

# Index

---

## A

- Accountability, 2, 6, 115-117, 161-162
    - inherent in coaching, 115
    - managing, 115
  - Action, 8, 22-23, 32-37, 96, 105, 114-120
    - bias for, 26, 48, 89-91, 96
    - implementing, 15, 97
    - track and review progress, 32-34, 107-113
  - Advice, 57, 131-135
    - advantages and disadvantages of, 57, 131
    - alternatives to, 131-135
    - when the client asks for, 73, 133
  - Alternative perspectives, 35-36
  - Ambiguity, tolerance for, 57, 123, 130, 156
  - Anxiety
    - and vulnerability, 182
    - and splitting, 123, 153
    - in group coaching, 162, 174, 176, 178, 180-182
    - in the coach, 45, 48, 49, 52, 96, 154
    - of not knowing, 48, 55, 57, 96, 123, 146, 156
    - psychopathology, 187-195
  - Assessments, 204
  - Assignments, 32
  - Attending, 41-43, 48, 54
- ## B
- Behaviorism, 189
  - Behavior modification, 188-189
  - Beliefs, 70, 127
    - patterns of, 97
    - self-limiting, 63
  - Bench, M., 203
  - Body language, 43
    - awareness of, 45, 64
    - in the coach, 42, 43
  - Boundaries
    - between coaching and therapy, 11, 147, 193-194, 198-200
    - group, 82, 163-164, 174-176
    - the grey area, 147, 198-200
  - Brainstorming, 30, 94-95, 104, 168
  - Business coaching
    - assumptions about, 6
    - history of, 1, 2
  - Business Coaching Certificate, viii-xi, 203

## C

- Celebrating success, 39-40
- Challenging
  - client's strengths, 62, 68, 70, 72,
  - giving feedback, 71-76
  - purpose of, 67-70
  - specificity in, 68-69, 72
  - using questions, 71
  - when at impasse, 76-82
- Client
  - at an impasse, 47-48, 76-82
  - beliefs, 63
  - blind spots, 55, 69
  - capacity to be vulnerable, 182
  - defenses in, 72-73, 150-151
  - encouraging independence of, 8, 121, 130
  - energy levels, 63
  - enthusiasms and passions, 61
  - role and responsibility, 7-8, 10, 24, 115
  - strengths, 62
  - values, 61
  - weaknesses, 62
- Clinard, H., 71-73, 74, 133,
- Coach
  - blind spots, 18, 146
  - capacity to deal with emotions, 60, 146-148, 196-200
  - developing relationships, 16-17, 137-143, 172, 195
  - not investing in outcomes, 10-11, 18, 115, 147
  - personal and professional development, 138, 143-150
  - response to client distress, 60, 73, 145-148, 185
  - responsibility for process, 7, 13, 24, 172-180
  - some personal qualities of, 146
  - three perspectives of, 121-123
  - using gut reactions, 123-130
  - using knowledge and experience, 130-135
- Coach training agencies, vii, 3
- Coach U, vii, 58

## Coaching

- agenda, 7, 32, 131
  - competencies, 204
  - definitions, 5-6
  - emotional expression in, 196-200
  - maintaining strategic focus, 2, 6, 28, 55, 131
  - to the person, 42, 44, 57, 103, 145
  - with backbone and heart, 67, 69, 154
- Coaching group
- drawbacks to, 163
  - factors that enable learning, 160
  - ground rules, 165, 168, 178
  - member participation, 171
  - member role and tasks, 167
  - organizing and leading, 163-169
  - planning, 164-165
  - problems to monitor, 167-169
  - process, 170-180
  - risk and safety in, 180-182
  - roles and tasks of the coach, 166-167
- Coaching model, 14-15, 21-34
- using flexibly, 34
- Coaching practice development, x, 203-204
- Coaching practicum, ix, 203
- Coaching project, 14, 22, 87, 96, 107-113
- other stakeholders, 100, 108
- Coaching process, 7, 14-15, 21
- coach's responsibility, 7, 13, 24, 172-180
  - expansion and focus, 36
  - impact of defenses, 150-151
- Coaching relationship, 5, 16-18, 116, 121, 125-126, 138, 194
- developing trust in, 6-7, 16-17, 42, 138, 177
- Coaching skills
- and tasks, 15-16
  - basic, 41-56
  - hierarchical relationship of, 54
- Coaching theory, x, 14-17
- Cognitive psychology, 189
- Commitment, 7, 38, 39, 50, 99
- alignment of vision and goals, 38
- Communication, unconscious, 175
- Content, 21, 41, 44, 170
- Contracting, 14, 23-25
- long-term contracting, 25
  - session contracting, 25
- Core message, 58
- Counselor, 9, 24, 186

