

The METTA Coaching Model: Empowering Managers for Greater Efficiency with Inner Peace and Conscious Awareness of Consequences*



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Abstract

This article presents the METTA Coaching Model, an innovative approach to enhancing managerial efficiency through a mindfulness-based, inside-out development framework. Integrating coaching methodologies, Buddhist psychology, and human resource development principles, the METTA Coaching model aims to help managers develop self-awareness, resilience, and clarity, key traits for effective leadership in complex organizational environments.

The study addresses three core objectives: (1) assessing shifts in managerial self-awareness and perspective before and after METTA coaching, (2) positioning the METTA Coaching Model as a strategic tool for enhancing management perspective, and (3) evaluating the role of mindfulness in shaping cognitive and emotional outcomes during the coaching process. A mixed-methods approach was used, with data collected from over 70 managers across 15 organizations, spanning various leadership levels.

Findings suggest that the METTA Coaching Model significantly contributes to managerial effectiveness by fostering inner equilibrium and improving decision-making capabilities. The model, which comprises five core elements “Mindfulness, End, Total, Tools, and Action” is grounded in the Four Foundations of Mindfulness in Buddhist philosophy and offers a structured yet flexible approach to leadership transformation.

The article concludes that the METTA Coaching Model offers a comprehensive and actionable framework that empowers managers to lead with clarity of purpose, mindful presence, and empathetic engagement, positioning it as a valuable asset for organizations seeking to strengthen leadership capability and overall managerial effectiveness.

Keywords: Empowering; Inner Peace; Envisioning; Coaching Model; Efficiency

Introduction

In the era of rapid transformation and global complexity, organizations are encountering new paradigms of leadership challenges. The traditional VUCA (volatile, uncertain, complex, ambiguous) environment is now evolving into what experts define as the

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BANI world—brittle, anxious, non-linear, and inconsistent (Kok, and van den Heuvel, 2020). Within this dynamic context, the role of managers is being redefined. No longer are managers confined to overseeing performance and enforcing compliance; instead, they are now expected to lead diverse, multi-generational teams, foster psychological safety, and guide organizations through ambiguity and change with agility and resilience.

Despite this shift, many leadership development programs remain rooted in outdated models that emphasize technical and administrative capabilities while overlooking the emotional, cognitive, and ethical dimensions of leadership. As McKee, Kemp, and Spence (2013) argue, the capacity for self-awareness, emotional intelligence, and reflective decision-making is now critical for successful management. However, traditional Human Resource Development (HRD) approaches are often insufficient in equipping leaders with these deeper competencies (Bratton et al. 2021). This gap has resulted in increased stress, decision fatigue, and disengagement among managers navigating today's volatile environments.

To address these challenges, coaching has emerged as a transformative developmental tool in the field of leadership and organizational development. Models such as GROW, OSCAR, and SPECIFIC offer structured frameworks that promote reflection, goal setting, and performance accountability (Law, 2013; Grieve, and Miller, 2024). However, these models frequently overlook the crucial internal landscape of the leader, which encompasses the vital need for inner peace, clarity, and a strong ethical purpose. These qualities are not just important; they are essential for effective leadership within the BANI context.

The METTA Coaching Model was developed in response to this need. Rooted in the principles of Buddhist psychology and integrated with contemporary coaching practices, METTA emphasizes mindfulness, compassion, and conscious leadership. The model supports the development of ethical conduct (*sīla*), mental clarity (*saṃādhi*), and wisdom (*paññā*), three core elements that empower managers to lead with authenticity, resilience, and purpose.

This research explores the application and outcomes of the METTA Coaching Model as a strategic tool for enhancing managerial efficiency. By focusing on the inner development of managers specifically their awareness, intention, and mindful action, this study aims to contribute to the growing body of evidence supporting mindfulness-based interventions in leadership development. Through an in-depth analysis of self-awareness, management perspectives, and the cognitive impact of mindfulness during the coaching process, the research provides insights into how managers can be supported to thrive in today's complex and evolving organizational landscapes.

The Definition of Metta Coaching Model

The METTA Coaching Model is founded on the principle that true leadership and effective management begin from within. Its central concept “Empowering Leaders with Inner



Peace and Conscious Awareness of Consequences" reflects a transformational journey where inner harmony becomes the foundation for outward vision and impact.

