

Managing Coaching At Work: Developing, Evaluating And Sustaining Coaching In Organizations

The third edition of this popular, practical and authoritative book has been revised and updated, with two new chapters. It is aimed at coaches, mentors and clients and features:

- Nine key principles of effective coaching and mentoring, showing how to apply them
- Discussion of differences between coaching and mentoring across different contexts and sectors
- Ideas about how to be an effective coach or mentor and how to be an effective client
- Self-development checklists and prompts, and a wealth of interactive case material
- New chapter on useful approaches and models
- The Skilled Helper model and how to apply it to coaching and mentoring
- A range of tried and tested tools and techniques
- Ethical issues, reflective practice and supervision
- New chapter in which coaches and mentors share experiences from Business, Health, Education & the Public Sector

"So many people think that mentoring is simple – you just pass on what you know from the pinnacle of your wisdom and experience. In fact when well done it is the art that conceals art. Similarly there is an art in making what is not simple sound accessible and do-able, which is exactly what this book does. It breaks the news very gently and very clearly that successful mentoring and coaching is nothing like as easy as it looks, either to be a good mentor or to be a good mentee. Throughout the book the message is clear: being a coach or mentor is very different from the expert helper role familiar to most managers - a lot more difficult and a lot more effective and here is how to do it." Jenny Rogers, Executive Coach and author of *Coaching Skills: The Definitive Guide to Being a Coach*, Fourth Edition (Open University Press, 2016), UK

"The third edition of *Coaching & Mentoring at Work* has been revised and updated. There are two new chapters: 'Coaching & Mentoring Approaches and Models', and 'Glimpses of Coaches and Mentors at Work'. Readers of the previous editions have valued the focus on effective and ethical practice as well as the clear links between principles, approaches, skills, tools, techniques and interactive case examples. This latest edition continues to be an excellent resource for coaching and mentoring purchasers, providers and students." Gerard Egan, Professor Emeritus, Loyola University, Chicago, USA

"It is great to see this new updated edition of Mary Connor and Julia Pokora's book, which shows how much is developing and changing in this fast moving field." Peter Hawkins, Professor of Leadership, Henley Business School, Chairman of Renewal Associates, author of many books including *Creating a Coaching Culture* (Open

University Press, 2012) and Leadership Team Coaching (2014), UK "This new edition from Connor and Pokora has some new and interesting additions. In the ten years since the first edition, much has happened in the coaching and mentoring world. The highlighting of ethical issues in Part 1 of the book recognises that the coaching and mentoring worlds have become much more aware of ethical concerns. The addition of insights into the variety of models for coaching and mentoring and the practical nature of Part 2 of the book is welcome and the shift of focus in Part 3 to Coach and Mentor Development reflects contemporary debate. Written in a practical and accessible style, this book is a must for those working with coaching and mentoring." Professor Bob Garvey, Managing Partner, The Lio Partnership, UK "When this book was first published in 2007 it immediately became an invaluable reference and source of guidance for the part of my work involved with the development mentoring of engineers and engineering project management professionals. The restructured content and additional material provided by the third edition make the book an even more valuable resource for coaches, mentors and their clients in all work sectors. I have always liked the practical exercises, examples and checklists that are to be found throughout the content and I find the glimpses into the experiences of current coaching and mentoring practitioners contained within the new Chapter 12 particularly interesting and useful." Tony Maplesden, Project Management Consultant, UK "Still my favourite coaching and mentoring book – this new edition is better than ever! For the coach/mentor there are plenty of additional resources including a helpful chapter giving insightful reflections on real examples of coaching practice and developing coaching schemes. What I really like about this book is how useful it is for people at different stages in their coaching and mentorship practice – and there ' s plenty for coachees and mentees too which helps maximise the benefit of the coaching relationship." Sue Covill, Former HR Director, UK "Coaching and Mentoring at Work has been a part of my life after being introduced to this way of thinking and working by Mary, Julia and Nancy in 2007. This book remains to be a touchstone and over the past decade this text has been updated with clear, practical and honest content. It has kept me thinking in contemporary and informed way when it comes to my knowledge and understanding of coaching and mentoring. It supports the foundations of how I work with others to develop their understanding and skills in the pursuit of healthy learning relationships in their worlds. This third edition updates where necessary and will replace the well-worn second edition in my hand, work and life." Giles McCracken, Clinical Senior Lecturer & Consultant in Restorative Dentistry, Newcastle University, UK "This book illustrates the importance of skills, personal qualities and ethical understanding in promoting healthy and meaning

relationships, and this work may also be relevant in other helping professions. However, this book also helps anyone who wants to improve their conversations with those around them (co-workers, family and friends)."

Assoc. Prof. Dr Ruhani Mat Min, Universiti Malaysia Terengganu, Malaysia

The best managers work smarter, not harder After conducting a unique global study of over 9,000 people, analysts at the world-leading sales research firm Gartner identified four distinct types of manager.

Incredibly, they found one type consistently performs far better than the rest, and it wasn't the one they were expecting. Connector Managers understand that it's not enough for managers to just encourage and teach employees themselves, and that providing constant coaching to employees can actually be detrimental to their independent development. Instead, by connecting employees to others in the team or organisation, Connector Managers can help their employees develop a range of skills beyond their own areas of expertise. Although the four types of managers are more or less evenly distributed, employees with Connector Managers perform significantly better than others. Employees with Always-on Managers who provide constant feedback and coaching perform significantly worse. Drawing on their ground-breaking data-driven research, as well as in-depth case studies and extensive interviews with thousands of managers, you'll discover what behaviours define Connector Managers and how you can use them yourself to build brilliant, powerhouse teams.