**D**

- Decision-making, criteria for solutions, 106
- Defense mechanisms, 73, 138, 150-154, 163
- maintain the integrity of the ego, 73, 150
  - patterns, 151, 153
  - respect for defenses, 150
- Discovery, 14, 21, 26-28
- Distortions of perspective, 16, 35
- Dream work, 193

**E**

- Egan, G., 53, 58, 71, 75
- Ego, 73, 139, 189-191
- Ego states, 116
- Either/or thinking, 79, 113
- Emotional expression in coaching, 196
- Emotions, 59-60, 196-197, 199-200
- capacity to contain, 199
  - emotional distress, 186
- Empathy, 41, 45, 56, 121-122
- losing empathy, 125
- Employee assistance programs, 9
- Enabling solution, 77, 79, 181-182
- Executive coaches, 3
- Executive coaching, 2, 3, 67, 97
- Expansion as a recurring process, 36, 50
- Eye contact, 42

**F**

- Fears, 80, 180
- focal conflict, 76-77,
  - normalizing, 148
- Feedback, 71-74, 134, 140, 154
- client's readiness for, 73
  - confirmatory, 72
  - corrective, 72
  - defensive response to, 73, 151, 154
  - ineffective, 74
- Feelings, 44, 58-60, 122-124, 152, 197
- listen for, 41
  - separate coach's feelings from client's, 130
- Flaherty, J., 5
- Focal conflict theory, 76-79
- enabling solution, 77, 79
  - restrictive solution, 77
- Focus as a recurring process, 36, 38
- Foulkes, S.F., 173, 190
- Free association, 192
- Freud, S., 189, 190, 193

**G**

- Goals, 21, 23, 25, 29-30, 99-106
  - aligning with vision, 100
  - barriers to achievement, 100
  - checking client commitment to, 103
  - degrees of specificity, 114
  - primary, 101
  - setting, 29, 99
  - SMART, 100
- Group boundaries, 164, 174-175
- Group coaching, see Coaching group
- Group culture, 166, 170, 174, 178
- Group development, 164, 176
  - Tuckman model, 176
- Group facilitation, 160, 183
- Group facilitator, 159, 160
- Group factors that enable learning, 160-162
- Group Focal Conflict Theory, 180-182
- Group maintenance functions, 172
- Group norms, 172-173
- Group process, 170-183
  - creating a "patient", 168
  - scapegoating, 123, 163, 168
- Group task functions, 172
- Group work, 159
- Guided fantasy, 92, 93
- Gut reactions, 119, 122, 123, 126, 128
  - as source of information, 126
  - unexamined reactions, 125
  - using, 128-130

**H**

- Harris, T.A., 116
- Hirschhorn, L., 123, 126
- Hopes, in focal conflict, 76-77

**I**

- Id, 189, 191
- Immediacy, 75, 129, 156
- International Coach Federation
  - certification, vii, ix, 205
  - ethical code, x, 5, 204
  - coaching competencies, 5, 55, 204
  - definition of coaching, 5
- Interpersonal communication, 138-140
- Interpersonal skill development, 161, 162
- Intimacy, 12, 138, 141, 170, 180, 199

**J**

- Johari Window, 138-143

**K**

- Kelly, G., 145

**L**

- Leadership development, coaching in, 2
- Learning
  - defenses inhibiting learning, 138
  - internal shifts, 137, 143
  - resistance to, 16, 142
- Levinson, J., 105, 203
- Life coaches, 2, 3
- Listening, 41-45, 54
  - for beliefs, 63
  - for blind spots, 55, 69
  - for energy levels, 63
  - for enthusiasms and passions, 61
  - for psychopathology, 62
  - for strengths, 62
  - for values, 61
  - for weaknesses, 62
  - for what is not said, 60

