

INDEX

- Action (Five A's model), 126
Action learning, 126, 262
Actualized (actual-sized), 114
Adler, Nancy J., 13, 53, 121, 131–137
African business/societal challenges,
133–134
AIM, READY, FIRE framework,
219–220
Alexander, John, 13, 53, 121, 140–142
Alfah, Sharifah Maria, 267
Alignment (Five A's model), 126
Allen, David, 11–12, 53, 87, 100–102
Alliance for Strategic Leadership
(A4SL), 56, 149, 152
American Institute for Managing
Diversity, 15
Anderson, Shirley, 12, 53, 87, 110–111,
128
Anixter, Julie, 18, 53, 189, 216–218
Anthropology, coaching, 161–165
Anticipation (Five A's model), 126
Appreciative inquiry, 262
Arrogance, fighting your own, 145
Art of leadership (coaching in the
twenty-first century), 131–137
Assessment (Five A's model), 126
Assignment/challenge/support (ACS)
model, 141–142
Awareness (Five A's model), 126

Baker, Marian, 12, 53, 87, 117–119
Bane, Denise K. (Olivero, Bane, and
Kopelman, “Executive Coaching as
a Transfer of Training Tool:
Effects on Productivity in a Public
Agency”), 249

Barker, Joel, 17, 53, 189, 210–212
Barnes, Kim, 10, 53, 55, 85–86
Bartlett, Christopher A., 16, 53, 189,
199–202
Beath, Barbara, 265
Behavioral coaching. *See* Coaching
leaders/behavioral coaching
Behavior modeling technique (survey
results), 262
Behne, Jerome J., Sr., 267
Bennis, Warren, 9, 10, 17
Blanchard, Ken, 12, 53, 109, 121,
127–130
Boards/advisors, 92
Boeing, 265–266
Bolles, Richard, 10, 12
Bolt, Jim, 14, 53, 121, 143–145
Boston Consulting Group's growth-
share matrix, 213
Branding, 151
Brand strategy coaching, 216
Bridges, William, 10, 11, 53, 87, 93–96,
185
Brown, Larry, 237
Brown, Sylvia, 265–266
Burke, W. Warner, 4, 14, 53, 153,
159–162, 174
Business challenge coaching,
125–127
Business impact of executive coaching,
245–247

Canner, Niko, 17, 53, 189, 213–216
Capable but Cautious, 129
Career activism and the new
employment contract, 103–106

- Career/life coaching, 87–119
 category overview, 5–6, 30
 coaches selected (overview), 10–12
 coaches selected as top practitioners, 87
 Anderson, Shirley, 12, 53, 110–111, 128
 Baker, Marian, 12, 53, 117–119
 Garfinkle, Joel, 12, 53, 112–114
 Strozzi-Heckler, Richard, 12, 53, 115–117
 coaches selected as top thought leaders, 87
 Allen, David, 11–12, 53, 100–102
 Bridges, William, 10, 11, 53, 93–96, 185
 Kaye, Beverly, 4, 10, 11, 12, 53, 97–99
 Leider, Richard J., 10–11, 53, 88–93
 Moses, Barbara, 11, 53, 103–106
 Tracy, Brian, 11, 53, 106–109
 engagement, coaching for (Kaye), 97–99
 getting what you want (Tracy), 106–109
 inherent dilemmas of (Leider), 88–93
 beginnings of a great inventure, 90–91
 developing the whole person, 89–90
 selecting a good career/life coach, 91–93
 new employment contract, career activism and (Moses), 103–106
 transitions coaching (Bridges), 93–96
 phase 1: relinquishing the old, 94
 phase 2: neutral zone, 94–95
 phase 3: new beginning, 95–96
 workflow, coaching for (Allen), 100–102
- Case study, real life, 225–231
 checklist, internal coaching, 230
 collecting information, 226–227
 company description, 225
 getting started, 226
 involving team members, 227–228
 learning points for coaching, 229–231
 ratings/evaluation, at end of coaching assignment, 228–229
- Center for Creative Leadership (CCL), 140–142
- CEO/senior management:
 access to (critical factor), 152
 churn at level of, 190
 engaging, 151
- Change:
 behavioral (*see* Coaching leaders/behavioral coaching)
 models, 174
 organizational (*see* Organizational change, coaching for)
- Chaos and complexity theory, 135–136
- Character, coaching for, 66
- Checklists:
 creating a powerful coach-coachee relationship, 51
 enhancing ROI, 253
 internal coaching, 230
 leader as coach, 242
 selecting the right coach, 39
- Chemistry, human, 38, 175, 194
- Clarity challenge, 63–64
- Click, credibility, trust, 156–158
- Climate makers, 171
- Coach-coachee partnership, creating powerful, 41–52
 checklist, 51
 ground rules, establishing, 43–47
 confidentiality, expectations, and commitments, 43–44

