

Index

- 3 Es (Encourage, Experience, Enlighten) 57–8
- 360° feedback 80–81
 - Chief Executives 112–13
 - coaching impact 24, 32
 - evaluation 153
 - international dimension 206
- 4 Vs (Vision, Values, Value-added, Vitality), coaching impact 81–3
- accelerated development, coaching
 - benefits 31
- accountability 45
 - Chief Executives 103–4, 105
- accreditation, coaches 63–4
- Advanced Management Study Groups (AMSG), Shell 141
- agenda change 65
- AMSG *see* Advanced Management Study Groups
- apprenticeships 140
- assessment
 - see also* evaluation; feedback
 - effectiveness 190–92
 - attitudes, coaches 49–53
- ‘battlefield promotions’, leadership 43
- BEE *see* black economic empowerment
- behaviours, coaching benefits 28–9, 31
- Belbin’s Team Roles, psychometrics tool 172
- benefits, coaching
 - see also* outcomes
 - accelerated development 31
 - behaviours 28–9, 31
 - business outcomes 28
 - Chief Executives 107–11
 - coaching impact 24–32
 - cost benefits 30–31
 - development 31
 - individuals 28–9
 - organizations 26–8
 - people/relationships 28
 - questions 29–30
 - role model 187
 - skills enhancement 30
- Bertha, role transition 148–50
- ‘bike thinking’, leadership 44
- black economic empowerment (BEE), international dimension 198–200
- board members, becoming 119–21
- briefing coaching process 150–51
- ‘broad shoulders’, leadership 43
- business priorities 145–54
- Cabinet Office – Pathways, mentoring 142
- CB Richard Ellis, mentoring 142
- CBT *see* Cognitive Behaviour Therapy

- CEOs *see* Chief Executives
- certification programme, PepsiCo 151
- challenges
 - international dimension 208–9
 - new 127
- Chandler, Paul (Chief Executive) 108–9
- change management
 - Chief Executives 105–6, 111–12
 - coaching impact 21
 - global changes/opportunities 214
 - leadership 43, 94–5
 - skills 94–5
 - speed of communication/change 214
 - turbulence, organizations 130–31
- changing business needs 214–16
- changing demands/expectations, leadership 42–3
- changing relationship, coach/client 64–5
- chemistry meetings, questions 188–9
- Chief Executives 103–14
 - 360° feedback 112–13
 - accountability 103–4, 105
 - advantages, coaching 108–11
 - benefits, coaching 107–11
 - board members, becoming 119–21
 - Chandler, Paul 108–9
 - change management 105–6, 111–12
 - coaching benefits 107–11
 - examples of coaching 104–8
 - feedback 112–13
 - Little, Jon 107–8
 - newly appointed 108, 119–21
 - personal approaches 105–6
 - personal experience of coaching 107–8
 - perspectives 110–11
 - preparing to become 111–12
 - pressures 111
 - questions for 113–14
 - reflection 113–14
 - reservations 112–13
 - sounding boards 109–10
 - stepping up to be 103–4
 - strategic thinking 109
 - strategies testing 110–11
 - stretching the thinking 108–9
 - value-added 113–14
 - vision 113–14
- choices, questions 225–6
- client-focused engagement 11–12
- clients, engagement 6–7
- co-coaching 97
- co-invention, engagement 10–11
- coach/sponsor, engagement 13–14
- coaches
 - accreditation 63–4
 - attitudes 49–53
 - characteristics 21, 49–53
 - competencies 61–3
 - engagement 6
 - external 88–9
 - internal 89–90
 - learning progression 61
 - Model T 52–3
 - models 52–3
 - orientations 49–53
 - outwardness 52–3
 - qualifications 63–4
 - qualities 49–53
 - questions 29–30, 53
 - skills 61–3
 - starting 53
 - supervision 59–61
 - types 135–40
 - unconditional positive regard 51–2, 61–2
- coaching discussion 76–8, 177–8
- coaching organizations
 - choosing 162–3
 - consistency 160–61
 - questions 162–3
 - success factors 160–63
- coaching programmes
 - concluding 181–2
 - decision making 157–8
 - introducing 182
 - quality of coaching 166–7
 - questions 225–6
- Cognitive Behaviour Therapy (CBT) 172