At its core, the model emphasizes cultivating inner peace, self-awareness, and mindfulness as essential elements of personal leadership. Through mindful coaching practices, leaders are guided to recognize and align with their authentic selves, enabling them to manage emotions, reduce stress, and develop clarity of thought. This internal grounding fosters emotional resilience and compassion, qualities that are essential in navigating today's complex organizational environments.

Once peace is established within, the model supports leaders in extending this awareness outward translating personal clarity into strategic vision, effective decision-making, and purpose-driven leadership (Goleman, 2013; Kofman, 2008). This outward expression of inner peace enables leaders to inspire teams, manage challenges with wisdom, and foster a culture of trust and mindfulness within their organizations (Boyatzis, and McKee, 2005; Senge et al., 2005).

Drawing from Buddhist philosophy especially the Four Foundations of Mindfulness alongside psychological and coaching frameworks, the METTA Coaching Model creates a space where reflection, growth, and transformation occur. Ultimately, it aims to nurture leaders who not only perform with competence, but lead with consciousness, compassion, and vision.

The METTA Coaching Model is a transformative framework that combines mindfulness, Buddhist philosophy, and contemporary coaching practices to foster both leadership development and personal growth. Specifically designed for managerial contexts, this model aids individuals in cultivating greater awareness, enhancing mental clarity, and developing the ability to anticipate the consequences of their actions. These qualities are essential for effective and ethical leadership within complex organizational environments (Robbins, Judge, and Beward 2012).

The acronym M-E-T-T-A stands for:

M - Mindfulness: Short grounding practice to enhance presence.

E - End: Clarify leadership goals and intended impact.

T - Treat: Address challenges and define strategies.

T - Tools: Identify relevant strengths and resources.

A - Action: Commit to concrete steps for implementation.

This model empowers individuals to access inner clarity and insight, ultimately enhancing personal development and managerial effectiveness. Rather than prescribing fixed solutions, METTA facilitates the conditions for individuals to discover answers from within.

Extensive research supports the premise that inner peace and elevated levels of consciousness are vital components of effective leadership (Ulrich, 2020). The METTA Coaching Model provides managers with a structured framework to foster mindfulness and a strong sense of presence, thereby enabling them to successfully navigate coaching inquiries and

leadership challenges. This heightened awareness significantly enhances decision-making capabilities, resilience, and emotional regulation, which are essential competencies in today's complex organizational landscape (Belias, Rossidis, and Papademetriou, 2024).

Within the METTA framework, participants engage in a structured and inquiry-driven process that facilitates both personal and professional development. They are encouraged to formulate individualized development plans that align with their core values and long-term objectives. This reflective planning approach enables participants to identify the most suitable tools, methods, and interventions tailored to their distinct pathways.

A distinguishing characteristic of METTA is its implementation of insightful questioning techniques, which facilitate participants in establishing and refining their initial action steps. These steps not only create initial momentum but also serve as intrinsic motivators, driving individuals toward their coaching objectives with purpose and confidence.

The METTA Coaching Model provides a comprehensive developmental experience through the integration of mindfulness practices, visualization techniques, strategic inquiry, and action-oriented frameworks. This model empowers participants to enhance their leadership capabilities while ensuring alignment between their intrinsic values and external objectives. As a result, it facilitates both personal fulfillment and professional achievement.

The METTA Coaching Model in Practice

The METTA Coaching Model compellingly illuminates the crucial importance of empathy in leadership development. It serves as a transformative guide for managers, encouraging them to move away from the rigid confines of a command-and-control approach toward a more thoughtful and human-centered leadership style. This framework not only highlights the significance of connection, compassion, and understanding but also positions these traits as powerful assets in a leader's toolkit. By embracing these essential qualities, leaders can foster genuine relationships, inspire their teams, and cultivate a work environment rich in collaboration and innovation. Ultimately, this shift not only enhances individual leadership effectiveness but also drives collective success and fulfillment within the organization.

