

焦点访谈 | 埃里克森

与埃里克森国际教练中心创始人
玛丽莲·阿特金森博士对话A Dialogue with Dr. Marilyn
Atkinson, Founder of
Erickson Coaching
International在科技全球化时代，教练技术如何成为战略变革
的语言系统How Coaching Becomes the Language
System for Strategic Change in a
Global and Technological Age

段竹颖



01 从心理学家到教练哲学家：起点之间

From Psychologist to Coaching Philoso-
pher: The Initial Question

- 您原本是心理学博士，是什么让您投身教练？
- You originally held a PhD in Psychology. What led you to dedicate yourself to coaching?
- 如果让您用一个词来描述教练工作的本质，您会选择什么词？
- If you had to choose one word to describe the essence of coaching, what would it be?

请允许我先从个人角度回答。我投身于成果导向方法论，源于我在不同方法论框架下的比较实践。这一决定是经过多年审慎思考的，比较了在相同时间投入下，何种方法能为人们的生活带来最显著的改变。对于形形色色的客户而言，成果导向教练带来的收益远超其他方法。若让我选择一个词来定义它，那就是“重大的可能性”，尤其是在当前这样的时代！

Let me first answer personally. My dedication to solution focused methods developed from my comparative experience with other frameworks. The decision was carefully thought through over several years, comparing what produced the most difference within the lives of people for the time expended. Solution focused coaching produce

dividends far beyond anything else for many different kinds of clients. The word I would choose to define this is momentous possibility, especially for these times!

我们人类，在我们这个非凡的地球上，正处于进化的一个决定性时刻。我们的技术正以闪电般的速度扩张——其速度常常快于我们在自然世界中保持平衡的能力。我们的组织也是如此：许多组织在努力创新的同时，也在艰难地保持整体诚信、可持续性、与和谐。部门之间与领导者之间的冲突往往并非出于必要，而是源于自负、保护主义和狭隘的视野。

We human beings, on this extraordinary planet of ours, have reached a defining moment in our evolution. Our technologies are expanding at lightning speed—often faster than our ability to stay balanced within the natural world. The same is true for our organizations: many are stretching toward innovation while struggling to maintain integrity, sustainability, and harmony. Conflict between departments and leaders often arises not from necessity but from ego, protectionism, and narrow focus.

作为一个物种，想要向前发展，我们必须培养勇气与工具，帮助我们在生活和工作中保持真实。这绝非易事。传统意义上的心理学只能带我们走这么远——它主要关注于解决情感障碍或过去的伤痛。而教练技术则能激发转化变革。

To move forward as a species, we must cultivate courage and tools that help us live and work authentically. This is not a trivial undertaking. Psychology, as traditional-



图1 配图

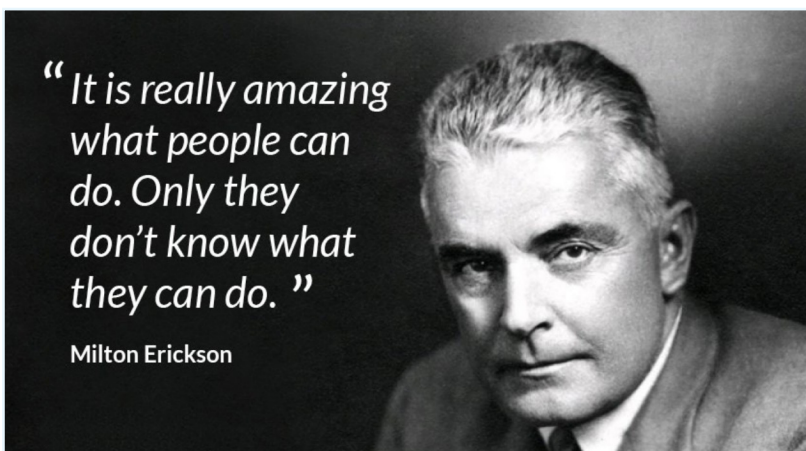


图2 注：米尔顿·H·艾瑞克森（1901-1980）是现代催眠疗法与短期策略心理治疗的奠基人，以其独特的「利用取向」和非权威式沟通技术闻名，深刻影响了家庭治疗、策略派治疗及神经语言程序设计（NLP）的发展。

ly practiced, can only take us so far—it focuses largely on fixing emotional blocks or past pain. Coaching, on the other hand, activates transformation.

