

Talent Acquisition and Management
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee

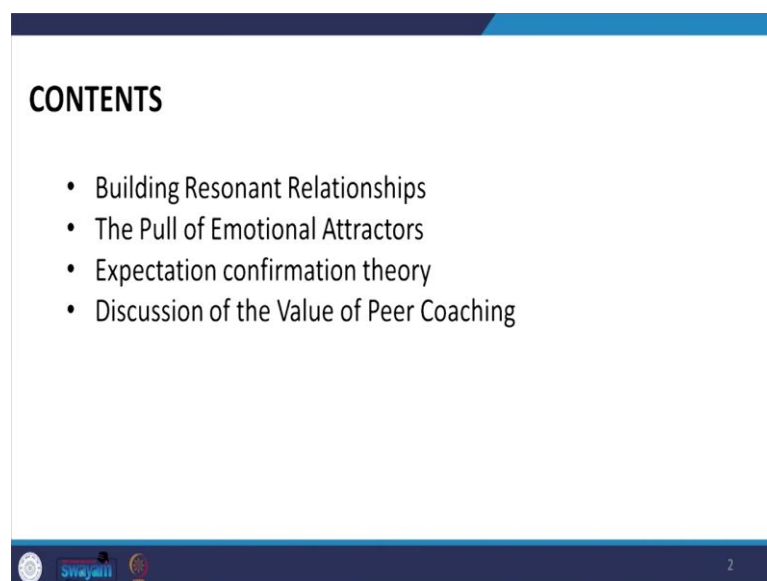
Lecture - 45
Coaching with Compassion - II

In this particular session of the Coaching with Compassions and coaching for compliance, we will see it is very important that what is your approach. We have discussed employee engagement also; in the employee engagement we have seen, there is the requirement of vigour, absorption and dedication as per Schaufeli. Some employees are engaged in the coaching job with compliance because they are working on that particular post, which is bread and butter.

So, they have to do this particular job as per the rules, while some people are becoming the coach on their own with compassion. And therefore, irrespective of what to talk about, that is whether it is right or wrong, this or that; different styles are there, and every style is appropriate at the right time at the right place.

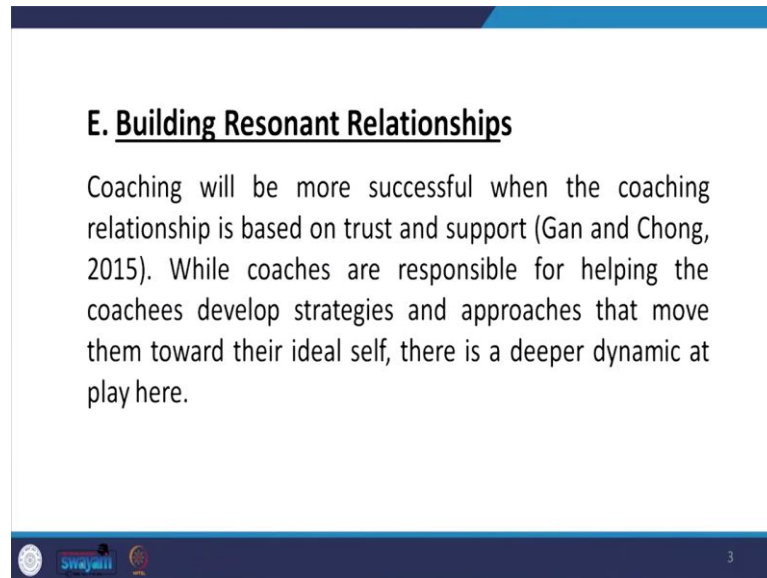
We cannot say that is the X style is better, and the Y style is bad, or this Y style is better, and the X style is bad because both styles are applicable at the right time. So, when which style is to be applicable and what is this style is that we will talk about in this particular session.

(Refer Slide Time: 01:46)



So, first and foremost, we will talk about building resonant relationships, the pull of emotional attractors, expectation confirmation theory, and the discussion of the value of peer coaching is there. So, building resonant relationships, before this we have already talked in our previous session; that coaching will be more successful when the coaching relationship is based on trust and support.

(Refer Slide Time: 02:22)



