

# CONTENTS

---

<b>Acknowledgments</b>	xi
<b>About the Editors</b>	xiii
<b>Research Sponsor: Linkage, Inc.</b>	xvii
<b>Research Partner: Hewitt Associates</b>	xix
1 <i>The Coaching Landscape</i> , by Linkage, Inc.	1
<b>PART I WORKING WITH COACHES</b>	21
2 <i>Selecting the Right Coach</i>	23
3 <i>Creating a Powerful Coach-Coachee Partnership</i>	41
<b>PART II 50 TOP EXECUTIVE COACHES</b>	53
4 <i>Coaching Leaders/Behavioral Coaching</i>	55
Marshall Goldsmith, 56	
Jim Kouzes, 61	
Frances Hesselbein, 67	
Jay Conger, 68	
Dave Ulrich, 74	
Barry Posner, 76	
Howard Morgan, 78	
Ken Siegel, 80	
Bobbie Little, 83	
Kim Barnes, 85	
5 <i>Career/Life Coaching</i>	87
Richard J. Leider, 88	
William Bridges, 93	
Beverly Kaye, 97	
David Allen, 100	
Barbara Moses, 103	
Brian Tracy, 106	
Shirley Anderson, 110	
Joel Garfinkle, 112	

	Richard Strozzi-Heckler, 115	
	Marian Baker, 117	
6	<i>Coaching for Leadership Development</i>	121
	Noel M. Tichy, 122	
	Robert M. Fulmer, 125	
	Ken Blanchard, 127	
	Paul Hersey, 130	
	Nancy J. Adler, 131	
	Albert A. Vicere, 137	
	John Alexander, 140	
	Jim Bolt, 143	
	David Giber, 146	
	Jim Moore, 149	
7	<i>Coaching for Organizational Change</i>	153
	Phil Harkins, 154	
	W. Warner Burke, 159	
	Sally Helgesen, 161	
	R. Roosevelt Thomas Jr., 165	
	Gifford Pinchot, 168	
	David Dotlich, 173	
	Stratford Sherman, 176	
	Gary Ranker, 179	
	Leigh Fountain, 183	
	Bruce Pfau, 186	
8	<i>Strategy Coaching</i>	189
	C. K. Prahalad, 190	
	Vijay Govindarajan, 196	
	Christopher A. Bartlett, 199	
	Fariborz Ghadar, 203	
	Michael Hammer, 207	
	Joel Barker, 210	
	Niko Canner, 213	
	Julie Anixter, 216	
	Bill Davidson, 219	
	Judy Rosenblum, 220	
<b>PART III</b>	<b>INTERNAL COACHING</b>	<b>223</b>
9	<i>Applying the Behavioral Coaching Model Organization-Wide</i>	225
10	<i>The Leader as Coach</i>	233
	David Kepler and Frank T. Morgan	

<b>PART IV THE COACHING ALMANAC</b>	243
11 <i>Is Coaching Worth the Money? Assessing the ROI of Executive Coaching</i>	245
12 <i>Interpretative Data: What's Shaping the Coaching Marketplace</i>	255
<b>Notes</b>	269
<b>Index</b>	271

