

# 코칭의 사례와 갈등해결에 대한 시사점

**A Case of Coaching and It's Implications for Conflict Resolution**

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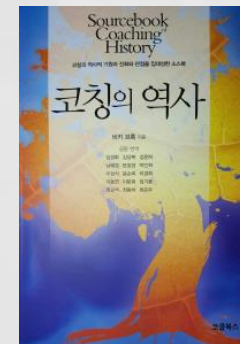
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# 차례

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# ‘코칭’을 소개합니다

**KCA** (사) 한국코치협회  
KOREA COACH ASSOCIATION

<https://www.youtube.com/watch?v=D0MC4N0S5ss&t=24s>

# 코칭의 정의

## Definition of Coaching

코칭은 개인과 조직이 잠재력을 극대화 하여 최상의 가치를 실현 할 수 있도록 돕는 수평적 파트너십이다.

Coaching is a horizontal **partnership** that helps individuals and organizations maximize their **potential** and realize their best value.

- KCA: Korea Coach Association (한국코치협회)

코칭은 개인적, 전문적 가능성을 극대화시키기 위해 영감을 불어넣고 사고를 자극하는 창의적인 프로세스 안에서 고객과 파트너 관계를 맺는 것이다.

ICF defines coaching as **partnering** with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional **potential**.

-ICF, International Coach Federation(국제코치연맹)

### Key Word

**Client's Potential/Possibility(잠재력, 가능성)**

**Partnership(Autonomy, 자율성)**

# 코칭대화의 특징

## Characteristics of Coaching Communication

고객(상대방) 주도의 대화 유지: 주제와 관련된 목표, 대안, 계획 등  
Maintaining client-driven conversations: Topics, goals, alternatives, plans, etc.

고객의 표면적인 의도를 넘어 내적 의도를 경청하고 반영(거울)  
Listening to and reflecting internal intentions beyond the superficial intentions of the client.

고객에게 필요한 질문 제공 (내적 질문 촉진: 자원발견, 관점전환, 의식확대 등)  
Providing questions for client (promoting internal questions: discovering resources, reframing etc.).

지적, 제안, 정보 제공이 아닌 자각과 자율적 선택, 책임을 촉진  
Promoting awareness, autonomous choice, and responsibility.

고객의 강점과 능력에 집중하고 에너지를 증폭시킴(파트너십)  
Focusing on customer strengths and capabilities and boost energy(partnership).

전체적으로 학습의 과정으로 설정(변화와 성장)  
Setting as a process of learning as a whole(change and growth).

***답에는 반드시 질문의 구조가 존재하며, 답은 반드시 질문의 구조에 제약 받는다.  
There must be a structure of the question in the answer, and the answer is necessarily limited to the structure of the question.***

***-by Louis Althusser , 알튀세르***

# Coaching Process

**Topic, Agenda**

- Action Plan?
- Expected Obstacles?
- Sustainable Strategy?

**Action**

**Alternative  
Choice**

- Alternatives?
- Expansion of Possibilities
- Use of Resources

**Listen  
Question  
Feedback**

**Desired  
Result**

- Desired States?
- Vision?
- Truly want?

**Awareness of  
Current Situation**

- Present States?
- Essence of Problems?

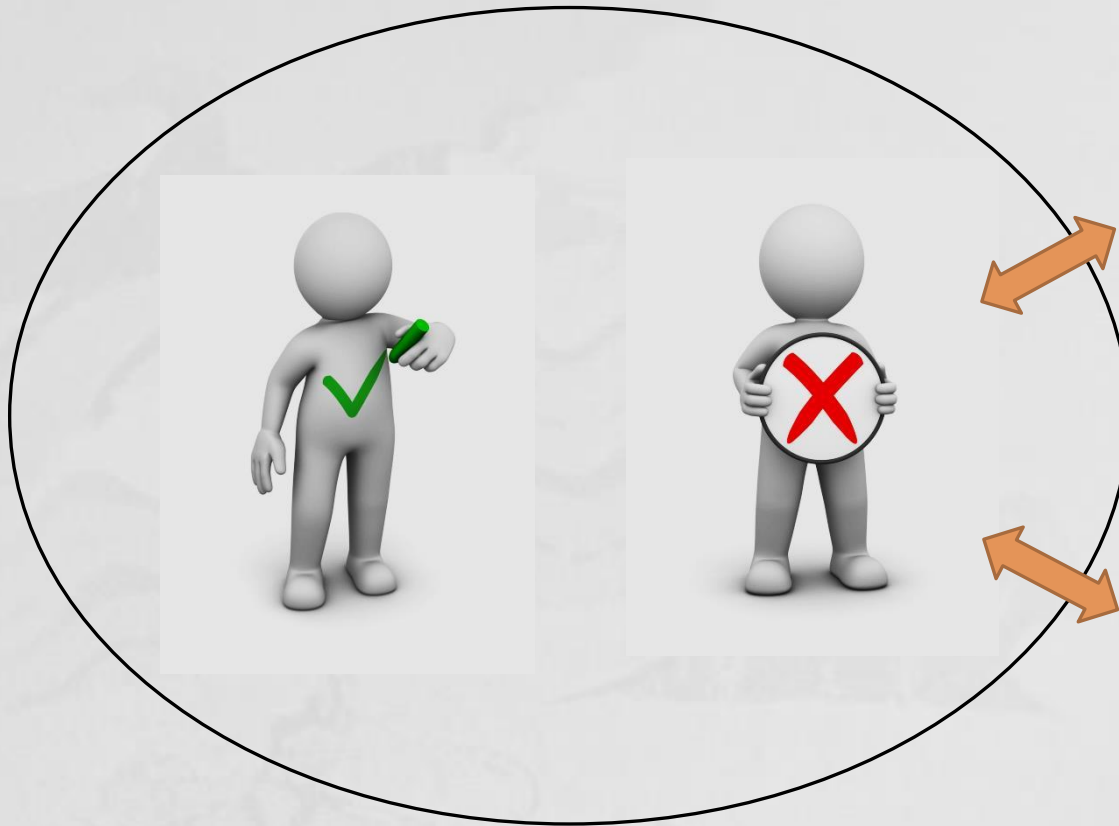
**Creating a success story of problem solving and goal achievement.**