Coaching can work brilliantly. It can help you improve your employee retention levels, succession planning, and organisational creativity. In a supportive culture, managers, coaches and coachees all trust each other and work together. Sadly, even the best-managed coaching programme, with the best coaches, will fail in the real world where the coaching takes place doesn't match the fine words from HR. Spending money on coaching without first ensuring that the groundwork has been done is a fast track to failure. Make sure your training and development budget delivers what you need by first creating a culture that supports coaching. How to Create a Coaching Culture is a practical guide to developing an effective, efficient coaching culture in your organization. It demonstrates how to empower your workforce to achieve higher performance and greater business results. Specifically tailored to practitioner needs it offers an overview of coaching practice and aligns it clearly with organizational and HR strategy and objectives. Using a combination of practical tools, assessments, scenarios and case studies from best practice it will build your fundamental knowledge and equip you to take action by planning, pitching, and building a scheme. It also offers a complete framework for evaluating benefits and measuring return on investment. How to Create a Coaching Culture is part of the

brand new HR Fundamentals series, offering practical advice to HR professionals starting out in their career, completing CPD training or studying for their professional qualifications with the CIPD.

How to unlock potential and maximise performance

Six Steps to Unleashing Your Potential

Developing Top Talent in Business

Executive Coaching for Results

Coaching

For Personal and Professional Development

The Definitive Guide to Developing Organizational Leaders

Difficult people and their difficult behavior can create significant individual, team and organizational dysfunction. Despite the fact that there are thousands of employees working today that are considered to be 'difficult', we have done a very poor job of helping managers learn how to effectively coach their difficult behavior. Coaching the difficult person takes a unique, specific approach. Managers can confirm a person's willingness and ability to change, based on the six steps outlined in this brief, simple guide. How to Coach the Difficult Person in Six Steps is designed to be a desktop guide for managers in every organization. Dealing with difficult people is like playing whack-a-mole. Just when you think you've ridded yourself of one, another one pops up. Therefore, if you lead, manage and coach people, you don't want to miss out on the invaluable advice packed into this quick, brief guide!

Everyone has the potential to be a brilliant coach Coaching at work can be hugely powerful, helping individuals and companies achieve their goals. It's fast becoming the must-have leadership skill and here's how you can have it too. Brilliant Coaching shows how anyone can be a brilliant coach at work. Based on methods specifically developed and proven in business, you'll discover what it takes to be a coach, how to use the core coaching methods and how to apply these to common coaching scenarios. With Brilliant Coaching you'll unlock your own unique coaching ability and reap the rewards in no time at all!

Can sport and physical activity (PA) be used to improve the communities we live in? How do community groups manage facilities that provide sport and PA? How can managers ensure the services they deliver meet the needs of their community? What role should community sport schemes play in society? Answer these questions and more in this, the first textbook to focus on the theory and practice of community-level sport management and development. Bringing together academics and practitioners with expertise in sport management, sport development, the sociology of sport, PA programming and community coaching, this book outlines best practice and explores contemporary issues relating to:

Community enhancement through sport and PA Leadership, enterprise and innovation Budgeting and decision making Event and facility management Corporate social responsibility (CSR) Monitoring and evaluation. The book is divided into three sections: Part I provides an introduction to developing and managing community sport; Part II outlines the key issues and challenges that face those working in the sector; and Part III examines the leadership and management qualities needed to effectively manage and develop community sport. Insightful and user-friendly, *Managing and Developing Community Sport* is written in an easy to read style and is a vital resource for sport management practitioners or students hoping to work in community-level sport.

"A straightforward approach to the simple art of coaching conversations, while offering insight into the complexity and sophistication of coaching for those looking to take their practice to the next level." Dr Jonathan Passmore, Independent Consultant "Coaching Skills is much more than just a book containing a wide portfolio of tools, techniques and concepts, brilliantly supported by many case studies. It is a book for practitioners who will find here a profound and accessibly-presented analysis of the most important models, theories and results of research, with detailed links to coaching as well as guidelines on how to deal with the difficult situations and dilemmas faced by coaches." Dorota Pora?ka, Managing Partner of DORADCA Consultants Ltd "Jenny Rogers writes with enviable elegance and simplicity about the skills that coaches need. This third edition is a testament to her belief that coaches never stop learning. In this edition she shares the fruits of her recent reading and experiences. There is a good deal of new material, including a chapter on advances in neuroscience, new insights from the recent coaching literature and new models to consider. But Jenny wears her erudition lightly. She takes the reader by the hand through a complex journey, sharing the excitement of her discoveries but not overwhelming with detail. Her strong personal voice comes through in every sentence, understanding, encouraging, pragmatic. I read it from cover to cover in a weekend, and know I will be back to reread before long." Lis Paice, NHS Mentor of the Year, 2010 "Jenny Roger's clear writing style, straight-forward approach and case examples allow for insight into the coaching process and a glimpse at the learning that occurs for both client and coach. This edition offers even more with enhancements to previous writing and a chapter specifically focused on the brain. Whether you are a coach - new or experienced, a manager or simply interested in learning more about what we do as coaches, this is a must have resource for your library." Diane Brennan, MBA, MCC, Past President of The International Coach Federation (2008) and coeditor, *The handbook of knowledge-based coaching: From theory to practice* "This book is a gem for anyone curious about executive coaching - what it is, how it works and how to do it well in practice. As a coaching pioneer and highly accomplished practitioner, Jenny draws upon her extensive experience in coaching, coach training and supervision and brings to life theory and approaches with rich case studies, humour and humility. The third edition

