The Learning Resource Centre supports programmes, research and events at Roffey Park through its collection of books, journals and databases concentrated in the fields of leadership, personal effectiveness, management and organisational development and human resources. There are some 4000 titles in the library, some of which can be accessed directly through links from the catalogue on our website: www.roffeyparklrc.com.

Members and programme participants can borrow books and access management databases containing full text articles. This review features just some of the recently acquired books and other resources you can access through the LRC.

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Mindful leadership coaching: journeys into the interior
KETS DE VRIES Manfred F R;
World-renowned leadership expert Kets de Vries draws on his extensive experience in group leadership coaching to provide an in-depth look at the coaching process through the lens of psychodynamic mindfulness, considering the diversity of individual and organisational learning. He advises on how the best leadership coaches help their executive clients create the tipping points that lead to significant personal and professional change and explains the innovative tools to support this intervention technique. Including case studies and questionnaires that facilitate a deep understanding of the psychodynamics of personal and organisational change, this book will help coaches and executives to transform their teams' attitudes, beliefs, and behaviours and create a 'best place' to work.
Follow the links for more information.

Links:  http://www.palgrave.com/
Links:  http://www.ketsdevries.com
Leadership team coaching in practice: developing high-performing teams
Edited by HAWKINS Peter; Kogan Page: 2014
With expert contributors including chief executives, team coaches, team leaders and consultants, this practical guide offers a range of real international case studies, across a variety of team types and sectors. They illustrate best practice with a detailed analysis of methods and processes tailored to the needs of each organisation. Readers will learn how to develop their own unique approach to fostering collective transformational leadership across teams, whatever their business sector and whatever type of team they lead. The book can be used either as a stand-alone workbook or as a practical companion to Leadership Team Coaching, which offers a comprehensive introduction to creating and developing high performing teams through transformational leadership. Follow the link for an excerpt.

Links:  http://www.koganpage.com
Links:  https://www.youtube.com/watch?v=tl-soMKuyYg

A very short, fairly interesting and reasonably cheap book about coaching and mentoring
GARVEY Bob; Sage: 2011
Focusing on all types of organisation – public, private, large, small, and not-for-profit – Bob Garvey inspires and provokes readers by asking questions such as ‘Are coaching and mentoring the same?’ ‘Are we obsessed with skills?’ and ‘What is performance?’ He also delves into contemporary debates such as concerns about standards, competencies, and codes of ethics, interspersed with views on power, control, and politics. Follow the link to preview Chapter 1.

Links:  http://www.sagepub.com/books/Book234875/

Coaching, mentoring and organizational consultancy: supervision, skills and development
The fields of coaching, mentoring and consultancy are going through a phase of professionalisation, with the establishment of formal standards, European bodies and standard requirements for supervision. Substantially revised, this accessible book provides a response to these growing demands, examining: the differences and similarities between coaching, mentoring and organisational consultancy; the personal and professional development that leads to sustainable change; the qualities, capabilities, skills and values necessary for effective coaching, mentoring and supervision; and guidelines for practice. The second edition includes new material on: transformational coaching; developments in the field of neuroscience and the implications for coaching; systemic team coaching, developments in leadership and creating a coaching culture; supervision and group supervision, including Oshry's approach to understanding systemic patterns in organisational relationships and an expanded seven-eyed model.

Links:  https://www.youtube.com/watch?v=lJ9AEftb8YY
Links:  http://www.mheducation.co.uk/
Co-Active coaching: changing business, transforming lives
KIMSEY-HOUSE Henry; KIMSEY-HOUSE Karen; SANDAHL Philip; WHITWORTH Laura; Nicholas Brealey: 2011 3rd edition.
The Co-Active Model has always encompassed a philosophy, a methodology, a skill set and a communication form that balances self-awareness, relationship intelligence and courageous action so people can be deeply fulfilled, connected to others and successful in what matters most. This revised third edition marks the 20th anniversary of both the coaching profession and the first coaching courses taught by the authors, the founders of The Coaches Training Institute (CTI). It features an array of new material: the newly updated Co-Active Model, which is now about transformational change rather than incremental change; how to use the material in leadership management and throughout organisations; an on-line toolkit with updated coaching tools that replaces the CD of the last edition; new coaching demonstrations; and includes 35+ updated exercises, questionnaires, checklists and reproducible forms.

Links: http://www.thecoaches.com/why-cti/what-is-co-active

Creating a coaching culture: Developing a coaching strategy for your organization
HAWKINS Peter; Open University Press/ McGraw Hill: 2012 Coaching in Practice Series
Organisations are investing large sums of money in employing external and internal coaching and are increasingly under pressure to show a demonstrable return on this investment. In this much-needed book, Hawkins gives a well-researched and practical answer to the whole question of how you create a ‘coaching culture’ and provides a step-by step guide to implementing this change. Case studies show how a wide range of international organisations have developed successful coaching strategies to increase the effectiveness of their businesses.