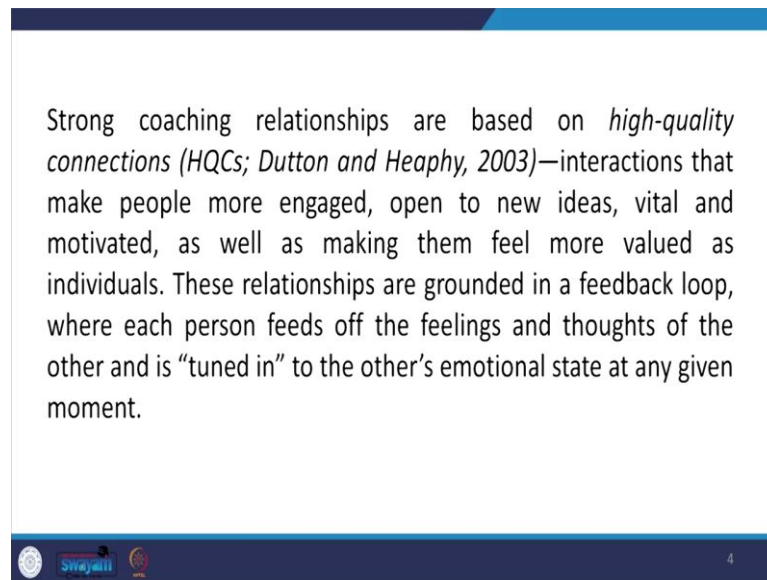
E. Building Resonant Relationships

Coaching will be more successful when the coaching relationship is based on trust and support (Gan and Chong, 2015). While coaches are responsible for helping the coachees develop strategies and approaches that move them toward their ideal self, there is a deeper dynamic at play here.

The slide is a presentation slide with a white background and a blue header. The title 'E. Building Resonant Relationships' is in bold and underlined. The text below discusses the importance of trust and support in coaching, citing Gan and Chong (2015). The slide footer includes logos for Swayam and a small number '3'.

Always it is better than if there has been a coaching relationship, then trust and support are also there. While coaches are responsible for helping the coaches develop strategies and approaches that move them towards their ideal self, that what is their self is there. And there is a deeper dynamic at play here.

(Refer Slide Time: 02:27)

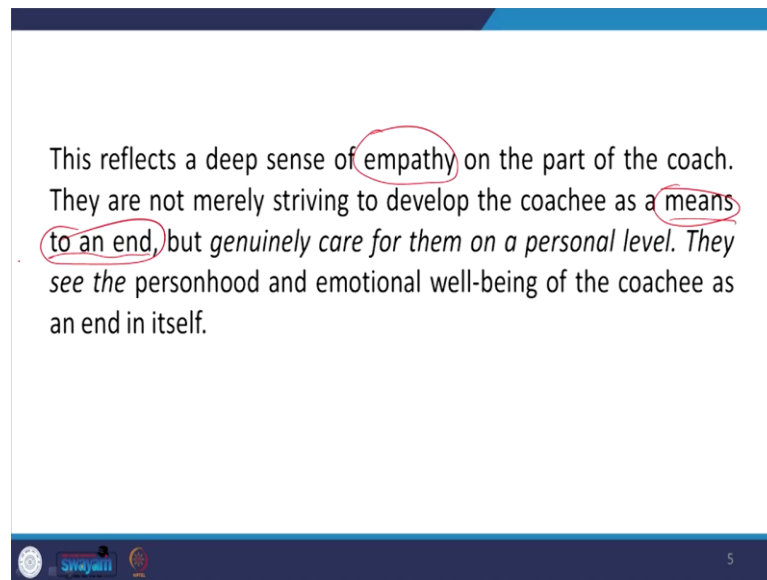


And high-quality connections, interactions that make people more engaged, open to new ideas, vital and motivated, as well as making them feel more valued as individuals. These relationships are grounded in a feedback loop, where each person feeds off the feeling and thoughts of the other and is tuned in to the others emotional state at any given moment is there.

So, therefore, in that case, when we are talking about sympathy and empathy. So, therefore, you have been tuned up in the other shoes. So, therefore, it is a tune into the others emotional state, what other is feeling. So, it is the that making that interaction, so that the people are engaged, and they are open to new ideas. Then feel more valued as individuals that they are let them feel that they are very much highly valuable.

These relationships are grounded in a feedback loop, where each person feeds off the feelings, what type of feelings and thoughts are there of the other naturally when we are talking about empathy.

(Refer Slide Time: 03:32)



This reflects a deep sense of empathy on the part of the coach, as I was mentioning, that is when the learner is there. So, when in the learning process, this becomes very important; one theory is social cognitive learning. And in social cognitive learning, the learning is from the society, from the people, people surrounding you, people who are a part of your life.

So, therefore, when you are learning something, what is their response, how they are taking the situation and whether they are able to understand your situation? If they are able to understand your situation, then definitely, in that case, it will be said that yes, it is learning by the social cognitive theory.

And the most important part is empathy. If there is empathy, then definitely, in that case, it becomes very important; that how we are going to develop that particular aspect of understanding of others. And you will be very lucky enough that you are getting a coach who is having empathy with you. So, it is not focusing only on compliance; it is a focus on compassion.

