



# Contents

About the authors		v
Preface		xiii
<b>PART ONE</b>	<b>An introduction to coaching</b>	<b>1</b>
Chapter one	Definitions and distinctions	2
	What is coaching?	2
	The history of coaching	4
	Types of coaching	6
	What coaching is not	10
Chapter two	Who can coach?	20
	Characteristics of a successful coach	20
	Life skills coaching	31

<b>PART TWO</b>	<b>Coaching in the workplace</b>	<b>35</b>
<b>Chapter three</b>	<b>Business coaching</b>	<b>36</b>
	The growth of business coaching	37
	People and business	38
	Some benefits of business coaching	40
	Some key business coaching applications	40
	Businesses in the twenty-first century	42
	Customer satisfaction	45
	Strategic planning and coaching	47
	Negotiation and coaching	51
	Finding the right business coach	55
	Coaching tools for the business coach	57
<b>Chapter four</b>	<b>Executive coaching</b>	<b>62</b>
	The growth of executive coaching	63
	What is executive coaching?	64
	Types of executive coaching	64
	Executive derailment	69
	Some typical goals and benefits of executive coaching	69
	Successful versus unsuccessful outcomes in coaching	71
	Self-awareness in executive coaching	74
	Assessment in executive coaching	76
	Some coaching tools, techniques and interventions	79
	Coaching intervention for leadership	81
	Some competencies for executive coaches	86

	How to choose the right corporate coach	89
	A six-step model for executive coaching	90
	Life issues in executive coaching	96
Chapter five	The manager as coach	100
	The changing role of management	101
	Bringing about a culture of coaching	103
	The manager as coach	105
	How to provide effective feedback	111
	Some coaching skills for managers	116
	Career coaching in organisations	123
	Coaching managers to be coaches	126
Chapter six	Team coaching	129
	The growth of team coaching	130
	What constitutes a good team?	130
	When are teams appropriate?	131
	Types of team coaching	131
	Some characteristics of good teams	132
	Stages of team formation	133
	Some obstacles to team coaching and what to do about them	135
	Some qualities of a successful team coach	138
	A six-step model of team coaching	139
	Coaching virtual teams	147

<b>PART THREE</b>	<b>Coaching skills and issues</b>	<b>151</b>
Chapter seven	Strategic goal setting and developing an action plan	152
	Some elements to consider when setting goals	153
	Purpose and coaching	153
	Values and coaching	155
	Vision and coaching	158
	Goals and coaching	161
	Establishing an action plan	166
Chapter eight	Communication skills	171
	The coach as communicator	172
	The art of listening	173
	Non-verbal communication	177
	Asking questions	178
Chapter nine	Learning	181
	What is learning?	182
	Coaching and learning	182
	Some facts about learning	184
	Coaching and adult learning principles	184
	Some obstacles to learning	186
	Emotions and learning	187
	Models of learning	187
	Learning styles	190
	Organisations and learning	193

Chapter ten	Coaching as change	197
	The nature of change	198
	The coach's role in change	201
	Resistance to coaching	202
	Self-limiting beliefs	206
<b>PART FOUR</b>	<b>Specific coaching areas</b>	<b>211</b>
Chapter eleven	Coaching in call centres	212
	The role of coaching in call centres	213
	Some benefits of coaching in call centres	214
	Developing a coaching culture in call centres	214
	The role of the coach	216
	Specific coaching skills for call centre coaches	217
	The team leader as coach	221
	Qualities of a successful call centre coach	223
Chapter twelve	Sales coaching	225
	Some facts about selling	226
	Benefits of sales coaching	226
	Selling as a mental skill	227
	Selling in the 'flow zone'	229
	Some qualities of a successful sales manager/coach	232
	Some coaching skills for the sales manager/coach	233

Chapter thirteen	Career coaching	235
	Changes in career structure—how coaching can help	236
	Coaching for career blockages	238
	Career coaching in organisations	239
	Executive career coaching	240
	Coaching for different phases of a career	242
	Bibliography	247
	Index	255