



Selected titles on coaching in the Roffey Park LRC Knowledge Base

March 2018

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Coaching and Mentoring: Theory and Practice

MEGGINSON, David; GARVEY, Robert; STOKES, Paul

3rd Revised edition United Kingdom: Sage Publications Ltd, 2017

Drawing on extensive research and the authors' own experiences as coaches and mentors, the book offers a critical perspective on the theory and practice of coaching and mentoring. The Third Edition is split into four parts and has been updated to include the contemporary debates, issues and influences in the field. It features a collection of new international case-studies, drawn from the USA, Africa, Asia and South America, along with an increased emphasis on current topics such as internal coaching schemes, e-technologies and social media. In addition to these features, there are four new chapters: Perspectives on Coaching and Mentoring from around the Globe - Comparing case studies written by practitioners in locations around the world. The Skilled Coachee - An examination of the role of coachee in the coaching and mentoring process. Question of Ethics - A chapter devoted to the ethical issues inherent in coaching and mentoring. Towards a Meta-Theory - A chance for the reader to conceive new ways to engage with theory and practice. The book is complemented by a companion website featuring a range of tools and resources for instructors and students, including PowerPoint slides, flash-cards and access to full text SAGE Journal articles. Suitable reading for students on coaching and mentoring modules.

<https://uk.sagepub.com/en-gb/eur/coaching-and-mentoring/book250323>

Future of Coaching : Vision, Leadership and Responsibility in a changing world

EINZIG Hetty ; United Kingdom: Routledge, 2017

In *The Future of Coaching*, Hetty Einzig examines the role of coaching and leadership in the twenty-first century, and sets out a compelling vision for its future. Drawing on experience gained over twenty-five years of coaching leaders in the corporate and public sectors, in the UK and globally, she challenges the tenet of coaching neutrality. Rather than simply following the client agenda, she encourages coaches to see themselves as partners in courageous leadership and to work towards building an ethical, holistic and networked coaching approach to help create businesses that serve society and our globalised world.

The book asks essential questions of coaches working today: how can leaders and coaches become 'positive deviants' and transform the rules of the game within cultures where denial and group-think are rife? How can coaches work with the anxious and depressed, embracing the dark as well as the light? Are coaches prepared for the rise of Millennials, women leaders and those over sixty (the Third Actors)? Einzig challenges the model of the Strong Leader in favour of Responsible leadership based on authentic strength, distributed power and responsive thinking. And she shows how this vision of a transformed workplace is essential for the transformations society must undertake to reclaim a positive future.

This thought provoking collection of essays, designed to be read in any order, is enlightening and inspiring reading for coaches in practice and in training, HR and L&D professionals and for leaders everywhere.

<http://hettyeinzig.co.uk/2017/06/future-coaching-new-book-now/>

Coaching and Mentoring in the Asia Pacific

Edited by CLUTTERBUCK David; BLACKMAN Anna; KON Derrick

United Kingdom: Routledge, 2017

This is the first book to put coaching and mentoring into an Asia Pacific context – exploring the challenges, benefits and differences in application, both in concept and practice. Opening with a foreword from Anthony Grant, the book provides commentaries and practical case studies from a wide variety of countries, sectors and perspectives. The authors show how organizations in the Asia Pacific Region can make effective use of this powerful developmental tool, in cost-effective, culturally relevant ways.

This book will be invaluable reading for students and practitioners based in, planning to work in, or curious about coaching and mentoring in the Asia Pacific.

<https://www.routledge.com/Coaching-and-Mentoring-in-the-Asia-Pacific/Blackman-Kon-Clutterbuck/p/book/9781138642423>

Coaching and mentoring

PARSLOE, Eric; LEEDHAM, Melville; Editor: Newall, Diane

United Kingdom, London: Kogan Page, 2017, 3rd edition.

Now in its 3rd edition, *Coaching and Mentoring* has been fully updated to cover the latest thinking and developments in this area including extended coverage of coaching supervision. There is also now a brand new section on practical applications of coaching and mentoring for organizations which includes advice on how to align coaching and mentoring strategies to overall business goals and how to provide evidence for its transformational impact on employee performance. Full of practical advice, case studies and examples, this comprehensive guide will be of value to everyone involved in any aspect coaching and mentoring.

<https://www.koganpage.com/product/coaching-and-mentoring-9780749477622>
<https://www.koganpage.com/article/what-is-a-coaching-culture>

Leadership team coaching: developing collective transformational leadership

HAWKINS Peter; United Kingdom, London: Kogan Page, 2017, 3rd edition.