Links: http://www.mheducation.co.uk/

Mentoring and coaching for lawyers: building partnerships for success
Edited by NORMAND-HOCHMAN Rebecca; Globe Business Publishing: 2014
Traditional forms of mentoring and coaching have always been at the heart of the legal profession, although the requirement to attend law school is now universal, the need for mentoring and coaching in the legal profession has not disappeared; it is developing at a high speed and for good reasons. This practical new handbook, coordinated by Rebecca Normand-Hochman on behalf of the International Bar Association, explores and challenges some of the misconceptions about mentoring and coaching in law firms. Featuring chapters by well-respected experts in the field of mentoring and coaching, topics covered include leadership coaching for law firm leaders; mentoring and coaching for lawyers at various stages of their careers, including onboarding; and gaining competitive advantage by improving client service through generating productive relationships. Follow the link to preview.

Links: http://www.globelawandbusiness.com/MCL/
Effective Modern Coaching: The principles and art of successful business coaching
DOWNEY Myles;
LID Publishing: 2014
Written by one of the world's leading business coaches, this book provides authoritative and proven guidance and techniques for managers, executives, or indeed coaches, who want to bring out the full potential of their employees and clients through coaching. Individual performance is a cornerstone of corporate performance and the need to achieve more productivity or innovation from fewer is becoming increasingly vital. Coaching is a demonstrably successful approach to helping individuals perform to higher levels. This book aims to develop managers and executives into great coaches, who can transform the performance of individuals and teams in their organisations.

Links:  http://mylesdowney.com/

Manager as coach: the new way to get results
ROGERS Jenny; WHITTLEWORTH Karen; GILBERT Andrew;
McGraw Hill Education: 2012
In Manager as Coach, Jenny Rogers challenges many of the traditional assumptions about what works in management and shows you how to be a brilliant manager and get fantastic results: reduce your stress; develop employees so that they grow the skills the organisation needs; tackle poor or mediocre performance; encourage the 'stars'; create a culture of engagement; and improve your bottom line results. The book includes a step by step approach to using the OSCAR model, a simple framework for any coaching conversation including those with employees who have performance problems as well as high-flyers. OSCAR stands for Outcome, Situation, Choices and Consequences, Action and Review.

Links:  http://www.jennyrogerscoaching.com

Neuroscience for coaches: how to use the latest insights for the benefit of your clients
BRANN Amy;
This ground-breaking book equips coaches with cutting edge neuroscience information that will help them deliver greater value to their clients. It covers the foundations that coaches need to be aware of and crucially, the ways they can use this new information effectively and practically in their everyday work. Readers will strengthen their kitbag of coaching tools and will be able to explain to their clients the neurological underpinning of the techniques they are using.
Follow the link to preview excerpts.

Links:  http://www.koganpage.com/

Coaching with the Brain in Mind: Foundations for Practice
ROCK David; PAGE Linda;
John Wiley: 2009
This informative guide to the neuroscience of coaching clearly demonstrates how brain-based coaching works in practice, and how the power of the mind can be harnessed to help an individual learn and grow. Illustrated with numerous case examples and stories, this book is organized for immediate use by professionals in their client work.
Follow the link to view a sample chapter on the publisher's website.

Links:  http://eu.wiley.com/
Thanks for the feedback: the science and art of receiving feedback well
STONE Douglas; HEEN Sheila;
Portfolio: 2014
We know that feedback is essential for professional development and healthy relationships - but we dread it and often dismiss it. That's because receiving feedback sits at the junction of two conflicting human desires. We want to learn and grow, but we also want to be accepted and respected just as we are now. Thanks for the Feedback is the first book to address this tension head on. It explains why getting feedback is so crucial yet so challenging and offers a simple framework and powerful tools to help us take on life’s blizzard of offhand comments, annual evaluations, and unsolicited advice with curiosity and grace.
Follow the link for more information and an HBR article

Links:  http://stoneandheen.com/books

Beyond goals: effective strategies for coaching and mentoring
DAVID Susan; CLUTTERBUCK David; MEGGINSON David;
Gower Publishing: 2013
Advances standard goal-setting theory by bringing together cutting-edge perspectives from leaders in coaching and mentoring. From psychology to neuroscience, from chaos theory to social network theory, the contributors offer diverse and compelling insights into both the advantages and limitations of goal pursuit. The result is a more nuanced understanding of goals, with the possibility for practitioners to bring greater impact and sophistication to their client engagements. The implications of this reassessment are substantial for all those practicing as coaches and mentors, or managing coaching or mentoring initiatives in organisations. The overall conclusion of this wealth of evidence-based data is that much received wisdom about goals in coaching is simplistic, misleading and sometimes dangerous. While there is a place for coaching methods that emphasise setting SMART goals up front, in the majority of situations coaches and mentors meet, the client’s goals are emergent and evolving - so trying to tie them down to early is going to be very unhelpful. By thinking of goals as complex and dynamic, coaches and mentors can apply more sophisticated, systemic approaches that may sometimes still establish a fixed, specific objective.
Follow the link to preview.