benefits from a chapter on the fascinating emerging field of neuroscience and explores early implications for coaching. As with the rest of the book it is accessible, relevant and well researched. I consider Coaching Skills to be essential reading for novice and established coaches alike." Sandra Grealy, Director of Coaching, Management Futures Ltd "Among all the coaching books on the market this book stands out for its clarity and wisdom, and for its engaging and unpretentious voice. In designing a coaching course at Fielding Graduate University, I had no hesitation in making it required reading." Leni Wildflower, PhD, PCC, wildflower-consulting.com Coaching Skills is a popular text for coach training schools all over the world, brought to life with dozens of case studies and practical guidance, while also emphasizing the importance of underpinning psychological awareness and understanding. This book will support you whether you are an experienced coach working with senior executives, or a beginner taking your first steps on the journey to becoming a master-practitioner. The book answers questions such as: Which tools and techniques pay dividends every time and to avoid? What are the magic ingredients that determine whether the coach-client relationship works? Why are goal-setting and questioning such important skills for any coach and how can you acquire them? How as a coach can you work with clients to make truly transformational changes in their lives? Now includes new material on: coaching and the human brain, working with clients on their self-limiting beliefs, new models of understanding what coaching is and being a coach during the psychological stresses of a severe economic recession. Jenny Rogers is an executive coach with more than 20 years' experience. Her clients are typically senior leaders from a wide range of sectors. She has also trained many hundreds of coaches and managers in coaching skills. As a writer Jenny has published more than 70 books on topics which include adult learning, influencing, facilitation skills and career management.

The Project Management Coaching Workbook

A Handbook

Performance Coaching

Coaching for Performance

How to Create a Coaching Culture

The Coaching at Work Toolkit

Helping People Change

Clear, concise, hands-on, and reader friendly, this is a coaching guide written in a coaching style.

This book provides instruction on the requirements for the Institute of Leadership and Management coaching & mentoring qualifications levels 5-7. As a leader, senior manager or

executive, you are often required to act as a coach or mentor for your staff. This book will enable you to set up coaching programmes that can make a significant difference to staff retention and motivation. It will give you the knowledge and skills you need to encourage your staff to grow so that you can get on with your own essential leadership role. In this book you'll discover how to: - become an effective leader and coach *distinguish between coaching and mentoring - establish the right coaching climate *develop effective communication skills - set up the first coaching session *present a business case for coaching ...and much more. You'll also find out the various coaching models available and equip yourself with useful tools and exercises that you can employ in your coaching sessions. Contents: List of figures and tables; Acknowledgements; Introduction; 1. What is Coaching?; 2. Become an effective leader and coach; 3. Internal and external coaching; 4. The differences between coaching and mentoring; 5. Establishing the right climate; 6. Coaching Models; 7. Coaching tools and exercises; 8. Effective communication skills; 9. Analysing communications to indentify meaning; 10. Respecting others' worldviews and motivating your coachees; 11. Overcoming barriers to coaching and mentoring; 12. Understanding the role of power and authority; 13. Setting up the first session; 14. Presenting a business case for coaching; 15. Coaching supervision and super-vision; 16. Co-Coaching and team coaching; 17. Organisational approaches to coaching; Appendix 1: Sample forms and competences; Appendix 2: Controlling costs; Appendix 3: Case studies and evidence to support the value of coaching; Useful resources; Index

This book will give you the knowledge and skills to understand the differences between coaching, supervision & mentoring. It will demonstrate how effective coaching programmes can enhance behaviours and retain key staff. How it can reduce recruitment costs, promote well-being and give a robust return on investment. It offers leaders and managers proven behaviours, coaching and supervision models and techniques that can be adapted for any environment. It supports the requirements for the ILM and CMI Coaching and Mentoring in Management Qualifications at levels 5 and 7. The book includes: Comparison of effective leadership styles and application, establishing the right conditions and climate for coaching, overcoming the barriers to coaching and /or supervision, enhancing communication and workplace understanding and presenting a clear business case for coaching & supervision.

Based on direct experience and a realistic understanding of the scope of influence that many coaching champions have within their organizations, Managing Coaching at Work provides practical

guidance on all aspects of making workplace coaching work. It serves as an essential reference for any manager or HR professional looking to bring coaching into their organization and for those seeking to move forward, re-energize or maximize the true potential of their true coaching investment. This comprehensive guide covers all of the key issues many organizations face, including:

- Embedding coaching on a shoestring and surviving during times when budgets are under pressure
- Developing, sourcing and maximizing the use of coaching to meet your organization's business needs
- Creating a compelling business case for sustaining coaching
- Making coaching a part of managers' everyday skill-sets
- Evaluating the results and benefits of coaching

Find out more on the book's website, www.managingcoachingatwork.com

Coaching Cultures

Coaching Skills for Leaders in the Workplace

Coaching Skills for Nonprofit Managers and Leaders

Coaching and Mentoring For Dummies

Time Management Training

The Coaching Organization

The Coaching Manager

You're trying to help--but is it working? Helping others is a good thing. Often, as a leader, manager, doctor, teacher, or coach, it's central to your job. But even the most well-intentioned efforts to help others can be undermined by a simple truth: We almost always focus on trying to "fix" people, correcting problems or filling the gaps between where they are and where we think they should be. Unfortunately, this doesn't work well, if at all, to inspire sustained learning or positive change. There's a better way. In this powerful, practical book, emotional intelligence expert Richard Boyatzis and Weatherhead School of Management colleagues Melvin Smith and Ellen Van Oosten present a clear and hopeful message. The way to help someone learn and change, they say, cannot be focused primarily on fixing problems, but instead must connect to that person's positive vision of themselves or an inspiring dream or goal they've long held. This is what great coaches do--they know that people draw energy from their visions and dreams, and that same energy sustains their efforts to change, even through difficult times. In contrast, problem-centered approaches trigger physiological responses that make a person defensive and less open to new ideas. The authors use rich and moving real-life stories, as well as decades of original research, to show how this distinctively positive mode of coaching--what

they call "coaching with compassion"--opens people up to thinking creatively and helps them to learn and grow in meaningful and sustainable ways. Filled with probing questions and exercises that encourage self-reflection, *Helping People Change* will forever alter the way all of us think about and practice what we do when we try to help.

