundation for practitioners and students who care about coaching for impact. The book offers a comprehensive grounding in the ideas, frameworks, and practices of positive

psychology, enriching and empowering coaches working in all kinds of fields with new perspectives and tools for making a difference with their coaching practice. This book is a must-have for coaches who are engaged in enhancing wellbeing and effectiveness of leaders and teams in the workplace.”

—Prof. Jane Dutton, Professor, Ross School of Business, University of Michigan

“A thoroughly instructive and keenly relevant collection of original scholarly writings, the new book from Smith, Boniwell, and Green feels ground-breaking and is ground-breaking. Organised around 7 core themes, its chapters are written by remarkable authors from across the globe including many of the seminal writers who continue to engage our curiosity and steer innovation in theory development, research, and applications. The editors set the tone and then feature across the book guiding its golden threads throughout—showcasing the complementary synergy between positive psychology and coaching in the workplace. An exciting must-read resource for students, academics, and practitioners and non-practitioners alike.”

—Prof. Aneta D. Tunariu, Dean of School of Psychology, University of East London, England UK

“Wendy-Ann Smith, Ilona Boniwell, and Suzy Green have edited and produced an important and very significant book on positive psychology coaching. It is a rich, comprehensive compilation and an exciting new text. Further, this authoritative core edited handbook is an essential resource recommended for both coaching practitioners and academics.”

—Dr Ole Michael Spaten, Head of Coaching Psychology Unit and Associate Professor at the Department of Communication and Psychology, Aalborg University, Denmark

“Positive Psychology Coaching in the Workplace provides new engaging material within a diverse range of work settings, utilising positive psychological theory and practice. It is a must-read for not only academics but practitioners, students, coaches, and persons who have an interest in positive psychology, coaching, organisational behaviour, and motivation among others. The editors have done an

excellent job with the arrangement of chapters and the diversity of topics in addressing a unique and emerging area.”

—Prof. Aleksandra Kostić, Professor of Social Psychology, University of Nis, Serbia

“Although the importance of wellbeing at work is self-evident, the best way to facilitate it has been less clear. However, recent years have seen an increased appreciation and understanding of the value in this arena of coaching and positive psychology, and moreover their intersection as positive psychology coaching. The world is therefore ready and grateful for this incredible new resource, featuring many of the brightest and best names working in these fields, whose collective expertise spans academic theorising, empirical research, and applied practice. Sure to be a must-read for anyone involved in coaching and positive psychology, and more generally for all those interested in promoting work-related wellbeing.”

—Dr Tim Lomas, *Wellbeing for Planet Earth*

“With an international range of contributors and pioneers in the field, *Positive Psychology Coaching in the Workplace* moves beyond the theoretical and blends the science of human flourishing and coaching psychology. It is written with a strong eye towards recent workplace challenges. It offers the readers insightful reflections and exercises on how to build a sustainable enterprise and instil a positive organisational culture.

The book represents a priceless contribution to the world of positive psychology and coaching psychology. Its chapters bridge theory, research, and applications to offer valuable information on how to enhance resilience, optimism, emotional responsiveness, motivation, and productivity in the workplace.

Organisational leaders, managers, psychologists, coaches, and mental health professionals who want to promote human strengths and wellbeing will find this book to be an enlightening, comprehensive guide.”

—Milad Hadchiti, Positive Psychology Expert, TV Host, Constructive Media Trainer, Founder of Humanship, Lebanon

“This edited book offers an important resource for anyone interested in how positive psychology is being applied in the workplace and includes a wealth and diversity of topics relevant to this growing field.”

—Dr Ceri Sims, Chartered Psychologist, Coaching Psychologist and course leader for Masters programme in Applied Positive Psychology, Bucks New University

“The editors have done a great job of pulling together some of the latest thinking, research, theory, and practice in the field of positive psychology coaching in the workplace—connecting the dots between largely separate fields of knowledge that may support, reinforce, and complement each other. Expanding the definition of the workplace, incorporating systemic perspectives, emphasising the role of leadership, and adopting a more rigorous research to practice approach is a valuable addition to the current literature.”

