

The Relationship of Coaching ROI to Biblical Kingdom Living

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Academic literature argues against financial ROI as the sole metric for coaching effectiveness, in favor of well-validated, distal organizational and individual outcomes (Grover and Furnham, 2016; Wright, 2015; Grant 2012; Theeboom, Beersma and van Vianen, 2014). Two years of research on the links between coaching, and distal organizational outcomes, emphasizing engagement, well-being and work-life balance, carries deep implications for the kingdom impact of coaching in the marketplace. Workplace coaching has the potential to deliver organizational outcomes such as increased workplace engagement (Arakawa & Greenberg, 2007), decreased stress (Gyllensten & Palmer, 2005), and increased well-being (Grant, 2012); and individual outcomes such as increased performance, coping, and well-being (Hawksley, 2007; Bell, Rajendran and Theiler, 2012; Theeboom, Beersma & van Vianen, 2014). Academic literature holds strong implications for workplace coaching and presents the opportunity to examine how coaching impacts well-being to facilitate biblical kingdom living.

This research paper not only carries significant implications for organizational coaches, corporate decision makers, and HR directors to justify the common costs of coaching interventions; it also carries implications for marketplace ministry and ultimately for biblical kingdom living.

In its global context, the accelerating pace of change has increased workplace stress and increased conflicts between employees' work, personal and family lives. Kossek, Lewis and Hammer (2010) posit work-life demands caused by four factors have led to increased workplace stress, lower work-life balance, and higher work-life conflict (pp.5-6). These four factors are:

1. Interconnectedness of economic systems, due to the global recession of 2008/09
2. Higher workloads (or overwork) due to understaffing
3. Offshoring of jobs "exacerbating work-life issues in developing countries or transitional economies" (Gambles et al., 2006)
4. Changing technology enables employees to work 24-7, blurring boundaries between work and family, and requiring a need for "work-life initiatives to support integration" (p. 5).

Bell, Rajendran & Theiler (2012) posit the conditions that necessitate organizational change are evidenced by "the pressure of market-driven globalization and an unwavering demand for growth and efficiency"; and causes "large-scale organizational change, such as restructuring, downsizing and government funding cuts" (p. 25).

Due to the Butterfly effect (one change in one part of a system, no matter how small, can affect the other parts of the system), the turbulence inherent in the convergence of these factors has trickled down from the organization's environment to the organization itself, affecting the work and personal lives of employees. Changes in the organizational environment have caused an increased need for organization change, perpetuating workplace stress and work-life conflict, while decreasing levels of well-being, work-life balance and engagement. Organizational decision makers, particularly in human resources, work to push back and increase levels of well-being, work-life balance and engagement (as evidence shows these three variables impact not only each other but also performance (Simpson, 2009; Crabb, 2011). Work-life initiatives, and well-being and engagement programs address workplace stress, and have, in recent years, connected the three aforementioned outcomes to organizational strategy.

It is important to introduce four key terms that this paper will reference: well-being, engagement, work-life balance, and shalom.

Well-being

Well-being is defined as "not only the absence of disease and reduced physical functioning, but the presence of positive physical, mental and psychological states of being (Sears, Agrawal, Sidney, Castle, Rula, Coberley, Witters, Pope and Harter, 2014, p. 357). Well-being involves "high levels of a number of facets of psychological well-being, including self-acceptance, purpose in life, positive relations with others, environmental mastery and autonomy (Ryff & Keyes, 1995)" (Grant, 2012, p. 5). The author's research regards wellbeing in the five categories delineated by Gallup-Healthways (2014): purpose, social, financial, community and physical wellbeing (p. 2).

Engagement

In a literature review of engagement at work, Simpson (2009) defines employee engagement as "the individual's involvement and satisfaction as well as enthusiasm for work", while referring to work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor [high levels of energy and mental resilience while working], dedication [being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge], and absorption [being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work]" (p. 1018). Towers Watson (2012) introduces the concept of sustainable engagement which "describes the intensity of employees' connection to their organization, based on three core elements: the extent of employees' discretionary effort committed to achieving work goals (being engaged), an environment that supports productivity in multiple ways (being enabled), [and] a work experience that promotes well-being (feeling energized)" (p. 5). Aon Hewitt (2012) defines employee engagement as "a measure of employees' willingness to give their discretionary effort to help the organization achieve and exceed its goals" (p. 1.)