- how, why, and when the coaching will end, 47
- making judgments, setting objectives, and monitoring progress, 46–47
- methods of information gathering, 44–46
- reporting relationships, 44
- lasting impact, creating, 47–52
 - building trust, 48
 - managing the dynamic, 48–50
 - personal style, 47
 - sustainable success, 50–52
- multiple coachees in same organization, 37–38
- principles of a successful coach-client partnership, 194–195
- responsibilities of coachee, 41
- structuring coaching engagement, 42–47
- Coaching:
 - best practice debate, 1
 - categories/areas of expertise (overview), 29–31 (*see also specific area of expertise*)
 - career/life coaching, 30
 - coaching leaders/behavioral coaching, 30
 - leadership development, coaching for, 30
 - organizational change, coaching for, 30–31
 - strategy coaching, 31
- consulting versus, 7, 183–184
- cost/payment, coach selection and, 31–32, 92
- definition (what coaching is and is not), 25–31
- ethics, 19
- 50 top executive coaches (*see* Linkage's 50 top executive coaches)
 - industry, 1–2
 - internal, 3
 - applying the behavioral coaching model organization-wide, 225–231
 - checklist, 230
 - leader as coach, 233–242
 - return on investment (ROI) in, 245–254
 - business impact of executive coaching, 245–247
 - conclusions and recommendations, 250–254
 - disproportionate influence of the executive, 250–252
 - early research on value of coaching, 247–250
 - effectiveness of one-on-one training, 252–254
 - skills/qualities, 27–29, 78–79, 144–145
 - tools, techniques, 262
- Coaching leaders/behavioral coaching, 55–86
 - category overview, 5, 30
 - coaches selected (overview), 8–10
 - coaches selected as top practitioners, 55
 - Barnes, Kim, 10, 53, 85–86
 - Little, Bobbie, 10, 53, 83–84
 - Morgan, Howard, 10, 53, 78–80
 - Siegel, Ken, 10, 53, 80–82
 - coaches selected as top thought leaders, 55
 - Conger, Jay, 10, 53, 68–74
 - Goldsmith, Marshall, 3–4, 5, 8–9, 12, 15, 53, 56–61
 - Hesselbein, Frances, 9–10, 15, 53, 67–68, 132
 - Kouzes, Jim, 4, 9, 53, 61–66
 - Posner, Barry, 9, 53, 76–77
 - Ulrich, Dave, 9, 15, 17, 53, 74–75

- Coaching leaders/behavioral coaching
(*Continued*)
- credibility, coaching for (Kouzes), 61–66
 - Clarity Challenge, 63–64
 - coaching for character, 66
 - Intensity Challenge, 65–66
 - Unity Challenge, 64–65
 - “first do no harm” (Hesselbein), 67–68
 - leaders, coaching (Conger), 68–74
 - client relationship, 72–73
 - first meeting, 69–70
 - participant observation, 70–71
 - setting and meeting objectives, 71–72
 - leadership behavior, changing (Goldsmith), 56–61
 - involving key stakeholders, 58–59
 - “pay for results” behavioral coaching approach, 56–57
 - qualifying the client (knowing when behavioral coaching won’t help), 57–58
 - steps in the behavioral coaching process, 59–62
 - value of behavioral coaching for executives, 60–61
 - leader’s passion (Posner), 76–77
 - organization-wide application of behavioral coaching model (case study), 225–231
 - vision, style, and strategy (Ulrich), 74–75
- Coaching for leadership development.
See Leadership development, coaching for
- Coaching marketplace survey results, 255–267
- areas of expertise, 256–257
 - concerns in selecting/hiring/using a coach, 260–261
 - contract/structure, 263
 - effectiveness, 258, 261
 - form of coaching, 262
 - length of intervention, 260
 - management levels, 259–260, 263
 - mentoring, 262
 - models/tools/techniques, 262
 - needs, 257
 - overall conclusions, 264–267
 - purchase basis, 263
 - reasons for choosing coaching, 258
 - survey sample group, 256
 - use, 257, 258, 259, 263
- Coaching for organizational change. *See* Organizational change, coaching for
- Coach selection process/factors, 23–39, 91–93, 260–261
- checklist, 39
 - concerns/considerations (survey results), 260–261
 - desired results of the coaching engagement, 35
 - ensuring fit, 36–38
 - alignment of values, 36
 - can the coach operate effectively with more than one coachee in the same organization, 37–38
 - chemistry, 38
 - industry dealings, 37
 - wisdom, insight, and intuitive leaps, 36–37
- factors in who should make decision, 31–33
- client/coachee, 32
 - role of human resources, 32–33
 - who is paying for the coach and why, 31–32
- mechanics, 31–35
- reason for hiring:
- performance correction, 33–34
 - performance development, 34–35
- skills and attributes of best practice coaches, 27–29

