

L'essenza del coaching.
[The essence of coaching].
Alessandro Pannitti, Franco Rossi
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Both Alessandro Pannitti and Franco Rossi have a solid and reputed experience of several years in the field of Coaching, and in this book they have provided the readers with their expert, authoritative overview on the different coaching techniques.

Moreover, the authors have elaborated a theory of their own, called Incoaching®, which is a complex conceptual framework resulting from merging and combining different models, from the Self-Determination Theory (SDT) put forward by Edward L. Deci and Richard M. Ryan,¹ the Positive Psychology approach proposed by Prof. Martin Seligman,² to the Goal-Setting Theory by Edwin Locke and Gary Latham,³ the Transactional Analysis (TA) by Eric Berne and the Acorn Theory (or the *Daimon* Theory) developed by the Jungian psychologist James Hillman.^{4,5}

Mihaly Csikszentmihalyi's Flow Theory,⁶ Albert Bandura's Self-efficacy Theory,⁷ the Logotherapy by Viktor Frankl,⁸ the patient-centered approach as advocated by Michael Balint and Carl Rogers have been incorporated,⁹ as well as the techniques elaborated by Timothy Gallwey in the field of Sport Coaching (Inner Game Theory).¹⁰

Instead of creating a super-specialized coaching technique (like for example Career, Executive, Corporate, Life, Workplace, Business, Sport, Team Coaching) the authors have created a highly interdisciplinary and integrated methodology, which represent a flexible modular approach that can be implemented in different situations and contexts.

Some of the most popular approaches, like the GROW model (Goal, Reality, Options/Obstacles, Way forward, What, when, who, will) by Sir John Withmore,¹¹ the SMART/SMARTER model (Specific, Measurable, Attainable, Relevant, Timely, Ecological, Recorded) developed by George T. Daron, or the JOHARI window based on the interpersonal communication and knowledge and proposed in the sixties by Harry Ingham and Joe Luft are described and discussed in detail. The authors emphasize the importance of high-quality and scholarly relevant contribution to the coaching psychology and the foundation of the Evidence-based Coaching.^{12,13}

Coaching is not an easy job, but a challenging and exciting one that calls up for different skills. According to Stober and Grant, the seven golden rules of an effective coaching are collaboration, accountability, awareness, responsibility, commitment, actions and results,¹⁴

while, according to the counselor Raffaello Rossi, the four qualities of a good coaching relationship are acceptance, listening, authenticity, and alliance (*the four A model: accoglienza, ascolto, alleanza, autenticità*).¹⁵

The listening is never passive, but dynamical – implying a continuous feedback between the coach and the coachee – and active, implying content paraphrasing, verbalizing emotions, repetition of a word or of the entire content (processes termed as *constructive listening* by Raffaello Rossi and as *dynamical monitoring* by Alessandro Pannitti and Franco Rossi). Incoaching® is an effective instrument by which the coach explores the coachee's self-government and self-management crisis, the perceived present and the desired future, removes the inner obstacles, introduces facilitating elements, shows new options and action plans, enhances the client's self-awareness and stimulates lateral thinking and creativity.

We do recommend this book to health psychologists since they could benefit a lot from a manual describing coaching techniques. Motivational Interviewing (MI) and health coaching are emerging as innovative approaches that can complement health promotion and help the health psychologist to motivate the patient.¹⁶⁻¹⁸ Negative thinking, wrong beliefs, in fact, may lead to a low level of compliance and adherence to the treatment. Restructuring and reframing the patient's beliefs, and empowering the patient are thus of crucial and strategic importance.

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Nicola Luigi Bragazzi,¹ Giovanni Del Puente²
¹School of Public Health, Department of Health Sciences (DISSAL), University of Genoa; ²Department of Neuroscience, Rehabilitation, Ophthalmology, Genetics, Maternal and Child Health, Section of Psychiatry, University of Genoa, Genoa, Italy