## Contents

Forew	ord Allen I. Kraut	xiii
Prefac		xvii
The Editors		
The Contributors		
Introd	uction: State of Executive Coaching: Framing	
	rship Coaching Issues Lisa A. Boyce and Gina Hernez-Broome	xliii
Sectio	on One: Your Traveling Companions: Coach, Client, and Organizational Issues	1
1.	Activating the Active Ingredients of Leadership Coaching Sandra L. Davis and D. Douglas McKenna	3
2.	<b>The Coach: Ready, Steady, Go!</b> Brian O. Underhill	31
3.	<b>Learning to Coach Leaders</b> Rober: J. Lee and Michael H. Frisch	47
4.	<b>Good to Great Coaching: Accelerating the Journey</b> David B. Peterson	83
5.	The Client: Who Is Your Coachee and Why Does It Matter? Anna Marie Valerio and Jennifer J. Deal	103
6.	Maximizing Impact: Creating Successful Partnerships Between Coaches and Organizations Erica Desrosiers and David H. Oliver	123

Sectio	on Two:	The Journey: Processes and Practices of Leadership Coaching	149
7.	•	g the Coaching Alliance: Illuminating the nenon of Relationship in Coaching emp	151
8.	<b>Coaching Programs: Moving Beyond the One-on-One</b> Lorraine Stomski, Janis Ward, and Mariangela Battista		
9.	<b>Ethics in Coaching</b> Jonathan Passmore and Lance Mortimer		
10.	Tools and Techniques: What's in Your Toolbox?2Ann M. Herd and Joyce E. A. Russell		
11.		ning: Accept it, It's Here, and It's Evolving! oyce and David Clutterbuck	285
Sectio	on Three	: "Recalculating" Directions. Evaluating the Effectiveness of Leadership	
		Coaching	317
12.	Stakeho	ng the Effectiveness of Coaching: A Focus on Iders, Criteria, and Data Collection Methods e Ely and Stephen J. Zaccaro	319
13.	Not Jus	ing the ROI of Coaching: Telling a Story, t Producing a Number C. Anderson	351
14.	Success	aching Impact Study™: A Case Study in ful Evaluation einbrenner and Barry Schlosser	369
15.	Organiz	<b>lients Want: Coaching in</b> <b>rational Context</b> Riddle and Natalie Pothier	401
16.	New Di	rections: Perspective on Current and	
	Future 1	Leadership Coaching Issues uk and Jeffrey Kudisch	431
Name Index			455
Subject Index			463