成果导向的教练技术，始于米尔顿·埃里克森和比尔·奥汉隆，并经由我及埃里克森国际教练中心逐步发展完善，帮助人们超越恐惧和局限的固有模式。它唤醒人们成为“完整的人”的能力，而不仅仅是“做事的人”。在成果导向的教练技术中，我们不去分析哪里出了问题；而是指引人们走向清晰、力量和有意识的创造力。

Solution-Focused Coaching, which began with Mil-

ton Erickson and Bill O' Hanlon, and which I gradually developed through Erickson Coaching International, assists people to move beyond inherited patterns of fear and limitation. It awakens their capacity to become fully "human beings," not just "human doings." With solution-focused coaching, we don't analyze what's broken; we guide individuals toward clarity, strength, and conscious creativity.

通过这一过程，人们能够迅速成长为高效领导力典范。他们发现，宁静与高效可以并存——幸福并非奢侈品，而是追求卓越的坚实基础。在一个变化永不停息的世界里，这种保持冷静、专注当下并富有远见的能力，使得个人和组织都能得以蓬勃发展。

Through this process, people evolve rapidly into role models of effective leadership. They discover that serenity and productivity can coexist—that happiness is not a luxury, but a practical foundation for excellence. In a world where the pace of change is relentless, this ability to remain calm, present, and visionary is what allows both individuals and organizations to thrive.

02 组织教练的角色：对话如何让战略落地

The Role of Organizational Coaching: How Dialogue Brings Strategy to Life

- 您如何看待组织教练的意义和价值？
- What is your perspective on the meaning and value of coaching within organizations?

随着全球环境以惊人的速度变化，教练已成为组织活力的核心机制。它不再是待选的领导技能，而是战略变革的语言系统。

As our global environment transforms at breathtaking speed, coaching has emerged as a central mechanism for organizational vitality. It is no longer an optional leadership skill; it has become the language system for strategic change.

在埃里克森，我们的成果导向教练方法旨在激发个人和团队的创造力、责任感和可能性。成果导向教练实践不纠结于问题，相反地，它帮助人们设计与其目标和价值观相契合的有意义的未来。这一过程将焦点从分析转向行动，从挫败感转向赋能。

At Erickson, our Solution-Focused Coaching methodology is designed to ignite creativity, responsibility, and possibility within individuals and teams. Solution-focused practice doesn't dwell on problems; instead, it helps people design meaningful futures aligned with purpose and value. The process shifts focus from analysis to action, from frustration to empowerment.

传统的管理或心理学模式常常会问：哪里出了问题？谁该负责？而教练则会提出不同的问题：现在有哪些可能性？我们已拥有哪些可用资源？什么样的愿景能推动我们前进？这种重构能释放能量、洞察力和创新力。

Traditional models of management or psychology often ask: What's wrong? Who's at fault? Coaching asks different questions: What's possible now? What resources are already available? What vision will move us forward? This reframing unlocks energy, insight, and innovation.

教练对话鼓励人们从积极、可衡量和可控的角度思考问题。它们照亮了“引爆点”时刻——那些改变方向、开启新机遇的突破性时刻。让对话成为从意图到实施之间的桥梁。

Coaching conversations encourage people to think in terms of what is positive, measurable, and within their control. They illuminate the "tipping point" moments—those breakthroughs that alter direction and open new doors. Dialogue becomes the bridge between intention and implementation.

通过教练过程，组织培养出一种集体智慧，将战略规划转化为鲜活的、有呼吸的行动。团队开始不再通过

指令，而是通过共同的觉知和内在的动力来协同一致。战略通过对话得以实现——一次问出一个目标明确的问题。

Through coaching, organizations cultivate a collective intelligence that transforms strategic plans into living, breathing action. Teams begin to align not through directives, but through shared awareness and intrinsic motivation. Strategy comes to life through conversation—one purposeful question at a time.

- 如何通过教练过程帮助组织、团队和个人将战略转化为切实可行的日常行动？

- How can coaching help organizations, teams, and individuals translate strategy into tangible daily actions?

成果导向教练技术发展迄今仅有 30 年的历史，但它恰如一双合脚的鞋子，如今已遍布世界大多数国家，激励了新一代卓有成效的组织教练。在技术化与全球化世界中，它已成为可持续发展的基石所在。最强大的组织不仅高效——它们充满活力且目标明确。它们认识到，韧性、协作和创新皆源于清晰的沟通和共享的价值观。

Solution-focused coaching is now only 30 years old, but like a shoe that fits the foot well. It has now traversed most of the world's nations and inspired a new generation of effective organizational coaches. It has become a cornerstone of sustainable growth in a technological and globalized world. The strongest organizations are not merely efficient—they are alive with purpose. They recognize that



图 3 配图



图 4 配图

resilience, collaboration, and innovation grow out of clear communication and shared values.