- Commercial Director, role transition
148–50
- commissioning coaching, perspectives
50–52
- communications, coaching impact 75
- competencies
coaches 61–3
development 127
models 62–3
- complex roles, coaching impact 24–5
- confidence, coaching impact 76–8
- confidentiality 58–9, 179
- consistency
coaching organizations 160–61
standards, international 204
- contracting, priorities 152–3
- contractual relationship, individuals’
217
- conversations
coaching as dynamic conversation
78–9
coaching discussion 76–8, 177–8
relationship, coach/client 55–7
- cost benefits 30–31
- cultural awareness 44–5
- cultural differences
see also international dimension
diversity 215
one-to-one coaching 198–200
- culture, coaching 98–9, 192–3, 217–18
- deadlines, coaching impact 77–8
- decision making
coaching programmes 157–8
skills 95
- demands, leadership 42–3
- development
coaching benefits 31
leadership 44–6, 217
Personal Development Plans 45, 96
- development courses, Shell 141
- developments, good practice 216–18
- discussion, coaching 76–8, 177–8
- dual-coach coaching 96
- dynamic conversation, coaching as 78–9
- effectiveness assessment, coaching
190–92
- EMCC *see* European Mentoring and
Coaching Council
- emergent leadership model 36–42
- emotional awareness 217
- encourage, 3 Es component 57–8
- engagement 5–15
characteristics 7–10
client-focused 11–12
clients 6–7
co-invention 10–11
coach/sponsor 13–14
coaches 6
dimensions 11–12
effective 5–15
feedback 13–14
‘golden thread’ 7–10
international 14, 15
levels 9–10
outcomes 14–15
pace 11–13
themes, overriding 118–19
- enhancement coaching 25
- enlighten, 3 Es component 57–8
- environment, leadership 46
- ethics 58–9
supervision 60
- European Mentoring and Coaching
Council (EMCC)
quality of coaching 63–4
website 59
- evaluation
see also assessment; feedback
coaching 153–4, 163–4, 193–4
objectives 153–4
- example, setting an 187–9
- examples
Chief Executives coaching 104–8
coaching 174–81
coaching impact 19–21
financial institution coaching 178–80
Government Department coaching
174–8
mentoring 141–2

- professional services organization
 - coaching 180–81
- expectations
 - coaching 59
 - leadership 42–3
- experience
 - 3 Es component 57–8
 - being coached 71–6
 - gaining 127
- external coaches 88–9
- external resources 139–40

- facts linking, coaching impact 74–5
- feedback
 - see also* assessment; evaluation
 - 360° 24, 32, 80–81, 112–13, 153, 206
 - Chief Executives 112–13
 - clarity 80–81
 - coaching 163–4
 - coaching impact 24, 32, 72–3
 - engagement 13–14
 - evaluation 153
 - generic 151
 - Government Department coaching 175–6
 - international dimension 206
 - learning sets 92
 - priorities 151
- Finance Director, role transition 54–5
- financial institution, coaching example 178–80
- FIRO-B, psychometrics tool 170–71
- focus
 - see also* objectives
 - business 44
 - coaching impact 19–21, 31–2
 - short focused interventions 218
- formats, coaching 87–9
 - co-coaching 97
 - coaching culture 98–9
 - dual-coach coaching 96
 - learning sets 91–3
 - one-to-one coaching 88–90, 93, 186–7
 - team coaching 90–91, 93–5, 186–7
 - telephone coaching 97–8
- frameworks
 - leadership 44–6
 - relationship, coach/client 57–8
- freshness 221
- ‘frog thinking’, leadership 44
- FTSE100 Cross Company Mentoring 142
- future
 - coaching 213–21
 - individuals finding their 131–2

- gender difference, addressing 128–9
- global changes/opportunities 214
- ‘golden thread’, engagement 7–10
- Goleman’s Emotional Intelligence Measures, psychometrics tool 171
- good practice
 - developments 216–18
 - financial institution coaching 179–80
 - practical coaching 173–4
 - Government Department, coaching example 174–8
- gravitas* 141
- group coaching, skills 93–5

- high-potential individuals 121–3
 - new-to-post individuals 122–3
- holding-back issues 125–6

- impact, coaching 19–32
 - change management 21
 - coaching benefits 24–32
 - communications 75
 - complex roles 24–5
 - confidence 76–8
 - deadlines 77–8
 - examples 19–21
 - facts linking 74–5
 - feedback 24, 32, 72–3
 - focus 19–21, 31–2
 - individual’s life 81–3
 - key issues 73–4
 - personal impact 74