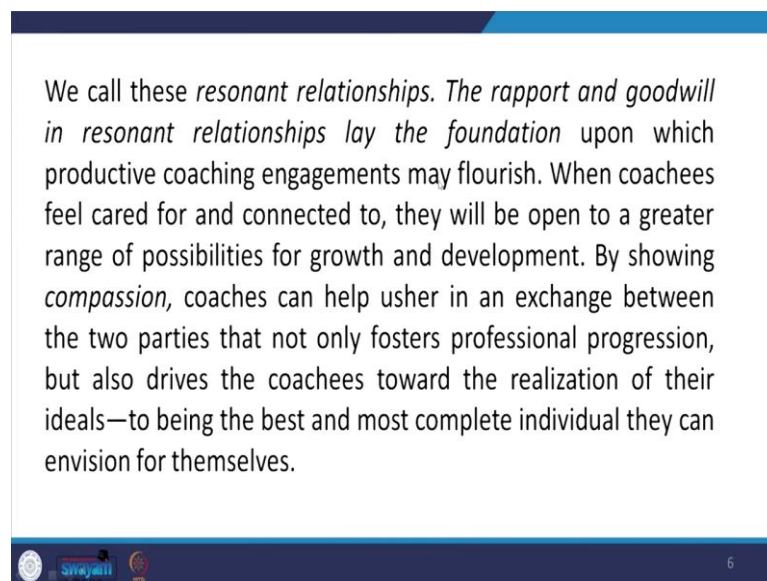
So, they are not merely striving to develop the coaches as a means to an end; that is the point. It is not only to a way it is a job but genuinely cares for them at a personal level; they take them as a family, it is a baby or child. So, therefore, the learner is a child of the coach and that parental attitude and will develop the type of direction so that the child

becomes the expert, or you can say the mentor-mentee relationship or the teacher-student relationship.

So, therefore, this is very important. If it is just a means to end, then, in that case, it will not be the next level coaching; you see the next level coaching is very important. So, therefore, it is very necessary that know when you are talking about how you are going for this particular coaching.

Then in that coaching, it is necessary you are taking the emotional well-being of the coaches. If the coaches are emotional well-being, then definitely they will be going for personhood with their mentee. So, here it is the relationship between the personhood and emotional well-being of the coaches, then definitely there is a binding, emotional binding is there which is required.

(Refer Slide Time: 06:42)



So, in this way, when we talk about these resonant relationships, that is what resonant relationship is there. The report and goodwill in a resonant relationship that is the emotional level lay the foundation upon which productive; it is not only the number of the quantity how many have been trained but rather than it is the quality. So, that quantity and quality that is giving you the productivity that is a productive, productive coaching engagement.

So, when we talk about employee engagement, employee involvement, job concentration, job centrality, job satisfaction, a productive coaching engagement is there, and naturally, that will flourish. When coaches feel cared for and connected to, there will open a greater range of possibilities for growth and development; naturally, whenever the coaches care for and connect, then naturally, all the strengths and weaknesses will be measured.

And it will not only be measured, but it will be taken care of. So, whenever they feel cared and then because of that connectivity is there and when it cares weaknesses also care, they will be open to a greater range of possibilities. Explore that, exploring is very important, and for that exploring, the coach should be engaged; engaged not only for the bread and butter but for the development, range of possibilities for growth and development.

And this is for both, because when the coach gives the best results, automatically he will become more in demand, more popular, more respected, more wanted, more appreciated. So, therefore, in that case, it is a possibility for growth and development. By showing compassion, coaches can help the user in an exchange between the two parties that not only fosters professional progression.

So, therefore, it is not only the professional progression. It is not only the one-to-one give-and-take relationship. But it also drives the coaches towards the realization of their ideals; it is, yes, to be the best and most complete individual they can envision for themselves. So, they can see that they are the best person like what they were looking for is an ideal.

So, that type of personality, in that case, the resonant relationships. So, the relationship will have that compassion also, that trust also, that respect also and then when this type of realization is there, development of the mentee is there, and then coaches feel cared for and connected also. So, from every side, so it is an emotional bonding. And therefore, it is not only rational and logical and just doing for the doing sake.

But rather than it is for the commitment and whenever there is a commitment, naturally, there will be more satisfaction, more growth, better opportunities and development will be there.

(Refer Slide Time: 10:29)

4.The Pull of Emotional Attractors

Coachee cycles through the discovery phases of intentional change in terms of emotional attractors—both Positive and Negative Emotions attractors (PEA & NEA).

The PEA and NEA represent two states composed of distinctive psychological, physiological, and neurological characteristics that create a force—the attracting pull—around individuals' behaviors and beliefs about themselves and others.




Image source: <https://www.lifeleague.org/news/calm-emotions-positive-feelings-two-keys-to-stay-healthy-during-self-isolation/>

7

So, the pull of the emotional attractors. So, here we will find positive and negative. So, one is the hope, what drives a person; that is the hope, and this hope carries a person forward. So, even the person is in an unfavourable and adverse situation; but his hope, one fine morning, one day, he will be able to overcome this problem.

This problem will be truth will win right and therefore, that hope, that confidence for the winning may be the smarter the hard. And therefore, in all cases that hope is the root; the root is hope is there. Then there is a pride that is of the success; empathy already I have talked, it is not the sympathy, rather than it is empathy—putting yourself in emotional connection with others.

