

# Coaching Psychology: Meta-theoretical perspectives and applications in multicultural contexts



Llewellyn E. van Zyl • Marius W. Stander  
Aletta Odendaal  
Editors

# Coaching Psychology: Meta-theoretical perspectives and applications in multicultural contexts

 Springer

*Editors*

Llewellyn E. van Zyl  
Optentia Research Focus Area,  
Department of Industrial Psychology,  
School for Behavioural Sciences  
North-West University  
Vanderbijlpark, South Africa

Marius W. Stander  
Optentia Research Focus Area,  
Department of Industrial Psychology,  
School for Behavioural Sciences  
North-West University  
Vanderbijlpark, South Africa

Aletta Odendaal  
Department of Industrial  
Psychology & People Management  
University of Johannesburg  
Johannesburg, Gauteng, South Africa

ISBN 978-3-319-31010-7

ISBN 978-3-319-31012-1 (eBook)

DOI 10.1007/978-3-319-31012-1

Library of Congress Control Number: 2016943055

© Springer International Publishing Switzerland 2016

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made.

Printed on acid-free paper

This Springer imprint is published by Springer Nature  
The registered company is Springer International Publishing AG Switzerland

# Foreword

It is almost a cliché these days to describe coaching as being a dynamic cross-disciplinary approach to creating purposeful positive change. But that's the fact. Coaching has become a widely used and highly valued change methodology; one that is increasingly evidence-based and theoretically grounded – and one that is more and more being used on a worldwide basis. Despite the global interest in using coaching methodologies, there has been relatively little discussion about the use of coaching psychology in cross-cultural environments. It is this context that makes this book an important and useful contribution to the coaching literature.

The core of any emerging discipline is its theoretical foundation. Coaching psychology is informed by a broad range of theoretical approaches. These range from the ones more frequently associated with coaching, such as positive psychology, strengths-based approaches and appreciative enquiry, to more psychodynamic approaches such as Jungian psychology and systemic approaches to leadership and organizational development. This book explores these issues and makes an important contribution in doing so.

In addition to theoretical frameworks, we also need to know that what we do in coaching is indeed effective. This is the domain of research. The research base for coaching has grown significantly. Whilst still small compared to helping traditions such as counselling that have been established for considerable periods of time, we now have an emerging empirical evidence base. The coaching research covers a broad and fascinating range of issues, from the impact of coaching on goal attainment to the dynamics of the coaching relationship, to systemic issues in organizational contexts. This is truly a dynamic area of psychology. Because of the growing complexity of the coaching research it is not easy to grasp the major research trends and key studies – and this book addresses these issues in a clear and accessible manner.

One consistent finding in the coaching outcome literature is that good coaching almost invariably helps people develop a broader range of perspectives, expands their sense of self and helps enhance personal resilience.

These are vital aspects in these complex and uncertain times. Individuals, teams and organizations are grappling to work with increasing social diversity and uncer-

tain economic and political landscapes. By helping our coaching clients to develop their perspective-taking capacity and personal resilience, coaching, as a theoretically grounded discipline, is ideally placed to be of significant benefit to individuals, organizations and the broader social enterprise.

Our discipline of coaching psychology is indeed an exciting and vibrant place. We have the opportunity to make significant contributions to the well-being of society. This book presents a new benchmark in multicultural aspects of coaching – an inclusive approach that is solely needed globally. I encourage you to enjoy and utilize these insights. Onwards!

The University of Sydney, Australia

Anthony M. Grant

# Preface

Coaching in psychology has emerged as a growing field in both the discipline and profession of broader psychological practice. Within the last decade, research within this discipline has increased exponentially, ranging from theoretical contributions to validated coaching psychological interventions. Similarly, within the profession, various professional psychological societies (e.g. the Australian Psychology Society Interest Group for Coaching Psychology, the British Psychological Society, the Society for Industrial and Organizational Psychology of South Africa) have formed professional interest groups to further the practice of coaching psychology within industry. Further, alternative professional societies specifically focused on coaching psychology have also been formed (e.g. International Society for Coaching Psychology), which aids in the professionalization of the profession. As such, various tertiary educational institutions have started to either incorporate coaching psychology as part of modules within the professional training of psychologists or develop dedicated courses to aid in the development of professional coaching psychologists. This provides evidence for not only the interest in the field but also emphasizes the need for further exploration, professionalization and application within alternative contexts.

