

55<sup>th</sup> ECA Professional Article

# How to become what we are

*Friedrich Wilhelm Nietzsche*

## Chances

for the working-up and dealing with actual & biographical events  
in the frame of a professional coaching

**Balancing – Mastering – Planning – Realization**

von

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### Introduction:

#### Definition of client-centred Professional Coaching

Client-centred professional coaching is a solution-, potential- and goal-oriented consultancy and accompaniment in an equal-rights and partnership situation, always considering the capacities and targets of the client to be developed personally. The same client agrees upon the realization of this professional and personal coaching objectives. The procedure to follow has always to be confidential, autonomous, in partnership and client-oriented. Professional coaching also includes the working-up, dealing with and getting over of individual work- and life conflicts, „misunderstandings and confusions“ in communication, ambivalences in thinking & behaving, disturbances in emotion and reaction, new orientation and contentment for the future. Working out a new professional or private life or developing a new biography can be part of a new orientation in professional coaching. Upon request of the client the professional as well as the private social environment (family, partner, persons of reference) can discreetly be included into the coaching.

The Coaching Agreement can be stipulated verbally or in writing and is binding.

Fee recommendation, professional image and ethic of [www.european-coaching-association.com](http://www.european-coaching-association.com) apply.

**Bernhard Juchniewicz, ECA President, Instructor Coach**

**Comprehend and accept** on a rational as well as an emotional level are elementary preconditions for the mastering, integration and transformation of **biographical events**. The awareness of their value as unique and rich treasures of experience and the **most personal of all resources** is the major objective of the working-up of meaningful events in life.

Part of this consciously initiated process of maturing is the analysis of **patterns of acting and behaviour** which in certain situations appear in an overwhelming but foreseeable way, direct the person, stress him and in the worst case push him to repeat always the same procedures from which he intended to **liberate himself** or – change of scene – in which he really **wishes to remain** as the releasing counterpart, exercising power, enjoying it and nevertheless – or may be just because of it – far away from contentment and harmony with himself.

**Strong leaders** are needed no matter if we talk about **managers** facing challenges which require **internationalization and variety** or about **coaches** requested to accompany **change processes** and their 'doers' who intend to bring the company forward.

**Both** should leave a trace, break obsolete thinking patterns open, guide, allow leadership – all this without becoming threatening or even destructive towards subordinates, colleagues, the company, themselves.

## A. Consequences of negatively experienced biographical events

(examples)

1. Teamwork very soon brings the **individual conditioning of a personality** to the surface, followed by the related **role assignment**. This develops a **negative group dynamic** preventing intervention and working-up of the biographical event which made the assignment of a certain role – in this case of the **disappointed** – possible to begin with and remains valid until the slow burning communicational and understanding problems have led to 'suddenly' serious relationship conflicts. Often the situation gets out of control under pressure due to tight schedules or need of success of a project and thus opens the door to the 'next step'.

2. „Subsequent events“ in a personal biography, which the person involved experiences **in their toughness and brutality as a true turning poin**: mobbbing, bossing, lobbing, sobbing – and a possible final destination **workaholic & burnout**.

There is hardly any other state of mind making the influence of **negatively experienced** biographical events on a person's life clearer than the **individual's disposition** to develop a burnoutsyndrom. A change of the person's way is possible in any phase as long as the repeated and situation blocking **acting and behavioural patterns making the person ill** are recognized as such and the causes of their formation worked-up beforehand professionally with consequence and the necessary discipline and discretion.

What may surprise at first glance: **disappointment** as well as **excessive egoism** can make two individuals with very different character structures both to victims of their own biography in the same way.

3. **Biographical events, which superelevate the Ego,**

find their expression in egocentric narcissistic personality structures.

Such individuals tend to instrumentalize their colleagues and subordinates, to overstrain them and in the clearly neurotic effort to maintain power and obtain appreciation to erect a monument to themselves – which of course may not be put in doubt. Therefore the colleagues and collaborators affected rather deny themselves than to address the true cause of the unbearable stress situation.

All this puts both the 'power individual' as well as his surrounding in great danger because at any loss of face – caused by criticisms of the demonstrated own image or by failure to fulfil one's own excessive demands – especially narcissistic personalities can develop a **burnout syndrome** and also be the cause of decline in performance and demotivation of their team, in extreme cases even for the team's **collective workaholic- and burnout-syndrome**.

It is a **company's capacity to face future challenges** which is put in serious danger by minimizing possible unbalances in its structure of power. Collective sense of responsibility, clear communication, mutual appreciation „shared leadership“ in its best sense – and eventually support from the outside can neutralize these people's overdeveloped narcissistic ego and show them their limits for the benefit of the whole and last but not least their own.

If insecure collaborators and also management consultants whose main concern is to maintain the assignment instead of the constructive working-up of unhealthy processes within a company, put burning issues under **tabu** this may cost much money and the persons concerned time, strength and nerves which could bring more benefit elsewhere.

### Note:

According to the principal of bona fide the employer has to observe a person's general right of personality with regard to his reputation, social recognition and professional advancement (Law of Federal Labour Court of 27.11.1985 - 5 AZR 101/84 - AP BGB § 611 Obligation of providing welfare, Nr. 93, BAG AP Nr. 5 of § 611 BGB Personal rights).

## B. Holistic attitude in Coaching

### 1. Points of contact and motives

**Business Coaching** addresses among others structures of organisation, hierarchies, team culture, relationships and conflicts, communicational and behavioural problems in the intercultural but also the personal context and last but not least illness prevention, ethic, human dignity and respect.

As a holistic instrument it integrates in its evaluation the individual's **social biography** including the cultural background and education as well as the **personality biography** taking into account the individual capacities and possibilities of expression with regard to cognition and emotion, behaviour, dealing with events and also planning and leading a private life.

