INDEX

Abbott, P., 81
Adams, J. D., 33
Adult/Adulthood: constructive-developmental theory of, 18; definition of, 17; development, stages of, 20–21; entering to, 18–20; stages of, 18; supports for growth, 21
Adult learners: case study, 44; characteristics of, 39–41; coaching need for, 43–44; e-portfolios, 47; overview, 39; prior learning assessment, 44–46; role of coach, 41–42; skills used by coaches, 42–43; 21st-century coaching tools for, 46–47
Adult learning, and coaching, 11–12, 27–37; overview, 27; theory of andragogy, 29–32; theory of transformative learning, 32–36
Advances in Developing Human Resources, 12
Alboher, M., 89, 90
Alexander, G., 30
Anderson, M. Z., 11
Anderson, S. K., 8, 49, 50
Argyris, C., 32
Arloski, M., 89
Atkins, P., 22
Bachkirova, T., 6, 9, 12, 29, 33
Bacon, T. R., 51, 54
Baldwin, T., 12
Banz, M.L., 49, 58
Barner, R., 60
Basseches, M., 60
Bastian, C., 5, 7, 9
Baumgarter, L. M., 12
Baxter Magolda, M., 18–21
Beattie, R. S., 69
Bennett, J., 59, 60, 87
Berger, D. R., 51
Berger, J., 16, 18, 21–23
Berger, L. A., 51
Berglas, S., 13
Beyes, T., 53
Bolles, R., 89
Bommelje, R., 74, 77
Brock, V., 5, 7
Brookfield, S., 29
Brudney, J. L., 53–55
Bush, M. W., 59, 60, 87
Caffarella, R. S., 12
Campbell, K. H., 51
Campone, F., 61, 65, 87
Cavanagh, M. J., 13
Charan, R., 51
Ciporen, R., 5, 9, 12, 15
Clark, M., 32
Clutterbuck, D., 6, 9, 12, 29, 70
CNCS. See Corporation for National and Community Service (CNCS)
Coaches: executive. See Executive coaches; external, 9; internal, 9; number of practicing, 8; role for adult learners, 41–42; skills used by, 42–43
Coaching: accreditation of training programs, 85; and adult learning, 11–12, 27–37; complexity and rate of social change, 81; consumer assessments, 86; definition of, 6, 7, 28; demands for ROI, 82; engagements, types of, 8–10; external regulation in, 84–85; future of, 79–90; growth edge practices, 23–24; literature, theories, and research on, 82–84; need for clarification and definition, 80–81; organizational support for, 81–82; and professional associations, 10; relationships with lifelong learning, 87–88; rise of, 49–50; specialty, 88–90; state of coach-specific research, 11; state of credentialing and, 10; 21st-century tools, 46–47; use of technology in, 86–87; vs. advising, 41
Coaching across Cultures, 8
Coaching skills, 42–43; communication skills, 42; group facilitation skills, 42; knowledge of career-related information, 43; professional relationship skills, 43; relationship skills, 42
Coach-like leadership, 70
Collins, G., 84
Colvin, J., 45
Conaty, B., 51
| Constructive-developmental theory (CDT), 18 |
| Consumer assessments, and coaching, 86 |
| Corporation for National and Community Service (CNCS), 51 |
| Coughlin, C., 18, 22, 25 |
| Coutu, D., 7, 13 |
| Covey, S., 72 |
| Cox, E., 6, 9, 12, 27, 29, 30, 33, 36, 38 |
| Cranton, P., 35 |
| Daloz, L., 60 |
| Dauwalder, J., 43 |
