



Coaching: Evoking Excellence in Others,3rd Edition

By James Flaherty

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Coaching: Evoking Excellence in Others,3rd Edition By James Flaherty

Coaching: Evoking Excellence in Others is an insightful, thought-provoking guide that dissects the art and science of coaching.

Beginning with theories, concepts and models, the book moves on to consider rigorous methods of practice and self-observation in a relationship of mutual trust, respect and freedom of expression. It will probe you to rethink how you relate to your clients and your staff, how you produce long-term excellent performance in yourself and how you can become more effective in helping others to achieve their goals

This third edition includes a new chapter on communication and a new central case study that runs throughout the book to illustrate the impact of the themes and concepts discussed in the book.

Coaching, 3rd edition is a rich learning resource guide for new and experienced coaches who want to challenge their methods of partnering with clients. It is also an inspiring guide for training managers and leaders, human resource development managers and general managers who want to develop their teams.

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Editorial Review

Review

Praise for previous editions:

"As interest in coaching grows, I think Flaherty's book will come to stand out as a definitive work."

Peter M. Senge, Director of the Center for Organizational Learning, MIT Sloan School of Management and author of The Fifth Discipline: The art and practice of the learning organization

"As the field of coaching finds its way to becoming a mature discipline, James Flaherty's dedicated field research, study, and sound articulation offers a definitive ground and a sensibility of genuine care. At the core this book offers a way of thinking about human beings that makes action and practice central to learning. This is a no-nonsense, generous, pragmatic book that belongs on the shelf every coach, novice or veteran."

Richard Strozzi-Heckler, Ph.D., Founder of Somatic Coaching and author of The Anatomy of Change and Holding The Center

"In Ancient Rome, Mark Anthony approached Julius Caesar and posed a question about the Patrician Guards who patrolled and kept the city safe. His compelling question was 'Ipso custodies custodiet?' - 'Who guards the guards?'. It was an incisive query that might well be asked today of the scope and license that coaches have with their clients. James Flaherty asks that question of us as coaches in a unique and inescapable way. As a master coach and teacher of coaches James Flaherty provides an irreplaceable role - a vital pilot light on the limitless directions that coaches might consider taking. His book frames deep questions about how humans operate across a series of interconnected domains such as the mind, body and emotions, which will give both new and experienced coaches pause to reflect. He frames crisp distinctions about the coaching process which will generate new perspectives on the role of the coach. He leaves a trail of deeply researched threads that the reader can explore after reading to deepen their knowledge and understanding. All of this is done in a crisp and quietly elegant dialogue which makes you believe he is present as you are inspired to explore, with profound curiosity, your own beliefs on what we are as human beings and how we should show up as coaches. As you read and digest his coaching metaphors, analogies and questions there are inexplicable possibilities that crystallize, fresh insights that emerge and a renewed commitment to explore oneself and the coaching we strive to master."

Craig O'Flaherty, Director, Centre for Coaching, Graduate School of Business, University of Cape Town, South Africa

"This extraordinary book clearly represents James Flaherty's ability to insightfully enable the self-generating and self-correcting capacities of his clients. His clarity and candor engage the reader to more deeply examine the opportunities to live a more integrated and holistic life."

Michele Goins, Vice President and Chief Information Officer, Imaging and Printing Group, Hewlett-Packard Company

"James Flaherty focuses on the commonly overlooked fact that a coachee is a "human-being." He effectively emphasizes that this is the most important aspect that a coach should always have in mind, something that many of us tend to forget. It was this tact that he applies toward coaching, as well as many other brilliant insights, that helped me make the decision to publish Coaching in Japanese and apply its lessons in my practice."

Mamoru Itoh, President, Coach21 Co., Ltd., Tokyo, Japan

"In Coaching: Evoking Excellence in Others, James Flaherty brilliantly dissects both the art and science of coaching - one of the more difficult and least understood roles in organizations. Beginning with theories, concepts and models he shows their application to practice and empowers any aspiring coach to be more effective in helping people achieve their goals. A better book on this subject just doesn't exist."

Jerry I Porras, Lane Professor of Organizational Behavior and Change Emeritus, Graduate School of Business, Stanford University and Co-Author, Built to Last

From the Publisher

Coaching is based on the premise we must understand people before we can coach them. Flaherty asks fundamental questions rather than supply "easy to apply" tips and surface bandaids. "Coaching is not telling people what to do; it's giving them a chance to examine what they are doing in the light of their intentions." (from the Preface) "A coach is someone who builds a respectful relationship with a client and then researches the situations the client finds himself in, with particular emphasis on the client's interpretation of the events." (from Chapter 1) Then, in partnership with the client, the coach can work to altering actions to bring about expected outcomes. This book provides the language and operative principles and assessment models and sample coaching conversations necessary to do that. The book is grounded in many different paths of wisdom including time-tested philosophies, sociological premises and psychological discussions. Chapter bibliographies encourage further interdisciplinary reading.* Look at Chapter 8, "Coaching Conversations." It is, perhaps, the longest chapter, but undoubtedly the most practical chapter as well, giving numerous types of coaching interventions from single conversations to multi-session programs. The types of conversations are divided into 3 levels of complexity.

From the Back Cover

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Front Cover Quote

"As interest in coaching grows, I think James Flaherty's book will come to stand out as a definitive work." - Peter M. Senge.

Coaching, Second Edition
Evoking Excellence in Others

James Flaherty

"In Coaching, Second Edition, James Flaherty brilliantly dissects both the art and science of coaching- one of the more difficult and least understood roles in organizations. Beginning with theories, concepts and models he shows their application to practice and empowers any aspiring coach to be more effective in helping people achieve their goals. A better book on this subject just doesn't exist."

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Michele Goins, Vice President and Chief Information Officer, Imaging and Printing Group, Hewlett-Packard Company

James Flaherty founded New Ventures West (1986) and Integral Coaching LLC (2004) to bring a rigorous, compassionate, pragmatic method for supporting human development to individuals and organizations. New Ventures West, an Integral Coach training school, offers a wide variety of programs throughout the world; Integral Leadership works primarily with organizations, teams and leaders. Information on both can be found at www.newventureswest.com. A partial client list includes Intel, Hewlett-Packard, Ford, Boeing, Alcatel, Genentech, Cisco Systems, Capital One, Oracle, and Booz Allen Hamilton.

Users Review

From reader reviews:

Danny Whittemore:

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Michael Walsh:

What is your hobby? Have you heard that question when you got scholars? We believe that that problem was given by teacher for their students. Many kinds of hobby, Everyone has different hobby. Therefore you know that little person including reading or as studying become their hobby. You need to know that reading is very important and book as to be the thing. Book is important thing to increase you knowledge, except your own teacher or lecturer. You will find good news or update in relation to something by book. Numerous books that can you choose to use be your object. One of them is niagra Coaching: Evoking Excellence in Others,3rd Edition.

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