—Angela Wright, Partner, CEC Global LLC

“The editors of this text, Wendy, Ilona, and Suzy, leaders in the field of positive psychology coaching, have created a compilation here that traverses five amazing fields, all of which provide great insight and scaffolding for the topic of coaching. In doing so they have brought together a collection of thinkers, theory, and evidence that has something for scholars, coaches, workplace practitioners, wellbeing and mental health professionals, teachers, and students. This is a much needed, and very welcome, contribution to the field of coaching. A must-read because it is a great source of knowledge and inspiration.”

—Bob Easton, Chairman (ANZ), Global Consulting Company, Flourishing Researcher and Coach in Training

“The true purpose of coaching is to restore clients’ state of flow. And the key to such restoration lies in the coach’s ability to shift the client’s paradigm into a positive one. I believe every coach needs to master positive psychology, and *Positive Psychology Coaching in the Workplace* is a great starting point to our learning journey.”

—Remington Hu, Executive Coach and Author of *Executive Coach, Developmental System REC*

This book is dedicated to Professor Ed Diener for the science of Wellbeing – Happiness, that is Positive Psychology, and Professor Anthony Grant for Coaching Psychology.

Professor Ed Diener (1946–2021)

Professor Ed Diener, Distinguished Professor of Psychology (Emeritus) at the University of Illinois, Professor of Psychology at the University of Utah and the University of Virginia, Senior Gallup Scientist.

Can we actually measure wellbeing? What makes us happy? At what point does an income no longer contribute to one's wellbeing? Is Australia happier than France? Is there an optimal happiness level? Can we really talk of such a thing as the science of wellbeing? Answers to all these questions would have never been possible without one person—Professor Ed Diener, who, almost single-handedly, is responsible for the flourishing of the whole field of wellbeing, having been the first to define and operationalise wellbeing in psychology, and

publishing over 340 books and academic articles, most of these focused on wellbeing. With his work pre-dating the foundations of positive psychology, he stands as the world's most cited wellbeing scientist.

Ed Diener passed away in April 2021 as this volume was going through the final publisher checks. This volume, with nearly half of the chapters referencing his academic publications, is our tribute to his work. For the three of us (IB, WAS, and SG), Ed's discoveries and measures have shaped our understanding of wellbeing that lies in the heart of positive psychology and had a profound influence on the trajectory of our careers in psychology.

We will remember Ed for his outstanding sense of humour—who would ever think that such serious science can be coupled with such joy, for his commitment to learning and intellectual curiosity—he never stood still, with every new presentation revealing further intricacies of our growing understanding of wellbeing, and for his remarkable humility. Ed was at the service of science, in the best possible sense of this term, humble before the data, constantly updating his own conclusions in line with the evolution of research.

Finally, we are grateful to Ed for his son Robert Biswas-Diener, himself a remarkable wellbeing scientist and Ed's legacy in the integration between the science and the practice of positive psychology.

Professor Anthony Grant (1954–2020)

Professor Anthony Maurice Grant, Founding Director of the world's first Coaching Psychology Unit, University of Sydney. Many coaches, consultants, and leaders who read this book will, as we the authors (SG, WAS, IB) do, have very fond memories of the unforgettable and affable Tony Grant. Many will also recall his humour and coaching captions such as “if it ain't written, it ain't coaching”. Within this book are topics one could say Tony embodied, such as commitment, energy, and positivity, particularly to the field of coaching psychology. Tony also promoted “third-generation coaching” and gave us the wellbeing engagement framework (WBEF). Tony strongly recommended that traditional workplace coaching move beyond a sole focus of performance and achievement to a complementary focus on wellbeing. In many ways this approach legitimised positive psychology coaching as an emerging field worthy of consideration in the workplace. While the field of coaching pre-existed Tony's arrival on the scene as a mature age student (his first career was a carpenter) his energy and conviction to the science led to a significant shake-up and legitimisation of the field.

