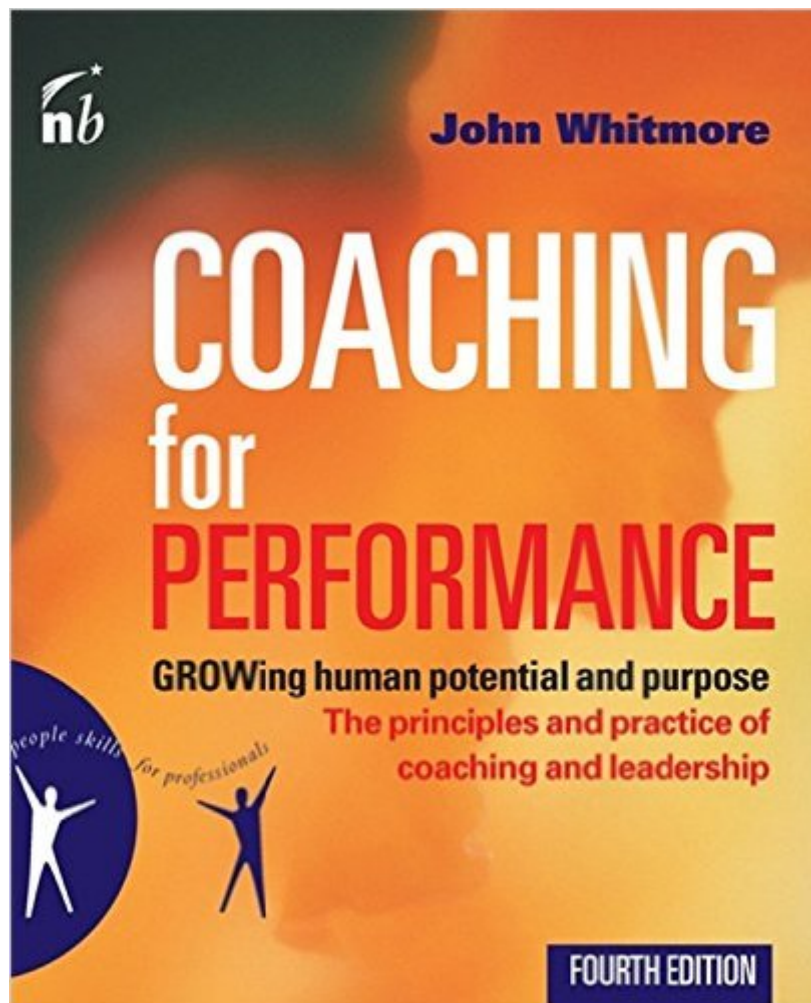


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Coaching For Performance: GROWing Human Potential And Purpose - The Principles And Practice Of Coaching And Leadership, 4th Edition



Synopsis

Over 500,000 copies sold. This major new edition is totally revised and updated with new material on coaching in a crisis and leadership for a difficult future. Coaching for Performance is the bible of the industry and very much the definitive work that all coaches stand on. This new edition explains clearly and in-depth how to unlock people's potential to maximise their performance. Contains the eponymous GROW model (Goals, Reality, Options, Will), now established as the basis for coaching professionals. Clear, concise, hands-on and reader-friendly, this is a coaching guide written in a coaching style. It digs deep into the roots of coaching, particularly transpersonal psychology, a useful model for personal development and in-depth coaching. There are new coaching questions and fresh chapters on emotional intelligence and high-performance leadership. Whitmore also considers the future of coaching and its role in the transformation of learning and workplace relationships, as well as illustrating how coaching can help in a crisis.

Book Information

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Customer Reviews

This book, now in its FOURTH edition, is the grandfather of coaching books and approaches. Much of what has come to be known as professional business coaching came from Timothy Gallway and Whitmore's sports training techniques. As such, the book provides a simple foundation for coaching based on the context of awareness and responsibility through asking questions and listening. He presents the G R O W model of coaching - Goal, Reality, Option, Will - as a format for coaching sessions. The book begins with a few foundational beliefs of coaches. Unlike old models of

management that work from the "carrot and stick" approach, a coach believes in the potential of the client. Whitmore believes that people are only able to change only that which they are aware. Responsibility must stay with the client if they are to perform. Questions raise awareness and yet maintain the client's responsibility. If the coach tells the coachee something, awareness may increase slightly, but responsibility is now in the hands of the coach, the source of the information. Questions cause the client to pay attention to their actions, think at higher levels, and provide feedback for the coach to work from. The G R O W model provides a sequence of questioning and for the coaching session. A coach starts with the client's goal. Either an end goal, like "retire at age 45," or a performance goal, such as "write a new training manual by December." After further clarifying the goal the coach can move on to the current reality of the situation. Asking such questions as: What have you done on the manual up to now? What are the needs that you think a manual might help? What has kept you from finishing the manual these past two years? Options are then generated from the client as to how they can achieve their goal.

I bought the third edition (which concentrated entirely on coaching) about eight years ago and thought it was excellent. However, for me, this new fourth edition, which is subtitled "The principles and practice of coaching and leadership", over-promises and fails to deliver on the "leadership" bit. In my view, there are much better books on the principles and practice of leadership. John Whitmore has added three new chapters on the subject of leadership. The first is largely a re-presentation of an old chapter ("Coaching the Corporation") under a new chapter heading ("The Challenge to Leaders") so it is essentially old wine in a new bottle. The second stresses the need for leaders to get beyond their old conditioning and free themselves from fear (which I am all for) but it does not say much about its practice other than, "It can be achieved by coaching." The third lists the author's views on the ideal leader's qualities: (1) values-driven (2) vision (3) authenticity (4) agility - that is, flexibility, ability to get beyond old conditioning, and creativity (5) inner psychological alignment (6) selfless purpose. And that's largely it. Admittedly, he does suggest that the way for leaders to develop these qualities is through transpersonal coaching and he offers a new "Tools of Transpersonal Coaching" chapter. However, some of its content is a re-presentation of what was in the old "Coaching for Meaning" chapter. The rest is interesting in that it introduces (with little detail) the idea of sub-personalities and a transpersonal model of the psyche. However, I just do not think this all adds up to the "principles and practice of leadership". The principles and practice of modern coaching, yes, but not leadership per se.

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