

PEER BULLETIN

Navigation Tools for the Heart, Mind, and Soul™

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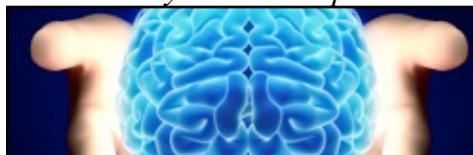


Peer Resources 

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FROM THE SOURCEBOOK OF COACHING HISTORY PSYCHOLOGY PIONEERS ARE A FOUNDATION FOR COACHING

VIKKI BROCK



(Editor's Note: Vikki Brock has graciously prepared a number of brief stories from her book: *The Sourcebook of Coaching History*. Each month during 2013-14, the *Peer Bulletin* is privileged to include one of these stories.)

Behaviorism dominated through the 1950s, and in the late 1950s cognitive psychology emerged, examining internal mental process such as mental distortions.

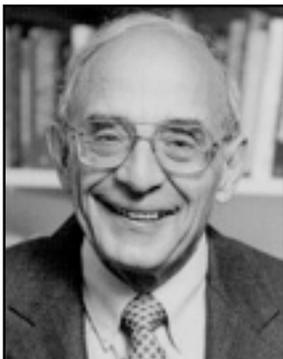
In the 1950s [Carl Rogers](#) (1902-1987), an American psychologist and one of the founders of the humanistic psychology (client-centered therapy) movement, coined the term 'encounter group,' which became associated with the popularization of humanistic psychology; while [Fritz Perls](#) (1893-1970), along with his wife Laura, founded Gestalt therapy. Abraham Maslow (1908-1970) formulated his [hierarchy of needs](#).

Transcendental meditation and the discipline of adult education appeared during this time as well. [Dr. Halbert Dunn](#) (1896-1975), known as the "father of wellness movement", introduced the wellness concept in a series of lectures he gave at the Unitarian Church in Arlington County, VA, in the late 1950s.

In the management literature of the 1950s coaching was initially considered a form of supervision. Articles from that time stress the benefit of training supervisors to coach their staffs toward improved work performance (Evered & Selman, 1989). In the 1950s a few professionals began using a blend of organizational development and psychological techniques in working with executives, and 10 articles were published on effective coaching by management to improve performance (Durosher, 2007, pers. com.).

During the 1950s Chris Argyris began to practice what he called [action science](#)—also known as action inquiry, action research, or organizational learning—as a strategy for increasing the skills and confidence of individuals in any kind of organization, and to foster long-term group effectiveness (Action Science Network, 2007). Argyris also brought to the business world the idea that people can change their thinking by how they speak to themselves.

Companies also began to define management competencies in the 1950s, which led directly to



“Managers who are skilled communicators may also be good at covering up real problems.”

~ Chris Argyris ~
Professor Emeritus at Harvard University
[Biography](#)