Tony has left an incredible legacy to the field of coaching, moving towards greater recognition of the field as a profession and he will forever be known as the founding father of coaching psychology. We (SG, WAS, and IB) are all immensely grateful for his presence in

our lives, and we could all say, in one way or another, he has had a significant impact on the course of our careers. We also know that he dreamed of a day when the field of coaching psychology would stand shoulder to shoulder with positive psychology. We hope this text moves his dream in the right direction whereby the two fields become better integrated through positive psychology coaching and that, together, they are more than either on their own.

For however many things have a plurality of parts and are not merely a complete aggregate but instead some kind of a whole beyond its parts

Aristotle, Metaphysics 8.6 [=1045a]

Foreword

As with many other people, my experience with psychological coaching was life-changing. In fact, after more than four decades of professional work, it remains as one of the defining experiences of my life.

Upon graduating from a university with a master's degree, I began seriously exploring where I wanted to study for a PhD as well as in what specific discipline. I knew I wanted a doctoral degree, but I was not certain in what exact subject area or where to study. Fortunately, I had been provided the opportunity to teach in a small college in Rexburg, Idaho—a five-hour drive north of the institution from which I had graduated. A year or so after I began my teaching assignment, my alma mater hired an internationally known scholar in the discipline in which I had received my degrees. I decided to contact him to request that he take me on as an independent studies student for the summer. I was willing to drive the five hours to meet with him periodically if I could be given the chance to expand my scholarship through his tutelage. I was interested in becoming better prepared for a PhD programme.

He postponed replying to my request until he had pulled my transcript from the central administrative office and determined that meeting with me would be worth his time. We scheduled a time to meet in his office, and I made the trip on the appointed day. In our first meeting, he handed me two of his published articles that had appeared in the top-rated journals in the field and which I had read during my own studies. The articles had become classics in the discipline. His first assignment to me was to identify the weaknesses in the articles, offer suggestions to make them stronger, and identify ways to enhance the significance of their contributions.

I was nonplussed. I replied to him that I knew of these articles, that they were classics in the field, and that I was surely incapable of adding value to their significant contributions. His kind reply to me was essentially: *“Well, you and I need to have a chat together.”* That chat turned out to be one of those life-altering experiences. It was because he adopted the role as my psychological coach.

In brief, he helped me understand that if I behaved as a subordinate to him before I received a PhD, I would continue to be a subordinate after receiving a PhD. He coached me to begin to behave, and to think of myself, as a contributing colleague

rather than as a subordinate. He helped me see possibilities that I had not seen before. His coaching changed the way I defined myself as well as the ways I subsequently defined and behaved towards doctoral students and junior colleagues as well as senior gurus and heroes in the field. His positive coaching changed my professional career.

This volume may not change lives to this same extent, but it is sure to have an important impact. It represents a comprehensive compendium of what we know about positive psychology coaching and, especially, how it occurs in and affects individuals in the workplace. The volume focuses on the integration of positive psychology and coaching psychology, but, to be sure, principles of positive psychology are present in almost all effective workplace coaching. What is special about this volume is that a stellar group of authors address the most important issues and challenges associated with positive psychology coaching in the workplace.

Specifically, readers will find in this volume:

- Abundant empirical evidence regarding coaching practices in the workplace and its effects on individual employees and on organisational performance
- Practical tools and advice about how to enhance and improve the practice of coaching in the workplace
- Insight regarding workplace issues such as culture change, measurement, ethics, and conditions of VUCA (volatile, uncertain, complex, ambiguous environments)
- Ways in which coaches can build and enhance resilience, wellbeing, posttraumatic growth, psychological capital, and high-quality connections at work
- Understanding the coaching's role in fostering virtuousness, including compassion, meaning, wisdom, and commitment
- Specific coaching techniques such as appreciative inquiry, job-crafting, strengths-based interventions, reflective practice, mindfulness, and adult development
- Differences and similarities among 1-on-1 coaching, team coaching, and systemic approaches to coaching
- An overview of the field of positive psychology coaching as well as future directions and challenges

It must be emphasised that this volume is relevant not just for human resource personnel, consultants, or professionals who define themselves as coaches. Among its major contributions is the relevance of various chapters to leaders in organisations. In most organisations, leaders are charged with, and are responsible for, the performance of their organisations as well as the wellbeing of their members. Whether the organisation is a family, a team, a volunteer group, or a corporation, leaders have some responsibility for the welfare of others. The most effective and high impact leaders are almost always the most effective coaches. They help other people flourish. This is why the audience for this volume should surely include leaders in almost any setting. If most leaders are also great coaches, their organisations and individuals will almost assuredly far exceed current performance levels.