Organizations are most effective when the teams responsible for their success function to the best of their ability. When the relationships within the team work well and all members have a clear focus, the team is able to achieve goals more easily. Leadership Team Coaching is a roadmap for those who have the responsibility of developing a leadership team. It provides a thorough explanation of the key elements of team coaching and is filled with practical tools and techniques to facilitate optimum performance across virtual teams, international teams, executive boards and other teams.

The fully updated 3rd edition of Leadership Team Coaching brings together the latest research in leadership teams and team coaching along with numerous examples to illustrate how to develop people from disparate groups into a high-performing team. With new international case studies throughout as well as a new chapter on systemic coaching, the book covers the five disciplines of team performance, how to select team members, how the relationship of the coach and the team develops through stages, how CEOs can foster effective teams with shared leadership, how to choose the best team coach and more to facilitate effective leadership teams.

<https://www.koganpage.com/product/leadership-team-coaching-9780749478490>

<http://www.teamcoachingzone.com/peterhawkins2/>

The little book of big coaching models. 76 ways to help managers get the best out of people

BATES Bob; United Kingdom, Harlow: Pearson Education, 2016

76 models to help you to get the best out of your people through coaching.

The Little Book of Big Coaching Models gives you access to the very best theories and models that every manager should know and be able to use. Each model tells you what it is and how to use it so you can instantly put theory into practice to develop, encourage and motivate your team straight away.

<http://www.pearsoned.co.uk/bookshop/detail.asp?item=10000000593986>

Group and Team Coaching: The secret life of groups

THORNTON Christine

United Kingdom: Routledge, 2016, 2nd edition.

Group and Team Coaching offers a new perspective on the 'secret life of groups', the subconscious and non-verbal processes through which people learn and communicate in groups and teams.

Updated with new research and including a wealth of vignettes and case studies, it will be essential reading for coaches who work with groups and teams as well as leaders commissioning coaching; the second edition features new guidance for leaders and managers, an updated introduction and new expanded practical sections on working with teams, working on the phone, and supervising and being supervised.

Christine Thornton uses key concepts from psychology, group analysis and systems theory as well as her own extensive experience to give practical advice, including: The invisible processes of group dynamics; Pitfalls of team coaching and how to avoid them; How to design coaching interventions; Common dilemmas; Ethics and supervision.

<https://www.routledge.com/Group-and-Team-Coaching-The-secret-life-of-groups-2nd-Edition/Thornton/p/book/9781138923584>

http://www.thorntonconsulting.org/index.php?option=com_content&view=article&id=23&Itemid=143

Gestalt Coaching: Right Here, Right Now

BLUCKERT Peter; Editor: ROGERS Jenny

United Kingdom, Maidenhead: Open University Press/ McGraw Hill, 2015

In Gestalt Coaching, Peter Bluckert draws on thirty years of experience as an organization development consultant, executive coach and leadership trainer to present a unique perspective on how to become a better coach using Gestalt techniques.

This practical guide sets out an accessible yet critical examination of the Gestalt approach and its application to the executive coaching practice. Through the use of case studies from a wide range of organizational settings, Bluckert shows you how to apply the principles of Gestalt practice to both one to one and team coaching. The result is a rare opportunity to appreciate the power, depth, subtlety and impact of an approach that offers much to both novice and experienced coaches.

<https://www.mheducation.co.uk/9780335264568-emea-gestalt-coaching-right-here-right-now-group>

Building and sustaining a coaching culture

CLUTTERBUCK, David; MEGGINSON, David; BAJER, Agnieszka;

United Kingdom, London: CIPD, 2016

This edition of Building and Sustaining a Coaching Culture is a fully revised version of the seminal book Making Coaching Work: Creating a Coaching Culture. It analyses what has changed in the field of coaching culture and provides update on new knowledge and experience. A wide variety of international case studies and engaging tools such as chapter overviews, templates, and reflective questions will take you clearly through the development and implementation of a successful and integrated training culture. topics include the current understanding of coaching culture in organisations, coaching and mentoring culture strategy, making effective use of external coaches, formal and informal mentoring, developing and supporting internal coaches and mentors, team coaching, cross-cultural marketing coaching and cross-cultural issues.

<https://www.koganpage.com/product/building-and-sustaining-a-coaching-culture-9781843983767>

Videos: <https://www.davidclutterbuckpartnership.com/videos/>

The art of coaching: a handbook of tips and tools

BIRD Jenny; GORNALL Sarah

United Kingdom: Routledge, 2015

Written by two experienced, highly qualified international coaches and supervisors, this creative book offers ideas to use across the range of coaching contexts including leadership, decision making, change and supervision.

