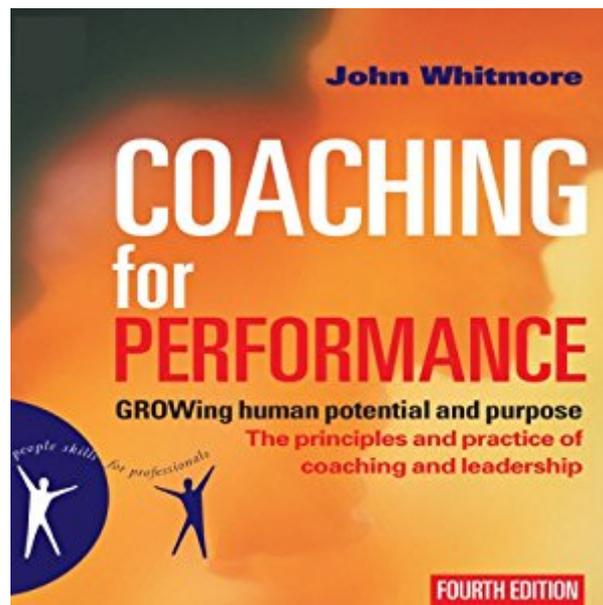


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# Coaching For Performance, 4th Edition: GROWing Human Potential And Purpose - The Principles And Practice Of Coaching And Leadership



## Synopsis

Coaching is a way of managing, a way of treating people, a way of thinking, a way of being.

Coaching has matured into an invaluable profession fit for our times and this fourth edition of the most widely read coaching book takes it to the next frontier. Good coaching is a skill that requires a depth of understanding and plenty of practice if it is to deliver its astonishing potential. This extensively revised and expanded new audio edition of Coaching for Performance clearly explains the principles of coaching and illustrates them with examples of high performance from business and sport. It continues to follow the GROW sequence (Goals, Reality, Options, Will) and clarifies the process and practice of coaching by describing what coaching really is, what it can be used for, when and how much it can be used, and who can use it well.

## 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. Finally, What will you do? Whitmore builds several checks and balances into this last step to ensure performance. The final sections of the book are new territory in this 4th edition. Coaching used to be about performance - doing, achievement. In the past few years coaching has moved to underlying motivations of personal fulfillment: the "why" underneath the desire to achieve performance goals. Whitmore includes new chapters on coaching for purpose, getting to life's meaning. Of the dozen books on coaching that I own, this one has consistently been the book I refer back to as I try to explain to someone what is coaching: Believe in the potential of people; raise awareness and maintain responsibility through questions and listening; and follow the GROW model. All are the essence of good coaching.

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. In summary, if you are looking for a good book on coaching, this is one. But if you are looking for something to guide you in developing others as leaders (or developing yourself as a leader), for me, this isn't it. What would I recommend instead? If you want something that does address the principles and practice of leadership and gets into the leader's underlying psychology in more depth than Whitmore does, try James Scouller's "The Three Levels of Leadership". If you want just the principles and practice of leadership without the psychology, you cannot go far wrong with John Adair's classic, "Effective Leadership" although he puts less emphasis on values, vision, authenticity and servant leadership than Whitmore and Scouller.

This book was purchased for an online course, I had no idea what to expect for this book. I have enjoyed reading every chapter, the author uses a ton of practical examples and really has extensive knowledge on the subject of coaching. This truly is a book made to help stretch and grow your performance, not just in your career, but in any application. The GROW model is a great tool for life expansion and greater individual success for any experience level, especially suited for those who are new to the concept of coaching.

I've read a couple of other books on Coaching but this one provides a perspective of coaching that is totally new to me and it will help you coach correctly so that those being coached will ultimately be responsible and anxious to be accountable for the results they are really after. Its always fun to learn something so basic yet effective, thanks

I identified a need among my staff for coaching and bought this book to help me get started. Some of it is obvious, of course, but I took some great tips out of it as well. It's quick and easy to read.

This is an absolute must for any one looking at or involved in coaching. The GROW is the foundation tool of most modern coaching and John Whitmore as a natural flair for engaging the reader and installing that belief that coaching works. A must for any coach!!!! The Coaching Secret - The Ugly Truth

I'm passionate about coaching, and this book has become part of my tools, not just for learning but for applying as well. If you would like to learn about coaching, and perhaps you're a beginner, this book is for you.

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