- spectrum, 24
- steps of shopping for a coach
(career/life), 92
- Coalition of the able and willing,
192–193
- Communication skills, 157
- Competence, greatest (in overlapping
realms of significant leadership),
133
- Competitive demands on today's
leaders, 190–195
- Complexity theory, 135–136
- Conboy, Edd, 85
- Confidentiality, 32, 43–44, 148, 157
- Conger, Jay, 10, 53, 55, 68–74
- Consulting versus coaching, 7,
183–184
- Continuous improvement trajectory,
198
- Cost/payment:
 - coach selection and, 31–32, 92
 - return on investment (ROI) in,
245–254
 - business impact of executive
coaching, 245–247
 - conclusions and recommendations,
250–254
 - disproportionate influence of the
executive, 250–252
 - early research on value of
coaching, 247–250
 - effectiveness of one-on-one
training, 252–254
- Courage, 134–135, 145
- Credibility, 48, 61, 156–158
- Critical assessment, motivation versus,
237
- Culture/cultural differences, 182, 205

- Davidson, Bill, 18, 53, 189, 219–220
- Delegation versus direction or doing,
237
- deNijs, Eric, 266
- Dependency on a coach, avoiding, 124
- Depth of leadership; coaching for,
137–139
- Developer versus evaluator, 237
- Development, results versus, 237
- Dialogue, coaching as, 111, 174
- Diary studies, 162
- Direction, delegation/doing versus, 237
- Disillusioned Learners, 129
- Diversity, 15, 165–168, 205
- Dorling Kindersley, 11
- Dotlich, David, 15, 53, 153, 173–175
- Dream job coaching, 112, 113
- Drucker, Peter, 9, 101, 164
- Duke Corporate Education (DukeCE),
17, 220, 221
- DWWSWWD (Do what we say we will
do), 62
- DWYSYWD (Do what you say you will
do), 62

- Einstein, Albert, 134
- Ellinger, Andrea D. (“Antecedents and
Consequences of Coaching
Behavior”), 249
- e-mail, coaching via (survey results),
262
- Embedded Coaching, 15
- Empathy, 48
- Employment contract, career activism
and, 103–106
- Engagement, coaching for, 97–99
- Enterprise strategies, 219
- Enthusiastic Beginners, 129
- Evaluator versus developer, 237
- Executive Coaching Network's
Strategic Executive Coaching
Process, 176
- Exit strategy, 51–52
- Experience/background, 28