| Davies, C., 80 |
| Davis, D., 84 |
| Demirel, A., 70 |
| Desrosiers, E., 5, 7, 9 |
| Developmental coaching, 22–23; creating new shape, 22–23; embodying new shape, 23; old shape to unbounded shape, 22; shape-noticing practices, 22 |
| Dewey, J., 29 |
| DiClemente, C., 63 |
| Doran, G. T., 75 |
| Duarte, M., 43 |
| Dubofsky, D., 89 |
| Eisner, D., 53 |
| Ellinger, A. D., 6, 8, 11, 69 |
| Ellis, S. J., 51 |
| Encore career, 89 |
| Encore entrepreneurship, 90 |
| Evetts, J., 80 |
| Executive coaches: hiring and utilization of, 6–8; role of, 8–10 |
| Executive coaching: creating awareness and experimentation in, 64–65; definitions of, 60–61; establishing coaching partnership in, 61–62; facilitating goal-setting, 62–63; hiring and utilization of coaches, 6–8; overview, 5–6, 59–60; principles and practices of, 61–66; problematization of, 12–13; self-awareness in, 65–66; self-management in, 65–66; vs. other helping profession, 8–10 |
| Felix, S., 16 |
| Fillery-Travis, A., 7, 11, 28 |
| Finkelstein, M. A., 54 |
| Fitzgerald, C., 60 |
| Flaherty, J., 33 |
| Florent-Tracy, E., 84 |
| Fonseca, L., 87 |
| Frisch, M. H., 9, 49 |
| Gallup, 71 |
| Garner, J. T., 53 |
| Garner, L. T., 53 |
| Gast, A., 41 |
| Ghosh, R., 6, 7, 8, 10 |
| Global Coaching, 8 |
| Golay, L., 5, 7, 9 |
| Goldsmith, M., 51, 76 |
| Goleman, D., 70 |
| Goodman, R. G., 16, 64 |
| Graduate School Alliance for Education in Coaching (GSAEC), 5 |
| Grant, A. M., 6, 7, 13, 49, 54, 79, 81, 83 |
| Greene, J., 7 |
| Greer, N., 69 |
| Grimm, R. T., 53 |
| Growth edge coaching practices, 23–24 |
| GSAEC. See Graduate School Alliance for Education in Coaching (GSAEC) |
| Guichard, J., 43 |
| Gunz, H., 43 |
| Habits of mind, developmental, 23 |
| Hagen, M. S., 71 |
| Hager, M. A., 53–55 |
| Hamlin, R. G., 69 |
| Hart, D., 44 |
| Hayes, J., 33 |
| Heifetz, R., 75 |
| Henderickx, E., 28 |
| Hickerson, J., 44 |
| Higgins, J., 60 |
| Holton, E., 12, 29, 30 |
| Hopson, B., 33 |
| Hudson, F. M., 49 |
| Hundley, S., 42 |
| IAC. See International Association for Coaching (IAC) |
| ICF. See International Coach Federation (ICF) |
| Inceoglu, I., 28 |
| INQAAHE. See International Network for Quality Assurance Agencies in Higher Education (INQAAHE) |
International Association for Coaching (IAC), 50
International Coach Federation (ICF), 1, 7, 8, 41, 50, 70, 80
International Network for Quality Assurance Agencies in Higher Education (IN-QAAHE), 10

Jacobs, F., 42
Jager, U., 53
Jarvis, P., 59, 60
Jerman, J., 79, 91
Johnson, B., 23
Johnston, K., 23
Kampa-Kokesch, S., 11
Karacılıv, A., 70
Kauffman, C., 7, 13
Kegan, R., 14, 16, 18, 20, 60
Kets De Vries, M. F. R., 84
Kim, S., 6, 8, 11
Kimsey-House, H., 54, 83
Kimsey-House, K., 54, 83
Knowles, M. S., 27, 29, 30
Kolb, D. A., 29
Korotov, K., 84
Kreutzer, K., 53
Kubler-Ross, E., 33
Kurtz, C., 23
Lahey, L., 16
Lane, D., 28
Lawrence, M., 71
Lee, R. J., 49
Leeds, D., 75