Links:  http://www.ashgate.com/

Coaching and mentoring: a critical text
WESTERN Simon;
Sage: 2013
Traces coaching influences back to pre-modern times showing connections with 'soul healers' of the past, taking a journey through modernity to post-modernity making links that helps us better understand coaching today. Positioning coaching as working between the 'wounded-self' (of therapeutic culture) and 'celebrated-self' (of the human potential movement), it reveals four discourses that underpin contemporary coaching practice: The Soul Guide Coach: coaching the 'inner-self', focusing on values, authenticity and identity; The Psy Coach: coaching the 'outer-self', using psychological techniques to focus on personal performance and how we relate to others; The Managerial Coach, coaching the 'role-self', focusing on work, task, output and productivity; The Network Coach, coaching the 'networked-self', focusing on the wider networks in which we live and work.
Follow the link to preview the Introduction.

Links:  http://www.uk.sagepub.com/books/Book233416
Links:  http://www.simonwestern.com/
Presence-based coaching: cultivating self-generative leaders through mind, body, and heart
SILSBEE Doug; Jossey Bass Wiley; 2008
Offers a practical map to the territory of working with presence, both within yourself and in your coaching and developing of others. First, presence is explored as an essential element of human learning and development. Second, the book provides extensive inner and relational coaching moves, brought to life through illustrative dialogues, for bringing presence into coaching. The result? Self-generative, authentic, and effective leaders.
Follow the links to explore more.

The mindful coach: seven roles for facilitating leader development
SILSBEE Doug; Jossey Bass: 2010 2nd edition
Integrates the practice of self-awareness with a logical and pragmatic approach to developing one’s coaching skills. Written for managers, executives, coaches, consultants, and educators, the book speaks to any professional responsible for the learning and development of others. The Septet Model describes seven key roles that any such professional plays in fostering their learning, growth, and change. With lots of exercises, sample dialogues, and practical models for application.
"This revised edition provides the structure for presence, through which new solutions become available. This book itself is a practice in the art of ‘becoming,’ while providing a clear action framework for powerfully engaging others with their own development. Silsbee has provided a gift to leaders, teachers, and coaches!" Connie Maltbie-Shulas.
Follow the links to preview on the author and publisher websites.

Coaching and mentoring: theory and practice
GARVEY Bob; STOKES Paul; MEGGINSON David; Sage: 2014 2nd edition
An academic yet accessible text written by three leading scholars. New to the Second Edition of Coaching and Mentoring: updated references and research; a greater emphasis on contemporary issues such as globalisation; and even more examples and cases from a range of sectors and professions. The new companion website provides access to relevant SAGE journal articles.

Coaching skills: a handbook
Substantially updated throughout, the latest edition has new material on coaching and the human brain, working with clients on their self-limiting beliefs, new models of understanding what coaching is and being a coach during the psychological stresses of a severe economic recession. Coaching Skills is a popular text for coach training schools all over the world, brought to life with dozens of case studies and practical guidance, while also emphasising the importance of underpinning psychological awareness and understanding.

Follow the links to read more:
Developing mental toughness: Improving performance, wellbeing and positive behaviour in others
CLOUGH Peter; STRYCHARCZYK Doug;
Kogan Page: 2013
Mental toughness is about how effectively individuals respond to stress, pressure and challenge. Understanding this concept is essential to improving performance for both the individual and organisation. Tracing its development from sports psychology into the world of business, health and education, Developing Mental Toughness is the first book to look at mental toughness and its application at the organisational level. Full of sample exercises and case studies, this book also features the Mental Toughness Questionnaire - a unique self-assessment tool to determine your mental toughness score. You can find more information about the mental toughness measure online.