- Face-to-face coaching (survey results),
262

- 50 top executive coaches. *See* Linkage's
50 top executive coaches
- First do no harm, 19, 67
- First meeting, 69–70
- Fit, ensuring (coach selection), 36–38
- Five A's (process of developing an
intervention), 126
- Flexibility, 145
- Follow-up process, 59
- Fountain, Leigh, 15, 53, 153, 183–185
- Framework, AIM/READY/FIRE,
219–220
- Fulmer, Robert M., 13, 17, 53, 121,
125–127
- Funnel Vision, 211
- Future:
 planning, 210–212
 predicting, 198–199
- Gap analysis, 126
- Garfinkle, Joel, 12, 53, 87, 112–114
- Gauthier, Dick, 147
- GE Capital, 231
- General Electric, 13, 15, 150, 179–181
- Ghadar, Fariborz, 16–17, 18, 53, 189,
203–206
- Giber, David, 14, 53, 121, 146–148
- Goals, 108, 174
- Goldsmith, Marshall, 3–5, 8–9, 12, 15,
53, 55, 56–61
- Govindarajan, Vijay, 5, 16, 53, 189,
196–199
- Ground rules, establishing, 43–47
 confidentiality, expectations, and
 commitments, 43–44
 how, why, and when coaching will
 end, 47
 making judgments, setting objectives,
 and monitoring progress, 46–47
 methods of information gathering,
 44–46
 reporting relationships, 44
- Group coaching (survey results), 263
- Hammer, Michael, 16, 17, 53, 189,
207–210
- Harkins, Phil, 14, 19, 53, 153, 154–159,
267
- Helgesen, Sally, 15, 18, 53, 153,
161–165
- Hersey, Paul, 12, 53, 121, 130–131
- Hesselbein, Frances, 9–10, 15, 53, 55,
67–68, 132
- Human dynamic, managing, 48–50
- Human potential, liberating, 106–109
- Human resources management system:
 aligning leadership development
 processes with, 139
 clinician/counselor role versus, 104
 point of contact (versus reporting
 relationship), 44
 role in coach selection, 32–33
- Image creation, 151
- Improvement level, 174
- Improv exercise, classic (letting go of
 preplanned strategies: managers
 telling a story rapidly adding one
 word), 136
- Income versus worth, 107
- Information gathering methods,
44–46
- Innovation leaders:
 coaching, 168–172
 types (five), 169
 climate makers, 171
 intrapreneurial leaders, 169–170
 intrapreneurial teams, 170
 inventors, 169
 sponsors of innovation, 170–171
- Insight, 36–37
- Intensity Challenge, 64–66
- Internal coaching:
 applying the behavioral coaching
 model organization-wide,
 225–231
 checklist, 230

- leader as coach, 233–242
- transition from, to external, 17
- Internal source, information gathering, 45
- Interviewing:
 - information gathering method, 45
 - peer, 262
 - stakeholders, 59–60
 - supervisor, 262
- Intrapreneurial leaders/teams, 169–170
- Intuitive leaps, 36–37
- Inventors, 169
- Inventory of open loops, 101
- Inventuring, 90–91

- Jesus, Lead Like, 129
- Job assignments, challenging, 236, 238–239
- Judgments, making, 46–47
- Just-In-Time developmental experience (versus Just-In-Case), 125

- Katzenbach, Jon, 17
- Kaye, Beverly, 4, 10, 11, 12, 53, 87, 97–99
- Kepler, David, 233
- Kerr, Steve, 15, 179–180
- Kopelman, Richard E. (Olivero, Bane, and Kopelman, “Executive Coaching as a Transfer of Training Tool: Effects on Productivity in a Public Agency”), 249
- Kotter, John, 174
- Kouzes, Jim, 4, 9, 53, 55, 61–66

- Leader as coach (internal coaching), 233–242
 - checklist, 242
 - daily decision process to balance, 237
 - being an evaluator versus being a developer, 237
 - delegation versus direction versus doing, 237
 - motivation versus critical assessment, 237
 - results versus development, 237
 - risks versus learning opportunities, 237
- effective coaching (The Sources of Professional Growth Model), 236
 - challenging job assignments, 236, 238–239
 - coaching and mentoring, 236
 - learning for leaders, 241–242
 - performance and results
 - accountability, 236, 240–241
 - structured learning experiences, 236, 239–240
 - learning for leaders, 241–242
 - multibox flow model, effective strategy to financial returns, 235
- Leadership:
 - art of (coaching in the twenty-first century), 131–137
 - depth (coaching for), 137–139
 - paradoxes, 146
 - results-based, 9
 - significant (overlapping realms of), 133
 - vocabulary/language, 135, 151
- Leadership development, coaching for, 121–152
 - business challenge coaching (Fulmer), 125–127
 - category overview, 6, 30
 - coaches selected (overview), 12–14
 - coaches selected as top practitioners, 121
 - Alexander, John, 13, 53, 140–142
 - Bolt, Jim, 14, 53, 143–145
 - Giber, David, 14, 53, 146–148
 - Moore, Jim, 14, 17, 53, 149–152
 - coaches selected as top thought leaders, 121
 - Adler, Nancy J., 13, 53, 131–137
 - Blanchard, Ken, 12, 53, 109, 127–130