So, this coaches coachee cycles through the discovery phases of the intentional change in terms of emotional attractors, both positive and negative emotions attractors are there. So, whenever there is a positive and negative like fear, hate, regret, then shame, sadness, guilt, anger. Now, both positive negative emotional attractors are there, and these positive emotional attractors and negative emotional attractors represent two states composed of distinctive psychological, physiological and neurological characteristics.

So, that psychologically, it is going to be making a tremendous change. So, one is to win; the other is to lose; one is the success, other is to failure. So, that positive emotional attractor these one right, they should be encouraged. So, what happens? That is

psychological; what moves a person? His psychological power moves a person from one point to his destination.

And physiological. Therefore we find many times that even the person is weak, but physiologically there is some problem; but in spite of them, they are the best. So, what is it? That is, the psychological is putting compensating the physiological disabilities, and neurological characteristics are there, willingness to win, to do, I can; that creates a force, the pull around individuals behaviours here.

It is a beautiful connection that weathers your positive emotions, faith, joy, love, hope, pride, empathy, happiness. These are the attractors, emotional attractors or fear, hate, regret, guilt, shame, sadness, anger is the attractor. What do you allow, and what coach will allow? A coach will allow the PEA positive emotional attractors.

That creates a force, the attracting the pull around individuals behaviour and that will making the pull around behaviour, and beliefs about themselves and others. So, when that confidence comes, because of the positive emotions right; so that makes a total change, and that is why that pull of emotional attractors is there.

So, always remember my submission to you is, always remember these positive emotional attractors to follow, and always understand these negative emotional attractors; once you will understand this, you will have the reflection has to minimize these emotions as much as possible. Once you understand, then it is by choice; it is always by choice. What is your choice? Your choice is positive emotions, or your choice is a negative emotion. Because who is creating the emotions? Me, myself, my brain.

So, what I allow? If I allow the negative emotions, negative; if I allow the positive emotions, positive. So, therefore, in that case, I am the one who allows. So, attracting is there, what attracts you more and therefore, it should be the positive attractors.

(Refer Slide Time: 15:43)

A.Outline of the Neural and Hormonal bases of these attractors.	
Positive emotional attractor (PEA)	Negative emotional attractor (NEA)
Activates: 1. Default Mode Network:- It is a discrete brain network that is activated when an individual is in a resting ("default") state, but is also implicated in relational exchange and empathic reasoning. Activation of this network also allows for openness to ideas and the ability to form meaningful social bonds.	1. Task positive network (TPN) :- The TPN is the brain network associated with analytical and task-oriented activity and is independent of the DMN. It is activated when an individual is engaged in goal-directed activity. While this serves obviously useful purposes, it also has the detrimental effect (as is relevant to coaching) of making people defensive and problem/solution-oriented, rather than promoting openness and curiosity.

Now, we come across having an outline of the neural and hormonal basis of these attractors. The positive emotional attractors activate the default mode network; it is a discrete brain network that is activated; when an individual is in a resting state.

So, therefore, how your brain is working and it is attracted with a default state but is also implicated in relational exchange and empathic reasoning. So, therefore, that type of relational exchanges and emotional exchanges are there. And what is the basis? As I mentioned earlier about the coaches, it is empathy.

So, empathetic reasoning is there. So, activation of this network also allows for openness to ideas and the ability to form meaningful social bonds; always try to develop these positive emotional attractors, so your activation is done into the positive side. And once you are becoming a positive personality, your openness to ideas is always possible; because of what is happening in the meeting, in the group activity, in the organization, in the family.

When you are with positive open ideas, your brain is set for openness to ideas. Why will you oppose somebody? What you will say, let us try, let me see. And the ability to form meaningful social bonds are there and when you support like this somebody ok your idea, let me try. I do not reject your idea; let us see what happens; let have experimentation, and if this type of behaviour is there, then definitely you will find meaningful social bonds are there.

So, if you want to develop meaningful social bonds, please behave the default mode network. Now, the task-positive network TPN. The TPN, task-positive network, is the brain network associated with analytical and task-oriented activity. So, here it is the relational exchange and resting default; here is with the analytical and task-oriented activity as an and increase the independent.

So, therefore, the independence of the DMN (Default Mode Network) is there. So, it is activated when an individual is engaged in a social directed activity. Openness to ideas meaningful social bonds; when social bonds are there, there will be engagement and goal-directed activity. At the same time, these serve obviously useful purposes because this is a default mode network.

So, when activity is independent of the default mode network, when it is not resting, it is activated. And what is activated? Goal-directed activities that is what you want to achieve. At the same time, these serve obviously useful purposes, naturally that your positive network that is directed towards the default mode network. So, it has a detrimental effect; age is relevant to the coaching of making people defensive and problem or solution-oriented.

If your brain is active, you are open to ideas, and there is a certain problem, then definitely what you will try to do? You will try to make people defensive and solution-oriented. So, rather than promoting openness and curiosity, it will be defensive to the problem, and solution-orientedness is there and then promoting openness and curiosity. As I mentioned that, every aspect has its own understanding.

