

Firms turn to CBC to push self-limits

By Liz Hall

United Biscuits, PricewaterhouseCoopers (PwC), Anglian Water and Norwich Union are among a growing band of organisations using cognitive behavioural coaching (CBC) techniques to challenge employees' self-limiting beliefs.

PwC recently teamed up with occupational psychologists Pearn Kandola to introduce its coaching managers to CBC techniques as part of the PwC Business Diploma.

Meanwhile, business psychologists Kaisen has run CBC exercises for Norwich Union and United Biscuits to help their managers develop the skills to manage the people side of company change.

Dr Rowan Bradford, from Kaisen, said: "Performance improvement is only really workable when based on good psychological principles that examine how feelings interact with behaviour and cognition.

"Organisations are becoming more savvy about this and we are seeing lots more CBC."

Kaisen is using CBC at Norwich Union to help change agents give the people making the changes happen on the ground more motivation and belief.

And at United Biscuits, CBC is being used to "give leaders of change the opportunity to identify and start to challenge their own self-limiting beliefs".

Anglian Water is also working with Kaisen to help 15 high-potential managers understand and manage their self-limiting beliefs as part of its management development programme.



Anglian Water is using CBC to develop leadership skills in high-flyers

Phil Brown, head of performance and development at Anglian Water, said: "Kaisen is helping people understand themselves and their impact on others, and how to manage so they can influence and lead people in a certain way."

Coaches are increasingly adopting CBC techniques. Coaching psychologists polled by the British Psychological Society expressed a clear preference for cognitive behavioural and solution-focused approaches.

More than two-thirds – 68.4 per cent – of respondents reported using cognitive behavioural approaches, up from 61 per cent in 2004.

• Read the full story, "Boost performance with cognitive behavioural coaching" and "Water firm's absolutely FAB leadership development programme", at www.cipd.co.uk/coachingatwork

Anglo-Swedish team launches CBC firm

Professor Stephen Palmer of City University has teamed up with Swedish coaching psychologists to launch a cognitive behavioural coaching (CBC) firm.

AdSapiens, based in Gothenburg, will offer executive, business, CBC and mindfulness coaching, along with a programme called Healthy Living.

It will also offer coach training for managers and HR professionals in topics including CBC, cognitive therapy, organisational stress and mindfulness.

Kristina Gyllensten, a director of adSapiens and a researcher and therapist at the Centre for Cognitive Psychotherapy and Education in

Gothenburg, said: "We have noticed that lots of companies are more interested in preventative measures and we have been thinking that we should move towards coaching at an earlier stage."

AdSapiens will operate separately from the centre but will work within the same cognitive tradition.

"There is lots of research backing up the efficacy of cognitive theory for clinical disorders," Gyllensten said.

"I think being able to use these tools and scientific theory with those who don't suffer such disorders can prevent people ending up like that and improve their quality of life. I use CBC all the time on myself.

"The more people are aware of how they're thinking, the more they can ask whether this is the way they want to behave."

Gyllensten said the Healthy Living programme was aimed at all ages but was probably most relevant for individuals aged 35-plus. It follows people for one year and aims to help them live healthily.

The individuals will receive a DNA analysis and contact with a coach, doctor, physiotherapist and a dietician, she said.

Aside from Gyllensten, there will be three other coaches working at adSapiens. For more information, visit www.adsapiens.se