- Leadership development, coaching for
(*Continued*)
- Fulmer, Robert M., 13, 17, 53, 125–127
 - Hersey, Paul, 12, 53, 130–131
 - Tichy, Noel M., 13, 17, 53, 122–124, 146, 174
 - Vicere, Albert A., 13, 53, 137–139
- leaders coaching leaders (Tichy), 122–124
- avoiding coach dependency and disarray, 124
 - month 1—building a senior-team teachable point of view, 122–123
 - month 2—leaders coaching leaders, 123
 - month 3—virtuous teaching cycle, 124
- leadership, art of (Adler), 131–137
- leadership depth, coaching for (Vicere), 137–139
- manager’s job, coaching as (Hersey), 130–131
 - servant leader as coach (Blanchard), 127–130
- Leadership Development Strategy Process, The, 143
- Leadership Practices Inventory (LPI), 64
- Leader-to-Leader Institute, 15
- Lead Like Jesus movement, 129
- Learners, Disillusioned, 129
- Learning:
- action, 126, 262
 - agenda, 158–159
 - for leaders, 241–242
 - points (case study), 229–231
 - risks versus opportunities for, 237
 - structured, 233–234, 236, 239–240
 - zone, 136
- Leider, Richard J., 10–11, 53, 87, 88–93
- Leverage, 98, 218
- Life stories/themes, 146
- Likona, Thomas, 66
- Linkage, Inc., 4–6, 146–148, 154–159
- Linkage Best Practices in Coaching Survey*, 255–267
- Linkage Global Institute for Leadership Development (GILD), 15
- Linkage’s 50 top executive coaches:
- category selection, 4–6
 - coach versus consultant, 7
 - “50 top executive coaches” versus “top 50 executive coaches,” 8
 - general practitioners (GP) coaches, 7
 - group makeup/profile, 18
 - list of, 53
 - overview of selections (*see also specific coaching category*):
 - career/life coaching, 10–12
 - coaching leaders/behavioral coaching, 8–10
 - leadership development, coaching for, 12–14
 - organizational change, coaching for, 14–16
 - strategy coaching, 16–18
 - search process, 3–4
 - thought leaders and practitioners (defined), 7–8
- Listening skills/techniques, 98, 118, 144, 200
- Little, Bobbie, 10, 53, 55, 83–84
- Manager:
- coaching as job for, 130–131
 - confidentiality of coaching, and keeping in the loop, 148
 - prediction that word “manager” will disappear, 132
- Mastermind concept, 107
- McGuinness, Bruce A., 266

- Mentoring, 236, 262
- Miller, Donald, 97
- Mind/body/spirit practices, 115
- Mind-sets, industrial revolution, 209
- Mining industry (Africa), 134
- Mintzberg, Henry (*The Practice of Management*), 162
- Moore, Jim, 14, 17, 53, 121, 149–152
- Morgan, Frank T., 233
- Morgan, Howard, 10, 53, 55, 78–80
- Moses, Barbara, 11, 53, 87, 103–106
- Motivation versus critical assessment, 237
- Nadler, David, 174
- Need, greatest (in overlapping realms of significant leadership), 133
- Neutral zone, 94–95
- NGO (Non-Governmental Organization), 162, 163
- “No,” knowing when to say, 145
- Not-for-profit sector, 162–163
- Objectives:
 - clarifying core, 138
 - meeting, 46–47, 71–72
 - setting, 46–47, 71–72
- O’Leary, Susan, 267
- Olivero, Gerald (Olivero, Bane, and Kopelman, “Executive Coaching as a Transfer of Training Tool: Effects on Productivity in a Public Agency”), 249
- Organization(s), four categories of (Groups A, B, C, D), 203–204
- Organizational change, coaching for, 153–188
 - category overview, 6, 30–31
 - coaches selected (overview), 14–16
 - coaches selected as top practitioners, 153
 - Fountain, Leigh, 15, 53, 183–185
 - Pfau, Bruce, 16, 53, 186–188
 - Ranker, Gary, 15, 53, 179–182
 - Sherman, Stratford, 15, 53, 176–178
 - coaches selected as top thought leaders, 153
 - Burke, W. Warner, 4, 14, 53, 159–162, 174
 - Dotlich, David, 15, 53, 173–175
 - Harkins, Phil, 14, 19, 53, 154–159, 267
 - Helgesen, Sally, 15, 18, 53, 161–165
 - Pinchot, Gifford, 15, 53, 168–172
 - Thomas, R. Roosevelt, Jr., 4, 15, 53, 165–168
 - coaching anthropology (Helgesen), 161–165
 - getting the organization to click (Harkins), 154–159
 - credibility, trust, and click, 156–158
 - learning agenda, 158–159
 - role of the coach in organizational change, 155–156
- innovation leaders, coaching (Pinchot), 168–172
- climate makers, 171
- intrapreneurial leaders, 169–170
- intrapreneurial teams, 170
- inventors, 169
- sponsors of innovation, 170–171
- what makes a good client, 172
- what makes a good innovation coach, 172
- strategic diversity management, coaching for (Thomas), 165–168
- theory of change, creating (Dotlich), 173–175
- thinking strategically during change (Burke), 159–161
- Padhy, Prasanta Kumar, 266
- Paradoxes, leadership, 146
- Participant observation, 70–71

