

## An Attempt to Establish a Coaching Modality based on Viktor Frankl's Logotherapy titled as LOGO-COACHING

Every year companies spend billions of dollars on training and development, trying to help their people become more engaged, more innovative, and better leaders. Training programs excel in introducing new ideas and perspectives, delivering feedback and assessment data, and teaching basic skills. But many organizations still face a conundrum: how to inspire learning and development that is truly transformational and lasting?

Developing a person is not the same as building a product or delivering a project on time—human beings grow in dynamic ways.

It is my conviction that what is needed is a process for human development that actively teaches people how to learn and grow.



I attempted to model the above stated “human development process” with the principles of Viktor Frankl's Logotherapy mainly for the reasons stated below:

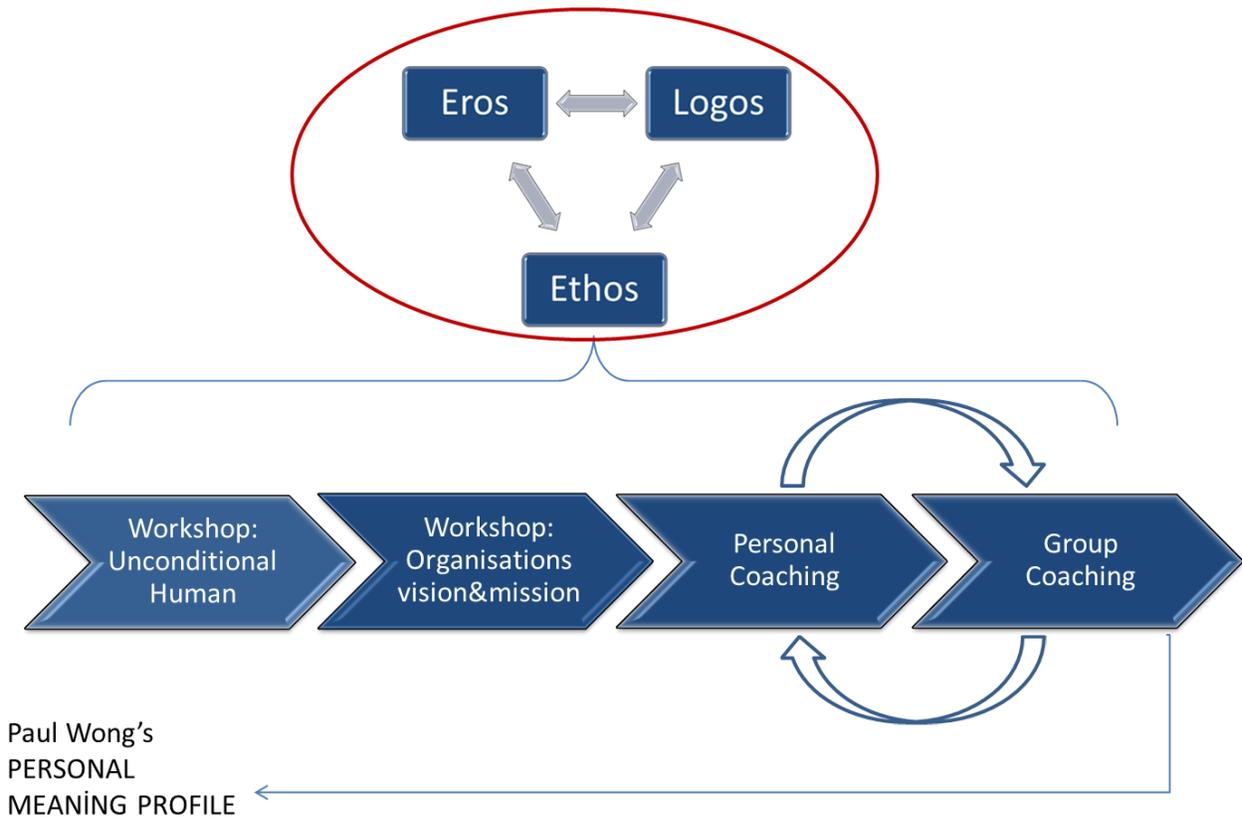
- Many Research findings concluded that; those who succeeded at finding meaning - either on their own or with the help of their boss /manager tend to work harder, more creatively, and with more tenacity.
- Even in unfavorable circumstances, people can experience meaning when it resonates with their chosen values.
- The Business Leaders of our time give more importance to “processes” and “business results” but pay less attention to “future” and the “people”.
- According to the Harvard Professor Bill George the most prevailing attributes of Leadership are (i) Authenticity, and (ii) Transformativeness, which are in line with what Logotherapy's anthropological view of human being.
- Logotherapy may help the business leaders to conceive the values that pull them. This might be an antipode to today's executive neurosis, corruption, corporate greed.
- Logotherapy may help leaders to conceive that they have a resource other than “Human Resource”, that is “Social Spiritual Resource” to manage.
- Instead of leaders to coach for success, coaching for finding meaning can result to attain personal growth and leaning.

My intent here is to speculate on a coaching framework based on the principles of Logotherapy. Coaching is all about human development. I titled this draft coaching modality as “Logo- Coaching @ Workplace”.

Logo-Coaching @Workplace is based on the principles of Logotherapy, which are:

- Anthropology: view of human being i.e. “freedom of will”
- Philosophy: world view i.e. “Meaning in life”
- Coaching: personal growth and learning i.e. “Will to Meaning”

The Logo-Coaching @Workplace process is depicted below:



The steps in the dark red circle describe the generic and recursive procedure to be used in all states or stages of the process. In other words, (i) from “Eros” to “Logos” emphasizes conscience as perception organ, and, (ii) to “ethos” the answer to “what is it that I have to do now” to be given.