The METTA Coaching Model facilitates a structured approach for managers by encompassing five essential elements of the coaching process: Mindfulness, End, Total, Tools, and Action. This model is designed to cultivate profound self-awareness and consciousness among managers, thereby enhancing their understanding of the experiences, motivations, and challenges encountered by their team members. Empathy emerges as a vital leadership tool, fostering trust, strengthening relationships, and promoting a supportive and high-performing organizational culture. (Barrett, 2025)

Ultimately, the METTA Coaching Model transitions managerial roles from task-oriented directives to inspirational growth facilitation. By engaging with team members through

empathy, clarity, and intention, this model transforms leadership into an inclusive practice of co-creation and care. In this environment, individuals feel valued, heard, and motivated to contribute their best efforts in the workplace.

The METTA process is structured into five key components, each aligning with a letter in the acronym:

M - Mindfulness: Each session began with a short mindfulness practice to calm the mind and enhance present-moment awareness, preparing participants for focused coaching.

E - End: Participants identified their ultimate leadership goals, aligning personal intention with strategic direction.

T - Treat: Managers explored key challenges and defined practical strategies to address them through guided reflection.

T - Tools: Coachees identified internal strengths and external resources essential for successful implementation.

A - Action: The process concluded with a concrete action plan, turning insights into measurable, real-world outcomes.

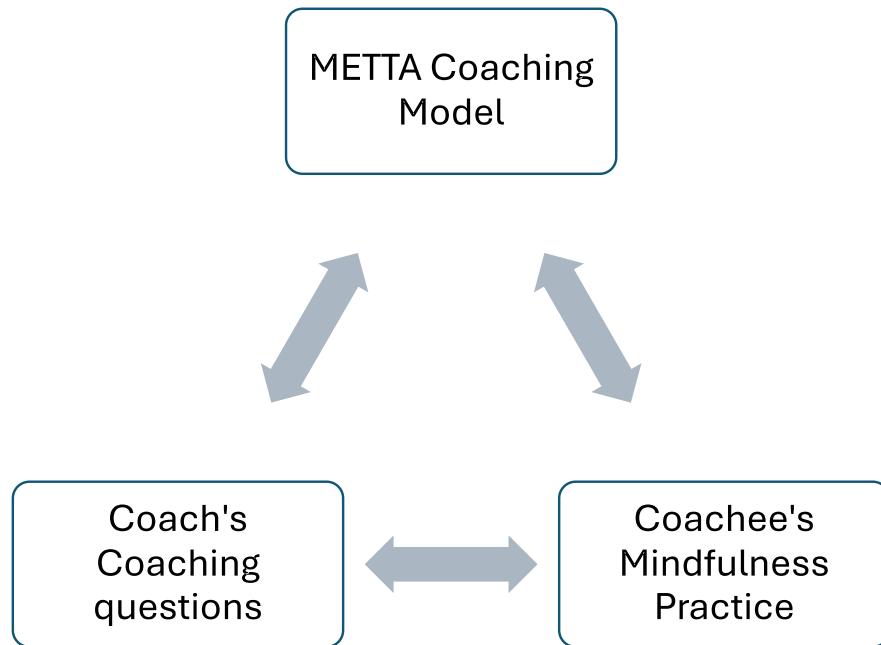


Figure 1: METTA Coaching element

The model begins with the following components:

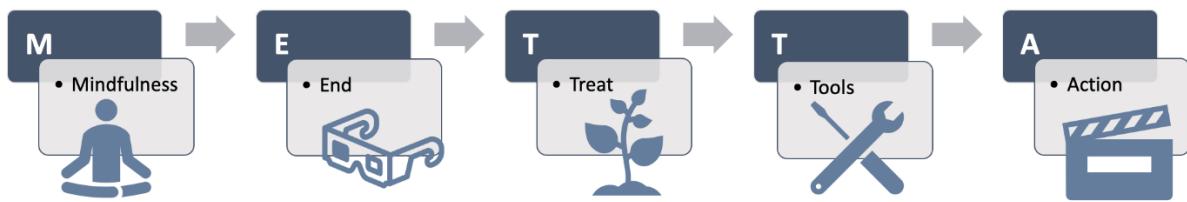


Figure 2: The METTA Coaching Model

In the METTA Coaching Model, the “E - End” stage, following the foundational mindfulness grounding (M - Mindfulness), serves as a vital anchor for the coaching process, imbuing it with purpose and clarity. This step invites the coachee to boldly articulate their ultimate goal, emphasizing not just immediate outcomes but a powerful vision of long-term, meaningful impact. By doing so, it empowers individuals to connect their aspirations to a broader narrative, fostering motivation and commitment to their transformative journey.