My own research interests for the past couple of decades have included a focus on positive leadership. This is an emphasis on what elevates individuals and

organisations (in addition to what challenges them), what goes right in organisations and with individuals (in addition to what goes wrong), what is life-giving (in addition to what is problematic or life-depleting), what is experienced as good and right (in addition to what is objectionable), what is extraordinary (in addition to what is merely effective), and what is inspiring and energising (in addition to what is difficult or arduous). Positive leaders promote outcomes such as thriving at work, interpersonal flourishing, virtuous behaviours, positive emotions, and energising networks. Abundant empirical evidence confirms that positive leadership produces outcomes in organisations and among employees that far exceed the norm.

This volume provides a great deal of evidence that positive psychology coaching and positive leadership are associated with especially positive outcomes for workplace organisations and their members. Most importantly, positive psychological coaching is an important tool in the repertoire of positive leaders, and for that reason alone, this volume will be beneficial to a broad array of individuals who play leadership roles and who aspire to be more effective in those roles.

William Russell Kelly Professor of
Management & Organizations, Ross
School of Business and Professor of
Higher Education, School of Education,
University of Michigan,
Ann Arbor, MI, USA

Kim Cameron

Preface

A gap was evident in publications with a positive psychology coaching (PPC) focus. A comprehensive volume for publication was much needed with a specific focus on the workplace. Positive psychology coaching, a term coined in 2007 by Robert Biswas-Diener and Ben Dean, has, since its inception, evolved in research and practice, yet has lagged behind in a comprehensive scientist-practitioner publication covering areas such as ethical practice, supervision, systems, and teams. At the time of writing there were four key texts available: *Positive Psychology Coaching*, by Robert Biswas-Diener and Ben Dean (2007); *Practicing Positive Psychology Coaching*, by Robert Biswas-Diener (2010); *Positive Psychology in Coaching: Applying Science to Executive and Personal Coaching*, by Sandra Foster and Jeffrey (2015); and *Positive Psychology Coaching in Practice*, the first edited volume by Suzy Green and Stephen Palmer (2018).

We have in this volume sought to bring together the complementary fields of psychology, positive psychology, coaching psychology, organisational psychology, organisational scholarship, neuroscience, education, and philosophy and how they converge to support traditional coaching and development practices both within the workplace and in life generally. This volume introduces the field of PPC in the workplace in seven focalised parts: Convergence of positive psychology, organisational psychology and coaching psychology, professional and ethical practice of PPC in the workplace, PPC for resilience and wellbeing in the workplace, team and systemic approaches to PPC in the workplace, PPC for leadership, tools for PPC in the workplace, and the convergence of clinical interventions and virtuousness in PPC in the workplace, finishing with a view to the future of thriving workplaces.

Our hope for this volume of work was to provide a comprehensive compilation of current research and practice on PPC in the workplace. While most publications focusing on positive psychology or coaching or coaching psychology typically have a corporate focus it has been our wish to showcase PPC in action across a broad spectrum of workplaces, for example, the entrepreneur, not-for-profit associations, the military, the health sector, and education sector to the corporate world. It has also

been our expressed desire to argue that PPC is not just for the echelons of the corporate world, but in fact should and needs to be available at all levels of a workplace. Moving beyond the provision of traditional leadership coaching, we wished to illustrate the utility of the PPC practitioner and the considerations of implementation of PPC in the workplace, that is the provision of wellbeing coaching, and argue the positive influences on an organisation's bottom line.

We hope reflective scholars, practitioners, students, teachers, and trainers of positive psychology, coaching psychology, and coaching will find this volume informative and instructive. That leaders and human resource professionals will find they have a great resource to support their decision-making on what consultants and coaching programmes will best support their efforts in creating thriving workplaces that meet their employee wellbeing and development needs as a part of and in support of organisational objectives.