So, here we will find that how positive emotional attractors, negative emotional attractors from DMN, default mode network to the TPN, task-positive network is there. So, the default mode network is positive, developing bonding and openness to ideas; while the task-positive network, it is a detrimental effect of making people defensive and problem solution-oriented.

So, there will be logical arguments rather than promoting openness and curiosity. So, acceptance will not be there; there will not be open to ideas; rather than promoting openness, it will be defensive and problem solution-oriented.

(Refer Slide Time: 20:49)

Positive emotional attractor (PEA)	Negative emotional attractor (NEA)
Parasympathetic nervous system (PNS):- The PNS is one of the two divisions of the body's autonomic nervous system. Arousal of this system allows for healthy blood flow, muscle relaxation, and restfulness, among other functions, and is crucial for reducing stress and anxiety.	Sympathetic nervous system (SNS):- The SNS, in contrast to the PNS's "rest and digest" function, centers on the human fight or flight response. Arousal of this hormonal system constrains blood flow, tightens muscles, and shuffles the individual into a state of vigilance. It promotes anxiety and restlessness, and reduces the ability of an individual to focus.

The next dimension in this positive emotional attractor is the parasympathetic nervous system. The parasympathetic nervous system is PNS, is one of the two division of the body's automatic nervous system. The arousal of this system allows for healthy blood flow, muscle relaxation, and restfulness. So, therefore, whatever healthy blood flow is there, because it is positive and there will be muscle relaxation, and the restfulness is there.

Among other functions, and is crucial for reducing stress and anxiety. So, the parasympathetic nervous system will automatically make you relax. So, there will be no tension, and your muscle relaxation is there, positive blood flow is there, restfulness is there. So, it is reducing stress and anxiety, while the negative emotional attractor is the SNS that is sympathetic.

So, the sympathetic nervous system, in contrast to the parasympathetic nervous system, rests in digestive function, which is the parasympathetic centres of the human fight or flight response. The arousal of this hormonal system is because it is a contrast; this SNS is in contrast to the PNS. So, the arousal of this hormonal system constrains blood flow; there is no problem of the blood flow, rather than arousal allows for healthy blood flow.

But in the case of the SNS, sympathetic nervous system, there will be the problem of blood flow. Tightens muscles right; here is relaxing the muscles and shuffles the

individual into a state of vigilance, while it is reducing the stress and anxiety. It is relaxing the individual, while here, you will find it is a state of vigilance.

It promotes anxiety and restlessness promotes anxiety and restlessness; it is reducing the stress and anxiety and reduces the ability of an individual to focus. Please try to understand that is when you want to be an effective manager, effective leader; you want to manage the talent; how will you manage the talent? Talent you will manage with the PNS, parasympathetic nervous system and not by the sympathetic nervous system.

You will be making the arousal of thoughts, creativity and then reducing the stress and anxiety, restful muscle relaxation, not the tightening of muscles; the followers for the healthy blood flow, here is the constrain blood flow. So, as you cause what you want? You are right, and you want the parasympathetic nervous system; that is, the positive aspect is there.

(Refer Slide Time: 23:58)

B. The Role of Positive and Negative emotional attractors .

Positive Emotional Attractors

- Activate your parasympathetic nervous system
- Activate the default mode network of your brain
- Result in relaxation and increased cognitive, emotional, perceptual, and creative capacity.

Positive Emotional Attractors include:

- Learning
- Practicing
- Hope/optimism
- Play
- Gratitude
- Mindfulness
- Resonant relationships
- Experimenting
- Focus on strengths
- Visioning

Image Source: <https://images.slideplayer.com/mindful-leadership-through-emotional-intelligence-16810211751/96/mindful-leadership-through-emotional-intelligence-49-238.jpg?b=147062046>

10

Now, we will see the role of the positive and negative emotional attractors. Positive emotional attractors activate your parasympathetic nervous system that we talk about.

Activated default mode DMN of your brain; result in relaxation in an increased cognitive, emotional, perceptual and creative capacity. So, therefore, these are the outcomes. So, because of that positive emotional attractors, you will find that it is

increasing the cognitive; one perception to accept, one perception to understanding, and therefore, it is becoming more emotional and perceptual.

More and more emotional perceptually is there, so ultimately, what happens? That mentee, your trainee, develops the creative capacity. So, therefore, developing creative capacity becomes very important. Then the positive emotional attractors include learning, as I mentioned, social learning theory.

So, learning is there; more and more practising is there; hope, optimism, positive play, gratitude, mindfulness. We have discussed earlier, that is how the person is concerned and when he communicates, you can find mindfulness. Then the resonant relationship is there; that is, a coach is very positive.

Experimenting and focus on strengths, what are your strengths, not on weaknesses. So, therefore, when you are talking about these strengths, you should be confident; you should be able to deliver. So, therefore, focus on strengths and visioning is there. And all of this is for what? For the future, there is a vision, and to achieve that vision, this positive emotional attractor are used.