Rather than focusing solely on tactical objectives, the End phase encourages deep reflection on one’s aspirations, values, and the ripple effects of their intended actions. Drawing from approaches like Fred Kofman’s Conscious Business (2008), this phase expands awareness across emotional, relational, ethical, and strategic dimensions. Coachees are guided to visualize their “wish fulfilled” state, cultivating a sense of purpose that is both motivating and values-driven.

This foresight-oriented inquiry aligns with the METTA Model’s core principle of mindful leadership. By clarifying the “why” behind their goals, leaders gain stronger internal alignment and a more grounded direction for the steps that follow—Treat, Tools, and Action—ensuring that their leadership journey is not only effective, but deeply meaningful.

A Development of the METTA Coaching Model

The development of the METTA Coaching Model was based on empirical research involving over 70 managers from various industries and organizational levels, including fast-moving consumer goods, manufacturing, services, automotive, and government sectors. Participants, primarily middle and senior managers, were responsible for leading teams and improving performance across diverse contexts.

The findings from quantitative method indicate an overall average management style (Mean = 3.00, S.D. = 0.406), reflecting a leadership approach that is primarily manager-centered. Managers tend to take the lead in setting goals (M = 3.26) and solving team problems (M = 3.23), with limited delegation to team members. While there is some recognition of success evaluation in advance—the highest-rated aspect (M = 3.37)—team autonomy remains low. Employees rarely set their own goals (M = 2.74) and are reluctant to present challenging or different ideas (M = 2.71). Participation in meetings is also modest (M = 2.86), and

collaboration in planning processes is only slightly above average ($M = 3.03$). Team efficiency itself is rated below the midpoint ($M = 2.81$), suggesting potential for development. These results highlight the need for a more empowering leadership style that promotes self-direction, open communication, and team-driven initiatives.

After participating in the coaching session, participants reported a notable improvement in their management perspectives, with an overall average score of 3.96 (S.D. = 0.703), reflecting a level above average. Several key indicators shifted toward high ratings, particularly in areas related to team confidence and emotional intelligence.

Participants expressed strong confidence in their team's capability ($M = 4.49$, S.D. = 0.880) and in each member's ability to learn and self-develop ($M = 4.53$, S.D. = 0.696), indicating enhanced trust and a growth mindset toward their teams. Emotional resilience and interpersonal skills also improved. For example, the belief that being a good listener can resolve conflict scored highest ($M = 4.69$, S.D. = 0.671), and participants reported increased daily happiness ($M = 4.40$, S.D. = 0.730), suggesting improved well-being.

While openness to mindfulness practice was more than average ($M = 3.84$), responses related to communication during disagreement remained moderate. The tendency to convince others in disputes scored at a medium level ($M = 3.06$, S.D. = 1.872), and responses to irrational or emotional speakers remained only slightly above average ($M = 3.51$, S.D. = 1.775), reflecting an area still in development.

Overall, the data shows that coaching had a positive impact, especially in enhancing self-awareness, emotional regulation, team trust, and mindfulness foundational traits for effective and human-centered leadership.

Baseline data revealed that many participants had minimal experience with mindfulness: 20% had never practiced meditation, and 38.60% had less than two hours of experience. Although 40% valued mindfulness, 41.40% cited a lack of time as a barrier. These insights highlighted the need for a practical, time-efficient model that integrates mindfulness into leadership development.

After engaging with the METTA Coaching Model, participants showed a 30.30% improvement in management perspective scores, rising from an average of 3.046 to 3.969. Post-coaching, 88.60% of participants rated mindfulness as highly important—more than double the pre-coaching figure. Qualitative observations confirmed increased emotional regulation, focus, and alignment between leadership behavior and organizational vision.

The model's structured five-step process was central to these outcomes:

M - Mindfulness: Short grounding practice to enhance presence.

