



**MELVIN
SMITH, PH.D.**

HELPING PEOPLE CHANGE: COACHING WITH COMPASSION FOR LEARNING AND GROWTH

OCTOBER 26, 2021 | 8:30 A.M. – 4:30 P.M.

Dyadic relationships with the intent of helping others come in many forms. One of the fastest growing forms is coaching. But, understanding effectiveness in coaching has been elusive. One reason for this is hanging onto the old guard of traditional management through directing and telling others how to do their job or complete a task. An emerging contrast in coaching is the approach of coaching with compassion versus coaching for compliance. Each approach arouses somewhat different psycho-physiological systems and has an impact on a person's openness. Coaching with compassion is believed to stimulate better cognitive functioning, increase perceptual openness to ideas, emotions and people, create positive emotional states, improve immune health, and reverse some of the damage from chronic stress.

This program will highlight the latest findings and practices on coaching featuring the work of thought leaders in this area from the Weatherhead School of Management's Department of Organizational Behavior. This interactive day will explore Weatherhead's distinctive approach to executive coaching in developing and energizing others. Grounded in the principles of Dr. Boyatzis' theory of intentional change, this approach to coaching leverages the individual's personal aspirations and desires to bring about sustained, desired change. You will also utilize real-life coaching scenarios in order to leave the program with practical application you can take back to your team and organization.

This program will help leaders:

- Understand how to coach others for sustainable change.
- Appreciate the difference between coaching with compassion and coaching for compliance.
- Learn how coaching with compassion is a source of renewal for the coach, as well as a source of development for the person being coached.

Competencies Addressed: Builds Effective Teams, Develops Talent, Drives Engagement, Instills Trust, Communicates Effectively

MELVIN SMITH, PH.D.

Melvin Smith, Ph.D., is a Professor in the Department of Organizational Behavior and Faculty Director of Executive Education at the Case Weatherhead School of Management. Melvin's research appears in such respected journals as the *Harvard Business Review*, *Journal of Management Development*, and *Journal of Applied Science and Organizational Dynamics*. He is also a co-author of *Helping People Change: Coaching with Compassion for Lifelong Learning and Growth* (2019). Prior to completing his doctoral work at the University of Pittsburgh, Melvin spent over fifteen years in a series of sales/marketing management and organization development positions with a number of Fortune 500 companies including IBM, Pepsi-Cola, and H.J. Heinz. Melvin has also provided training and/or consulting services to a number of organizations including Alcoa, Booz Allen Hamilton, Dealer Tire, Fifth Third Bank, H.J. Heinz, McKinsey & Company, NASA, PNC Bank, Progressive Insurance, as well as a number of trade associations.



University of Dayton
**Center for
Leadership**