

## Foreword

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Imagine a world of business where every developmental conversation begins with curiosity, a question and genuine interest. Imagine a world where managers and executives engage people to collaborate earnestly in creating the way forward. Rapidly finding its way into organizations, coaching has become the preferred method for businesses to engage people and develop a new approach to leadership—one based in transparent and transformational conversations. In this new world leadership embraces the personal dimensions of self-awareness, relationship building and adult learning and understands that the traditional business models such as management by objectives and strategic planning simply create the foundation or pathway. That new world is available to us because coaching emerged at a time when we needed to find new meaning in our work and improve the communication of leadership.

It is wildly surprising to me how many managers and executives have not been trained to lead a team or execute a business plan. Many managers are promoted for their distinguished individual contributions only to find themselves ill prepared for their leadership roles. Most of these managers are brilliant, yet many lack the awareness to engage people in their work—to become leaders that others want to follow. Coaching has become the accelerator for these leaders to flatten a learning curve and become great with people.

Early in my coaching career I wished for a resource that would help me crystallize what I intuitively understood about coaching in business. Two decades later, there is still a real need for the text I sought—a guide that would help with language, show me a way to blend the best of human development with the understanding of how successful businesses operate. This book does just that.

I have known Brian and Lou Raye for a number of years and have witnessed their professional growth as they have brought together their collective study of coaching, teaching, consulting and management into their distinctive approach to training coaches for certification at a university level. They have been teaching coaches for the better part of a decade and have honed their work to the needs of a growing business community seeking skill development with practical applications. They have translated their rich experiences and observations into this body of work. This book is a worthy legacy.

*The Essentials of Business Coaching* is a foundational guide for aspiring business leaders, universities requiring a platform for teaching coaching skills, and professionals seeking to build coaching capacity in organizations.

As I read the book I found myself rethinking the coaching models I have designed for organizations and recognizing that the model the authors use, although simple, is profound enough to capture all of the essential ingredients that go into professional coaching. This book is aptly named and it is an honor to introduce it to you with the confidence that you will learn something new, gain a better understanding of a business principle, or refine your approach to coaching as you read these thoughtfully crafted pages. Keep a highlighter handy.

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Author, *Team advantage: the complete coaching guide for team transformation*,  
Pfeiffer/Wiley, 2010