传统的管理方法往往着眼于过去：诊断错误、定位责任、剖析失败。相比之下，成果导向方法论则着眼于未来。它激发人们对潜力和可能性的好奇心。我们不再去问“为什么出了错？”而是问“现在正在浮现什么？”、“我们可以依托哪些优势？”、“有哪些需要汲取



图 5 配图

的教训？”

Traditional management approaches often look backward: diagnosing errors, locating blame, dissecting failure. The solution-focused approach, by contrast, looks forward. It invites curiosity about potential and possibility. Instead of asking, Why did this go wrong? we ask, What is emerging? What strengths can we build upon? What lessons are calling to be integrated?

这种思维模式的转变改变了战略的执行方式。领导者可以不再“救火”，而去开始构建愿景。团队成员将自己视为创造性过程的贡献者，而非机器中的齿轮。

This mindset shift transforms how strategy is executed. Leaders stop firefighting and start vision-building. Team members see themselves as contributors to a creative process, rather than cogs in a machine.

在埃里克森，我们帮助客户去发现每个挑战里所蕴含的成长种子。当个人识别出自己的优势并将其与组织目标结合时，参与度便会激增。团队学会智能地规划、分配责任、有意义地衡量结果，并整合技术（包括人工智能），亦不丧失协作中的人性核心。

At Erickson, we help clients discover that every challenge holds the seed of growth. When individuals identify their strengths and align them with organizational purpose,

engagement soars. Teams learn to plan intelligently, divide responsibilities, measure results meaningfully, and integrate technology—including AI—without losing the human core of collaboration.

最终，教练使组织能够从被动反应转向主动设计。它将战略从静态文件转变为鲜活的节奏——使愿景、行动和反思持续保持一致。其结果不仅是更高的绩效，更是所有参与者更深的成就感。

Ultimately, coaching enables organizations to move from reacting to designing. It turns strategy from a static document into a living rhythm—one where vision, action, and reflection are continually aligned. The outcome is not only higher performance, but deeper fulfillment for everyone involved.

03 成果导向教练技术：从解决问题转向创造未来 Solution-Focused Coaching: Shifting from Problem-Solving to Future Creation

- “成果导向教练”与传统教练方法有何不同？（您开创成果导向教练的基础是什么？）

- How does "Solution-focused Coaching" differ from traditional coaching methods? (What was the foundation for your pioneering of Solution-focused Coaching?)

“成果导向教练”的核心在于整体性。我们的“四象限”模型体现了这样一种理念：个人、团队和社会都是相互关联的生态系统。万物彼此相互影响。当人们和组织以整体的方式运作时，他们会做出具有创造性、合规且可持续的决策。团队会成为智慧的协同网络——能够动态响应变化，而非被动防御。

The heart of Solution-Focused Coaching lies in holism. Our Four-Quadrant model reflects the understanding that individuals, teams, and societies function as interconnected ecosystems. Everything influences everything else. When



图 6 配图

people and organizations operate holistically, they make decisions that are creative, ethical, and sustainable. Teams become collaborative networks of intelligence—able to respond dynamically to change rather than react defensively.

成果导型的组织不会问“我们如何解决这个问题？”而是会问“我们如何通过这个问题实现发展？”这其中的区别是意义深远。从线性的问题解决模式转向系统的共同创造模式，往往会激发出非凡的创新力。Y 世代和 Z 世代参与进来，并开始发挥他们的优势。团队凝聚力得以增强。

A Solution-Focused organization does not ask, How do we fix this? but How do we evolve through this? The distinction is profound. This shift from linear problem-solving to systemic co-creation tends to unleash extraordinary innovation. The Y and Z generations get engaged and start to bring their strength. Teams cohere.

在埃里克森，我们帮助领导者将其组织视为鲜活的有意义有目标的系统。当员工理解他们工作背后的“原因”时，协同一致便自然产生。人们会变得更加富有同理心、更具前瞻性、更为自信。他们将自身视为公司故事的联合作者。

At Erickson, we help leaders see their organizations as living systems of purpose. When employees understand the "why" behind their work, alignment emerges naturally. People become more compassionate, forward-thinking, and

confident. They experience themselves as co-authors of the company's story.

随着这些整体理念的逐渐成熟，该组织的影响向外扩展——延伸至社区、合作伙伴以及各个行业——同时通过持续学习和共同承担责任来促进内部的成长。

As these holistic values mature, the organization's impact extends outward — into communities, partnerships, and industries — while nurturing growth inwardly through continuous learning and shared accountability.