With this increased interest, a need was identified to investigate coaching psychological processes, practices and contributions within multi-cultural contexts. Limited research within popular psychological media, scientific journals and specialist books exists relating to the use of coaching psychological practices within multi-cultural, trans-cultural or cross-cultural contexts. Although a limited amount of coaching models, methodologies and approaches which have been validated could be found within multi-cultural or cross-cultural scientific literature, none of which are consumed by the mass-market as a result of the restrictions regarding consumption/distribution imposed by scientific journals. In further support, increased technological developments and an enhanced focus on globalization emphasize the need for research and practice guidelines on the (a) fundamentals of coaching psychology, (b) psychological approaches towards coaching psychology and (c) meta-theoretical perspectives and professional applications of coaching psychology within multi-cultural contexts. Moreover, multi-cultural specific

psychological approaches, alternative coaching frameworks, models, strategies, practice guidelines as well as the competencies required for multi-cultural coaching need to be developed.

In order to address these needs, this book attempts to facilitate and stimulate further interest in the field of multi-cultural coaching psychology through providing not only context to theoretical advances in the field but to provide practice guidelines and approaches. The aim of this book is therefore to synthesize empirical-research-based and theoretical perspectives on coaching psychology in order to provide a comprehensible perspective on contemporary research and practice which is accessible to researchers and practicing psychology professionals globally.

Those aspects discussed in the various chapters provides not only context and practice guidelines to professional coaching from a psychological perspective but will elaborate upon its complexity within multi-cultural contexts. This book therefore provides researchers and practitioners with guidelines to effective coaching within multi-cultural environments. This is done through three sections.

*Part I: Fundamentals of coaching psychology within multi-cultural contexts.* The purpose of this section is to contextualize the fundamental processes, principles and practice guidelines of coaching psychology within multi-cultural contexts. The aim is to provide an interpretive framework through which Part 2 and 3 can be understood and approached. This section is divided into five chapters. Chapter 1 aimed to contextualize coaching, coaching psychology and multi-cultural coaching. Chapter 2 provides a meta-synthesis of the literature relating to research within the field of coaching psychology applied within multi-cultural contexts. Chapter 3 attempted to provide context to the relationship between the coach and coachee through introducing the coach as a fellow human companion. Chapter 4 introduces a coaching supervision framework to aid in the professional development of coaching psychologists within multi-cultural contexts. Finally, Chap. 5 presents a philosophical and normative analysis on ethical issues, challenges and approaches within coaching psychology applied to the multi-cultural contest. These five chapters provides context to the alternative psychological approaches towards multi-cultural coaching psychology which is presented in Part 2.

*Part II: Psychological approaches towards coaching within multi-cultural contexts.* This section proposed to introduce, develop and contrast psychological models, approaches and paradigms which are applicable to multi-cultural coaching contexts. Similar to Part I, this section also comprises five chapters. First, Chap. 6 explores the theory underlying the role that psychological ownership can play when applied to the GROW model of coaching within a multi-cultural context. Second, Chap. 7 presents an evidence-based, theoretical multi-cultural coaching framework for authentic leadership development. Third, Chap. 8 presents a narrative on the use of appreciative inquiry as a coaching methodology through elaborating on the underlying principles of the paradigm through two case studies. Fourth, Chap. 9 presents a Jungian approach towards coaching psychology through elaborating on the use of archetypes within multi-cultural contexts. Finally, Chap. 10 introduces systems thinking and trans-cultural perspectives to coaching psychology through presenting an alternative multi-cultural systems coaching framework.



*Part III: Meta-theoretical perspectives and applications within multi-cultural contexts.* The final section of this book is focused on presenting theoretical perspectives and professional applications of coaching psychology within multi-cultural contexts. The aim of this section is to provide an outlet for theoretical research within the field of multi-cultural psychological coaching psychology as well as provide an orientation to the professional applications of coaching psychology. Chapter 11 introduces an elective depth psychological approach towards conceptualizing the coaching psychologist as a container within team coaching approaches. Chapter 12 focuses on establishing the relationship between emotional intelligences, the SOAR and team-based collaboration within a coaching psychological process. In Chap. 13, the author discusses strengths-based coaching as an enabler of positive psychological outcomes of athletes in multi-cultural sporting environments. Chapter 14 highlights the use of symbolism, art, myths and dreams as projective tools within the coaching relationship. Within Chapter Chap. 15, the authors aim to contrast two prominent paradigms in psychology (positive psychology and the person-centred approach) against a strengths-based multi-cultural coaching model. Chapter 16 aims to evaluate the experiences of emerging psychologists relating to an evidence-based training methodology in order to provide structured guidelines for the development of a multi-cultural coaching training programme. Chapter 17 aims to develop a coaching relationship competency framework through evidence-based coaching practices. Finally, Chap. 18 of this book focuses on determining the future direction of multi-cultural coaching psychology for both the discipline (research) and the profession (practice) presented against the backdrop of the preceding chapters.