- personal story 31–2
 - perspectives, individuals' 22–6
 - preparation 20
 - presentations 21
 - priorities 77–8
 - role transition 24–5, 73–4
 - self-learning 75–6
 - value-added 22–4, 81–3, 113–14
 - values 81–3
 - vision 81–3, 113–14
 - vitality 81–3
- impact, technology 204–6, 218–19
- implementation, questions 226
- individual context, leadership 38–42
- individuals
- see also* one-to-one coaching
 - coaching benefits 28–9
 - contractual relationship 217
 - future, finding their 131–2
 - high-potential 121–3
 - holistic growth 220
 - moving-on 128
 - new-to-post 122–3
 - partners 220
 - secondments 123
 - stale 128
- individual's life, coaching impact 81–3
- influencing, skills 94
- innovation 215–16
- integration, coaching 217
- internal coaches 89–90
- international dimension 197–209
- arrangements, making 206–9
 - black economic empowerment 198–200
 - challenges 208–9
 - cultural differences 198–200
 - feedback 206
 - language issues 199
 - PepsiCo 201–2, 207–9
 - questions 207
 - South African setting 201–4
 - standards consistency 204
 - virtual teams 204–6
- international engagement 14, 15
- interviews
- personal impact 130
 - preparation 130
- key issues, coaching impact 73–4
- key questions *see* questions
- language issues 199
- language, leadership 44
- leadership
- 'battlefield promotions' 43
 - 'bike thinking' 44
 - 'broad shoulders' 43
 - change management 43, 94–5
 - changes 214–15
 - changing demands/expectations 42–3
 - demands 42–3
 - development 36–42, 44–6, 217
 - environment 46
 - expectations 42–3
 - frameworks 44–6
 - 'frog thinking' 44
 - individual context 38–42
 - language 44
 - literature, trends 36–42, 188
 - organizational context 39–42
 - thought 64
- learning
- continuous 215
 - relationships in 140–41
 - self-learning 75–6
- learning conversations, relationship, coach/client 55–7
- learning progression, coaches 61
- learning sets 91–3
- learning styles 45
- life coaching 220
- line management 138–9, 141
- role 189–90
- Little, Jon (Chief Executive) 107–8
- Management Development Courses (MADECs), Shell 141

- management literature, trends 36–42, 188
- Managing Director, ‘search’ for 148–50
- market change 64
- MBTI *see* Myers-Briggs
- mentoring 135–42, 217
 - Cabinet Office – Pathways 142
 - CB Richard Ellis 142
 - examples 141–2
 - FTSE100 Cross Company Mentoring 142
 - types 135–40
- minority groups 129
- Model T, coaches 52–3
- models
 - coaches 52–3
 - competencies 62–3
- modern leadership model 36–42
- moving-on, individuals 128
- Myers-Briggs (MBTI), psychometrics tool 169
- needs
 - changing business 214–16
 - organizational/personal 185–7
- NEO PI-R, psychometrics tool 169–70
- Neuro-Linguistic Programming (NLP) 172
- new-to-post individuals 122–3
- NLP *see* Neuro-Linguistic Programming
- objectives
 - see also* focus; outcomes
 - clarity 79–80
 - coaching 69–71
 - evaluation 153–4
- one-to-one coaching 88–90, 93
 - cultural differences 198–200
 - questions 186–7
- organizational change 64
- organizational context
 - leadership 39–42
 - skills mix 41–2
- organizations, coaching benefits 26–8
- orientations, coaches 49–53
- outcomes
 - see also* benefits, coaching
 - business 26–7
 - coaching 69–83
 - coaching benefits 26–7
 - engagement 14–15
 - successful 190–92
- outwardness, coaches 52–3
- partners, individuals’ 220
- partnerships 218
- people/relationships, coaching benefits 28
- PepsiCo
 - certification programme 151
 - international dimension 201–2, 207–9
- perceptions, understanding 72–3
- performance enhancement 125–7
 - skills 94–5
- personal approaches, Chief Executives 105–6
- personal change 65
- Personal Development Plans 45, 96
 - priorities 153
- personal experience of coaching, Chief Executives 107–8
- personal impact
 - coaching impact 74
 - interviews 130
- personal story, coaching impact 31–2
- perspectives
 - Chief Executives 110–11
 - coaching impact 22–6
 - commissioning coaching 50–52
- persuading sceptics 193
- persuading, skills 94
- pietas* 140–41
- piloting 192
- pitfalls
 - coaching 164–6
 - psychometrics 168
 - purchasers’ 164–6
- practical coaching, good practice 173–4
- preparation