Linsky, M., 75
London, J., 6, 8
Maki, B., 51, 54
Maltbia, T. E., 6–8, 10
Management Review, 75
Managerial coaching, 69–76; basic skills in, 70; coach-like leadership and, 70; feedforward strategy, 76; literature review, 69–71; overview, 69; progressive leadership approach, 71–73. See also Progressive leadership approach; return on investment in, 70; serve and unleash method, 71; tools for, 74–76

Marsick, V. J., 6–8, 10
Maynard, S., 53
McAnally, K., 5, 7, 9
McLean, P., 1, 49, 51, 81–83
McVicar, O., 69
Meerabeau, L., 81
Meggison, D., 70
Merriam, S. B., 12
Metzger, K. L., 49
Mezirow, J., 12, 27, 32–35, 60
Mind: developmental habits of, 23; self-authored, 20–21; socialized, 20
Morrison, C. L., 6, 8
Mowen, J. C., 54
Nelson, J., 89
Norcross, J., 63
Nota, L., 43
Organizational support, for coaching, 81–82
Pagliarini, R., 79, 81
Pappas, J. P., 79, 91
Passmore, J., 7, 11
Peiperl, M., 43
Pelletier, S., 39
Peltier, B., 69
Penner, L., 54
Perry, W., 21
Phillips, J., 51
Phillips, P. P., 51
Piaget, J., 18
Pizzolato, J., 20
PLA. See Prior learning assessment (PLA)
Prior learning assessment (PLA), 44–46; case study, 45–46; importance of, 44–45
Prochaska, J. C., 63
Progressive leadership approach, 72; building community, 73; commitment to growth of people, 73; conceptualization, 72; empathy, 71–72; foresight, 73; healing process, 72; listening, 71; reliance on persuasion, 72; stewardship, 73; workplace coaching: awareness, 72
Rachal, J., 27
Reiter, M., 51
Return on investment (ROI): for coaching programs, 81; demands for, 82; in workplace coaching, 70
Robertson, A., 89
Robinson, J., 49
Rogers, J., 61, 62, 64
ROI. See Return on investment (ROI)
Rosemarin, J., 49
Rosinski, P., 8
Rossier, J., 43
Sailor, R. W., 56
Sandahl, P., 54, 83
Savickas, M., 43
Schein, E. H., 13
Schon, D., 32
Schuster, J. P., 9
Scisco, P., 51
Segers, J., 28
Self-authored mind, 20–21
Self-authorship, 20–21
Silsbee, D., 18, 22
Skills. See Coaching skills
Snowden, D., 23
Socialized mind, 20
Souvaine, E., 16
Spears, L. C., 71
Specialty coaching, 88–90
Steinmetz, J., 64
Stern, L., 28
Stober, D. M., 49, 54, 79, 81, 83
Stroozzi-Heckler, R., 18, 22
Sujan, J., 54
Sussman, L., 89
Svensson, L. G., 80
Swanson, R., 29, 30
Talent development, rise of, 50–51
Talent management, rise of, 50–51
Tannous, J., 87
Ting, S., 51
Tompson, H. B., 6, 8
Total Quality Management (TQM) movement, 50
Tripp, R., 51, 54
Tuller, M., 5, 7, 9
Underhill, B. O., 5, 7, 9
Van Vianen, A., 43
Vickers, M., 6, 8
Vloeberghs, D., 28
Volunteerism: alumni engagement, 55–57; and challenge of volunteer retention, 51–53; coaching applied to, 53–55
Voss, L., 51, 54
Wang, Y.-L., 69
Ward, D. L., 51, 54
Washburn, S., 53
Wax, D. M., 39, 48
Welton, M., 13
Wertheim, J, 39, 48
White, R. P, 9
Whitmore, J., 28
Whitmore, S., 69
Whole self, 22–23
Williams, P., 8, 49, 84
Wilson, C., 70
Witherspoon, R., 9
Workplace coaching. See Managerial coaching
Zackon, R., 6