Through the systematic integration of the aforementioned chapters, a comprehensive overview of multi-cultural coaching psychology is presented. It acts as a conduit to link the dynamic world of coaching psychology, to the unique approaches, challenges and opportunities within multi-cultural contexts. As the editors of this text, we hope that this provides both researchers and practitioners with insight, guidelines and practical ‘tools’ for practicing coaching psychology within multi-cultural contexts. We believe that this volume will act as a roadmap and guideline for multi-cultural coaching psychologists in the years to come.

Vanderbijlpark, South Africa  
Vanderbijlpark, South Africa  
Johannesburg, Gauteng, South Africa  
November 2015

Llewellyn E. van Zyl  
Marius W. Stander  
Aletta Odendaal



# Acknowledgements

As the editors of this manuscript we would like to acknowledge the extent towards which each author and reviewer have contributed to the advancement of the meta-theoretical perspectives and applications of coaching psychology within multi-cultural contexts through their respective works. Each chapter makes a unique contribution to the discipline of coaching psychology through professional, scientific and theoretical research. We are truly grateful to all those whom have shared both the direction of this book as well as contributed to future understanding relating to coaching psychology within multi-cultural contexts.

The editors of this book would like to extend our appreciation to Springer, the authors and the peer-reviewers who contributed to the quality of this book. Each of the 18 chapters was subjected to an independent, double-blind peer-reviewed process. Each chapter was initially examined by the editorial staff, and two independent expert reviewers were assigned to evaluate each manuscript based on the focus and scope of the chapter. This book and the quality of its contents would not have been possible without the selfless investment of both the time and expertise of the reviewers. We would like to thank all 36 reviewers for their contribution to the quality of this manuscript.

Finally, the editors would like to extend a special work of thanks to Janlé Horn, a dedicated master student of the North-West University (Potchefstroom, South Africa) and emerging psychologist, for her valuable contributions to the technical editing of this manuscript. Her dedication, diligence and professionalism are qualities which were welcomed in the finalization of this project.



# Contents

<b>Part I Fundamentals of Coaching Psychology in Multi-cultural Contexts</b>	
<b>Contextualising Coaching Psychology Within Multi-cultural Contexts ....</b>	<b>3</b>
Aletta Odendaal and Anna-Rosa le Roux	
<b>Coaching Psychology Research: A Journey of Development in Research.....</b>	<b>27</b>
Jonathan Passmore and Tim Theeboom	
<b>The Coach as a Fellow Human Companion .....</b>	<b>47</b>
Reinhard Stelter	
<b>Coaching Supervision: Towards a Systemic Coaching Supervision Framework .....</b>	<b>67</b>
Pieter Koortzen and Aletta Odendaal	
<b>Morality on the Executive’s Couch: Ethical Perspectives on Coaching Psychology, Theory and Praxis.....</b>	<b>97</b>
Jeremias J. De Klerk	
<b>Part II Psychological Approaches Towards Coaching Psychology in Multi-cultural Contexts</b>	
<b>Exploring the Role of Psychological Ownership in the Coaching Process.....</b>	<b>121</b>
Chantal Olckers	
<b>Coaching and Consulting for Authentic Leadership: A Theoretical Foundation for an Evidence-Based Process Model.....</b>	<b>143</b>
Steven Breger	
<b>Appreciative Inquiry Coaching in a Multi-cultural Context .....</b>	<b>171</b>
Freddie Crous and Chantelle Christine Blandin de Chalain	

**An Archetypal Approach to Coaching** ..... 187  
Daniel Hercules du Toit

**Systemic Thinking and Transcultural Approaches in Coaching Psychology: Introducing a New Coaching Framework**..... 205  
Claude-Hélène Mayer and Rian Viviers

**Part III Meta-theoretical Perspectives and Applications  
Within Multi-cultural Contexts**

**The Coach as a Container in the Team Coaching Process** ..... 233  
Gail Wrogemann

**Relationship Among Emotional Intelligence, SOAR, and Team-Based Collaboration: Implications for a Strengths, Opportunities, Aspirations, and Results (SOAR) Based Approach to Coaching Psychology** ..... 257  
Matthew L. Cole and Jacqueline M. Stavros