Work-life balance

Bell et al. (2012) indicate that work-life balance is "the degree to which an individual can simultaneously balance the emotional, behavioural and time demands of both paid work, family and personal duties (Hill, et al., 2001)" (p. 26).

Shalom

The concept of shalom, which applies to both individuals and organizational communities, exists as a religious concept that is grounded in the person of God, and is a gift from God (Harris, 1970, p. 14). The term 'shalom' is ordinarily translated as 'peace' and occurs 249 times in the Old Testament (Wald, 1944, p. 22). Harris (1970) points out that peace is "listed more than once as one of the fruits of the Spirit (Gal 5:22, et al.) A person does not pursue peace in order to realize salvation. The gift of peace is a fruit of God's gift of salvation..." (Harris, 1970, p. 50). The root meaning of "shalom" is "to be whole, sound, safe", and the concept implies the idea of totality (Harris, 1970, p. 14). Implicit in the concept of shalom is a focus on intangible, spiritual outcomes that manifest in areas such as material prosperity and general well-being (Wald, 1944).

The Impact of Organizational Change

Harris (1970) posits "anything that contributes to wholeness makes for shalom. Anything that stands in the way disrupts shalom" (p. 14). Organizational change disrupts shalom. The current situation in organizational life reveals two disruptive organizational problems that are caused by the accelerated pace of change happening on a global scale: conflict and stress.

Problem 1: Change Causes Conflict

Shalom implies a focus on relationships. It is important to note, "shalom" is a common greeting for those they regard as true brethren and is used by people of Semitic background in the Middle East (Harris, 1970, p. 13). The greeting is impossible if any barrier lies between the two people.

On an organizational level, change causes conflicts specifically between individuals and their employing organizations. In discussing coaching as a change management strategy, Burke (2011) posits that effective coaches mitigate conflict by integrating individual needs with organizational goals, which places the coaching in "a unique position to help the individual and the organization renegotiate a new psychological contract...[as] an attempt to integrate individual improvement objectives with organization change goals." Burke's (2011) choice of terminology ("integration") implies that coaching, as a change management strategy, also functions as a conflict management strategy. When integration does not take place, it can increase the level of work-life conflict employees and managers experience. Work-life conflict¹ "occurs when involvement in one domain, for example work or personal life, interferes with involvement in the other domain (Hanson, et al., 2006)" (Bell et al., 2012, p. 26). Effective coaches not only mitigate work-life conflict, but they also position coaching as an organizational solution, in addition to an individual solution.

Problem 2: Change Causes Stress

Unresolved conflict in the workplace contributes to employee stress levels. Here is why that is important. Bell et al. (2012) and Grant-Vallone & Ensher (2001) emphasize the importance of recognizing the work-life spillover dynamic in employees' lives, where positive or negative situations that occur in one domain of life spillover into the other domain. A simple change at work can result in workplace stress that spills over into an employee's personal life. Similarly, an employee's personal, financial or family problems can spillover into the workplace and show up in their performance.

Studies of work-life balance and work-life conflict over the past 20 years have revealed that workplace stress is a predictor of both the work-life balance and work-life conflict constructs (Bell et al., 2012, p. 26). "The few studies that have investigated correlational predictors of work-life balance and work-life conflict suggest that stress plays an important role" (Bell et al., 2012). High levels of job stress, which lead to ill-being, have been linked to decreased work-life balance and increased work-life conflict among different occupations, especially where "an individual lacks the coping resources or uses ineffective strategies to cope with stress" (Bell et al., 2012).