Combining brand-new, original diagrams with classic models from the learning development and management fields, Jenny Bird and Sarah Gornall have created a valuable resource for quick reference, instant accessibility and fast learning, built on a strong theoretical base. Each model in the book is explained with a clear, accessible diagram and a simple guide to what it is, how it works and how to put it into action.

Chapters cover: Relationships and Communication. Learning and Personal Growth. Leading, Influencing and Motivating. Analysis, Choice and Change. Supervision and Team Facilitation. Developing Creativity. Referencing and Further Reading.

Follow the link to preview

<https://www.routledge.com/products/9781138891869>

<http://www.the-art-of-coaching.co.uk/>

Excellence in Coaching: The Industry Guide

PASSMORE Jonathan

United Kingdom, London: Kogan Page, 2015, 3rd Edition

Published with the Association for Coaching, Excellence in Coaching presents cutting-edge thinking in the field of workplace coaching. This comprehensive industry guide enables coaches to achieve personal excellence in a rapidly evolving profession through a collection of best-practice material from some of the biggest names in the profession including Sir John Whitmore, Philippe Rosinski and Peter Hawkins.

Part One covers the business of coaching, telling practitioners everything they need to know about setting up a coaching practice, defining the coaching requirements, building a business case and embedding best practice in workplace coaching. Part Two covers models and approaches including NLP, appreciative coaching, cognitive behavioural coaching and solution-focused coaching. Part Three considers issues around coaching including evaluating coaching programmes, ethics, and coaching supervision. This latest edition has been updated to reflect recent developments in the industry and includes a new chapter on team coaching.

<https://www.koganpage.com/product/excellence-in-coaching-9780749474454>

The Fertile Void: Gestalt Coaching at Work

LEARY-JOYCE John

United Kingdom, London: AoEC Press, 2014

A practical, accessible, and yet genuinely authoritative handbook on the application of Gestalt to the world of executive coaching. In The Fertile Void John Leary-Joyce, a pioneer of Gestalt coaching, distils a lifetime's experience of Gestalt psychotherapy, coaching and coach training. Starting with a down-to-earth examination of the psychological theory that underpins the Gestalt approach to coaching, the book then uses numerous examples and exercises to take you through Gestalt coaching in action. John then helps you develop practitioner skills through Active Experimentation, Bodywork, and Team coaching. He concludes with guidance on how you can develop your Signature Presence - essential to effective coaching, then examines the role of Supervision in a Gestalt coaching context.

Follow the link for an excerpt available through the AoEC.

<https://www.aoec.com/training/workshops/european-gestalt-coaching/>

The art of somatic coaching; embodying skillful action, wisdom, and compassion

STROZZI-HECKLER Richard

USA , Berkeley, CA: North Atlantic Books, 2014

Introduces the concepts and principles of coaching with practices that include body awareness, bodywork, and mindfulness for both the coach and the client. Somatic Coaching considers that people do not necessarily change because they have gained knowledge; they change because they engage in new practices that change who they are. This means embodying what you learn in a physical way, and not just acquiring cognitively new information.

<https://www.youtube.com/watch?v=jTw3A8Y9GGg>

<http://www.strozziinstitute.com/HR+Article+on+The+Art+of+Somatic+Coaching>

Brilliant Coaching

STARR Julie. United Kingdom, Harlow: Pearson, 2017, 3rd edition.

Everyone has the potential to be a brilliant coach. Great coaching increase people's engagement, learning and performance. Coaching is the must-have leadership skill that helps you get the best from your team, and Brilliant Coaching shows how you can have it too.

By adopting methods specifically developed and proven in business, you'll discover what it takes to be a leader or manager who can coach, and apply simple coaching principle in everyday scenarios. With Brilliant Coaching you'll unlock your inner coaching ability and reap the visible rewards quickly.

- Feel confident in your ability to be a great coach
- Put core coaching skills into action
- Increase performance in your workplace

<http://yearbook.managers.org.uk/book/brilliant-coaching-3rd-edition/>

<https://www.youtube.com/watch?v=dkFAkVx0Z4A>

Special report: Dream teams

Liz Hall **Coaching at Work** vol 13 issue 2 February 2018

Team coaching is on the rise. In this in depth report, Liz Hall examines the state of play in team coaching applications. Increasingly organisations see team coaching as a way to embed learning. Print copy of issue available

<https://www.coaching-at-work.com/2018/02/23/special-report-dream-teams/>

Managerial coaching: a literature review

LAWRENCE, Paul

International Journal of Evidence Based Coaching & Mentoring 2017, Vol. 15 (2), pp.43-69.