**Strength Coaching as an Enabler of Positive Athlete Outcomes in a Multi-cultural Sport Environment** ..... 279  
Frederick Wilhelm Stander

**Utilizing Symbolic Expressions, Art, Myths, Dreams and Fantasies in Coaching**..... 299  
Daniel Hercules du Toit

**Exploring Positive Psychology and Person-Centred Psychology in Multi-cultural Coaching** ..... 315  
Llewellyn E. van Zyl, Renate Motschnig-Pitrik, and Marius W. Stander

**Training Emerging Psychologists as Multi-cultural Contextual Coaches** ..... 357  
Lené Ilyna Jorgensen, Llewellyn E. van Zyl, and Marius W. Stander

**Enhancing Evidence-Based Coaching Practice by Developing a Coaching Relationship Competency Framework** ..... 393  
Yi-Ling Michelle Lai and Almuth McDowell

**The Future of Multi-cultural Coaching Psychology** ..... 417  
Llewellyn E. van Zyl and Marius W. Stander

# Contributors

**Steven Breger** DynamicDIALOGUE®, Johannesburg, South Africa

**Matthew L. Cole** College of Management, Lawrence Technological University, Southfield, MI, USA

**Freddie Crous** University of Johannesburg, Johannesburg, South Africa

**Chantelle Christine Blandin de Chalain** Optentia Research Focus Area, North-West University, Vanderbijlpark, South Africa

**Jeremias J. De Klerk** University of Stellenbosch, Stellenbosch, South Africa

**Daniel Hercules du Toit** Optentia Research Focus Area, North-West University, Vanderbijlpark, South Africa

**Lené Ilyna Jorgensen** Department of Industrial Psychology, School of Human Resource Sciences, Work-Well Research Unit, North-West University, Potchefstroom, South Africa

**Pieter Koortzen** Investec, Johannesburg, South Africa

**Yi-Ling Michelle Lai** Organisation Studies and HRM, University of Portsmouth, Portsmouth, UK

Department of Organizational Psychology, Birkbeck, University of London, London, UK

**Anna-Rosa le Roux** Woolworths Financial Services, Cape Town, South Africa

**Claude-Hélène Mayer** Department of Industrial and Organisational Psychology, University of South Africa, South Africa

**Almuth McDowell** Organisation Studies & HRM, University of Portsmouth, Portsmouth, UK

**Renate Motschnig-Pitrik** University of Vienna, Vienna, Austria

**Aletta Odendaal** Department of Industrial Psychology & People Management, University of Johannesburg, Johannesburg, Gauteng, South Africa

**Chantal Olckers** University of Pretoria, Pretoria, South Africa

**Jonathan Passmore** Department of Psychology, University of Evora, Evora, Portugal

**Frederick Wilhelm Stander** Department of Industrial Psychology, Optentia Research Focus Area, North-West University, Vanderbijlpark, South Africa

**Marius W. Stander** Optentia Research Focus Area, Department of Industrial Psychology, School for Behavioural Sciences, North-West University, Vanderbijlpark, South Africa

**Jacqueline M. Stavros** College of Management, Lawrence Technological University, Southfield, MI, USA

**Reinhard Stelter** Coaching Psychology Unit, NEXS, University of Copenhagen, Copenhagen, Denmark

**Tim Theeboom** Department of Work and Organizational Psychology, University of Amsterdam, Amsterdam, The Netherlands

**Llewellyn E. van Zyl** Optentia Research Focus Area, Department of Industrial Psychology, School for Behavioural Sciences, North-West University, Vanderbijlpark, South Africa