因此，成果导向教练成为了一种生活方式，而非仅仅是工具。它培育出适应性强、清醒且能够自我更新的文化——这样的组织不仅成功，还能为更广阔的世界做出有意义的贡献。

Solution-Focused Coaching therefore becomes a way of being, not merely a tool. It cultivates cultures that are adaptive, awake, and self-renewing—organizations that not only succeed, but contribute meaningfully to the wider world.

- 为何您会说“教练并非在于提问，而在于激发未来的发生”？

- Why do you say that “Coaching is not about asking questions, but about activating the occurrence of the future”?



图 7 配图

教练过程的真正力量在于其开启想象的能力。当人们陷入担忧或局限之中时，他们的思维空间会缩小；创造力也会随之坍塌。而教练则通过激发未来思维来扭转这种收缩状态。这就是视觉域思维，是我们内在深层的技能。

The real power of coaching lies in its ability to open the imagination. When people are caught in worry or limitation, their mental field shrinks; creativity collapses. Coaching reverses this contraction by stimulating future thinking. This is visual field thinking, our profound inner skill.

在成果导向教练过程中，我们提问不是为了分析——而是为了激活。我们所激活的，必然就是我们对未来可能性的投入。每一个问题都是为了激发愿景而设计：你真正想要的是什么？如果成功在明天到来，那会是什么样子？你现在如何朝着那个方向前进？这种发问方式唤醒了大脑的设计能力，即创造新思维路径的能力。视觉域思维类型共有八种深层次类型，埃里克森流派的教练人士们将学会如何激活它们。这也是设计思维和教练过程的融合之处。两者都鼓励多元视角和非线性的解决方案。它们鼓励我们从可能性而非问题的角度进行思考。

In Solution-Focused Coaching, we don't ask questions to analyze—we ask to activate. What we activate is necessarily our engagement with future possibilities. Every question is designed to spark vision: What do you truly want? What would success look like if it arrived tomorrow? How can you move toward that now? This style of inquiry awakens the brain's design capacity, the ability to create new mental pathways. There are eight profound types of visual field thinking and Erickson Coaches learn to activate them. This is also where design thinking and coaching intersect. Both invite multiple perspectives and nonlinear solutions. They encourage us to think in possibilities, not problems.

许多客户最初会说：“我不是那种有创造力的人。”然而，在短短几次教练约谈之后，他们便重新找回了作为人类天然能力的丰富想象力。教练人士首先自己掌握

这一技巧，然后将其带入他人生命之中。如此，他们可以帮助客户体验到一种微妙却深刻的转变——从被动分析转变为主动创造。

Many clients initially say, “I'm not the creative type.” Yet within a few sessions, they rediscover their vast imagination as a natural human faculty. Coaches learn this art first for themselves, then bring it alive in others. In doing so, they help clients experience a subtle but profound shift—from passive analysis to active creation.

换言之，高效的成果导向教练过程并非描绘未来，而是生成未来。通过愿景、语言和意图，我们激活了新现实的涌现。这就是为何专业教练并非一种技巧，而是一种变革力量的原因。

In other words, effective solution focused coaching doesn't describe the future; it generates it. Through vision, language, and intention, we activate the emergence of new realities. That is what makes professional coaching not a technique, but a transformative force.

04 全球化与东方智慧：跨文化中的教练适配

Globalization and Eastern Wisdom: Adapting Coaching Across Cultures

- 您认为东方哲学（如道家、禅宗）与您所倡导的教练原则之间有哪些共同点？

- What common ground do you see between Eastern philosophies (such as Taoism, Zen) and the coaching principles you advocate?

教练的本质是一种心智合一的艺术——这种理解与东方智慧传统有着深刻的共鸣。诸如道家、儒家和禅宗等哲学强调平衡、和谐与同在临在。这些相同的原则构成了教练心态思维的核心。

Coaching, at its essence, is the art of conscious alignment—an understanding that deeply resonates with Eastern

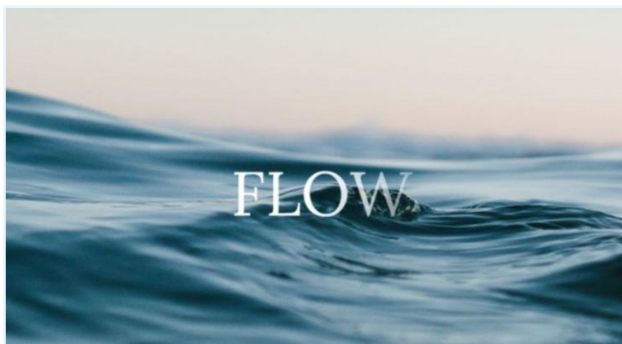


图 8 配图

wisdom traditions. Philosophies such as Taoism, Confucianism, and Zen emphasize balance, harmony, and presence. These same principles form the core of the coaching mindset.