Managing Coaching at Work
Developing, Evaluating and Sustaining Coaching in Organizations
Kogan Page Publishers

Peer coaching, a mentoring process for individuals of equal status, is a highly effective, but underused professional development tool. This book provides the first rigorously researched and road tested three-part model for fostering peer coaching relationships at work.

If you want to create a lean, mean, working machine in today's environment you need a game plan for building employee morale and commitment. By coaching and mentoring your work force--instead of implementing staid traditional management techniques--you'll start to see tremendous results. Regardless of where you find yourself on the corporate ladder and what level of authority you carry, what you and other managers share in common is the responsibility for the performance of others. *Coaching and Mentoring For Dummies* can open your eyes to this innovative way of managing and show you the best way to get the most out of those who work for you. *Coaching and Mentoring For Dummies* provides the foundation for understanding what business coaching is all about, and helps you gain or improve the coaching skills that drive employee performance and commitment. These skills, which serve as the main topics of this book, involve: getting employees to deliver the results you need; guiding employees to think and do for themselves; motivating employees to take on responsibility and perform effectively; and growing employee capabilities that lead to career development and success. You'll also discover how to: Use questions rather than commands Be a delegator, not a doer Complete performance reviews without anxiety Grow your employees' talents Increase productivity and decrease turnover With *Coaching and Mentoring For Dummies* as your guide, you can start to put these techniques and tools to work for you and inspire your employees in ways you never imagined. From tried-and-true worksheets to tools that you can tailor to your own situation, this friendly guide helps you call all the right plays with regards to your employees. Forget about micromanaging! When you become a coach, you'll be surprised by the tasks your group can perform. The fun and easy guide to today's hottest trends in management training, *Coaching and Mentoring For Dummies* shows managers how to take advantage of these state-of-the-art management tools -- without spending hundreds of dollars on training seminars! This

book features Guidance on being a coach rather than a doer" and giving feedback in a positive way Advice on motivating, grooming, and growing employees Tips on tackling diversity issues, performance reviews, and other challenges Put these techniques and tools to work and inspire your employees in ways you never imagined. Forget about micromanaging! When you become a coach, you'll be surprised by the tasks your group can perform.

How to be a Brilliant Coach in Your Workplace

Learning to Coach

Challenging Coaching

Techniques for Coaching and Mentoring

Going Beyond Traditional Coaching to Face the FACTS

How to Develop Exceptional Results Through Coaching

The Definitive Guide to Developing Organizational Leaders: Easyread Large Bold Edition

This book is a straightforward guide for would-be coaches, for those already working in the professional development arena, and for any one using coaching skills in their life. It highlights the essential coaching skills and qualities, how they are employed in given situations and what makes the coaching process successful, valuable and worthwhile. Written in simple, straightforward fashion and illustrated with case histories, this book will build coaching relationships that help realise the full potential of individuals and organisations. The coaching process and the three step coaching model helps in building the coaching relationship and managing client's expectations. It shows how to prepare and run an organisational coaching programme. It also helps in setting up a mentoring programme for sustainable professional development. It offers five easy steps to building a sustainable and profitable coaching business. Drawing on her background in educational development and psychology, Nicola Stevens works with individuals and with international publicly quoted companies, NGOs, charities and organizations to solve paradoxes of leadership and management. Her expertise includes issues of corporate governance; boardroom dynamics; knowledge interaction at all levels; and, planned and unplanned change. AUTHOR BIOG: Nicola is part of the consultation group for ENTO, commissioned to establish standards for professionalism and practice in coaching and mentoring (2004/06). She is also President of the City Women's Network (CWN) for senior executive women, www.citywomen.org and a member of the International Coaches Federation, www.coachfederation.org. CONTENTS: List of illustrations Preface Acknowledgments

Introduction - What is coaching? 1. Preparing to be an effective coach 2. Building the coaching relationship and managing client's expectations 3. Creating the foundation of the coaching relationship 4. The coaching process 5. Third party or sponsored coaching programmes 6. Setting yourself up as a coach Resources Glossary Bibliography and further reading Index.

The first comprehensive guide to using executive coaching in organizations • Based on the authors' rigorous original research with dozens of leading companies • Includes extensive case studies, examples of coaching tools, advice on measuring ROI, and much more The field of executive coaching is growing at an astonishing rate. Corporations are increasingly turning to coaching as an intervention, as it offers leaders and managers both on-the-job learning and built-in follow-up. Human resource and leadership development practitioners must wade through a wilderness of conflicting information about when to use coaching, how to do it well, and how to evaluate the cost-effectiveness and success of any coaching intervention. Executive Coaching for Results helps this critical leadership development technique come of age. This is not a how-to-coach book—there are already plenty of those—but rather a comprehensive guide on how to strategically use coaching to maximize development of talent and link the impact of coaching to bottom-line results. Underhill, McAnally, and Koriath draw on their rigorous original research with Fortune 1000 and Global 500 companies such as Dell, Sony, Johnson & Johnson, Disney, Unilever, Wal-Mart, and many others to cover topics like coaching as part of an overall leadership development strategy; typical activities and instruments used during coaching; costs of coaching; development of an internal coaching program; selection of the right coach for the job; the ROI of coaching; follow-up after coaching; and much more. Offering practical learning, best practices, and illuminating case studies, this is the first definitive guide to the effective use of executive coaching in the corporate environment.