**Rian Viviers** University of South Africa, Pretoria, South Africa

**Gail Wrogemann** Industrial Psychologist, Team and Systems Coach, Systems Consultant, Johannesburg, South Africa



# About the Authors

**Steven Breger** is a registered industrial and organizational psychologist and qualified coach. He founded Dynamic DIALOGUE® in 2006 and provides organizational consulting, customized leadership coaching, transformational interventions and communication training programmes. He applies his work experience in consulting psychology, organizational development and facilitation to his passion for the behavioural dynamics of authentic team and individual leadership. He has presented papers at various local and international events and conferences since 2011. These include the 1st International Congress of Coaching Psychology, 2011 (Pretoria); the 2011 SIOPSA Conference (Pretoria); the 2012 International Congress of Psychology (Cape Town); and the 4th European Coaching Psychology Conference, 2013 (Edinburgh). This model is used to diagnose and address intra-, inter-personal and team dynamics – the aim being to develop authentic leaders and to enhance interpersonal interaction and team cohesion. He incorporates an evidence-based and cognitive-behavioural coaching approach with narrative, neuroscience and emotional intelligence theory, continually drawing on his experience in corporate role-play and professional theatre and television. He has worked with various industry sectors (across Southern Africa), including banking, insurance, academic institutions, mining, finance, manufacturing, energy, public service departments and para-statal. He serves on the Executive of the Society for Industrial and Organizational Society (SIOPSA) in his role of Chairperson of the IGCCP SA (Interest Group in Coaching and Consulting Psychology South Africa) and is a past chairperson of the SIOPSA Johannesburg Branch.

**Matthew L. Cole** is Assistant Professor of Management, Chair of the Institutional Review Board and Chair of the Research Support Services Committee at Lawrence Technological University. He teaches biostatistics, business statistics, research design-quantitative methods, entrepreneurship, industrial/organizational psychology and principles of management. He received his doctoral degree from Wayne State University (Detroit, MI) in Cognitive and Social Psychology across the Lifespan (CaSPaL). His research interests focus on the science of teams, cognitive styles in problem solving, strategic thinking capacity, positive organizational

scholarship, entrepreneurship and research methodology. He has facilitated national and international workshops, seminars and strategic planning sessions on SOAR and Appreciative Inquiry with his research collaborator.

**Freddie Crous** is Professor of Industrial Psychology at the University of Johannesburg. He does his best to approach life in general and his work in particular from an appreciative stance. In 1990, Freddie joined the programme in Industrial Psychology at the erstwhile Rand Afrikaans University, now the University of Johannesburg. From 1998 to 2002, he served as its programme leader. He has 22 years' lecturing and research experience in a wide range of domains, such as consumer psychology, social psychology, career development, industrial psychological design, performance management, strategic management, organizational wellness, positive industrial psychology, facilitation of change and coaching psychology. He obtained an M.Com. with distinction, with a dissertation in the domain of consumer decision-making. His doctoral thesis contributed to the contextualization of entrepreneurship. He has published a variety of scientific articles, contributed to several books and read papers at conferences both nationally and internationally. Freddie is a registered psychologist and a member of the Society for Industrial and Organisational Psychology of South Africa. He served on the editorial board of the *SA Journal of Industrial Psychology* for 12 years and is a consultant to various organizations and individuals.

**Chantelle Christine Blandin de Chalain** is an Organizational Solutions Coaching Specialist at the Independent Counselling and Advisory Services (ICAS), an Employee Wellbeing provider in South Africa. Her coaching philosophy is that of strength-based coaching, focusing on the integration of positive psychology and appreciative techniques in the coaching methodology offered. She is a student psychologist in the process of completing a master's degree in Industrial Psychology with the North-West University. She has a passion for people, organizations and understanding organizational dynamics and is driven to re-humanize organizations through the element of appreciation and strength-based techniques.

**Mias de Klerk** was the Chief Ethics Officer of a major South African organization, which operates in 30 countries with more than 34,000 employees. He worked extensively as an organizational development consultant and coach, specializing in personal and organizational transformation, workplace spirituality, motivation and business ethics. He facilitated transformation workshops on most continents, including countries such as India, Qatar, China, Uzbekistan, South Africa, Germany, UAE, UK, Canada and the USA. Mias has extensive management experience, gained from several senior management appointments during his career. Apart from his permanent employment as Chief Ethics Officer, he is an associate professor in Organizational Behaviour and Business Ethics at the University of Pretoria and visiting professor in Business Management and Leadership at the University of the Free State. He believes in teaching his students the value and necessity of critical thinking. His qualifications include a Ph.D. in Organizational Behaviour, a Master's

Degree in Business leadership and Bachelor's degree in Engineering (Mech). He has published widely in international scholarly journals and conferences on topics relating to business ethics and organizational psychology. He is a member of the American Academy of Management, Psychological Association, Business Ethics Network of Africa (BEN-Africa), Viktor Frankl Institute of Logotherapy and the Society of Industrial and Organizational Psychology of South Africa. He is currently a professor at the Stellenbosch Business School.

