

# Contents

Foreword by John McFarlane, Chairman, Westpac	ix
Preface by Magdalena Nowicka Mook, CEO, International Coaching Federation	xiii
A Note to the Reader	xvii
Introduction	1
<b>PART I Coaching Is Bigger Than Coaching</b>	
1 What Is Coaching?	11
2 Creating High-Performance Cultures	24
<b>PART II The Principles of Coaching</b>	
3 Coaching Is Emotional Intelligence in Practice	51
4 The Leader as Coach	58
5 A Coaching Style: Partnership and Collaboration	68
6 Awareness and Responsibility: Activating Learning	80
<b>PART III The Practice of Coaching</b>	
7 Powerful Questions – Unlocking Potential	95
8 Active Listening – Enabling Potential	103
9 The GROW Model – Structure for Coaching	109
10 G: Goal Setting – What's the Dream?	116
11 R: Reality – Where Are You Now?	133
12 O: Options – What Are the Options?	147
13 W: Will – What Will You Do?	157
Stage 1: Accountability Set-up	158
Stage 2: Follow-up and Feedback	168
14 Coaching for Meaning and Purpose – Creating Resilience	181

**PART IV Specific Applications of Coaching**

- 15 Formal 1:1 Coaching Sessions 191
- 16 Coaching for Team Performance 199
- 17 Coaching for Lean Performance 214
- 18 Coaching for Safety Performance 224

**PART V Realizing the Potential of Coaching**

- 19 Measuring the Benefits and ROI of Coaching 235
- 20 How to Effect Cultural Change 243
- 21 The Qualities of Leadership 247
- 22 The Ladder to Mastery 257
- 23 Advanced Coaching 262

Appendix 1: Glossary of Coaching Terms 275

Appendix 2: Coaching Question Toolkit 287

Question Bag 1: Self-coaching 287

Question Bag 2: Conscious working agreements 288

Question Bag 3: Asking permission 289

Question Bag 4: The Top 10 powerful questions 289

Question Bag 5: GROW 290

Question Bag 6: Follow-up 294

Question Bag 7: GROW Feedback Framework 295

Appendix 3: Some Solutions to the Nine Dot Exercise 298

Bibliography 299

Index 305

Acknowledgments 311

About the Authors 314