The journey of searching and creating authorship collaborations has been an arduous one. It has created new wonderful working relationships, but the newness has at times brought challenges to working relationships and the writing process. These factors, in and of themselves, highlight how important the work of PPC at work is, as they have had to use their knowledge of the profession to work through the challenges both individually and also within their scholarship teams. The authors have worked tirelessly with us to deliver beautiful, insightful, and unique contributions to this volume of work and the profession of PPC, and perhaps unbeknownst to them embracing or becoming "positively deviant scholars" in the process.

It is with much awe and appreciation that we thank all contributors for their commitment to the project, for their insight, their skilful scholarship, and their collaboration with us through the reviewing process to complete this volume of work in under 12 months, and also during the challenges of a pandemic.

Paris, France
 Epone, France
 Sydney, NSW, Australia

Wendy-Ann Smith
 Ilona Boniwell
 Suzy Green

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Acknowledgements

During the mid-years of my study of psychology, I was fortunate to be among one of the first groups of coaches to be trained by the dynamic duo Michael Cavanagh and the late Tony Grant at the University of Sydney. I was also fortunate to be introduced to Ed Diener’s work on wellbeing, during my psychology studies at the University of Wollongong (UOW; NSW, Australia) where unbeknownst to me one of my co-editors Suzy Green was at the time completing her controversial clinical doctorate—the first randomised controlled trial on evidence-based coaching (coaching psychology). During my 5th year at UOW, I was invited to take up a variety of teaching and leadership roles across a range of psychology subjects, and to lecture on a subject of my choosing; this led me to lecture on what I believe was the first lecture on coaching psychology at UOW, infused with positive psychology (PP).

My training and interest in coaching put me on course for a serendipitous meeting with Suzy for a psychology internship at a private psychiatric clinic in Wollongong. Suzy and I had a shared interest in psychotherapy and perhaps more importantly a shared interest in coaching and wellbeing. I learned much about the provision of psychotherapy—the experience only enhanced my skills and knowledge of coaching psychology and positive psychology, just as it was emerging in Australia. Suzy and I would often have our psychiatrist colleagues and clients in the waiting room pondering what was happening in our therapy/coaching room, at times asking us to “turn the volume down a little”. Such was the noise of our laughter in our work—clearly, we were already exemplars of positive psychology in action. Suzy invited and encouraged me to support her university student coaching programme at UOW, and her positive psychology workshops at University of Sydney. Suzy was a great supporter of my professional endeavours, such as when I coached a local rugby team, and when I delivered a public workshop (donations for charity) on coaching with a positive psychology feel. I am extraordinarily grateful for her support, and in awe of her work ethic, her ability to remember who said what in PP and CP, and her tenacity and courage, and I am grateful for her social inclusiveness.

Fast forward a few years, I find myself living in France, and blessedly meeting up with someone of the same tribe—colleague and second editor of this volume, Ilona

Boniwell. I have regularly been in awe of Ilona's ability to engage in complex thinking and to bring that to life, making it all seem so easy—she challenges me to no end. I value and feel overwhelmed in equal measure of her trust in my professional capacity. Even if it seemingly ebbed and flowed a little as I struggled through life's challenges in France. Ilona is not just a researcher and scholar of positive psychology, but also a practitioner and a great coach, and has enticed me to reconnect with that part of me that enjoys and is motivated by great challenges. We went on to write the first published chapter on positive psychology coaching for positive leadership in Suzy Green and Stephen Palmers *Positive Psychology Coaching in Practice* and the second in Aleksandra Kostić and Derek Chadee in *Positive Psychology: An International Perspective*. She has become a valued and trusted colleague and friend.