**Daniel Hercules du Toit** (B.A., M.Com.; D.Com.) is a registered Industrial Psychologist, senior lecturer at the North-West University teaching mainly post-graduate students and giving study guidance for magister and doctoral research. He is a co-author of peer-reviewed articles, a chapter in a text book and presenter at numerous national and international conferences. He divides his time between academic work, consulting to organizations and individual growth interventions. He spent 20 years in business organizations in various human resource management and development positions before joining the academic world. His main areas of interest are applying Jungian concepts in organizations and research; focusing on personal growth and leadership development using art therapy; stress, gender inequality in the workplace, conflict management and relationship adaptation; and dealing with fear and anger.

**Lené Ilyna Jorgensen** is an associate professor at the School of Human Resource Science on the North-West University's Potchefstroom Campus. Her career started in the South African Police Service (SAPS) where she was responsible for managing the well-being of police personnel in the North West Province. After 10 years in the police service, she joined the university where her subsequent teaching experience of 7 years include teaching applied counselling and trauma management, psychometric assessment and practical work for intern-psychometrists. Her research mainly is focussed on the development of psychometrists, HR personnel and industrial psychologists in the skills they need to address the human capital needs in South Africa. She consults in her private practice on a regular basis including assessments, team development and counselling.

**Pieter Koortzen** (D.Com. – Doctor of Commerce) is a counselling and industrial/organizational psychologist. He obtained a doctorate in I/O Psychology from the University of South Africa in 1998. As practitioner, he specializes in training and development, leadership development, executive coaching, facilitation, group relations from a systems psychodynamic stance, trauma debriefing and post-trauma counselling. In his private practice, he has been rendering consulting and development services to various South African organizations for the last 18 years. Until May 2007, he was employed as a professor in Industrial/Organizational Psychology at the University of South Africa where he worked for 13 years. His teaching responsibilities included courses from the undergraduate to doctoral level. During 2001, he also taught industrial/organizational and consulting psychology as a visiting faculty member at Alliant International University in San Diego, United States

of America. Apart from his teaching responsibilities, he conducts research and supervises masters' dissertations and doctoral theses. Pieter has presented numerous research papers at national and international conferences and publishes continuously. From 2005 to May 2007, he served as the coordinator of a doctoral programme in Consulting Psychology at UNISA. From October 2007 to 2012, Pieter was involved at Resolve Encounter Consulting where he managed the assessment centre, coordinated large-scale assessment projects, acted as an executive coach for a number of organizations, conducted leadership and team development interventions and presented training programmes. Currently, he has a part-time faculty position in the Department of Industrial/Organizational Psychology and People Management at the University of Johannesburg and consults privately.

**Claude-Hélène Mayer** holds a Master's in Cultural Anthropology and a Doctorate in Political Sciences from the Georg-August-University, Göttingen, Germany. She also holds a Ph.D. in Management from Rhodes University and has been a Post-doc fellow from March 2007 to December 2008. Since 2009, she is Professor of Intercultural Business Communication at the University of Applied Studies in Hamburg, Germany, and Senior Research Associate at the Department of Management at Rhodes University. Her research areas are transcultural conflict management in organizations, transcultural mediation, managerial identity and values, health and salutogenesis in transcultural management and (health) counselling in transcultural organizations.

**Renate Motschnig-Pitrik** is Professor at the Faculty of Computer Science at the University of Vienna and head of the Computer Science Didactics and Learning Research Center. Until 1996, she has repeatedly been a Visiting Professor at the Computer Science Department of the University of Toronto, Canada. In 1995/1996, she was on the faculty of the Computer Science Department of the RWTH-Aachen, Germany. Currently, she also teaches courses on communication for computer scientists at the Masaryk University in Brno/CZ. Renate received her Dipl.-Ing. degree in Computer Science (Informatik) in 1982 and her Dr. techn. in Computer Science in 1988, both from the Vienna University of Technology, Austria. In 1996, she got the "venia docendi" in Practical and Applied Computer Science from the University of Vienna. In 2004 and 2005, she participated in the La Jolla Program of the Center for the Studies of the Person.