Coaches are amongst the most visible figures in sport today but little is known about the history of their profession. This book examines the history of coaching from the early nineteenth to the late twentieth century. It uses a number of sports as case studies that includes: cricket, swimming, rugby union, athletics, football and tennis. The focus is largely English but international examples are used to illuminate the British context. A number of themes are explored. Initially, in the 1800s, the coach was like an artisan who learned his skills on the job and coaching was similar to a craft. Early coaches were professionals but from the late nineteenth century an amateur elite governed British sport, who inhibited and in

some sports banned coaching. As the twentieth century progressed, though, different sports at different stages began to embrace coaching as international competition intensified. In addition, the nature of coaching changed as a more scientific and managerial approach was applied. Finally, in football, the export of early British coaches is examined in light of the migration of international athletes and also as a process of 'knowledge transfer'. This book was published as a special issue of *Sport in History*.

"This book comes at a time when we are asking searching questions: How exactly do we earn the loyalty, trust and commitment of our people? How do we balance the needs of our organisations to do more with less with the need to create environments in which people can grow, develop and achieve their aspirations? The answers lie within each of those through whom so much can be achieved. This book is the key to unlocking them." --Gareth Ford, Training & Development Manager, Atkins

"Perfect Timing! Amongst the vast selection of coaching literature, this book is powerful in 3 ways. * It has the potential to engage even the most ardent cynic to "have a go" * It releases a well-timed boost to existing passionate believers of coaching * It is invaluable to anyone with responsibility for managing, training and development, with well thought-out strategic and realistic approaches to creating and implementing a coaching culture in any business." --Fiona Green, Training Manager, ScS Upholstery plc

"How much of your team's full potential do you see at work? 90%? 30%? 60%? Many of us simply don't know. In a world of relentless change is it any wonder that so much can interfere with how well we perform at work. In a practical approach Matt Somers explores how coaching can be used to release that potential. Matt recognises that the reaction in the work place to coaching can range from mild apathy to downright hostility. It is this firm grip on reality that considerably increases the reader's chances of becoming a successful coach. In today's business environment ignore the principles and ideas embodied in this book at your peril!" --Simon Hepinstall, Chief Executive, Storey Carpets Limited

"This is an extremely practical book underpinned by a powerful coaching model that is carefully defined and applied throughout. Matt's candid and insightful approach provides accessible information for those new to coaching and those wanting to refine their coaching approach. There are number of coaching texts emerging onto the scene and it is refreshing to see a book so grounded in managerial and organizational reality." --Jane Turner, Programme Director - Coaching, Newcastle Business School, Northumbria University

EB00K: Coaching and Mentoring at Work: Developing Effective Practice

Developing People to Achieve Your Mission

Creating a Coaching Culture

Principles and Practices

Coaching with Compassion for Lifelong Learning and Growth

HBR Guide to Coaching Employees

Creating A Coaching Culture

Take These Six Steps to Reach Your Project Management and Leadership Goals! Starting with an insightful self-assessment, The Project Management Coaching Workbook: Six Steps to Unleashing Your Potential offers tools, questions, reviews, guiding practices, and exercises that will help you build your roadmap to project management and leadership success. Based on her experience as a coach and mentor, Susanne Madsen offers a proven six-step method designed to help you understand and articulate what you want to achieve—and then assist you in achieving those goals. This workbook will help project managers at any level overcome some of the most common challenges they face by:

- Effectively managing a demanding workload*
- Leading and motivating a team*
- Building effective relationships with senior stakeholders*
- Managing risks, issues, and changes to scope*
- Delegating effectively*

Learning Made Simple books give you skills without frills. They are matched to the main qualifications and written by experienced teachers and authors to make often tricky subjects simple to learn. Every book is designed carefully to provide bite-sized lessons matched to readers' needs. Using full colour throughout and written by leading teachers and writers, Learning Made Simple books build on a rich legacy of over 50 years as leading publishers helping to learn new skills and develop their talents. Whether studying at college, training at work, or reading at home, aiming for a qualification or simply getting up to speed, Learning Made Simple Books will give readers the advantage of easy, well-organized training materials in a handy volume you can refer to again and again. These titles will be promoted direct to training companies and learners, and individuals will be urged to buy them not only by college lecturers but also by trainers at work. These titles will be core stock for years to come. The books are written by experienced HR trainers and will be typeset by PK McBride (an experienced teacher and author of several Learning Made Simples himself). PK McBride has a thorough understanding of the ethos of the LMSs books and his involvement will insure that all titles have a layout and style consistent with the brand. The Learning Made Simples are specifically aimed at students studying for qualifications (NVQ Levels 2 and 3). This is how they differ to other 'teach yourself' books available - the content is geared to course content. Layout of topics is geared to self-study.

Learn how to coach effectively-and help others unlock their potential! Do you plan to become a professional coach?

Do you want to enhance your coaching skills to become a better coach or leader? Or do you just want to know more about how coaching works to help improve the lives of others? With this concise coaching textbook, you will quickly learn the main principles and tools of executive coaching and life coaching. Key features: A compact yet comprehensive overview of how coaching works Over 200 powerful coaching questions that you can apply right away Master all phases of the coaching process Conduct effective coaching conversations in a goal- and solution-oriented way Develop essential coaching skills (e.g. questioning, active listening, goal setting, giving constructive feedback, coaching for performance, dealing with emotions, and supporting behavior change) Tried and tested coaching tools Best-practice insights into how experienced coaches work Practical coaching exercises for developing your own coaching skills Free bonus learning materials on the companion website Developing Coaching Skills is essential reading for aspiring and practicing coaches, as well as for leaders and students of coaching. Learn what effective coaching really means, make coaching a habit, and bring out the best in other people!