Oxford Brookes University: 2017.

The term managerial coaching is often used to describe the leader's role in developing people, but views differ as to the optimal process by which this is achieved. Although managerial coaching is often regarded as a 'cut down' or simplified version of external coaching, it is suggested here that the role of the managerial coach is, in many respects, more challenging than that of the external coach, such that managerial coaching may be more usefully regarded as a discrete and equally demanding discipline, albeit related to external coaching. The article concludes with suggestions for future research, suggesting that a systemic approach is likely to prove more fruitful than traditional approaches focussed on individual behaviours.

<https://radar.brookes.ac.uk/radar/items/76c97dcd-0701-4368-9d03-c6094cdec0d6/1/>

What makes a coach effective?

CARTER A, BLACKMAN A, HAY, R

HR Network Paper 116 Institute for Employment Studies, Aug 2016

Much work on coaching to date has highlighted the importance of relationships between coachees and their coaches, so here we've looked at both coach factors and coaching relationship factors that affect the achievement of coaching outcomes. The paper also offers some practical advice for organisations and on improving coaching components of everyday work routines for internal coaches and managers. This paper is the third in the Coaching Effectiveness Series. The series explores aspects of business coaching and this paper explores the factors that make an effective coach.

<http://www.employment-studies.co.uk/resource/what-makes-coach-effective>

Perspective: is this your best? Are you the coach you think you are?

DE HAAN, Erik

Coaching at Work 2017, Vol 12 Issue 6 p10-13

Ashridge recently studied coaching behaviours as reported by executive coaches, consultants and managers, and by these coaches' clients. This article shares some of the results of that research.

Print copy in the LRC

<http://www.erikdehaan.com/>

<https://www.coaching-at-work.com/2017/11/03/news-research-perspective-is-this-your-best/>

What works in coaching? New research into coaching shows what really produces results

DE HAAN, Erik *Training Journal*, July 2016, pp19-22

The more research carried out in the area of coaching, the more we are discovering about the effectiveness of these helping conversations. We are also starting to learn more about the nature of their effects, in other words, about their 'active ingredients'.

From 2011 to 2013, Ashridge worked with VU University Amsterdam and the University of Sydney to organise a large-scale study into the effectiveness of coaching using the largest sample size to date. The results of the 3,892 questionnaires have now been analysed in detail and it is time to transpose the findings back into practice.

<http://www.erikdehaan.com/publications/coaching-outcomes/>

<http://www.trainingjournal.com/articles/magazine/july-2016>

The third 'generation' of workplace coaching: creating a culture of quality conversations

GRANT, Anthony M. *Coaching: An International Journal of Theory, Research and Practice* 2017 Vol 10, 1: pp 37-53. Taylor & Francis: 2017

Workplace coaching is increasingly used in organisations. Workplace coaching is conducted internally within an organisation for the purpose of helping employees, managers and leaders attain work-related goals. Workplace coaching methodologies have evolved over time. The first 'generation' (1990s) focused on performance management. A hallmark of the second-'generation' (2000s) approach is structured step-by-step proprietary 'Leader as Coach' performance-focused coach training programmes. Such mechanistic approaches do not meet the challenges of the contemporary organisational context where uncertainty and rapid change are the norm. This paper describes the third-'generation' approach to workplace coaching that is increasingly apparent in the workplace. This is an approach that explicitly focuses on enhancing both the performance and the well-being of individuals and organisations in ways that are sustainable and personally meaningful. A case study example of how to integrate 'Leader as Coach' programmes into an organisation is presented. This developmental approach aims to create the culture of quality conversations needed for the challenges faced by contemporary organisations.

<http://www.tandfonline.com/doi/abs/10.1080/17521882.2016.1266005>

Challenges for the Theory and Practice of Business Coaching; A Systematic Review of Empirical Evidence

BLACKMAN, Anna, MOSCARDO, Gianna, GRAY, David E.