The whole process initiated with Paul Wong’s Personal Meaning Profile (PMP).

The process stages are:

1. Stage:Awaken the unconditional human: At this initial stage the main objective is to attain the participant’s to experience (phenomenological) the humanness of human. The method recommended is to read and discuss “Man’s Search for Meaning” in a way to introduce the

V. Frankl's "Ten Prepositions about the Person" in question form for participant(s) to reflect upon him/her-self and conceive the prepositions phenomenologically. In more detail, the participant is subject to a Socratic dialogue to perceive that: "The person is in need of his/her organism, in order to be able of acting and expressing. As a tool the organism is a mean to a purpose, in this respect the organism has its use-value. The counter notion of this use-value however is dignity. Dignity is a unique personal value; it does not depend on vital or social utility. If one however values dignity, if one would be aware of the unconditional dignity of every single person, one is also committed to an unconditional respect for the human person I once called this 'the psychiatric Credo', the conviction that the spiritual person pro-exists even behind the most severe psychotic symptoms."

2. Stage: Review organization's vision and mission. In this stage a workshop is established discussing the existence reason of the organization. «What is the point of doing business beyond and above profit» Do they have mission, vision, strategy statements that really they are sticking? This is very important in creating a meaning organization. Fundamentally, any organization, business organization that will thrive in this next century needs to have a purpose. And a purpose that goes beyond some kind of fake appellation says eye we really care about making your life better here, but actually all we care about is the dollars.
3. Stage: Review value hierarch and self-discovery i.e. which qualities and capabilities the participant decided to improve. The objective of this state is to generate awareness on «how and to what the participant is committed? Is it well balanced? One of the techniques to be utilized can be what Dr. Willem Mass calls Nominal Socratic Dialogue. Which is nothing but designed to reveal the participants «optimistic outlook and attitude» and «tragic outlook and perspective» which is nothing but the mission statement. Annex-1. Alternatively, Robert Dilts logical hierarchy technique, can be utilized:



The dialogue may take the form in hierarchical order:

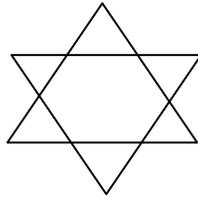
- "as a leader envision your self in your current location one year from now. You have been living your ideal self. When and where you are living your ideal self?
- How do act differently.

- What capabilities do you have to act as your ideal self.
- Why it is important to act like that what is important for you.
- Who really are you? What is the big purpose you are contributing?

4. Stage: Group Coaching: After selecting an area for personal development, participants are eager to jump into quick fixes. Enthusiasm is vital, but it's not enough. The main objective at this stage is to accomplish the capabilities of existential spiritual dimension i.e. "self-distancing" and "self-transcendence". To attain these capabilities two Logotherapy techniques were introduced, "Paradoxical Intention" and "Dereflection". Several elements of the Logo-Coaching enable participants to stick with practice over time. Logo-coaching that is structured as a group coaching at this stage enables participants actively share and support each other over time. When a person is given the opportunity to be authentic and to engage in real conversation rather than receiving anonymous feedback, individual development deepens and a culture of honest communication and learning begins to grow.

Nominal Socratic Dialogue by Dr. Willem Maas

Nominal Socratic dialogue is consciously looking for subjects playing a major role in intuitive self-awareness. Normative Socratic dialogue's main purpose is to reveal the optimistic and tragic triads because the participant's mission statement comes from these two triads. It is the expression of how and to what the person is committed to life. Is it well balanced? With the individualized synonym of love in top? Do hope and faith correspond with guilt and suffering?



The positive triad contains arguments for an optimistic outlook and attitude. Symbolized in terms of a personal unconditional yes to life (unconditional love) supported by both hope and faith, the first triad pulls the human being upwards. Whereas the individual synonym for faith stands for self-detachment, hope is the doorway to self-transcendence. Love as such (to be distinguished from erotic and physical expressions) spends the energy.

Parallel however opposite is the other value dynamical system.

The negative triad contains the tragic outlook and perspective. It is not so much necessarily pulling us down, however it keeps us with both feet on solid ground. Being in the here and now means that we have things to do; this is what we each and all owe life. We have to contribute, and we will always be doing this until we die. During our lives we will meet up with suffering. No one can avoid suffering for that matter. Spending our lives.... we actually die. The triad points down. The lower point is called transience. The upper corners are 'guilt' (= what we still owe life) and the other corner is called 'suffering' (standing for what we invest from ourselves bodily, psychologically).

The procedure is easy to do take a sheet of paper and pick-up a pencil.

Jot down the six most important nouns that come to mind immediately

Note: do not mention wife, husband or children, since you will still be around without them.

Do not stop until you have six.

Now mark the **three** most important with an **x**

Mark the ultimate of the three you have just marked with another **x**

This item will have **xx** by now.

**Three** left unmarked.

Pick the one you feel most troubled by.

Mark with a -

Start writing one sentence, beginning with I..... and integrate in this sentence all your six items, placing them in the order as you just finished marking.

Look at your sentence.

What is it telling you?

Did you draw the triads, and did you place the values each in its rightful corner?

Did you put 'I' in the middle of the star?

What are you starrng?