**Aletta Odendaal** is a practicing industrial psychologist and academic and is currently the qualification leader for the new Masters in Leadership Coaching at the University of Johannesburg. She has more than 20 years' experience in strategic executive leadership development, coaching and assessment interventions across all levels in different organizations in South Africa that include mining, retail, engineering, academic institutions, Government, NGO's, media and communications. Her research interests are primarily in the field of psychological assessment, leadership development and coaching psychology. As a scholar, she has presented a

number of papers at national and international conferences and published research results in academic journals. Aletta is a co-author and editor of the Southern African edition of Stephen Robbins and Timothy Judge's *Organizational Behaviour* book. Her passion and commitment to the development of coaching psychology and service to industrial psychology is reflected in her national and international leadership and involvement. She participated in the Global Convention of Coaching in 2007 in New York and represented SIOPSA in 2008 in Dublin. She was President of SIOPSA for the period June 2002 to June 2006, Chair of People Assessment in Industry (2008–2011) and was awarded honorary membership of SIOPSA in 2006. She is currently serving her term as elected council member of the International Test Commission (ITC). Aletta is a founder member of the Interest Group in Coaching and Consulting Psychology and also co-represented South Africa in the First International Congress of Coaching Psychology in London (2010), Pretoria (2011) and Barcelona (2011). She is a member of the International Steering Committee and Honorary Vice President of the International Society of Coaching Psychology. She holds an M.Phil. (cum laude) and D.Phil. in Industrial Psychology from the University of Johannesburg.

**Chantal Olckers** holds a Ph.D. in Human Resource Management from the University of Pretoria, South Africa. She is currently employed as a Senior Lecturer in the Department of Human Resource Management at the University of Pretoria. She has delivered numerous papers at national and international conferences and published several refereed articles in subject-related journals. She is registered as an Industrial Psychologist with the Health Professions Council of South Africa, registered as a Master Human Resource Practitioner (Generalist) with the South African Board for People Practice as well as a certified Assessor of the ETQA of the South African Board of People practice. Her research focuses on Psychological Ownership in organizations and the validation of measuring instruments.

**Jonathan Passmore** is Professor of Psychology at the University of Evora, Portugal, and managing director of Embrion, a psychology consulting company working across EMEA. He is a chartered psychologist, holds five degrees and has an international reputation for his work in coaching and leadership. He has published 14 books on the themes of leadership, personal development and change, including editing the Association for Coaching series of coaching titles and the Wiley Blackwell Series on Industrial and Organizational Psychology. He speaks widely at conferences across the world from the USA to Europe and Asia and has published over 100 journal papers and book chapters. He was awarded the Association for Coaching' Global Coaching Award for his contribution to practice and research in 2010 and the British Psychology Society Research Award for his research into safety coaching in 2012. He sits on the editorial board of several journals including *Coaching: An International Journal* and the *International Coaching Psychology Review*. Jonathan lives with his wife and two small children in the UK. In his spare time, he keeps bees and likes to swim, walk and run.

**Frederick Wilhelm Stander** is a registered psychologist (category: Industrial, PS 0123145) with the Health Professions Council of South Africa. He currently lectures Organisational Development at the North-West University, Vaal Triangle Campus, where he also heads up the Industrial Psychology department. In 2011, he started a niche sport psychological performance company called Performi Focus (Pty) Ltd and has since conducted various projects with some of the country's leading sport organizations, including SA Cricket, the South African Football Association, Kaizer Chiefs Football Club and the Leopards Rugby Union. He is a professional member of the Association for Applied Sport Psychology.

**Marius W. Stander** is a professor and management consultant specializing in the assessment and optimization of talented people and teams. He has been lecturing Industrial Psychology on post-graduate level at the Potchefstroom University, North-West University (Potchefstroom and Vaal Triangle campus) as well as UJ (previously RAU) and the University of Namibia. He studied at the University of Potchefstroom and North-West University and holds an M.Com. (cum laude) and Ph.D. in Industrial Psychology. Previously, he was GM of an outsourcing company for 2 years. He is currently the co-managing director of Psychai Management Consultants. He is a registered industrial psychologist (HPCSA), mentor and a master HR practitioner (SABPP). He has been consulting in South Africa and Namibia for various companies and local authorities over the past 28 years. His fields of expertise include talent management, assessment of potential, leadership development, team building and coaching psychology.

**Jacqueline M. Stavros** is Professor of Management and Director of the DBA Program at Lawrence Technological University. She teaches strategy, organization development and change, leading change, research design, qualitative research methods and business sustainability. She received her doctoral degree from Case Western Reserve University's Weatherhead School of Management (Cleveland, OH). Her research interests include positive organizational scholarship, organization development and change, appreciative inquiry, sustainability and strategy. She has written 4 books, 26 journal articles and 8 book chapters from her research agenda. She has travelled to over a dozen countries as an invited speaker and conference presenter on Appreciative Inquiry and SOAR.