**Coaching** 'faces the facts', is solution-oriented with the aim to make a **matured authentic acting competence** possible **using all personal resources**. Coaching means **change** and communicates that. It offers the chance to realize causes of formation and consequences of one's own behaviour in a more differentiated way through external and self-observation and thus lays the basis for adequate reactions and successful achievement of targets in an increasingly complex environment.

The **authentic result** of a successful coaching will become essential part of a new design of life and biography. The client comprehends his **possibilities** but also his limits, recognizes his **responsibility** to help **create** his own **professional and private spheres** and thus becomes

**success factor No. 1 for his enterprise.**

### 2. The Coach: „pleading“ for the „right one“

Meetings in **Coaching** always happen on a human basis, in partnership at eye-level maintaining absolute confidentiality. Coaching is intended to achieve durable, tangible benefit. This means that when choosing a coach you have to analyse accurately into whose hands you give yourself and/or your most important collaborators.

„Basis of our work is beside a profoundly humanistic attitude the offer of a loyal, open and fair **relationship. The right coach is the one you trust both in his professionalism and his humanity and are convinced that together** you will reach your goals.“

The quality demands on a coach are simple and clear. Just as simple and clear are the steps mutually set up in a **coaching agreement** (*example*):

- Consultancy / Agreement / Confidentiality
- Balancing of actual and aspired state
- holistic working-up and dealing with events
- Resource finding
- New orientation: the aspired state – changes in attitude and behaviour
- Progress in development of personality
- Realization of the aspired state / aim / evaluation

A coaching agreement is to be stipulated verbally and/or in writing.

Both partners contribute to the success of a coaching in each phase of development.

- responsible for the coaching interaction are coach as well as client
- responsible for the resourceful realisation of the coaching targets is the client

## 3. Delimitation

**Coaching** is meant for the sane individual only. It is not a **medical treatment** of any kind and cannot substitute one.

A medical treatment in the sense of the **medical school of psychiatry and psychotherapy** is indicated for patients with heavy neurosis, chronic addiction, actual suicidal tendency or similar (see Law for Psychotherapy) and is imparted either in ambulatory or in hospital.

Training is meant to impart expert knowledge and abilities.

## C. Chances in the risk

**Holistic coachings** which integrate the working-up of biographical events are meant for executives which in particular intend to develop their **self and social competence** and are looking for an **adequate positioning of their identity** in different **structures of mentalities and power**. The working-up of biographical events particularly opens the view and gives more sensibility for strange seeming attitudes of others. The release of this most personalized of all individual resources offers the opportunity of a **rational** as well as an **emotionally intuitive and constructive analysis** within complex relationships.

## D. Entrepreneurial Decision: Future

### - Recommendation -

**The Human Resources Management** can be responsible for creating high entrepreneurial values by realizing its aim to position and support all collaborators of a company in the best possible environment for both sides and thus creating the precondition for reaching the economical and ethical targets and an atmosphere in which the company culture communicated officially is considered and felt coherent internally and externally.

Slow burning conflicts in an enterprise have to be addressed with sensibility which may bring the classical training and consultancy concept to its limits. For the benefit of a successful, solution-oriented collaboration we recommend to appoint an expert in the working-up of biographical events. A clear coaching assignment has to be stipulated in that sense.

We want to make it very clear that the **working-up and dealing with** actual and biographical events in the frame of a holistic professional coaching in principle should be carried out only with **sane** individuals / , collaborators which have the full **capacity of acting** and are important for their company and its future and therefore full of resources. The resulting development of the personality, the consciously initiated change of acting and behavioural patterns as a preparation and support of the acceptance of **professional challenges** and **mastering of crises** is **expressly intended** by the client and may concern and involve single collaborators as well as complete teams.

### Reasons for coaching in enterprises in figures:

- Issues of relationships and conflicts (28%)
- new (leadership ) functions (17%)
- Self-reflection und personal development (15%)
- Stress handling (11 %)
- Team conflicts (11 %)
- Design of career- and future (10%)
- everyday work and problem situations and decisional issues (8%)

Source: 4<sup>th</sup> Trigon Coaching Questioning 2007, Vogelauer, 2008).

Literature: Prof. F. Malik: „Return on Management Education“)

# European Coaching Association –



## Conclusion:

Professional coaching is intended as a **compliment** to the capacities, the motivation, the confidence, the resources of the entrepreneur, the manager, their whole teams, all their collaborators and to the belief that the company's vision and mission can be realized and a successful and profitable future for all of them worked out.

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He has a multiprofessional education and started working with people in particularly stressing work and life situations in 1976 See: [www.academy-eca-sozietat.com](http://www.academy-eca-sozietat.com). He consults and coaches entrepreneurs, executives and their teams, in particular with regard to self- and relation management as well as time & target management, vision management, team leading, integer corporate identity, burnout and workaholic prevention, crises intervention, life and career planning, dealing with personal and professional crisis, work-/private life balance, regeneration and psycho-hygiene of executives, personality adaptation of their partners and children.

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**Angelica Ulkan** adds psychological knowledge to an education and work experience in economics and philology on international level. She very well knows the psychological and physical requirements and expectations of undertakers and managers from her own long term experience in Executive Management. Her activity as Coach is decisively influenced by that and stands for substantial developments of personalities and enterprises. With her holistic integrative way of thinking and with a clear view of realistic goals she consults and coaches in a sympathetic and experienced way her clients in Executive Management Coaching, in Team Coaching and in Executive Development.

Additional issues are Burnout- & Workaholic Prevention, Potential development, Sense Finding, Partner- & Sexuality Coaching, Conflict Coaching und Crisis intervention.

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