(Refer Slide Time: 25:49)

Negative Emotional Attractors

- Activate your sympathetic nervous system
- Activate the task positive network of your brain
- Result in stress and decreased cognitive, emotional, perceptual, and creative capacity.

Negative Emotional Attractors include:

• Getting feedback	• Fear
• Analyzing	• Pessimism
• Problem Solving	• "Should do"s
• Conflict	• Dissonant relationships
• Expectations	• Focus on weakness

Image Source: <https://www.slideshare.net/jbromberg/mindful-leadership-through-emotional-intelligence>

11

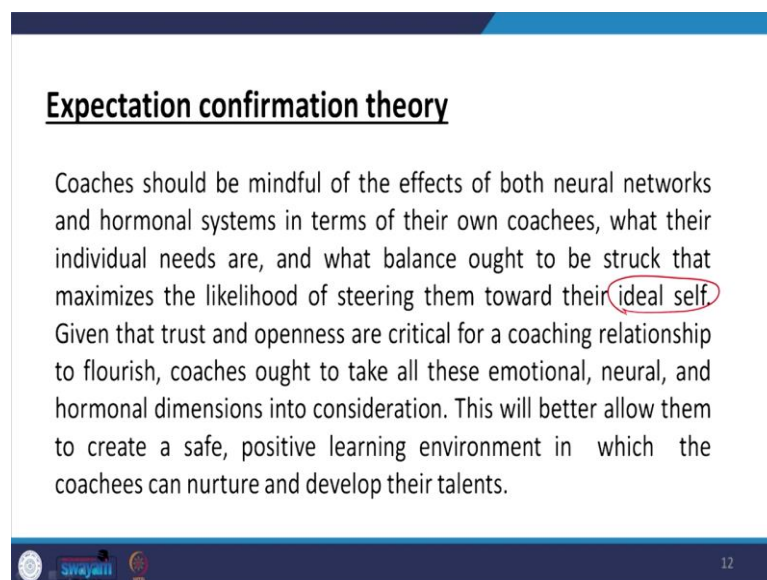
But if there are negative emotional attractors, just opposite, activate your sympathetic nervous system SNS and activate the task-positive network of your brain [FL] and result in stress and decreased cognitively. The stress will increase, and cognitive will decrease;

and emotional, perceptual and creative capacity will decrease. That emotional development, personality, balances, emotional quotient nothing will be there; because of negative emotional attractors are working.

So, what negative emotional attractors do? That is the getting feedback, analyzing; everything is analyzing, logical, and I win, you lose that type of attitude will be there, and problem-solving will take place. So, therefore that will include- what I cannot do, conflicts and expectations, expectations from self that will be much more.

It will be fear, pessimism; in spite of the hope, it will be pessimism; should do's, you should do, a dissonant relationship is there. So, there is no personal cognitive dissonance and focus on the weaknesses rather than the strengths are there.

(Refer Slide Time: 27:20)



Expectation confirmation theory

Coaches should be mindful of the effects of both neural networks and hormonal systems in terms of their own coachees, what their individual needs are, and what balance ought to be struck that maximizes the likelihood of steering them toward their ideal self. Given that trust and openness are critical for a coaching relationship to flourish, coaches ought to take all these emotional, neural, and hormonal dimensions into consideration. This will better allow them to create a safe, positive learning environment in which the coachees can nurture and develop their talents.

12

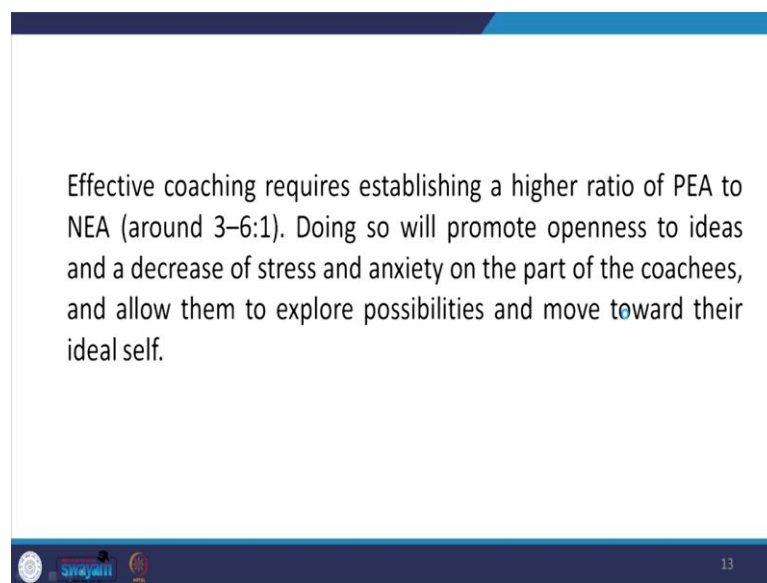
So, on the basis of the expectation confirmation theory, coaches should be mindful of the effect of both neural networks and hormonal systems in terms of their own coaches, right. What their individual needs are and what balance ought to be struck that maximize the likelihood of steering them towards their ideal self; this is the very important ideal self.