Performance Coaching offers a guide to the fundamentals of coaching with an overview of all the key principles, tools and case studies you need to develop more advanced knowledge. Whether you're thinking about becoming a coach, already running a professional coaching practice or thinking about how you can embed a coaching culture in your organization, Carol Wilson illustrates how to develop a best practice approach. Using practical tools throughout and with international case studies to illustrate the various cultural challenges coaches and managers can face, Performance Coaching is a complete resource for developing coaching in any organization. This new edition of Performance Coaching has been completely updated to offer a greater focus on building a coaching culture in organizations and the challenges that leaders face in understanding and developing a coaching approach.

A Strategy for Developing Leaders

Coaching and Mentoring

Powering your Team with Awareness, Responsibility and Trust

EBOOK: Coaching Skills: A Handbook

Managing and Developing Community Sport

A Complete Guide to Best Practice Coaching and Training

Managing Coaching at Work

"Creating a Coaching Culture provides a rich source of knowledge, guidance and experience for anybody involved in the important business of helping drive coaching in organisations. It builds on the Hawkins and Smith seven-step model that we have used to guide our thinking and actions at

Ernst & Young. After reading the book I take away a host of ideas and best practice that I will use in the business." Ian Paterson, Ernst & Young LLP and MD, EMCC UK "Peter Hawkins draws on 30 years of international organizational change consultancy in *Creating a Coaching Culture*. He offers seven steps, numerous case studies, and his real world experience. Reading this book, it is easy to pinpoint how far along one's organization has moved towards developing a sustainable coaching culture and what the next steps are. Like Peter's other books, *Creating a Coaching Culture* sits on my desk, not my bookshelf, because of its usefulness, depth of thought, and Peter's expertise." Catherine Carr, doctoral candidate in Leadership Development and Executive Coaching, Carr & Associates leadership coaching "The book clearly outlines why the creation of a coaching culture is critical to the success of any organisation. More importantly it describes the practical steps required to achieve this success and how you can measure progress and benefits along the journey." Richard King, Serial NED and Coach, former Deputy Managing Partner for Ernst and Young "In recent years, the concepts of leadership culture and coaching culture have become increasingly intertwined, to the extent that achieving a coaching culture is a common aspiration for organizations of all sizes ... Peter Hawkins brings the topic up to date, using multiple case studies and an analytical approach that clarifies the challenges and how to address them." David Clutterbuck, Visiting Professor, Oxford Brookes & Sheffield Hallam Universities, UK "In this book Peter Hawkins brings together his extensive experience as a business leader, coach, consultant and leadership developer to provide a comprehensive handbook on how to help people, teams and organisational stakeholders learn through the practice of coaching. It will be of benefit not only to those engaged in the people development professions, but also managers and leaders who are looking to enhance the value and potential contribution of their people." Hilary Lines PhD, Executive and Team Coach, UK "This is an eloquently written text that is recommended reading for coaches and mentors working in large organizations, for human resource managers and corporate management teams." EMCC's International Journal How do we create a coaching culture? What will be the benefits for all parties? How can we link it to the performance of our business? How do we calculate the return on investment? How do we make it sustainable? Organizations are investing large sums of money in employing external and internal coaching and are increasingly under pressure to show a demonstrable return on this investment. In this much-needed book, Hawkins gives a well researched and practical answer to the whole question of how you create a 'coaching culture' and provides a step-by step guide to

implementing this change. The book includes advice for both coaches and HR professionals on: Establishing the right integrated mix of coaching by line managers, internal specialized coaches and external coaches Combining individual and team coaching and connect both to the organizational change agenda Harvesting the organizational learning from the thousands of coaching conversations A coaching style becoming a way of relating internally and externally to all the organization's stakeholders Case studies show how a wide range of international organizations have developed successful coaching strategies to increase the effectiveness of their businesses. This book will provide you with valuable insights whether you are a coach, an organization consultant, an HR professional or a Chief Executive.

Are your organization work teams challenged by non-productive meetings, poor organization, internal conflict, inadequate communication, missed deadlines, and underutilization of skills? If so, *Creating, Coaching and Managing High-Powered Work Teams* will help your organization correct these problems, showing your team members how to manage and take ownership of their teams. Based on over two decades of experience in leading collaborative work teams and training professionals how to create, coach, and manage high-powered teams, Dr. Johns has created an easy-to-use and practical, step-by-step guide for leading your organizational teams to success.

It's a tough job being a manager. How do you manage performance? If you come across as too directive you may get a reputation for harshness. If you are too nice you risk being known as a gullible and easily outmanoeuvred. Neither approach works. 'Employee engagement' is the magical ingredient: it makes staff genuinely committed, creating excellent work. Few organizations actually achieve it, though all say they want it. Coaching is the most reliable a way of producing it. In *Manager as Coach*, Jenny Rogers challenges many of the traditional assumptions about what works in management and shows you, step by step, how to be a brilliant manager and get fantastic results: Reduce your stress Develop employees' key skills Create a culture of engagement Improve bottom line results "Jenny Rogers' advice is simple, memorable, deeply pragmatic, and always focused on results. If only more managers would take it!" Tim Brooks, CEO, BMJ Group "This pragmatic book will stimulate managers to drive higher performance and get the best out of people. In such a challenging environment, this can only be good for business!" Carolyn McCall, CEO, Easy Jet "A must-read for any manager working to foster the right culture. Belief in excellence and the ability to enable people to perform at their best is fundamental for generating and sustaining high performance." Johanna Friedl-Naderer, Region Vice President,