Problem 3: Workplace Stress causes organizational problems

Bell et al. (2012) indicate that "higher levels of work related stress can lead to organizational problems, such as low productivity, increased absenteeism and turnover, as well as individual employee problems, such as alcohol and drug abuse, and ill-being (Jamal, 2005; Mostert, Rothmann, Mostert & Nell, 2008)". Low work-life balance is linked to undesirable well-being outcomes such as "higher absenteeism and intention to quit...employee burnout, job stress, poorer physiological and psychological health, substance abuse, and diminished family functioning" (Bell et al., 2012, p.26). Satisfactory work-life balance was also linked to non-work outcomes, such as life, family, marital and leisure satisfaction and family performance" (Bell et al., 2012). Given this data, one can pose the question "what is the real problem, on both the individual and organizational level, given the frame of the Christian leader?"

Problem 4: Workplace Stress Causes a Lack of Shalom

When virtues such as wholeness, general well-being, inner peace are developed in individuals it "makes for shalom in the community" (Harris, 1970, p. 15; Wald, 1944). Similarly, factors that disrupt shalom in the individual, also disrupts shalom in the community. The literature implies that a lack of shalom exists in the workplace because of stress on individual well-being. Evaluating the organizational problems in light of shalom, one can infer that coaching provides a solution. Coaching mitigates the disruption of shalom.

The remainder of this paper will draw appropriate connections between coaching and shalom, within the context of ubiquitous change, and through the increasingly important organizational outcome of well-being; one that links to the previously stated concepts, and to engagement and work-life balance.

Coaching as a Solution

Christian leaders and workers spend between 40 and 80 hours in the marketplace each week (Christensen, 2005). Mattera (2013) calls for a way to support Christians in the marketplace under these circumstances. Coaching provides a way to support the Christian mission in the marketplace through the pursuit of total well-being. The discipline of coaching can reduce the gap between organizational members and total well-being.

Impact on Workplace Stress and Work-life Balance

Coaching positively impacts the root problems of workplace stress and work-life balance. The literature makes it clear that "well-targeted workplace coaching has the potential to deliver a wide range of positive outcomes among those increased workplace engagement (Arakawa & Greenberg, 2007), decreased stress (Gyllensten & Palmer, 2005) depression and anxiety, increased resilience and well-being (Grant et al., 2010)" (Grant, 2012, p.5). Grant's (2012) research establishes that "two important variables for coaching in organizational settings are well-being and workplace engagement", and suggests a Well-being Engagement Framework, or WBEF, to measure coaching effectiveness in organizations (p. 5). Hawksley (2007) links coaching and work-life balance, explaining that "coaching can be used as a strategy to help individuals initiate and maintain changes such as implementing strategies to achieve work-life balance", also including managing work-related stress among significant benefits (p. 35).

Results of Increased Shalom

The concept of shalom aligns with the idea of biblical kingdom living. The Septuagint connects the word "shalom" with the word "eirene" (Harris, 1970, p. 36). As it appears in Romans 14:17, the word "eirene", which translates as "peace", is grounded in the Old Testament concept of shalom (Harris, 1970). Longenecker (2016) explains that in Romans 14:16-18, "Paul... sets out the overriding concerns of "righteousness", "peace" and "joy in the Holy Spirit" as being the basic and essential matters having to do with "the kingdom of God" – that is, with a truly Christian experience. He does so in opposition to those thoughts, comments, and actions that were dominating what was then going on in Rome" (p. 1008).

The connection between shalom and virtues of God's Kingdom also applies to the business environment and economy of the United States, one that has become taken with the idea of economic prosperity, and sometimes at the expense of employees. Harris (1970) explains that "...shalom often includes the idea of material prosperity...[and] [m]aterial prosperity is often linked with spiritual well-being" (p. 27). In a present-day organizational analogy, Paul would juxtapose the Kingdom virtues of peace, righteousness and joy, with the focus on the Big Five of American Business: performance, productivity, profitability, efficiency and effectiveness. He would say to business leaders "to be effective, you have to pursue Kingdom virtues and the Big Five will follow", according to Matthew 6:33 where the author exhorts the ancient Christian community to seek the Kingdom of God and His righteousness as a top priority, which results in the provision of economic resources. Within the Kingdom of God construct, peace and shalom are implied. Longenecker (2016) captures the essence of Paul's exhortation positing "...the apostle's injunction in these three verses is that believers in Jesus should not twist matters regarding "the

kingdom of God” into “a matter of eating and drinking,” but, rather, they should focus in their thinking and living on “righteousness, peace and joy in the Holy Spirit” (Longenecker, 2016, p. 1008). The pursuit of shalom aligns with an increased concentration on spirituality in the workplace, which has become more prominent in recent years.