**Reinhard Stelter** holds a Ph.D. in Psychology and is Professor of Sport and Coaching Psychology at the University of Copenhagen and visiting professor at the Copenhagen Business School (Master of Public Governance). He is the Head of Section Human and Social Sciences and Head of the Coaching Psychology Unit at the Department of Nutrition, Exercise and Sports, University of Copenhagen. He is Honorary Vice President of the International Society of Coaching Psychology and Scientific Advisory Council member of the Institute of Coaching associated with Harvard Medical School. In 2014, Springer launched his new book "Third Generation Coaching – A Guide to Narrative-Collaborative Theory and Practice". [www.nexs.ku.dk/coaching](http://www.nexs.ku.dk/coaching) and [www.rstelter.dk](http://www.rstelter.dk).

**Tim Theeboom** is a lecturer at the University of Amsterdam and course director of the post-graduate programme at the university. He is completing his Ph.D. in coaching. His interests lie in exploring basic questions which still need to be answered. What is coaching exactly? How should we assess the effects of coaching? Do perceptions about effectiveness differ between coaches and coachees? He is also active in research into positive psychology, mindfulness and stress. In addition to his academic life, he works as a coach, trainer and consultant.

**Llewellyn E. van Zyl, (Ph.D.)** is an associate professor of industrial psychology with the North-West University (Vaal Triangle Campus) and a registered psychologist (Category: Industrial) with the Health Professions Council of South Africa. He has completed a Doctorate degree in the field of Industrial Psychology, specializing in positive psychological interventions. He also holds a Master of Commerce, an Honours and a Bachelor's degree in Industrial Psychology, which were obtained from the North-West University (cum laude) at the top of his class. Llewellyn is a respected researcher, with contributions to peer-reviewed journals and chapters in international peer-reviewed books, and has conducted presentations at both national and international conferences. Llewellyn was involved with the South African Journal of Industrial Psychology as a Section Editor and hosted a special edition on positive organizational behaviour. As of April 2012, he has taken over the role as co-editor for the South African Journal of Industrial Psychology and has been nominated to take over the role as editor in 2019. He also serves on the editorial board for the Journal of leadership and organizational studies. Furthermore, as of July 2014, he has served as the President (Elect) of the Society for Industrial and Organisational Psychology of South Africa. He has extensive experience within the tertiary educational environment (as a lecturer and researcher) as well as within the private and public sectors (as a consultant). Llewellyn has a passion for human resource development initiatives. Specifically, online strengths-based people development, coaching psychology, happiness and flourishing at work.

**Rian Viviers** is Professor in the Department of Industrial and Organizational Psychology at UNISA. His interests lie mainly in the fields of assessment centre technology, positive psychology and employee wellness. He has been working for SHL as part-time consultant and has done numerous assessments for a wide range of organizations. In the field of assessment centre design, he developed expertise over many years in diverse settings. He started his career in Transnet within the assessment centre division and was extensively involved in the development and running of centres for senior and middle management. Thereafter, he joined UNIISA and in this capacity teaches assessment centre methodology to students on post-graduate level. He frequently assists in doing assessment centres for SHL for a variety of clients – from government institutions to private organizations. Assessment and development centres for Executive Management and CEOs down to middle management centres are being done regularly, both locally and in neighbouring countries. He also gained extensive experience in the UK where he worked at SHL's headquarters and gained experience in the development of simulation exercises. He has been involved in the ACSG as committee member for three consecutive terms.

**Gail Wrogemann** is an organizational development consultant, specializing in systems thinking, team and organizational integration and leadership in complex systems. She is a registered Industrial Psychologist, systems and relationship coach, executive and team coach and coach supervisor, with many years' experience in coaching, facilitating, training, organizational development and change management processes. She has worked across many industries, across different groupings of client and at many levels of interactions. Specific programs designed, led and delivered include 18 month to 2 year change management and organizational development processes, leadership development in the form of personal mastery facilitation and coaching, organizational strategy processes and business development and sales coaching. Specific focus has been on team coaching for development, integration and strategy and planning. Longer-term programs designed for training and mentoring of coaches and consultants specifically on the aspects of systems development have also been delivered. She has been a guest speaker on 702 and has presented at various conferences – at international, national and regional level. She is currently completing her Ph.D. on the topic of Systems Complexity.