

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