Fast forward a couple more years and we three serendipitously meet at Ilona's book launch for her *Positive Psychology Theory, Research and Applications* (2nd) in September 2019 at the University of East London. Following this meeting I had a discussion with Suzy about my desire to do more writing. Very soon after, I decided that I would ask Ilona if she would like to collaborate with me again. To ask this of her I knew I had to have a plan. So, armed with an outline of twelve possible chapters and corresponding authors, and some arm-twisting—Ilona agreed to co-edit this volume of work with one caveat—I needed to confirm authors. Suzy joined us as third editor during the process of inviting authors to contribute, due to her recognised expertise and increasing interest in the area of work—it was a natural fit. Both Ilona's and Suzy's support during the editing and joint writing phases has been of tremendous value and support to both the completion of this volume of work and my own learning and professional growth.

To say this volume of work has been a labour of love is an understatement. With over 40 authors from all over the world, most of whom I have met over Zoom (the meeting place of choice during a pandemic) and some 30 chapters, managing relationships, writing much more than I ever intended, leading, managing, and editing this volume has at times been all-consuming. It has challenged me in ways I had not expected, yet I appreciate all the learning, personal and professional growth, and the professional and personal connections made.

I love projects—I love leading projects—I love collaborating, and I love coaching psychology, positive psychology, and psychology generally. Working on this book project met all these optimal working conditions that I had been seeking in my work for some time since my move to France, and as such it is with much gratitude to Ilona and Suzy for enabling and joining me on this journey and also quite fitting given our connective histories that we three are leading this important volume of work for *Positive Psychology and Coaching in the Workplace*. It is also not lost on me that in a male-dominated space—that is “workplace leadership”—we three are “women” leading the way—that is quite something. It is also with much gratitude to the authors of this volume of work for trusting the process and helping to produce an outstanding, timely, and important contribution to creating thriving workplaces.

I also wish to give much thanks to my parents, Bruce and Annette who have supported me in my professional endeavours throughout my adulthood and during the creation of this volume of work. Also, a shout-out to my pandemic walking buddy, who has been a great support. Finally, to my daughter Larissa, her presence in my life fills me with love, pride, joy, and surprise.

—Wendy-Ann Smith

The Adventures of Asterix is a comic book series that has a cult-like status and following in the French society. Stories from the series are told and retold, becoming metaphors and forming the very fabric of the culture. In the very beginning of the series, one of the principal heroes, Obelix, a little boy at a time, falls into the pot (the French call it marmite) in which a magic potion was brewing. This gave him incredible strength that enabled him to save his village from multiple enemy attacks for years to come. Well, I also feel to have fallen into the pot, that of positive psychology very early in my adult life, and this had subsequently defined everything I became personally and professionally. It was in 1999 when I first had my “Aha” moment, discovering that as a psychologist you can actually contribute to human thriving and do it scientifically. And that was it, really. I jumped in, head first, creating positive psychology networks, organising congresses, carrying out research, establishing MAPP programmes. While doing my PhD in positive psychology, I had come across the second “magic pot”, that of coaching, and realised that if I do not want to spend my life on the Olympus of academia, coaching offers the missing link that enables the connection of positive psychology research to the real world. This is why I trained as a coach. It did not stop here—my passion for ensuring that positive psychology has a real effect in a real world had led me to implement it in education, local and central governments, and work settings, to develop tools and programmes, and to write practitioner books. But coaching has remained a passion. Over the years, this passion was ignited and reignited by new research, coaching amazing clients, working with incredible students, and collaborating with forward-thinking colleagues, including Christian van Nieuwerburgh, Aneta Tunariu, Tony Grant, Stephen Palmer, Carol Kauffman, Susan David, Martin Seligman, Tatiana Backhirova, and, of course, Wendy-Ann Smith and Suzy Green.

Wendy was a real powerhouse behind this project. When she first came to me with the idea for the book, I responded “No way!” Memories of the *Oxford Handbook of Happiness* co-edited with Susan David and Amanda Conley Ayers that took “only” three years to produce were still fresh in my mind, despite the volume being published nearly a decade ago. It was a monumental piece of work and, frankly, I was scared to repeat the experience. Wendy had the fire burning in her; it felt like her whole career of a positive psychology coach was leading her to this project, so I succumbed. I am so grateful I did. Never before have I worked with someone able to unite a freedom-loving and somewhat disorganised academic-practitioner crowd so efficiently, leading with conviction and purpose and helping everyone to find their voice. Well, I did feel bossed around now and then, but, as a very positive consequence, this book took less than a year to come to

fruition. . . Thank you, Wendy, for being patient with me and accepting my last-minute chapter delivery.