Biogen Idec "I believe this common-sense, simple approach would motivate both managers and individuals to change and empower them to improve their own performance." Michael Parr, CEO, British Arab Commercial Bank Jenny Rogers is one of the leading executive coaches in the UK with more than 20 years of experience. Her clients are typically chief executives and directors of large organizations. She writes extensively about coaching and leadership and has trained many hundreds of managers in coaching skills in the UK and internationally. Karen Whittleworth is an acclaimed trainer, coach and coach supervisor, and the founding director of Worth Consulting Ltd. Andrew Gilbert is an internationally known as a speaker, trainer and executive coach. He is the co-director of Worth Consulting Ltd.

"There are excellent chapters on how to train and develop coaching and mentoring skills and on practical ethics...This is a superb book and an excellent resource for existing mentors and coaches. It will also be a valuable introduction for potential clients – and is likely to encourage them to become coaches and mentors in their own right." The British Journal of Psychiatry "This engaging, comprehensive and practical book explains how to get the most out of coaching and mentoring. The authors identify the key principles of effective practice and make the text come alive through frequent use of interactive case material. It is a sound resource for those already engaged in, or thinking about, coaching and mentoring." Dr Gerard Egan, Professor Emeritus, Loyola University, Chicago, USA. "In the burgeoning field of coaching, Mary Connor and Julia Pokora have provided a very readable and accessible book that anyone who is thinking of becoming a coach or mentor should read. It provides very clear frameworks, tools and questions that can help a person decide whether this is the right direction for them and how to go about developing the competences, capabilities and capacities necessary." Dr Peter Hawkins, Chairman of Bath Consultancy Group, UK and leading author and expert on coaching supervision. "In all this is a thought provoking, well tested book of value to practitioners and trainers alike. For those who have not read deeply about Egan's model, it offers the best summary I know of the richness of this framework and the use of it in a 1:1 learning relationship."

International Journal of Mentoring and Coaching Coaching and mentoring are now mainstream activities in organizations. This unique book focuses on the common ground between coaching and mentoring, offering nine key principles for effective practice. It answers questions asked not only by coaches and mentors but also by clients, including: How can I be an effective coach or mentor? How can I be an effective client? What are some useful tools and techniques? How can I

train and develop as a coach or mentor? What are the ethical issues in coaching and mentoring? How is a coaching or mentoring culture developed at work? Coaching and Mentoring at Work is essential reading for coaches, mentors, clients, managers, leaders, professionals, HR specialists, trainers, consultants and students. The book will help you to: Improve your skills Use a tried and tested framework Enhance working relationships Learn from practical exercises Develop as a coach, mentor or client Lead and manage effectively Why Some Leaders Build Exceptional Talent—and Others Don't Coaching at Work Developing a Coaching Strategy for Your Organization Coaching for High Performance A Practical Guide to Growing Your Own Skills Developing Effective Practice How to Motivate and Get the Best from Your Staff

This is a fully revised and updated second edition of the successful Techniques for Coaching and Mentoring, also incorporating the best bits of its sister text Further Techniques for Coaching and Mentoring. The book presents a comprehensive and critical overview of the wide range of tools and techniques available to coaches and mentors. With a strong academic underpinning, it explores a wide range of approaches, and provides techniques both for use with clients and to support professional development of the coach or mentor. Key features include: Easy-to-use resources and techniques for one-to-one coaching; Case studies throughout the text, helping to put theory into practice; An overview of different theoretical approaches; A dedicated section on 'themes for the coach' discussing coaching across cultures, evaluating your coaching and looking after yourself as a coach; and Downloadable worksheets for each technique. Techniques for Coaching and Mentoring 2nd Edition is an invaluable resource for professional coaches and mentors looking to enhance their practice, and for students of coaching and mentoring.

Resource added for the Human Resources program 101161.

Over the last 15 years, Coaching and Mentoring has become the go-to guide for anyone looking to develop their coaching and mentoring skills at individual, team or organizational level. Clear and accessible, it uses practical tools and best practice to demonstrate how to relate theoretical models to specific situations to gain real benefits. It provides strategies that can be applied to any situation,

including life coaching, business coaching and community mentoring. Now in its 3rd edition, Coaching and Mentoring has been fully updated to cover the latest thinking and developments in this area including extended coverage of coaching supervision. There is also now a brand new section on practical applications of coaching and mentoring for organizations which includes advice on how to align coaching and mentoring strategies to overall business goals and how to provide evidence for its transformational impact on employee performance. Full of practical advice, case studies and examples, this comprehensive guide will be of value to everyone involved in any aspect coaching and mentoring. 'This book is a must for anyone involved in organizational coaching' Adrian Moorhouse, Managing Director, Lane4 & Olympic Gold Medallist Coaching the Team at Work, 4e is the result of research over 20 years with practising team coaches and with major corporations around the world. It recognises that in a complex and constantly evolving business and social environment, teams can only keep up if they adapt frequently. But to adapt, they must have clarity about their internal and external systems and how these contribute to or undermine performance. There are multiple aspects of team function that underpins performance - and each influences and is influenced by the others. This revised edition explores the six most significant aspects: * Purpose and motivation * Systems and processes relating to external stakeholders * Relationships, especially within the team * Systems and processes relating to internal functions (such as quality and decision-making) * Learning (how the team adapts to keep up with the pace of change) * Leadership (how the functions of leadership are exercised within the team) When these aspects are aligned, a team can perform at its best; but when any one or more of the aspects is malfunctioning, the result is underperformance. This book helps team coaches develop their skills to support teams in understanding these complex dynamics and, as a result, in developing more effective ways of working together.