Links:  http://www.aqr.co.uk/page/mentaltoughness

A guide to third generation coaching: narrative-collaborative theory and practice
STELTER Reinhard;
Springer: 2014
Third generation coaching proposes a form of dialogue where coach and coachee are focused on creating space for reflection through collaborative practices and less concerned with fabricating quick solutions. It aspires to achieve moments of symmetry between coach and coachee, where their dialogue is driven by a strong emphasis on meaning-making, values, aspirations and identity issues. Introducing a new conceptual framework for coaching practice, its unique approach connects coaching to societal changes in society, work and life, with a strong focus on the importance of values and meaning in the coaching process.
Follow the link to preview


Behind closed doors: stories from the coaching room
Edited by de HAAN Erik et al.
Libri Publishing: 2013
Coaching is accepted as a particularly effective and tailored form of leadership development, and this trend is encouraging many organisations to look for ways to enhance the effectiveness of coaching interventions. Yet, while much has been written about the coaching process, most of these accounts offer theoretical or normative prescriptions for coaches and/or their clients to follow. Seldom do they reveal the reality of the process, which quite often is very different from that envisaged in such prescriptions: messy, emergent, sometimes unpredictable, and always complex. This book presents accounts from 12 coaches, all of whom achieved distinctions in their MSc dissertations at Ashridge Business School, of what really happens in coaching, revealing their personal journeys and learning. It connects theory with the practice of coaching by showing what happens 'inside' coaching relationships, and shows the impacts that the relationships can have on both participants. Specific themes include humour, listening, emotions, power, and motivation. Their stories, written in a style which is readily accessible to practising coaches and senior managers but also rigorous and underpinned by theory, provide transformational insights into the coach's reflections and experiences, the evolving relationships between coach and coachee, and the effects and outcomes for clients.

Internal coaching: the inside story
ST JOHN BROOKS Katharine;
Karnac Books: 2013 Professional Coaching Series
A recent survey (Ridler Report 2013) showed that nearly four-fifths of organisations in the UK think that the use of internal coaching (that is coaching delivered by one employee to another, working in different chains of command) will grow over the next three years. This book makes available to hard-pressed HR directors, talent managers, and learning and development professionals the fruits of very practical research into what is working in organisations and how they might maximise the value for money they get from their investment in internal coaches. The whole aim is to stimulate thinking and be a catalyst for generating options and choices.

Links: http://www.internalcoachingbook.co.uk/

Challenging coaching: Going beyond traditional coaching to face the FACTS
BLAKEY John; DAY Ian;
Nicholas Brealey: 2012
The authors present their FACTS coaching model: a practical and pragmatic approach focusing on Feedback, Accountability, Courageous goals, Tension, and Systems thinking. It encourages coaches to adopt a more challenging stance – a stance that can provoke greater performance and unlock deeper potential in business leaders and their teams.
Follow the link for more information.

Links: http://challengingcoaching.co.uk/

Coaching and mentoring for business
McCARTHY Grace;
Sage: 2014
Focuses on the contribution that coaching and mentoring can make to individual and organisational performance. Grace McCarthy includes an introduction to coaching and mentoring theory, then goes on to look at coaching and mentoring skills, and how they may be applied in relation to individual change, coaching and mentoring for leaders and by leaders, coaching and mentoring for strategy, innovation and organisational change, as well as coaching and mentoring in cross-cultural and virtual contexts. The book also explores ethical issues in coaching and mentoring before concluding with the evaluation of success in coaching and mentoring and a discussion of emerging issues.
Follow the link for quizzes.

Links: Sage Publishing - McCarthy
Coaching and Human Resource Development: Examining Relevant Theories, Coaching Genres, and Scales to Advance Research and Practice
Edited by ELLINGER Andrea D; EGAN Toby; KIM Sewon
Sage: 2014 Advances in Developing Human Resources May 2014 16 (2)
The Problem: Coaching is a pervasive form of development that has garnered significant attention among scholars and practitioners. Although interest in coaching has grown considerably in recent years, coaching has been criticized as being opinion- and best-practice-based, as well as atheoretical. It has been critiqued as being an under-examined and researched concept.
The Solution: The contributions in this issue address existing concerns in the literature by providing an overview of the theoretical underpinnings of coaching, synthesizing existing literature on research and practice related to genres, types and approaches to coaching, specifically executive coaching, managerial coaching, and action learning coaching. Furthermore, to spur research on coaching, a comprehensive review of currently available measurement instruments is provided.
The Stakeholders: Researchers and scholarly practitioners in the human resource development (HRD) field, internal and external coaches, and line managers who are committed to improving the practice of and expanding empirical research on coaching will benefit from this special issue on coaching.
Links: http://adh.sagepub.com/content/16/2.toc

The future of coaching and mentoring: evolution, revolution or extinction? Parts 1 and 2
Edited by WILLIS Pauline; BRITNOR GUEST Anna;
A two-part special issue of AMED’s quarterly online pdf journal on the future of coaching and mentoring. In Part 1, contributors were invited to reflect on and consider their own future as a coach or mentor; Part 2 explores the implications of change on the future of coaching practice, and shares insights, ideas and models. Questions posed included: Might coaching and mentoring be absorbed within a blend of development processes? What role will non-clinical supervision have? What new language and disciplines might come to the fore by, say, 2029? What impact will diversity and multiculturalism have? What influence will economic factors and changing business practices have?
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