- Partnership. *See* Coach-coachee partnership, creating powerful
- Passion(s), 112, 133, 209
- Passion Meets Profit matrix, 117–118
- Patton, Carol (“Rating the Returns”), 249
- “Pay for results” behavioral coaching approach, 56–57
- Peer interview (survey results), 262
- Peeters-Adriaens, Lucille, 267
- People Development Value Chain, The, 235
- Performance:
 - correction, 33–34
 - development, 34–35
 - past, 45
 - results accountability, 236, 240–241
- Performance Plus Leadership Inventory, 119
- Personality inventories/theory, 147, 148
- Personal productivity coaching, 11
- Personal style, 47
- Personnel Decisions International (PDI), 83–84
- Peters, Tom, 216
- Pfau, Bruce, 16, 53, 153, 186–188
- Phone, working by, 111, 262
- Pilot analogy, 110
- Pinchot, Gifford, 15, 53, 153, 168–172
- Pine Wood Derby, 233–234, 237, 239–240, 241
- Player-coach, 237
- Point of view:
 - strategic, 191–192
 - teachable, 13, 122–123
- Political environment, understanding, 151
- Portfolio potential, diagnostic of, 192
- Posner, Barry, 9, 53, 55, 76–77
- Possibilities Cone, 211
- Potential, area of human, 109
- Practitioners, definition, 7–8
- Practitioners, top:
 - career/life coaching, 87, 110–119
 - Anderson, Shirley, 12, 53, 110–111, 128
 - Baker, Marian, 12, 53, 117–119
 - Garfinkle, Joel, 12, 53, 112–114
 - Strozzi-Heckler, Richard, 12, 53, 115–117
 - coaching leaders/behavioral coaching, 55, 78–86
 - Barnes, Kim, 10, 53, 85–86
 - Little, Bobbie, 10, 53, 83–84
 - Morgan, Howard, 10, 53, 78–80
 - Siegel, Ken, 10, 53, 80–82
 - coaching for leadership development, 121, 140–152
 - Alexander, John, 13, 53, 140–142
 - Bolt, Jim, 14, 53, 143–145
 - Giber, David, 14, 53, 146–148
 - Moore, Jim, 14, 17, 53, 149–152
 - coaching for organizational change, 153, 176–188
 - Fountain, Leigh, 15, 53, 183–185
 - Pfau, Bruce, 16, 53, 186–188
 - Ranker, Gary, 15, 53, 179–182
 - Sherman, Stratford, 15, 53, 176–178
 - strategy coaching, 189, 213–222
 - Anixter, Julie, 18, 53, 216–218
 - Canner, Niko, 17, 53, 213–216
 - Davidson, Bill, 18, 53, 219–220
 - Rosenblum, Judy, 17, 53, 220–222
- Prahalad, C. K., 4, 16, 53, 189, 190–195
- Preston, Tony, 267
- Process innovation perspective, 207–208
- Process management, 229
- Proctor, David, 266
- Productivity coaching, 100–102
- Promises, keeping, 145
- Psychotherapy, coaching and, 109, 148