During a typical workday, the effects of change test the expression and possession of shalom in the lives of employees and leaders. This occurs especially when stressful situations emerge, and employees are tested through conflict. Shalom is not merely a conceptual type of peace that operates in a vacuum, sans conflict, where nothing goes wrong. Shalom is tested amid conflict, as it is peace held in tension as the “present possession of the Christian” (Harris, 1970, p. 51). Conflict, which is both inevitable and a producer of stress, puts shalom to the test.

Measuring the ROI of Coaching

Marketplace Value of Coaching

Evidence that coaching links to organizational strategy through key performance indicators (KPIs) and organizational outcomes provides more incentive for decision makers to care about coaching. With common costs of a coaching intervention between \$15,000 and \$75,000 for a six-month intervention, human resources directors need solid evidence of coaching effectiveness and "the impact of coaching on distal organisational outcomes" (Grover and Furnham, 2016, p. 5). This evidence extends the trust building process by answering the underlying question "how does coaching apply to what I care about?"

Effective coaches engage questions such as “why would a company or a corporate decision maker care about coaching? What makes considering well-being and engagement, even work-life balance, worth their time?”

The Importance of Wellbeing to Financial Performance

Wright (2015) links the distal organizational outcomes of wellbeing, engagement and work-life balance to employee performance, organizational strategy and competitive advantage by explaining "the importance of well-being to the financial performance of a business is increasingly recognized by investors, who are looking at well-being and engagement levels as leading indicators of performance and market value". McCarthy, Almeida and Ahrens (2011) provide an exemplary answer in a study that establishes a link between wellness programs, key performance indicators (KPIs) (p. 183), and marketplace success (p. 187). Their study, which delineates categorical examples of well-being program components, provides an example for coaching ROI. Among the highest benefits of well-being programs were job satisfaction (45.5%), staff retention (35.2%), employee engagement (32.3%), productivity (32%), coping with change (31.7%), and reduced absenteeism (28.2%) (p. 187). Researchers are constantly producing new evidence to prove that coaching links to organizational strategy, as it impacts engagement, well-being and work-life balance (Timms, Brough, O’Driscoll, Kalliath, Siu, Sit and Lo, 2015, p. 595; Alvi, Hussain, Tahir & Gondal, 2015, p. 3637)².

Measuring Coaching ROI using Distal Organizational Outcomes

Because profit undergirds business, financial ROI appears to be the best way to measure coaching effectiveness. However, evidence points to alternate ways to gauge how coaching impacts an organization and its employees. Currently, coaching ROI is experiencing a paradigm shift from financial ROI to distal organizational outcomes. The literature makes a case against financial ROI as sole metric for coaching interventions (Grover and Furnham, 2016; Wright, 2015; Grant 2012; Theeboom, Beersma and van Vianen, 2014). Grant (2012) argues that "financial return on investment (ROI) is an unreliable and insufficient measure of coaching outcomes" that can lead to both substantial underestimation and overestimation of coaching impact (pp. 1,3). In a meta-analysis of individual coaching effectiveness in an organizational context, Theeboom, Beersma & van Vianen (2014) posit that financial ROI, presents considerable limitations when measuring the effectiveness of coaching interventions.

Recent research pushes for coaching to align with what Grover and Furnham (2016) refers to as "distal organizational outcomes". In a study that investigates coaching effectiveness, Theeboom et al. (2014) examined "well-validated, more distal indicators of functioning in addition to individual level outcome categories/: performance/skills, well-being, coping, work and career-related attitudes and goal-directed self-regulation (p. 3). Given recent scholarship and evidence, the use of financial ROI as the sole indicator of coaching interventions has proven ineffective in favor of using well-validated, distal organizational outcomes. Distal organizational outcomes are becoming an alternative to not only measure the "ROI" of coaching, but more aptly, a method to evaluating coaching effectiveness.