# Area of Coaching

Whom	Area	Topic, Agenda
Company, Organization	Business Coaching	<ul style="list-style-type: none"><li>✓ Leadership, Performance</li><li>✓ Organizational Culture</li></ul>
People in General	Life Coaching	<ul style="list-style-type: none"><li>✓ Success, Happiness,</li><li>✓ Health, Life Planning</li><li>✓ Relationship</li></ul>
Student	Learning Coaching	<ul style="list-style-type: none"><li>✓ Family, Friend</li><li>✓ Career Exploration</li><li>✓ Good Grades</li></ul>
Professional	Mental Coaching	<ul style="list-style-type: none"><li>✓ Performance</li><li>✓ Occupational Stress</li></ul>



# Coaching and Conflict



코칭은 갈등을 겪는 고객과 1:1 관계로 이루어짐.  
Coaching is a one-to-one relationship with conflicting clients.



# Conflict Topics in Coaching

## Internal Conflict

- Collision of 'Super Ego' and 'Id'
  - Conflict and Anxiety
  - Defense Mechanism
- Approach-Approach: more
- Avoidance-Avoidance: less
- Appro-Avoid: risk taking
- Cognitive Dissonance
- Ambivalence(attitude)
- Complex, Jealousy, Obsession

## External Conflict

- Man vs Man
  - Man vs Group
  - Man vs Org.
  - Man vs Society
- } Relationship Conflict/  
Lack of Communication
- Ext. Conflict → Int. Conflict
  - Ext. Conflict → Problem Solving

# Coaching Case-1: A사의 실장과 팀장들과의 갈등

## Conflict between A Company's manager and team leaders

**Issue:** As the OO department was newly established (4 teams), many new members of the organization (including the team leader) joined the company. There are many different ways of communicating with each other. Conflict with team leaders occurs during the stabilization of that department.

**The picture:** Team leaders are strongly opposed to what he says or does, and they have trouble communicating.

- Reaction to unilateral instructions (high pressure) of the manager.
- Neglect of work (especially the behavior of two seniors).
- Appeals to the executive (worked with him at former company).
- Emotionally unpleasant and want to deal with personnel, but fear of leadership evaluation.

**Coaching Topic:** Resolving conflicts with team leaders and restoring leadership.

**Coaching Goal:** Plan and execute actions that can resolve conflicts with team leaders and restore relationships.

-**Outcome:** Relationship Scale 4/10 → 8/10 or more (friendly relations with mutual respect).

-**Process:** My Changing → Improved use of language, active communication (listening first), leadership learning.

**Coaching Period:** 7 sessions (every 2 weeks), 1~1.5 hours per session

**Coaching composition:** topic-related coaching conversations, setting up each session's practice tasks (by client), feedback on former session practice, etc.

# Coaching Case-1: A사의 실장과 팀장들과의 갈등

## Conflict between A Company's manager and team leaders

Session	Main Contents
1	Goal setting, listening to conflict situations and background (exploring the inside of conflict)
2	Analysis and insight into leadership evaluation data and personality test data (helping self-awareness)
3	Plan to improve language use to promote communication and coaching conversation skill (reading homeworks)
4	Explore communication strategies with conflict partners (two senior team leaders)-1
5	Explore communication strategies with conflict partners (two senior team leaders)-2
6	Effort (motivation) of the manager to help team leaders develop leadership
7	Review of conflict resolution results, future leadership direction

**Key to conflict resolution:  
understanding emotions, self-awareness, identity and role as a leader**

# Coaching Case-2: B병원 간호사의 상사와의 갈등

## Conflict with a senior of the nurse at hospital B

**Issue:** As third year nurse, relationship conflict with a senior nurse.

**The picture :** Unbearable psychological pain of frequent friction and the verbal abusive of her senior.

- Bullying that doesn't know why exactly(hysterical personality, looking down upon me...).
- Tend to be patient, but sometimes clash (too much, picking fault ).
- Appeals to part leader but no action (request department move, etc.)
- Hoping the senior is promoted and moves to other department.