- Qualifying the coaching client
 (knowing when behavioral coaching won't help), 57–58
- Qualities/habits, 108–109
- Quick feedback survey, 262
- Random sampling, 248
- Ranker, Gary, 15, 53, 153, 179–182
- Rasmussen, Mary Anne, 266
- Real, getting, 92
- Referrals, 92
- Reicheld, Fredrick, 245
- Relationship. *See* Coach-coachee partnership, creating powerful
- Repacking Your Bags, 90
- Reporting relationships (ground rules), 44
- Results-based leadership, 9
- Results versus development, 237
- Return on the individual, 10
- Return on investment (ROI), 245–254
 business impact of executive coaching, 245–247
 conclusions and recommendations, 250–254
 disproportionate influence of the executive, 250–252
 early research on value of coaching, 247–250
 effectiveness of one-on-one training, 252–254
- Risks versus learning opportunities, 237
- Rolling out metaphor, 213
- Rosenblum, Judy, 17, 53, 189, 220–222
- Say-We-Do model, 62–63
- Selection bias, 248
- Selection process. *See* Coach selection process/factors
- Self-awareness, 48, 174
- Self-Directed Achiever, 129
- Senior management, access (critical factors), 152
- September 11 (2001) impact, 229
- Servant Leader as coach, 127–130
- Shadowing, 45, 262
- Sherman, Stratford, 15, 53, 153, 176–178
- Sherwood, Jack, 175
- Siegel, Ken, 10, 53, 55, 80–82
- Significant leadership, overlapping realms of, 133
- Significant Leadership model, 133
- Situational Leadership journey, 129
- Solow, Robert, 245
- Somatic coaching, 115–117
- Sources of Professional Growth Model, The, 236
 challenging job assignments, 236, 238–239
 coaching and mentoring, 236
 learning for leaders, 241–242
 performance and results
 accountability, 236, 240–241
 structured learning experiences, 236, 239–240
- Specialization, 92
- Spectrum, 24
- Spiritual development, 107, 128
- Sponsors of innovation, 170–171
- Sports, 236–237
- Stakeholders:
 interviewing (information gathering), 59–60
 involving, 58–59, 229
- Star Model for Change, 184–185
- Strategic diversity management, coaching for, 165–168
- Strategic partnerships,
 building/maintaining, 138–139
- Strategic point of view, developing, 191–192
- Strategic thinking:
 during change, 159–161
 coaching for capability of, 196–199

- Strategy:
- deploying, 193
 - implementation of, 203–206
 - implementation versus (false distinction), 17, 215
- Strategy coaching, 189–222
- category overview, 6–7, 31
 - coaches selected (overview), 16–18
 - coaches selected as top practitioners, 189
 - Anixter, Julie, 18, 53, 216–218
 - Canner, Niko, 17, 53, 213–216
 - Davidson, Bill, 18, 53, 219–220
 - Rosenblum, Judy, 17, 53, 220–222
 - coaches selected as top thought leaders, 189
 - Barker, Joel, 17, 53, 210–212
 - Bartlett, Christopher A., 16, 53, 199–202
 - Ghadar, Fariborz, 16–17, 18, 53, 203–206
 - Govindarajan, Vijay, 5, 16, 53, 196–199
 - Hammer, Michael, 16, 17, 53, 207–210
 - Prahalad, C. K., 4, 16, 53, 190–195
 - competitive demands on today's leaders (Prahalad), 190–195
 - building a coalition of the able and willing, 192–193
 - creating vitality, 193–194
 - deploying the strategy, 193
 - developing a strategic point of view, 191–192
 - preparing before taking charge, 191–192
 - principles of a successful coach-client partnership, 194–195
 - operational innovation, coaching for (Hammer), 207–210
 - strategic exploration (Barker), 210–212
 - strategic thinking capability,
 - coaching for (Govindarajan), 196–199
 - strategy implementation: where the fun begins (Ghadar), 203–206
 - top team, coaching (Bartlett), 199–202
 - value of, 196–197
- Strozzi-Heckler, Richard, 12, 53, 87, 115–117
- Structured learning experiences, 233–234, 236, 239–240
- Structuring the coaching engagement, 42–47
- Success:
- defining, 148
 - evaluation (survey results), 261
 - making the client successful (not the coach/consultant), 152
 - sustainable, 50–52
- Supervisor interview, 262
- Survey (method of information gathering), 45
- Survey results. *See* Coaching marketplace survey results
- Symphony metaphor (sounding together), 136–137
- Systems dynamics, 126
- Teachable point of view, 13, 122–123
- Teaching, 160
- Technical credibility, 156
- Technical skills, 27
- Teleconference (survey results), 262
- Telephone, coaching by, 111, 262
- Terminating coaching engagement, 47
- Therapeutic techniques, 160–161
- Thomas, R. Roosevelt, Jr., 4, 15, 53, 153, 165–168
- Thought leaders, definition, 7–8

