

Contents

Preface	xi
Acknowledgments	xix
The Author	xxi
Part One: Core Concepts: The Coach's Stance	1
1. An Introduction to Executive Coaching	3
2. Developing a Strong Signature Presence	19
3. Systems Thinking: Understanding the Executive's Challenges and the Coach's Challenges	47
4. The Triangled Coach: Being Effective in the Middle	73
Part Two: Methodology: The Four Phases of Coaching	99
5. Phase 1—Contracting: Find a Way to Be a Partner	101
6. Phase 2—Planning: Keep the Ownership with the Client	153
7. Phase 3—Live-Action Coaching: Strike While the Iron Is Hot	175
8. Phase 4—Debriefing: Define a Learning Focus	203
9. An ROI Method for Executive Coaching: Have the Client Convince the Coach of the Return on Investment	225

Part Three: Special Applications	243
10. Making a Strategic Transition to the Role of Executive Coach	245
11. Helping Leaders Effectively Coach Employees	261
Afterword: Coaching for the Coach	285
Appendix A: The Core Activities and Outcomes of the Coaching Phases	287
Appendix B: Executive Coaching Skills Self-Assessment Survey	291
Appendix C: Questions for Clients	297
Appendix D: Combining Coaching and Consulting for Powerful Results	301
Notes	311
References	319
Index	321

<http://www.pbookshop.com>