
Contents

Preface

Author

Acknowledgments

SECTION I: THE CASE FOR COACHING COMPETENCIES

1 Leadership Development

Who Should Read This Book?

The Changing Role of Coaching

Assumptions That Hold Us Back from Being Better Coaches

The Case for Competencies

Competencies — Popular but Underutilized

Competencies Can Be Learned

What Is Coaching and What Is Not?

Who Should Be Coaching?

How This Book Is Organized

2 The Process of Coaching for Competencies

Four Principles of Coaching for Competencies

What Do You Need to Be a Great Coach?

Putting Principle One into Effect: Clarify and Make It Explicit When You Are Coaching

Putting Principle Two into Effect: Use Data-Based Feedback for Personal Development Planning

Putting Principle Three into Effect: Frame Competency Issues in the Context of a Business Problem

Putting Principle Four into Effect: Work toward Ownership of the Issues and a Long-Term Commitment to Competency Improvement

3 The Coaching Process

The Coachable Moment

Coaching for Sustained Behavioral Change

Step One: Contracting for Coaching
Step Two: Gathering the Data
Step Three: Using Action Planning for Competency Development
Step Four: Providing Ongoing Feedback and the Opportunity to Reflect
Step Five: Creating an Ongoing Relationship of Support

SECTION II: THE COMPETENCIES OF LEADERSHIP

4 What Success Looks Like

Planting the Seeds of Leadership
An Overview of Competencies for Leadership
Personal Effectiveness Cluster
Managing Others Cluster
Communication Cluster
Thinking Cluster
It's All about Balance

5 Developing Models for Coaching Success

How to Develop a Competency Model for Your Organization
What Competencies Do for Coaching

6 360-Degree Feedback: What It Is, What It Isn't and When It Works Best

360-Degree Feedback — What Is It?
When You Are a Manager: How to Use 360-Degree Feedback
Advantages of Using a 360-Degree Feedback Approach as the Foundation for Coaching
Six Questions to Ask before Beginning the Feedback Process
Pitfalls to Avoid in Using 360-Degree Feedback
Summary

SECTION III: COACHING APPLICATIONS

7 Using Coaching to Improve Performance

Getting Your Money's Worth: Coaching the Leader Who Is New to the Job
When Using an Outside Coach Makes Sense
Coaching the Leader Who Is Not Adapting to Change
Coaching the Leader Who Needs Work on Relationship Building
Coaching the Leader Who Is Not Performing Up to Your Expectations
Coaching the Leader Who Needs to Understand How to Motivate Others
How to Recognize Motivational Profiles
All Managers Are Performance-Improvement Coaches
Summary

8 Coaching for Career Development

Putting the Career Development Puzzle Together
Values Help Us Prioritize What Is Most Important

Motives Arouse Us to Action
Competencies for Career Progress Need to Be Identified
Opportunities Need to Be Realistically Assessed
How Coaching Can Help
When to Use an Outside Coach
Expanding Choices
A Pitfall to Avoid
Summary

9 Coaching across the Differences that Separate Us: Bridging the Generation/Gender Gaps

Coaching Each Generation
The Boomer Coach: Coaching the Next Generation of Leaders
The Next Next: Coaching Generation Y
The Most Obvious Divide of All: Gender Differences
Using Competencies to Lessen Differences

10 Initiating Coaching as a Strategy and Measuring Coaching Effectiveness

Expanding Your Coaching Effort to Be Organization-Wide
Measuring the Value of Coaching
Principles of Organizational Measurement
The Kirkpatrick's Levels Framework
What about ROI?
Using These Principles and Frameworks to Measure the Effectiveness of Coaching

11 Summary: Some Final Thoughts

For Coaches Old and New — Key Points to Remember
As a Coach, What's in It for You?