E - End: Clarify leadership goals and intended impact.

T - Treat: Address challenges and define strategies.

T - Tools: Identify relevant strengths and resources.

A - Action: Commit to concrete steps for implementation.

Designed for adaptability, the METTA Coaching Model blends mindfulness with reflective inquiry and goal-oriented action. It offers managers a clear path to greater awareness, strategic clarity, and purposeful leadership in dynamic work environments.

Application of METTA Coaching Model

The METTA Coaching Model effectively integrates mindfulness-based principles within the framework of Human Resource Development (HRD), offering a robust and adaptable approach for fostering personal and professional growth. Primarily designed for certified coaches and organizational leaders, this model significantly enhances self-awareness, emotional regulation, and goal clarity through practices informed by neuroscience and contemplative techniques.

The METTA model is applicable across various contexts, including organizational, educational, and individual development, making it an essential tool for coaching sessions, workshops, and training programs. It encourages participants to cultivate alignment between their internal awareness and external actions, guiding them to "set the self to zero"—a state of mental clarity that enables the reframing of challenges and the facilitation of meaningful transformation.

Grounded in both Buddhist psychology and contemporary coaching science, the METTA model promotes inner peace, ethical leadership, and sustainable growth. Anticipated outcomes include enhanced self-awareness, emotional stability, and conscious decision-making, thereby shifting the focus of coaching from purely performance-based metrics to a more comprehensive emphasis on presence and purpose.

Buddhist Philosophy-Technical Term

The Five Precepts: No killing, No stealing, No sexual misconduct, No lying, No intoxicants.

Four Immeasurables: Compassion, Metta (Loving-kindness), Karuna (Compassion), Mudita (Sympathetic joy), Upekkha (Equanimity).

Four Noble Truths: Dukkha-Suffering, Samudaya- the Origin of Suffering, Nirodha-the Cessation of Suffering, Magga-the Path Leading to the Cessation of Suffering.

Eightfold Path: Grouped into three core areas - Wisdom (Right View, Right Intention), Ethical Conduct (Right Speech, Right Action, Right Livelihood), Mental Discipline (Right Effort, Right Mindfulness, Right Concentration).

Conclusion

The METTA Coaching Model offers a holistic and empirically grounded approach to managerial and leadership development. By integrating mindfulness and self-awareness into the coaching process, this model provides managers with the psychological tools and

emotional intelligence necessary to navigate the increasingly complex, volatile, and interdependent nature of today's organizational landscapes. Its structured yet flexible framework fosters the development of resilient, ethical, and compassionate leadership that aligns with contemporary demands.

Grounded in the philosophical insights of Buddhatama, the METTA Model redefines coaching as a process that goes beyond mere goal attainment. This reflective approach not only enhances strategic clarity but also drives personal transformation, allowing leaders to refine their objectives with heightened consciousness and ethical consideration.

This dissertation, *Development of the METTA Coaching Model for Managers in Enhancing Management Efficiency*, systematically explored the theoretical foundation, methodology, and practical implementation of the METTA Model. Two fundamental components have been identified as crucial to the framework: (1) the cultivation of mindfulness, which enhances inner clarity and serenity, thereby facilitating focused decision-making; and (2) goal awareness, which extends the managerial perspective beyond immediate outcomes to include the long-term organizational and ethical ramifications.

The implementation of the METTA Coaching methodology revealed several key capabilities essential for effective leadership in dynamic environments:

- Greater clarity and intentionality in strategic planning through mindfulness.
- Heightened empathy and compassion in interpersonal and organizational interactions.
- Enhanced capacity to evaluate long-term impacts and unintended consequences of decisions.
- Improved self-regulation and resilience in high-pressure contexts.
- Increased operational efficiency through mindful resource utilization.
- Strengthened adaptability in navigating VUCA (Volatile, Uncertain, Complex, Ambiguous) and BANI (Brittle, Anxious, Nonlinear, Incomprehensible) environments.

As global organizations confront accelerating change and ethical complexity, coaching must evolve to meet both strategic and human-centered imperatives. The METTA Coaching Model offers a timely and integrative contribution, positioning leadership development as both an inner journey and an organizational imperative.

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