Job Stress and Costs to Physical Well-being

Bell et al. (2012) posit that the increasing job stress, caused by market-driven globalization and large-scale organizational change, is "negatively impacting employees' work and personal lives" (p. 26). On a wide scale, the literature has linked stress to "adverse effects on employees' psychological and physical well-being in many occupations...[and it] represents a large emotional cost to employee wellbeing and puts a considerable financial burden on organizational performance (Blackburn, Horowitz, Edington & Klos, 1986; Skakon et al., 2010)" (Bell et al., 2012, p. 25). In a discussion on cognitive appraisal and how stress and coping impact work-life balance, Bell et al. (2012) posit "high stress leads to ill-being especially where an individual lacks the coping resources or uses ineffective strategies to cope with stress (Hardie et al., 2005, Lazarus & Folkman, 1984; Lazarus & Launier, 1978)" (Bell et al, 2012, p. 27). Hawksley (2007) links the coping outcome of coaching to reduction of stress and increased wellbeing (Bell et al., 2012).

Closing the Gap

In its global context, change has increased workplace stress and ultimately has a negative impact on well-being. This global situation presents an opportunity, especially for the Christian leader, to rethink business priorities. The classical management perspective prioritizes performance, productivity, profitability, efficiency, and effectiveness as the highest aims in business. While these indicators are all important to the life of an organization, Christian leaders sense, and believe, there is more to the story.

Theoretical Framework

In a survey of available coaching literature, the themes of well-being and engagement, and work-life balance, repeat in a nearly inconspicuous fashion, embedded in the literature. Prominent links exist between well-being, employee engagement and work-life balance. The interaction between coaching and work-life, well-being and engagement represents the convergence point for my research for this project. Wright's (2015) article supports my theoretical framework by drawing on the relationship between those three constructs. In addition to stating that well-being is a key driver of engagement, Wright (2015) posits work-life balance is a key driver of well-being, drawing a link between the three constructs, and positions one-to-one coaching as a strategy employers use to provide support to employees.

Wright's (2015) article was not based on an empirical study, and no other articles or studies were available that explored how coaching impacted work-life balance, engagement and well-being. No articles or studies found, directly and explicitly examine the relationships at the intersection of coaching and these three constructs. Most articles emphasize how stress negatively impacts well-being, however, the emphasis on how coaching counteracts stress and increases wellbeing is less prominent. The absence of empirical research on these constructs represents a gap in the literature. This presents an opportunity to study and measure the impact of coaching on well-being, work-life balance, and engagement.

To address the gap, the author developed a set of theories/theoretical framework that emphasizes the link between well-being, engagement, and work-life balance, and integrates the concept of work-life coaching in pursuit of individual and organizational shalom. Seven foundational hypotheses underscore the framework:

1. Engagement is a driver of employee performance.
2. Well-being is a driver of engagement.
3. Work-life balance is a driver of well-being.
4. Workplace stress is positively impacted by work-life balance.
5. Work-life coaching³ positively impacts work-life balance (by increasing self-efficacy and coping resources),
6. Work-life coaching reduces the negative impact that stress has on employees, managers and leaders.
7. Decreased levels of workplace stress positively impact shalom on an organizational and individual level.

The concept of shalom links to the increasingly important organizational indicator of well-being, which links to stress, engagement and work-life balance.

Connecting Shalom and Coaching

Shalom encompasses well-being, and an indirect link exists between coaching and well-being through the construct of work-life balance. Hawksley (2007) directly links coaching and work-life balance, explaining that "coaching can be used as a strategy to help individuals initiate and maintain changes such as implementing strategies to achieve work-life balance", also including

managing work-related stress among significant benefits (p. 35). Bell et al. (2012) list counseling among strategies to reduce job stress and increase wellbeing. The link Bell et al. (2012) draws between counseling and work-life balance, combined with the synonymy Burke (2011) establishes between counseling and coaching, holds important implications for coaching practice in organizational settings, and as a link between coaching and the work-life dynamic.