Because nobody can create, we ourselves have to create that ideal self. So, that will be the ideal self, given that trust in openness are critical for a coaching relationship to flourish; coaches ought to take all these emotional, neural, and hormonal dimensions.

So, there will be these type of changes; hormonal changes. And as a result, this will better allow them to create a safe, positive learning environment in which the coaches can nurture and develop their talents. So, there is talent management because the coaches develop the talent.

And to nurture their talent, they are harnessing their particular talent; you allow them safe and positive learning; that safe and positive learning environment is the wonderful idea for making successful, positive attractions.

(Refer Slide Time: 28:50)



Effective coaching requires establishing a higher ratio of the positive emotional attractors to the negative emotional attractors around 3-6:1. And doing so will promote openness right to ideas and the decrease of stress and anxiety on the part of the coaches. So, their relaxation, muscle relaxations, stress is relaxation, and anxiety is reduced.

While here in the negative emotional expectations NEA, it is increased; to explore possibilities and move towards their ideal self.

(Refer Slide Time: 29:19)

5. Discussion of the Value of Peer Coaching

The conditions created for positive social identity groups to emerge tie into an application of coaching with compassion known as *peer coaching*. As the name suggests, *peer coaching is coaching undertaken among* and between friends, coworkers, and other like-minded people for whom there is a relationship of equality and respect. It is distinguished from most conventional coaching relationships, for which coaches are often a coaching specialist, and often a third party.

So, discussion of the value of peer coaching; the conditions created for positive social identity groups to emerge as a tie in to an application of coaching with compassion known as the peer coaching. As the name suggests, peer coaching is the coaching undertaken among and between friends, those who are working together all are having that type of understanding.

Co-workers, colleagues, and other like-minded people from whom there is a relationship of equality, there are so many people with whom you have the equality, you are developing that particular perception and respect; it is distinguished from most conventional coaching relationship for which coaches are often coaching specialist and often a third party is there. So, they will be doing this particular type of conditions.

(Refer Slide Time: 30:11)

In peer coaching, the peers may be coach, coachee, or both. The effectiveness of this approach to coaching stems from the nature of resonant relationships explored earlier: relationships that sustain enduring, positive change in the coachee. This resonance will be more achievable in relationships grounded in strong, supportive, social identity groups within organizations.

Slide 15 features a dark blue header and footer. The footer contains three logos on the left: a circular institutional logo, the 'Swayam' logo, and a small red circular logo. The slide number '15' is positioned on the right side of the footer.

In peer coaching, the peers may be coach, coachee or both. The effectiveness of this approach to coaching stems from the nature of the resonant relationship explored earlier, relationships that sustain enduring the positive changes in the coachee. This resonance will be more achievable in relationships grounded in the strong, supportive, socially identity group within the organizations. So, you are developing a very positive relationship.

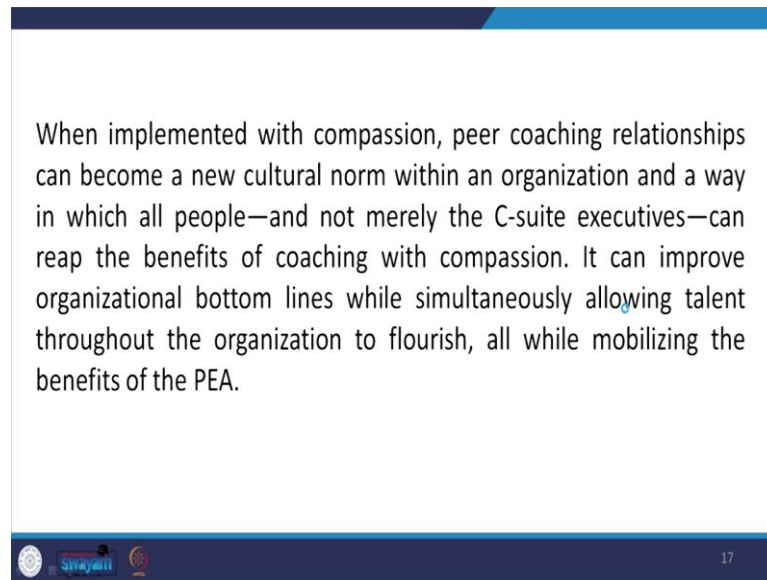
(Refer Slide Time: 30:41)

By ensuring that participants are involved with each other, peer coaching becomes an energizing means of promoting emotional and social intelligence among peers. They help members of an organization to form better relationships, in turn leading to greater adaptability.

Slide 16 features a dark blue header and footer. The footer contains three logos on the left: a circular institutional logo, the 'Swayam' logo, and a small red circular logo. The slide number '16' is positioned on the right side of the footer.