I would also like to say special heartfelt thanks to Professor Suzy Green. She is the true pioneer of coaching and coaching research, having undertaken the very first controlled trials of coaching effectiveness. I remember bumping into her research years ago, realising that finally someone did what had to be done—moving the coaching field away from hypothetical ROI claims common in early days towards a real tangible evidence base. Suzy is a humble person. It took me a couple of meetings to connect the dots—to realise that this Suzy in front of me was, in fact, THAT Suzy. Over the years we met at conferences and I was always struck by her authentic positivity and lightness (Suzy is a great person to be around) combined with depth, rigour, breath of thinking, and hard work. Suzy is one of those “I don’t know how she does it” women—combining education, business, and academic work together with running a company and pulling together large-scale field-defining events. I am really grateful to have worked with you on this project, Suzy, getting to know you personally throughout this time.

Thank you, team. Thank you to all the authors committed to this project. Thank you also to my Positran team, my husband, and my 9-year-old Theodore, granting me the gift of time and space to think and to write.

—**Ilona Boniwell**

I would firstly like to acknowledge my co-editor, Wendy-Ann Smith, for her persistence and passion for the field of coaching psychology and positive psychology coaching. I do believe though, as Wendy has noted above, serendipity or what Jung might refer to as synchronicity may have played a large role in our meeting and ultimately in the creation of this text. As I have grown older, I recognise that as much as I love science, and this textbook is firmly rooted in science, I am constantly in awe of the magic of synchronicity and being “in the right place at the right time”. Who would have known that twenty years ago, in the early days of both the fields of positive psychology and coaching psychology, as we worked diligently in the early stages of our careers in a small psychiatric clinic in Wollongong (NSW, Australia), that so much would come to transpire for these two “girls from the gong” and that in hindsight we were perfectly “in the right place at the right time”. Wendy, thank you for your huge commitment in creating this text and in driving the process to completion.

I would also like to acknowledge my co-editor Ilona Boniwell. There are many big names in positive psychology, many of whom have achieved “guru status” one may argue. Ilona was and continues to be one of the pioneers in the field; however; her humility and humour make her human, accessible, and lovable. Recently Wendy-Ann, Ilona, and I reminisced on our first meeting of Tony Grant which was a delightful bit of “positive reminiscing” and a great way to provide us with the final motivation to complete the text. I also took the opportunity to recall my first meeting with Ilona at the Second International Positive Psychology Association Congress in Philadelphia in 2011. A special evening event was held to acknowledge

the academic institutions that were the world's first to host Post-graduate Programmes on Positive Psychology. The University of Sydney's Coaching Psychology Unit was acknowledged at the time as the first Australian institution to offer a higher education programme in Positive Psychology as part of a master's in coaching psychology. After Professor Martin Seligman (the Founding Father of Positive Psychology and the first Masters of Applied Positive Psychology (MAPP) at the University of Pennsylvania (UPenn)) spoke, Ilona spoke as the Director of the Second MAPP in the world at the University of East London. I still have very vivid memories of that speech and the positive emotions that I experienced at the time, and I would assume for other women in the room that evening. She provided inspiration and hope that as women we could also lean into and lead in this emerging space. I recall seeing a woman on a mission, a positive leader in action. Ilona's groundbreaking global work in both positive psychology and coaching psychology as both an academic and practitioner has been inspirational to me. As a female colleague and friend, she has been hugely supportive of me in this shared space. Thank you Ilona for what you do but more importantly for who you are.