Additionally, work-life balance has been found to increase well-being. Drawing on Work-life Spillover Theory (Zedeck, 1992), Bell et al. (2012) arrive at relevant theories and findings regarding both positive and negative impact of work-life balance on distal or indirect (but strategic) organizational outcomes. The outcomes include, but are not limited to, increased wellbeing and decreased job stress (Bell et al., 2012, p. 26).

Recent literature has also linked well-being and engagement. A number of studies report a link between well-being and engagement (Heifetz & Wood, 2014; Bakker, Schaufeli, Leiter & Taris, 2008; McCarthy et al., 2011). More importantly, studies show evidence of wellbeing as a key driver of engagement (McCarthy et al., 2011, p. 187; Heifetz and Wood, 2014; Wright, 2015). Heifetz and Wood (2014) describe wellbeing as "the catalyst companies need to cultivate engaged, thriving employees who perform at their best everyday", adding "when companies add a well-being focus to their engagement program, it has an accelerating effect". The data shows that "focusing on engagement and well-being together helps companies maximize productivity."

Implications, Emerging Trends and Practical Steps

The literature carries deep implications for integrating coaching with work-life initiatives to positively impact workplace stress, well-being and engagement. Moore (2007) argues that "organizations that provide long-term work-life balance cultures, create employee-company loyalty and positive employee attitudes to work" (Bell et al., 2012, p. 26). Listed below are implications, emerging trends and practical steps for companies and practitioners.

Integrating Coaching with Work-Life Initiatives, and Well-being and Engagement Programs

Increased job stress has led to an increased study of work-life balance and work-life conflict in the last two decades, resulting in "an increased need for employee work-life balance initiatives" as consequential job and work-related stress is "negatively impacting employees' work and personal lives" (Bell, Rajendran & Theiler, 2012, p. 25). Kossek, Lewis and Hammer (2010) argue for the mainstreaming of work-life initiatives positing that:

as the workforce is becoming increasingly diverse, employers who are able to adapt to these demographic shifts can realize a higher quality workforce, which enhances organizational performance by adding value to the firm thereby enhancing competitive advantage (Kossek and Friede, 2006). Cost savings also ensue from having lower turnover and higher discretionary performance, particularly when bundled with other human resource practices, such as high commitment or high-performance work systems (Berg et al., 2003). Employee engagement perspectives arise based on the notion that work-life initiatives reduce stress, and increase

personal and team resilience. This enables employees to cope with growing pressures from fast-paced environmental change in ways that are sustainable for their well-being and enhance the organization's performance (Ollier-Mallatere, 2010, this issue). Both the high performance and the engagement views are grounded in assumptions of beneficial effects from integrating work-life initiatives with internal organizational or external environmental systems, which further illustrates the value of bringing them into the mainstream (p. 5).

An anticipated outcome of this project is to inspire HR managers to integrate work-life coaching into work-life initiatives to provide added value and ROI, certain questions emerge such as:

- How can coaching be integrated into our current HR and organizational initiatives?
- Given that every organization is different, what KPIs would a coaching intervention need to positively impact to get the most return from our investment?
- How will this integration impact the external coach, along with his/her pay rate?
- How open are organizations to coaching employees on personal life topics, meanwhile trusting that work-life spillover theory will initiate positive spillover between work and personal life?
- What can be done to ensure that our organization sees a significant return from our coaching investment into our employees?

Coaching as Sustainable Engagement Strategy

Parker, Schroeder, Bowler & Muldoon (2006) point out the importance of strategically reengaging employees during times of volatile change, which is of particular importance given the current external environment of organizations. In fact, the concept of engagement is trending towards a search for solutions that produce what Crabb (2011) describes as "internalised engaged states", or *sustainable engagement*, among organizational stakeholders (Sustainable Employee Engagement, 2013; Towers Watson, 2012; Simpson, 2015; Adamson, Dixon & Toman, 2012; Simpson, 2009). Alvi, Hussain, Tahir & Gondal (2015) conducted a study that found a significant correlation between employee engagement and work-life balance stating "work-life balance has a positive significant impact [on] employee job engagement" (p. 3639).