在道家思想中，领导力源自与更大整体的协调一致；在禅宗中，精通源自广角度的觉知；在儒家思想中，伦理与关系定义了社会道德基础。教练通过实践将这些原则统一起来：它始于同在临在、深度倾听和真诚连接。

In Taoism, leadership flows from attunement with the greater whole; in Zen, mastery arises from wide-angled awareness; in Confucianism, ethics and relationship define the moral foundation of society. Coaching unites these principles through practice: it begins with presence, deep listening, and authentic connection.

当教练能够体现出这种觉知时，他们的对话就会成为通往更高意识的门户。他们不会强加解决方案；而是引领客户去发现他们自己的答案。这反映了道家的观点，即真正的力量是毫不费力的——源于流动，而非控制。

When coaches embody awareness, their conversations become doorways into higher consciousness. They don't impose solutions; they guide clients to discover their own. This mirrors the Taoist understanding that true power is effortless—arising from flow, not control.

随着教练理念在不同文化中传播，它为东西方之间

搭建了一座通用的桥梁——一种既尊重个体性又滋养促进相互连接的语言。埃里克森在全球范围开展着工作，我们每天都在体现着这样一种和谐。无论是在北京、柏林还是布宜诺斯艾利斯，同一个真理始终如一：变革始于同在。

As coaching spreads across cultures, it provides a universal bridge between East and West—a language that honors individuality while nurturing interconnectedness. At Erickson, our global work demonstrates this harmony daily. Whether in Beijing, Berlin, or Buenos Aires, the same truth holds: transformation begins in presence.

05 AI 与人类教练：未来究竟属于谁？

AI and Human Coaches: Who Does the Future Belong To?

- 随着人工智能教练的出现，您如何看待真人教练的价值？

- As AI coaches begin to emerge, what is your view on the value of human coaches?

人工智能正在改变每一个领域，教练行业也不例外。在埃里克森公司，我们通过我们的“人文主义人工智能合作模式”来拥抱当今变迁。对于教练人士的发展，我们认为人工智能并非竞争对手，而是一个合作伙伴——



图 9 配图

一种反思性技术伙伴，协助提升学习速度、整合度和精确度。

Artificial intelligence is transforming every domain, and coaching is no exception. At Erickson, we embrace this evolution through our Humanistic AI Partnerships model. For the development of coaches we see AI not as a competitor, but as a collaborator—a reflective technology partner that enhances learning speed, integration, and precision.

设计精良的人工智能系统可以成为强大的观察者。它能够追踪模式、提供反馈并简化流程。这使得真人教练能够专注于机器无法复制的东西：直觉、同理及关系智能的微妙互动。

A well-designed AI system can serve as a powerful observer. It can track patterns, offer feedback, and streamline processes. This allows human coaches to focus on what machines cannot replicate: intuition, empathy, and the nuanced dance of relational intelligence.

- 如果人工智能在未来能够承担 70% 的教练工作，那么留给人类教练的工作又会剩下多少呢？

- If AI could handle 70% of coaching tasks in the future, what would remain for human coaches?

未来既不单属于人类，也不单属于机器，而是属于人类与机器的协调合作。人工智能带来效率；人类赋予意义。二者结合，就能创建既具有扩展性又充满灵魂的

教练生态系统。

The future belongs not to humans or machines alone, but to their partnership. AI brings efficiency; humans bring meaning. Together, they can create coaching ecosystems that are both scalable and soulful.

即使某天人工智能可以处理教练过程中 70% 的数据和行政工作，那不可替代的 30%——情感共鸣、伦理觉知、直觉飞跃——将永远属于人类。教练既是心智的对话，也是心灵的对话。

Even if AI one day manages 70% of the data and administrative work in coaching, the irreplaceable 30%—the emotional resonance, the ethical awareness, the intuitive leap—will always remain human. Coaching is a dialogue of hearts as much as minds.

在埃里克森，我们对教练人士进行培训，将技术作为值得信赖的伙伴整合融入其中，同时深化他们的同在能力。其结果是，新一代的领导者将兼具同理心与创新能力——在数据与智慧之间架起桥梁。

At Erickson, we train coaches to integrate technology as a trusted ally while deepening their capacity for presence. The result is a new generation of leaders fluent in both empathy and innovation—bridging data with wisdom.

责任审校：廖奕娜



图 10 配图