

Coachbook

TABLE OF CONTENTS

PREFACE

Postmodernism and the World of Organizational Coaching
The 21st Century Leaders and Organizational Coaching
An overview of this book
Our Personal Expression of Appreciation

CHAPTER 1 AN APPRECIATIVE PERSPECTIVE

THE THREE C'S: CONSULTING, COUNSELING AND COACHING

Consulting
Counseling
Coaching

APPRECIATIVE COACHING

Understanding another Person
Valuing another Person
Recognizing the Contributions of Another Person
Establishing a Positive Organizational Image of the Future
Recognizing Distinctive Strengths and Competencies
Acknowledging the Value of Diversity

THE WINDOW OF STRENGTHS

COACHING ISSUES AS PUZZLES, PROBLEMS, DILEMMAS AND MYSTERIES

Puzzles
Problems
Dilemmas
Mysteries
Locus of Control
The Challenges

LOOKING AHEAD

CHAPTER 2 FIVE DISTINCTIVE COACHING SKILLS

- (1) FREEING COMMUNICATION
- (2) CONTEXTUAL KNOWING
- (3) FEELING THROUGH ACTION
- (4) REFLECTIVE INQUIRY
- (5) COACHING LEADERSHIP: LEARNER, RISK-PARTNER, SERVANT

CHAPTER 3 THREE STRATEGIES OF ORGANIZATIONAL COACHING

COGNITION, AFFECT AND CONATION

Table One: An Organizational Coaching Taxonomy

AN OVERVIEW OF COACHING STRATEGY I: BEHAVIORAL COACHING

Engagement Coaching
Empowerment Coaching
Opportunity Coaching

AN OVERVIEW OF COACHING STRATEGY II: DECISIONAL COACHING

Reflective Coaching
Instrumented Coaching
Observational Coaching

AN OVERVIEW OF COACHING STRATEGY III: ALIGNMENT COACHING

Philosophical Coaching

Ethics-Oriented Coaching

Career Coaching

Spiritual Coaching

CONCLUSIONS

CHAPTER 4 BEHAVIORAL COACHING

ENGAGEMENT COACHING

Effective Listening: Active and Empathic

Coaching the relationship between two people

EMPOWERMENT COACHING

The Keys to Empowerment

The Nature of Team Meetings

Stages of Team Development and the Meetings that Serve them

The Nature and Function of Meetings

Roles in Teams

Evaluating Team Meetings

OPPORTUNITY COACHING

Coaching Focused on a Protagonist's Opportunity: The Leadership Lab

I. Preparing for an Opportunity: The Leadership Micro-Lab

II. In the Midst of Opportunity: The Client Centered Lab

CONCLUSIONS

CHAPTER 5 DECISIONAL COACHING

FIRST AND SECOND ORDER LEARNING AND CHANGE

Meta Language

Learning How to Learn

First and Second Order Change

REFRAMING

The Reframing of Goals

The Reframing of Contexts

The Reframing of Solutions

Reframing: Potent and Problematic

REFLECTIVE COACHING

The Process of Reflective Coaching

The Role of the Reflective Coach

The Levels of Reflective Inquiry

INSTRUMENTED COACHING

The Purposes of Instrumented Coaching

Distinctive Features of Masterful Instrumented Coaching

Contracted Area of Focus

Three-Tiered Assessment: Self-assessment, Multi-rater and Cultural

Critical Incident Analysis

DESCRIPTIVE VS. NORMATIVE ASSESSMENTS

Descriptive instruments

Internal and External Sources of Information about Self

Two Theories Regarding Self and Others: Trait and State

Normative Instruments

The Multi-Rater Assessment Process

Normative Instruments and the Coaching Process

Cultural Context

OBSERVATIONAL COACHING

Facilitating an Observation-based Feedback Process

INTEGRATING INSTRUMENTED AND OBSERVATIONAL COACHING INTO PERFORMANCE-BASED FEEDBACK

Six Phases of Performance-Based Feedback

CONCLUSIONS: COACHING AS A TEMPORARY SYSTEM

A Change Metaphor: the Explorer

Coaching and Other Temporary Systems

CHAPTER 7 ASPIRATIONAL COACHING

FOUR TYPES OF ASPIRATIONAL COACHING

Spiritual Coaching

Philosophical Coaching

Ethics Coaching

Career Coaching

PUZZLES, PROBLEMS AND MYSTERIES REVISITED

Commitment in the Midst of Relativism

Moving Beyond Dualism

Multiple Perspectives regarding Puzzles, Problems, Dilemmas and Mysteries

Polarities and Commitments

CONCLUSIONS

COACHING RESOURCES

1. *The Forms of an Appreciative Approach to Coaching*
2. *Freeing and Binding Communication*
3. *The Nature of Coaching Problems*
4. *Whose Problem Is It?*
5. *Ensuring Understanding*
6. *The Coaching Style Inventory*

7. *Listening Habits*
8. *Active listening*
9. *Empathic Listening*
10. *Description of Feelings*
11. *Characteristics of Constructive Feedback*
12. *Helpful Statements, not Advice*
13. *Setting the Stage for Feedback*
14. *Delivering Critical Feedback*
15. *Recognizing Avoidant Communication*
16. *Dealing with Avoidant Communication*
17. *Team Functions*
18. *Group Leadership Functions*
19. *The Situation-Target-Proposal Model for Problem Solving*
20. *The Task-Method-Relationship Model for Groups*
21. *Decision-Making Choices for Groups*
22. *Balancing Leadership Preferences*
23. *The Clearness Process*

24. *The Convergent Questioning Process ["Why"]*
25. *The Divergent Questioning Process ["If"]*
26. *The Left-Hand and Right-Hand Column Exercise*

27. *The Critical Incident*
28. *Advocacy Inviting Inquiry*
29. *Coaching Instruments and Assessments*

NORMATIVE INSTRUMENTS

360- Degree Assessment
Self/Co-Worker Assessment
Team Assessments

DESCRIPTIVE INSTRUMENTS

Career and Personal Values
Change
Coaching/Mentoring Styles
Conflict Management
Decision-Making
Interpersonal Styles and Needs
Leadership
Learning
Management
Motivation
Organizational Culture
Personality
Power
Problem-Solving
Teamwork
Values/Philosophy

30. *Questions about Ethics*
31. *Managing Life Transitions*
32. *Managing the Stress*