**Practical Techniques for Developing Learning and Performance
Developing, Evaluating and Sustaining Coaching in Organizations
Manager as Coach: The New Way to Get Results
Coaching and Mentoring at Work
Peer Coaching at Work
Developing Coaching Skills
Coaching And Mentoring At Work: Developing Effective Practice**

The Coaching Manager, Third Edition provides students and managers alike with the guidance, tools, and examples needed to develop leadership talent and inspire performance. Using an innovative coaching model, bestselling authors James M. Hunt and Joseph R. Weintraub present readers with a developmental coaching methodology to help employees achieve higher levels of skill, experience greater engagement with organizations, and promote personal development. The thoroughly updated Third Edition reflects the authors' latest research, which focus on building and maintaining trust, working with others who are different from yourself, and coaching by the use of technology.

The Coaching Organization: A Strategy for Developing Leaders is the only book to provide practical advice on how a company can strategically manage coaching initiatives that strengthen organizations and enhance employee engagement and growth. Authors James M. Hunt and Joseph R. Weintraub offer best practices to help organizations deploy developmental coaching that drives leadership and employee effectiveness.

Empower workshop participants to reclaim their time. Kitchen fire or time waster? The inability to differentiate robs us of precious time and well-being. Master trainer Lisa Downs has developed a collection of complete workshops and tools you'll need to conduct effective two-day, one-day, and half-day time management workshop programs that teach how to reclaim time and productivity. Empower workshop participants to strategically manage procrastination, negotiate priorities, and exercise control over how they spend their time by helping them develop their time management and productivity skills. Complete with effective training methodologies, this book helps you accelerate learning and leverage technology for maximum efficiency. Workshop programs found in this volume make planning easy and can be tailored for the unique needs of your organization. Supplemental resources are available online and include downloadable and customizable presentation slides, handouts, assessments, and tools.

The book explains how to get the most out of coaching and mentoring

The Connector Manager

How to Coach Difficult People in Six Steps

Brilliant Coaching

Making Coaching Work

Coaching the Team at Work, 4th Edition

Creating, Coaching and Managing High-Powered Work Teams

Recent studies show that life skills coaching, executive coaching and business coaching are all effective ways of achieving sustainable growth, change and development in an individual, group or organisation. The Coaching at Work Toolkit is the first comprehensive, practical resource for coaches in the use of the theories, tools, techniques and practices that affect learning and change. This book offers coaching tools and psychology-based techniques and is a much-needed guide to understanding the practice of coaching and applying the theories and language associated with it. The employment of life skills coaching, executive coaching and business coaching is being heralded as the way to create organisations of the future. Anyone interested in achieving their best and staying ahead of the competition should read this book. Through the use of case studies, practical instructions and application guidelines, the authors have provided models, principles and techniques that enable professional coaches to achieve breakthrough results. For the past ten years the authors, first as practitioners and then as educators, have worked closely with colleagues across the globe to develop coaching techniques that produce positive, measurable, lasting change. This book builds upon the success of the authors' first general coaching reference The Complete Guide to Coaching at Work. This title focused on

the nature of coaching, coaching models and frameworks, and the competencies for successful coaches. Suzanne Skiffington and Perry Zeus have trained hundreds of coaches around the world. Through their internationally renowned coach training school, 1 to 1 Coaching School they have worked with established and new coaches, professionals and managers/leaders of organisations, consultants, groups and the academic community.

The only nonprofit orientation to coaching skills available, *Coaching Skills for Nonprofit Leaders* will provide nonprofit managers with an understanding of why and how to coach, how to initiate coaching in specific situations, how to make coaching really work, and how to refine coaching for long-term success. *Coaching Skills for Nonprofit Leaders* offers practical steps for coaching leaders to greatness and complements the academic and theoretical work in nonprofit leadership theory. The book can be used by the coaching novice as a thorough topical overview or by those more experienced with coaching as a quick reference or refresher. Based on the Inquiry Based Coaching? approach, *Coaching Skills* will strengthen and expand the reader?s ability to drive organization mission, while retaining the intrinsic values of the nonprofit culture and working towards outcomes that create a culture of discipline and accountability and empower others to be even more responsible, accountable, and self-motivated. This book uses accessible language, examples, case studies, key questions, and exercises to help: Promote better relationships Know when to delegate, direct and coach. Balance directive and supportive styles of leadership for productive partnerships Overcome fears and deal head-on with difficult situations and conflict. Use coaching for performance improvement and on-the-job development. Support independent thinking and personal reflection Gain commitment and accountability from others and build teams

Challenging Coaching is a real-world, timely and provocative book which provides a wake-up call to move beyond the limitations of traditional coaching. Based on the authors' extensive experience working at board and management levels, they suggest that for far too long coaching approaches have shied away from adopting a more challenging stance - a stance that can provoke greater performance and unlock deeper potential in business leaders and their teams. The authors detail their unique FACTS coaching model, which provides a practical and pragmatic approach focusing on Feedback, Accountability, Courageous goals, Tension and Systems thinking. The authors explore FACTS coaching in theory and in practice using case studies, example dialogues and practical exercises so that the reader will be able to successfully challenge others using respectful yet direct techniques. This is an original and thought-provoking book that dares the reader to go beyond traditional coaching and face the FACTS.

Coaching for High Performance is intended to inspire IT managers with practical advice and tips on how to create a coaching environment in their department. Applying coaching skills in the IT workplace will help create a climate of high performance.