**M**

- Main, T., 124
- Management by Objectives, 11-12
- Marketing coaching, x, 203
- McLendon, J., 126
- Mental breakdown, 197
- Mentor, 8
- Mentor coach, ix, x, 203
- Menzies, I., 123
- Metaphor, 93

**N**

- Norms, 171-174
  - analyzing behavior in a group, 173
- Not knowing, 48, 55, 57, 146, 156
  - sitting with the discomfort of, 48

**O**

- O'Neill, M.B., 67, 69, 154, 155
- Options, 15, 30, 79, 99, 104, 113, 135
  - generating options, 99, 104
- Outcomes
  - investment in, 10-11, 18, 115, 147
  - vs. activities, 89

**P**

- Paraphrasing, 45
- Passions, 61
- Patterns of behavior, 9, 16, 45, 55, 129
- Performance management, 11-12

Personal change, 144, 145  
 Personal constructs, 145  
 Personal development, x, 138, 143-144, 148  
 Personal growth, 17, 139, 145  
 Planning, 14, 22, 29-30, 40, 99, 107, 164  
 Practice development, x, 203  
 Problem-solving, tendency to jump to, 28, 44, 169  
 Professional development, 2, 62, 138, 144, 200  
   interrelated with personal development, 144  
 Professionalization of coaching, 205  
 Project management, 107  
 Psychiatry, 188  
 Psychoanalysis, 142, 190, 192-193  
   dream work, 193  
   free association, 192  
   transference, 116, 191, 192, 194-195  
 Psychological disorders, 64, 185, 186  
 Psychological therapy, varieties of, 187-189  
 Psychopathology, 64, 189  
 Psychotherapy, 142, 189-194  
   grey area, 198  
   key concepts, 190  
   process of, 193-194

## Q

Questions, 48-56  
   importance of context, 49, 53-54  
   leading, 51  
   open and closed, 49  
   powerful, 48, 53,  
   reflective, 71  
   stacked, 51  
   “why”, 52

## R

Reactivity, 119, 154-157  
   managing, 156  
   patterns of, 155  
   self-differentiation, 155  
   the coach's reactivity, 156  
 Regression, 81, 152, 193  
 Restrictive solution, 77-78

## S

Self  
   differentiation, 155  
   exploring the unknown self, 142  
   Johari Window, 138, 143, 151, 157  
   use of self in coaching, 44, 119, 121-130  
 Self-awareness, 138-143  
 Self-disclosure, 135, 141, 142  
 Shoulds and oughts, 97

Skill development, viii, 161, 203  
 Solutions  
   criteria to assess, 106  
   enabling, 77  
   restrictive, 77  
 Sponsor, 5  
 Sports coach, 1, 10  
 Stock Whitaker, D., 76, 159, 180  
 Summarizing, 45, 47  
 Superego, 189, 191  
 Supervision, ix, 18, 119, 128, 130, 203  
   support for the coach, 18  
 Sympathy, 56  
 Systems perspective, 195

## T

Therapist, 9, 64, 185, 186, 187, 194  
 Therapy, 10, 64, 82, 147, 185-190  
   boundary with coaching, 82, 185, 187  
   psychiatric background, 200  
   the grey area, 198  
   varieties of, 187  
 Tools, 204  
 Training, 12, 13  
 Training coaches, vii-xi  
 Transactional Analysis, 116  
   complimentary interactions, 116  
   crossed interactions, 117, 119  
   ego states, 116  
 Transference, 191, 192  
 Trust, 6, 8, 16, 177  
 Tuckman, B., 176

## U

Unconscious mind, 93, 139, 152, 175

## V

Victim stance, 81, 125  
 Vision, 14, 22, 28, 85-96  
   aligning with goals, 35  
   as framework for goals and action plans, 85  
   factors affecting, 96  
   methods for developing, 91  
   tendency to omit, 96  
   to inspire and focus, 85  
 Visualization, 92-93  
 Vulnerability, 137  
   see Trust

## W

What is not said, 60  
 Whitworth, L., 53