—**Suzy Green**

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Wendy-Ann Smith is an accredited coaching psychologist and registered psychologist in her native country Australia and her current home France and the UK. Wendy-Ann was an early adopter of both positive and coaching psychology and studied executive and life coaching psychology at the University of Sydney; she went on to teach across a broad range of psychology domains in Australia and, more specifically, coaching psychology, positive psychology, and positive leadership in France and the United Kingdom for international and French business schools. After founding her first coaching practice in Australia, she now runs her own consultancy business Eclorév from France, providing workshops and coaching for leaders, with an interest supporting ladies in leadership. She is also an author, researcher, teacher, facilitator, and coach in the domains of positive psychology coaching, with interest in coaching positive leadership, high-quality connections, emotions, strengths, coaching maturity, and ethics in coaching. Wendy-Ann has also provided leadership coaching and project management for humanitarian organisations such as the Red Cross, Lions International, and most recently the HCN and Coaching for COVID. Wendy-Ann is a proud mum of one, a curious explorer and photographer.

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Part I
**Convergence of Positive Psychology,
Organisational Psychology and Coaching
Psychology**

Chapter 1

PPC in the Workplace: The Business Case

Ilona Boniwell, Wendy-Ann Smith, and Suzy Green

Introduction

The impossible was made possible by adopting an abundance approach to change rather than a deficit approach (Cameron & Lavine, 2006, p. 6).

Human capital, the engine and powerhouse of workplace innovation, systems and success is an underdeveloped and often not appropriately supported resource. The tension between organisational success/financial health and the wellbeing of its people is often seen as hard to resolve, with many organisations struggling to hit the right balance between competitiveness and financial gains, and their commitment to humanity. Challenges of change are not new, yet the workplace as we know it, is currently on the precipice of seismic change due to the COVID-19 pandemic. If there was ever a better time to talk of volatility, uncertainty, complexity and ambiguity

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(coined as VUCA by Thurman, 11 February 1991), it is almost certainly right now. Simultaneously, the whole world's workplaces have surged into a crisis beyond 'normal', well beyond our usual understanding of what change may entail. The pandemic offers the modern-day workplace a challenge like no other—to ensure the survival of the organisation whilst assuring the thriving of its greatest resource—its people. The financial health-humanity tension is hardly a simple discourse nowadays, but rather a daily reality for many modern organisations.

At the time this text was published, a redesign of the workplace has led to the widespread 'hybrid working' conditions where many leaders, managers and employees may work 2–3 days from home (remote working) and 2 days at the workplace (Hilberath et al., 2020) with many companies functioning on a 100% teleworking schedule. Of course, not all workplaces have the flexibility to offer such conditions, particularly those that require frontline service provision. Such disruption has intensified an organisation's need to become not just flexible but agile (Cannon, 2017). For organisations and their leadership to lead, and not just survive but thrive, there is a need to refocus organisational thinking to place the needs of workplace humanity, wellbeing and development at the heart of all organisational decision making and processes both as a good and noble act but also in recognition that human capital is a key lever to a thriving organisation.

Positive Psychology (PP) as the science of human flourishing, and coaching as a process or pathway towards human thriving, have an intimate relationship—working in tandem to provide the psychological nutrients to support wellbeing, engagement and development of workplace human capital. And, also to act as a preventive measure against ill-being, such as workplace stress, burn-out, depression, anxiety, workplace disengagement and general life dissatisfaction, together with their associated impact on the organisation's bottom line, i.e. profits.

At the heart of human thriving in the workplace are three agreed-upon fundamental needs: connection, mastery and a sense of autonomy (Deci & Ryan, 2000), with other needs such as novelty-variety, morality and beneficence offered as potential additions to the list of "fundamentals" (Vansteenkiste et al., 2020). The satisfaction of these needs for employee psychological health and wellbeing, as well as sustainable workplaces and communities through a focus on the "triple bottom line" (people, planet, profit; coined by Elkington, 1997) we, the authors, believe is the dual responsibility of both the organisation/workplace and the employee. This is also increasingly recognised by global and national organisations committed to improve occupational and workplace health and safety (ISO, 2021).

This chapter examines arguments for both the utility and efficacy of PP and coaching jointly in the workplace referred to as Positive Psychology Coaching in the Workplace (PPCW) and how in combination they might act as both a preventative force and source of support and growth within the workplace.

We believe that now is the time for a full emergence of PPCW as a common practice to support both mental health, wellbeing and engagement of employees, and also the bottom line required for organisational financial health and sustainability.