Crabb (2011) establishes coaching as a sustainable engagement strategy that "helps employees produce a type of sustained engagement or "internalised engaged states...mindsets and attitudes that foster employee engagement". Crabb (2011) also posits employee engagement, well-being and resilience as three drivers of individual level peak performance within the workplace. Coaching represents one strategy to sustain engagement among employees, managers and leaders in the workplace.

Creating A Coaching Culture

An employee's relationship with their manager is an important factor in their levels of well-being, engagement and work-life balance (Wright, 2015; Parris, Vickers & Wilkes, 2008; Gallup, 2015). As organizations establish coaching cultures, an increasing number of managers find themselves coaching their employees. According to Ramstead and Reese (2016), coaching cultures increase

manager effectiveness by “unlocking an individual’s potential to perform...[and] creating a learning culture that teaches employees to find innovative solutions on their own, or in teams [and] focus on learning instead of teaching]. Taken together, these inputs result in increased employee engagement, reduced employee turnover, and increased morale and productivity (Ramstead & Reese, 2016). For managers to operate effectively in this role, Leonard-Cross (2010) calls for an increased focus on coach training to produce internal coaches that are both credible and effective (p. 37). Even in peer coaching situations, short-term training programs on key coaching competencies (active listening, direct communication, etc.) have provided support to workers on all levels who want to engage colleagues in coaching conversations.

Facilitation as Resolution

The discipline of facilitation is also referred to as process consulting or facilitative consulting, consultative coaching and/or group coaching. Facilitation outcomes closely align with coaching competencies as listed on the ICF website. Facilitation is used for conflict resolution and consensus building, with the end goal of producing a specific deliverable, outcome or process (Wilkinson, 2004). It can be applied in a number of situations and is extremely useful in vision and strategy development (Wilkinson, 2011).

The facilitation skillset is a value-add for coaches, especially helping coaches to implement Burke's (2011) theory of integrating organizational goals with individual needs. A coach who effectively fulfills the role of a facilitator/consultant prior to beginning a coaching intervention can help an organization to renegotiate the psychological contract between employer and employee. This process of renegotiation and integration can bring ministry to the workplace in the form of healing and forgiveness, in the pursuit of shalom on an organizational level.

Conclusion

The global problem concerning the accelerated pace of change resulting in increased workplace stress demands a set of comparable solutions. This is no small problem, and a global problem demands a world-class solution. For the Christian leader, that solution is found in the concept of shalom, a spiritual outcome of coaching – on both an individual and organizational level. Christian leaders, coaches and consultants are called to a higher purpose than to pursue profit. Although profitability ensures a business’ longevity, other organizational indicators and Biblical principles ladder up to profitability. By pursuing shalom, both individually and organizationally, leaders and employees pursue on of the highest spiritual aims – an aim that is grounded in the Kingdom of God, and that penetrates even the workplace to facilitate biblical Kingdom living.

The well-being construct directly links coaching to shalom, both on an individual and organizational level. Well-being also contains direct links to sustainable engagement, which focuses on internal engaged states that facilitate employee engagement (Crabb, 2011), and to work-life balance. Well-being links indirectly to learning and development, on at least a conceptual level, through employee engagement. Further research is needed in this area to fully explore the connection, and effects between constructs.

About the Author

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¹ The literature often defines work-life balance as "the absence of conflict between work and family or personal roles" (Bell et al., 2012). Because balance and conflict are coexisting constructs, "an individual can experience high levels of both concurrently (Balmforth & Gardner, 2006; Hanson, Hammer, & Colton, 2006; Wayne, Musisca, & Fleeson, 2004)" (Bell et al., 2012, p.26).

² There are many reasons other than well-being and engagement that would make and HR director or other corporate decision maker care about coaching. Learning and development is one reason. However, learning outcomes link back to engagement (Ramstead & Reese, 2016; Ciporen, 2015; Pappas & Jerman, 2015; Leonard-Cross, 2010; Jones, Woods & Guillaume, 2016; Cox, 2016), and purpose wellbeing (Gallup-Healthways, 2014).

³ Work-life coaching is a paradigm where coaching is delivered by an external or internal coach, encompassing a broad scope of work-life topics.