Contents

List of Figures ---- XV List of Tables ---- XVII List of Appendices ---- XIX Part I: Foundation for Coaching Chapter 1 Introduction --- 3 Chapter 2 Coaching for Change Process ---- 14 Chapter 3 Theoretical Foundations of Coaching Applied ---- 35 Chapter 4 Use of Self in Managerial Coaching ---- 77 Part II: Coaching Skills Chapter 5 Coaching Skills: An Overview ---- 93 Chapter 6 Coaching Skill: Providing Feedback ---- 104 Chapter 7 Coaching Skill: Listening for Understanding —— 124 **Chapter 8** Coaching Skill: Asking Powerful Questions ---- 135 Chapter 9 Coaching Skill: Reframing —— 143 Chapter 10 Coaching Skill: Providing Insights —— 148



Chapter 11 Coaching Skill: Developing Support ---- 152 Chapter 12 Integrating Coaching Skills into the Process —— 160 Part III: Special Considerations Chapter 13 Coaching Across Differences —— 181 Chapter 14 Specialty Coaching —— 193 Chapter 15 Ethical Considerations of Coaching —— 205 Chapter 16 Continuous Development: Managers Leading the Way ---- 211 **Appendices** Glossary of Terms ---- 249 References ---- 257 Acknowledgments ---- 267 About the Author ---- 269 Index ---- 271