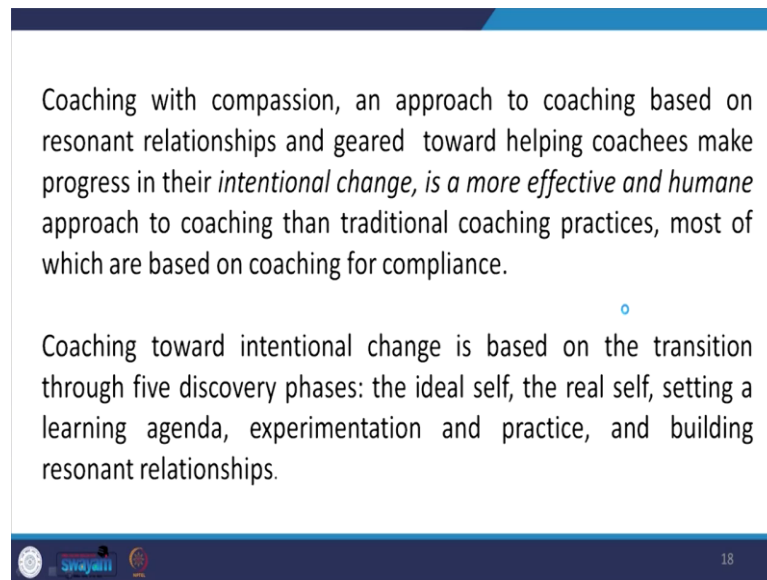
By ensuring that the participants are involved with each other, peer coaching becomes an energizing means of promoting emotional and social intelligence among the peers. So, you are developing that social and emotional bonding. They help members of an organization to form better relationships, in turn leading to greater adaptability.

(Refer Slide Time: 30:58)



Whenever implemented with compassion, peer coaching relationships can become a new cultural norm within an organization and a way in which all people and not merely the C- suite executives, can reap the benefits of coaching and compassion; it is not only selective, it is for all. It can improve organizational bottom lines while simultaneously allowing talent throughout to flourish and then making the positive emotional attractors.

(Refer Slide Time: 31:38)



Coaching with compassion, an approach to coaching based on resonant relationships and geared toward helping coachees make progress in their *intentional change*, is a more effective and humane approach to coaching than traditional coaching practices, most of which are based on coaching for compliance.

Coaching toward intentional change is based on the transition through five discovery phases: the ideal self, the real self, setting a learning agenda, experimentation and practice, and building resonant relationships.

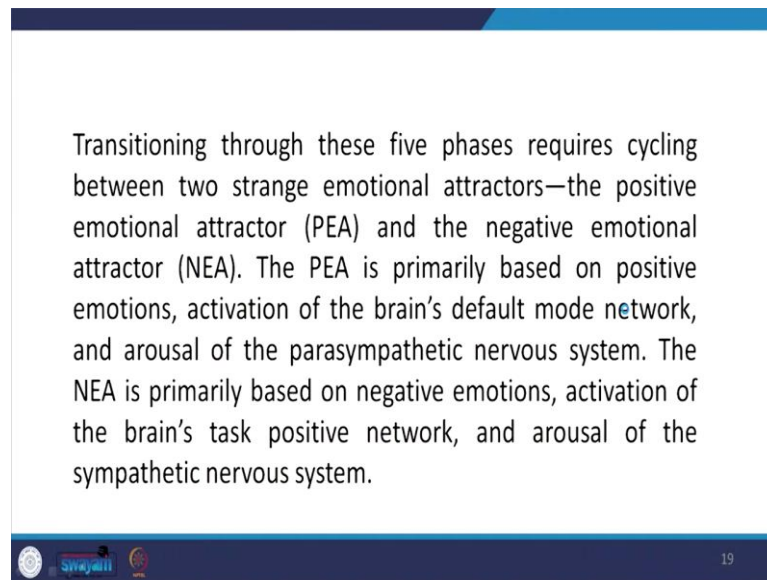
18

So, finally, we can say, coaching with compassion, an approach to coaching based on resonant relationships and geared towards helping coaches make progress in their intentional change, is a more effective and humane approach; they have to be the human-based approach to coaching them traditional coaching practices, most of which are based on coaching for compliance.

So, it is not that is the duty as a, rather than it is a human approach. Coaching toward intentional change is based on the transition through five discovery phases; the ideal self, the real self, setting a learning agenda, experimentation and practice, and building the resonant relationship is there.

So, definitely, when you want to develop yourself as an ideal self, you explore yourself as a real self, and then you want to reach the ideal stage, so the learning agenda is there; you go for the experimentation and practice. As a result, you develop resonant relationships.

(Refer Slide Time: 32:36)



So, finally, I can say these five phases require cycling between two strange emotional attractors right; the positive emotional attractors and the negative emotional attractors. The positive emotional attractors are primarily based on the positive emotions, brain default mode network, and arousal of the parasympathetic nervous system.

The negative emotional attractor is primarily based on negative emotions, activation of the brain's task-positive network, and arousal of the sympathetic nervous system, which is not favourable. So, therefore, it is expected that is coaching, in addition to compliance, should be supported by compassion. So, that will help us to develop our talented employees, or our talented human beings surrounding us, into an asset to society.

Thank you.