- coaching impact 20
- interviews 130
- presentations, coaching impact 21
- pressures, Chief Executives 111
- priorities
 - business 145–54
 - changing 148–50
 - coaching firm 151–2
 - coaching impact 77–8
 - coaching process 152–3
 - contracting 152–3
 - feedback 151
 - Personal Development Plans 153
 - sponsor organization 150–51
 - three-way meetings 152
 - trends 152
- professional services organization,
 - coaching example 180–81
- professional underpinning 219–20
- programmes, coaching *see* coaching programmes
- progress meetings 123
- promotion, approaching 124–5
- psychological approaches 172–3
- psychometrics 167–72, 217
- pitfalls 168
- purchasers' pitfalls 164–6
- purchasers' questions, coaching 60, 162–3
- qualifications, coaches 63–4
- qualities, coaches 49–53
- quality of coaching
 - see also* standards
 - coaching programmes 166–7
 - EMCC 63–4
- questions
 - chemistry meetings 188–9
 - for Chief Executives 113–14
 - coaches 53
 - coaching benefits 29–30, 141, 142
 - coaching choices 225–6
 - coaching implementation 226
 - coaching organizations 162–3
 - coaching programmes 225–6
 - context 225
 - international dimension 207
 - one-to-one coaching 186–7
 - purchasers' 60, 162–3
 - renewing coaching 191–2
 - team coaching 186–7
- real time coaching 216–17
- reflection 72
 - Chief Executives 113–14
- relationship building, skills 94
- relationship, coach/client 13–14
 - changing 64–5
 - dynamic 64–5
 - frameworks 57–8
 - learning conversations 55–7
 - matching 81
 - success factors 71, 73–4
- relationships in learning 140–41
- remedial coaching 25
- renewing coaching, questions 191–2
- reservations, Chief Executives 112–13
- results clarity 215
- role model, coaching 187–9
- role transition
 - Bertha 148–50
 - coaching impact 24–5, 73–4
 - Commercial Director 148–50
 - Finance Director 54–5
- sceptics, persuading 193
- secondments 123
- self-learning, coaching impact 75–6
- Shell, development courses 141
- short focused interventions 218
- skills
 - change management 94–5
 - coaches 61–3
 - coaching 218
 - decision making 95
 - group coaching 93–5
 - influencing 94
 - one-to-one coaching 93
 - performance enhancement 94–5
 - persuading 94

- relationship building 94
- skills enhancement, coaching benefits 30
- skills mix, organizational context 41–2
- social responsibility 216
- sounding boards, Chief Executives 109–10
- South African setting 201–4
- speed of communication/change 214
- sponsor briefing, Zurich Financial Services 150
- sport analogy, individual context 39
- stale individuals 128
- standards
 - see also* quality of coaching
 - consistency, international 204
- starting, coaches 53
- strategic thinking, Chief Executives 109
- strategies testing, Chief Executives 110–11
- stretching the thinking, Chief Executives 108–9
- success
 - characteristics 159–60
 - ingredients 158–9
 - outcomes 190–92
- success factors
 - coaching organizations 160–63
 - relationship, coach/Client 71, 73–4
- supervision
 - coaching 59–61
 - ethics 60
 - functions 60
 - guide 59
- TA *see* Transactional Analysis
- team coaching 90–91, 93–5
 - questions 186–7
 - virtual teams 204–6
- technology impact 204–6, 218–19
- telephone coaching 97–8, 205, 218–19
- theatre of business 146–8
- themes, overriding, engagement 118–19
- Thomas Kilman Conflict Resolution Tool, psychometrics tool 171–2
- thought leadership 64
- three-way meetings, priorities 152
- Tom, Finance Director 54–5
- traditional leadership model 36–42
- Transactional Analysis (TA) 173
- transition coaching 24–5, 220
- trends
 - see also* future
 - leadership literature 36–42, 188
 - management literature 36–42, 188
 - priorities 152
- turbulence, organizations 130–31
- unconditional positive regard, coaches 51–2, 61–2
- underpinning, professional 219–20
- value-added
 - Chief Executives 113–14
 - coaching impact 22–4, 81–3, 113–14
- values
 - changing 216
 - coaching impact 81–3
- videoconferencing 205, 218–19
- virtual teams 204–6
- vision
 - Chief Executives 113–14
 - coaching impact 81–3, 113–14
- vitality, coaching impact 81–3
- website, European Mentoring and Coaching Council 59
- women, fulfilling their potential 128–9
- Zurich Financial Services, sponsor briefing 150