- Thought leaders, top:
- career/life coaching, 87, 88–109
 - Allen, David, 11–12, 53, 100–102
 - Bridges, William, 10, 11, 53, 93–96, 185
 - Kaye, Beverly, 4, 10, 11, 12, 53, 97–99
 - Leider, Richard J., 10–11, 53, 88–93
 - Moses, Barbara, 11, 53, 103–106
 - Tracy, Brian, 11, 53, 106–109
 - coaching leaders/behavioral coaching, 55, 56–77
 - Conger, Jay, 10, 53, 68–74
 - Goldsmith, Marshall, 3–4, 5, 8–9, 12, 15, 53, 56–61
 - Hesselbein, Frances, 9–10, 15, 53, 67–68, 132
 - Kouzes, Jim, 4, 9, 53, 61–66
 - Posner, Barry, 9, 53, 76–77
 - Ulrich, Dave, 9, 15, 17, 53, 74–75
 - coaching for leadership development, 121, 122–139
 - Adler, Nancy J., 13, 53, 131–137
 - Blanchard, Ken, 12, 53, 109, 127–130
 - Fulmer, Robert M., 13, 17, 53, 125–127
 - Hersey, Paul, 12, 53, 130–131
 - Tichy, Noel M., 13, 17, 53, 122–124, 146, 174
 - Vicere, Albert A., 13, 53, 137–139
 - coaching for organizational change, 153, 154–175
 - Burke, W. Warner, 4, 14, 53, 159–162, 174
 - Dotlich, David, 15, 53, 173–175
 - Harkins, Phil, 14, 19, 53, 154–159, 267
 - Helgesen, Sally, 15, 18, 53, 161–165
 - Pinchot, Gifford, 15, 53, 168–172
 - Thomas, R. Roosevelt, Jr., 4, 15, 53, 165–168
 - strategy coaching, 189, 190–212
 - Barker, Joel, 17, 53, 210–212
 - Bartlett, Christopher A., 16, 53, 199–202
 - Ghadar, Fariborz, 16–17, 18, 53, 203–206
 - Govindarajan, Vijay, 5, 16, 53, 196–199
 - Hammer, Michael, 16, 17, 53, 207–210
 - Prahalad, C. K., 4, 16, 53, 190–195
 - 360-degree feedback, 45, 147, 177, 178, 248–249, 262, 265
 - Tichy, Noel M., 13, 17, 53, 121, 122–124, 146, 174
 - Tracy, Brian, 11, 53, 87, 106–109
 - Transformation (level of change), 174–175
 - Transitions coaching (phases of a journey), 93–96
 - phase 1: relinquishing the old, 94
 - phase 2: neutral zone, 94–95
 - phase 3: new beginning, 95–96
 - Truman/Dewey headline (example of selection bias), 248
 - Trust, 32, 48, 156–158, 175
 - Ulrich, Dave, 9, 15, 17, 53, 55, 74–75
 - United Nations Development Program (UNDP), 162–163
 - Unity challenge, 64–65
 - Values, alignment of, 36
 - Vicere, Albert A., 13, 53, 121, 137–139
 - Videoconferencing, 263
 - Virtuous Teaching Cycle, 122, 124
 - Vision, 17, 42, 63–64, 74–75, 211–212
 - Vitality, creating, 193–194

- Walton, Sam, 214
Waterbury, Patti, 266
Watson Wyatt study, the Human
 Capital Index (HCI), 186–187
Welch, Jack, 15, 176, 179, 214
Wheatley, Meg, 174
Whole person, developing, 89–90
Whyte, David, 132, 136
Wisdom/insight, 36–37
Workflow, coaching for, 100–102
Workforce diversity, 15, 165–168, 205
Worth, income versus, 107
Yap, Kenneth, 266
Zander, Benjamin, 136–137