**Coaching Topic:** It's my favorite job, and so I want to work comfortably.

**Coaching Goal:** I want my relationship with my seniors to be at least not hostile (Relationship Scale 3→6).  
I hope my heart is not anxious because of you (anxiety 9→3).

**Coaching Period:** 5 sessions (every week), 1~1.5 hours per session

**Coaching composition:** topic-related coaching conversations, setting up each session's practice tasks (by client), feedback on former session practice, etc.

# Coaching Case-2: B병원 간호사의 상사와의 갈등

## Conflict with a senior of the nurse at hospital B

Session	Main Contents
1	Goal setting, listening to conflict situations and background (exploring the inside of conflict)
2	Analysis of the cause of the conflict (client's psychological anxiety and distrust of the other)
3	Exploring the inner factors of distrust ('I should do well', 'I hate weakness', deficiency, wariness)→ Need to be relaxed about herself (self-acceptance)
4	Cognitive/emotional change (self-respect), behavioral change (asking for help) : Attempt to change(after 3~4 session)
5	Review of conflict resolution results. (Transformation to <u>the life of the team playing</u> – mood maker- from now on)

### Key to conflict resolution:

**Self-discovery (self-acceptance, change of perspective), resourceization of leader tendency (trust-based)**

# 코칭 Case 1 & 2 비교

## Comparison of Coaching Case 1 & 2

	A Co., Manager	B Hospital, Nurse
Type of Conflict	Man vs Group	Man vs Man
Status of Conflict	Difficulty of Communication, Neglect of Work	Harassment, Conflict(충돌)
Essence of Conflict	Emotion	Emotion
a Party to Change	<b>Self</b>	<b>Self</b>
Change of Status	Stop Misunderstandings, Restoration of Cooperation (협조회복)	Switch to a Cooperative Relationship
Point of Change	Self-awareness, Talking Manner	Self-discovery, Embrace, Reframe, Resource

- **Resistance at Coaching** : Why should I change first?
- **Doubts about Coaching**: Do they change when I change?
- **Belief in Coaching**: When I change, everything changes!

# 갈등 해결을 위한 코칭 포인트

## Coaching Point for Conflict Resolution

**Building trust with client** → Understanding and empathizing with client

**Client's internal reflection**

→ Investigate the truth of conflict situations (relativity, arbitrary interpretation)

**Controlling emotions as a essence of conflict**

→ Understanding and empathy for emotions

**Adjusting Awareness of Conflict Partners**

→ Exploring the other's positive intentions, productive transformation

**Creating awareness** → Positive meaning of what client want

**Conflict Transformation** → Challenges for my growth, not discomfort and suffering

*In case of conflict of interest: Explore customer needs,  
Explore ways to meet win-win needs*



# '갈등해결'에 대한 시사점

## Implications for Conflict Resolution

- Conflicts dealt with in coaching are mainly personal issues.
- The coach stands on one side in a situation of bilateral conflict.
- In the case of psychological conflicts, both parties are coached.
  
- Conflict topics in coaching are often addressed under different names.  
(Emotion Coaching, Relationship Coaching , Problem Solving Coaching )
- Coaching basically turns conflict into a positive and productive perspective.
- Coaching can be very effective in preventing conflict.
- Coaches do not directly intervene in mediating conflicts of interest.  
(Resolved in terms of 'transformation' rather than 'mediation')
  
- In conflict management, Coaching helps to focus on people rather than work.
- The application of coaching skills to public conflict facilitation needs to be considered (emotional approach, problem solving).
- If you are coaching conflict , you can coach for “performance” (strategy).

**It is necessary to broadly deal with conflict in the coaching field and actively accept coaching in the area of conflict.**

# 상자 밖으로~ Out of Box

**From Self-deception**

자기 기만(배반)으로부터

毋自欺(무자기: 대학, 성철 스님)

**What is Self?** 자기가 무엇이길래?

**'나'의 선한 의도, 미덕, 본성(相生→善), 情**

My good intension, Virtue, Human Nature(Win-Win, Goodness), Emotion

**인간의 온전성에 대한 이해/존중**

**→ 갈등 예방과 해결의 본원적 해법**

Understanding/respect for human integrity

**→ Fundamental Solution to Prevent and Solve Conflicts**





**Thank  
You!!!**