Human Resource Development Review, 2016 Vol. 15, 4: pp. 459-486. , Sage Publications: 2016

Until recently, there has been little published systematic empirical research into business coaching. This article reports on a systematic, critical review of 111 published empirical papers investigating business coaching theory, processes, and outcomes. The present article identifies a significantly larger body of empirical research than covered in previous reviews and uses a Systematic Review methodology (SRm) to conduct a comprehensive review of the available empirical evidence into business coaching effectiveness focusing on implications for theoretical development, practice (within human resource development) and further research in this area. This review identifies convergence around factors that contribute to perceived effective coaching practice but nevertheless highlights a number of issues to be resolved in further research. These include determining the primary beneficiaries of coaching, the factors that contribute to coach credibility, and how the organizational and social context impacts on coaching. Weaknesses in coaching research methodology and research gaps are also noted.

<http://journals.sagepub.com/doi/abs/10.1177/1534484316673177>

Internal versus external executive coaching

SCHALK, Milena & LANDETA, Jon. *Coaching: An International Journal of Theory, Research and Practice*, 2017 Vol. 10, 2: pp. 140-156. Taylor & Francis: 2017

The purpose of this paper is to show the advantages and disadvantages of internal and external executive coaching. To this end, it offers a thorough review of the literature and an exploratory study based on the Delphi method with 40 selected experts, who gave answers based on their own experience. The results indicate that the decision on whether to opt for internal coaching (IC), external coaching (EC) or both depends on the objectives to be achieved, the capacity of the organisation and an awareness of the characteristics of the two types. IC is viable when there is a high level of trust in the confidentiality of the process; there are a large number of processes to be carried out; the hierarchical status of the executives is not greater than that of the coaches and the culture of the organisation views coaching as an executive responsibility. EC is the best option for small organisations, for one-off interventions, for top executives and for organisations whose culture does not promote this practice among its own executives. The findings could assist companies in deciding which type of coaching is best suited to their needs, coaches and coachees in achieving greater improvement and better outcomes and offer a clearer view of this segment. The study also sets out the reasoning offered by the experts and provides recommendations for future research.

<http://www.tandfonline.com/doi/full/10.1080/17521882.2017.1310120>

An integrative literature review on the impact of life coaching on courage, fear and anxiety

JAROSZ, Joanna. *International Journal of Evidence Based Coaching & Mentoring* 2017, Vol. 15 (2), pp.86-110. Oxford Brookes University: 2017

The demand on techniques, approaches and processes that have a positive impact on courage, fear and anxiety is very high in general population. The evidence-based and theoretical literature supporting life coaching as a successful approach building individual courage and helping with fear and anxiety is scarce. This integrative literature review synthesises data from previous research studies about the impact of life coaching as an intervention to enhance courage and decrease fear and anxiety. Findings obtained in this study suggest that life coaching is a reliable approach that may enhance individual courage and decrease fear and anxiety.

<https://radar.brookes.ac.uk/radar/items/6676ee54-4cbb-4c10-817a-52febfd28f27/1/>

Special Issue II

Edited by IORDANOU, Ioanna. *International Journal of Evidence Based Coaching & Mentoring* June 2017, Vol 15 Oxford Brookes University: 2017.

Following the tradition of previous special issues of the International Journal of Evidence Based Coaching and Mentoring (IJECM), this special issue provides a publication platform for post-graduate students who recently completed their MA or Doctorate in Coaching/Mentoring at Oxford Brookes University, and subsequently presented their research at the annual Coaching and Mentoring Research conference that was held in Oxford Brookes on Thursday 19 January 2017. Like previous special issues, this issue provides Oxford Brookes students and graduates with the opportunity to share their research methodologies and findings with IJECM readers around the world. The first six papers discuss—in one way or another—specific coaching issues in organisational settings. The first four of those focus on the ‘intangible’ outcomes of coaching, coaching in a VUCA setting, cross-cultural coaching, and maternity-return coaching. Our fifth and sixth papers investigate the role of coaching in leadership transition and development. Our seventh paper examines the - at times - blurry boundary between coaching and counselling. Two papers follow on coaching supervision, exploring both the perspective of the supervisor and that of the supervisee. The special issue concludes with the sole article in this publication on the effectiveness of mentoring

<https://radar.brookes.ac.uk/radar/hierarchy.do?topic=8808f9fa-a77e-4176-ab98-64f4b2b833fe>

A practical model for embodied coaching

ATTAN, Anthony, WHITELAW, Ginny & FERGUSON, Emily

Coaching: An International Journal of Theory, Research and Practice, Volume 11, 2018 - Issue 1, pp 16-29. Taylor & Francis: 2018.

Coaches often seek ways to support their coachees in making behavioural shifts as they work towards desired outcomes. Some approaches to coaching focus on the use of feedback and personality assessments to increase self-awareness, but are limited in supporting change. Other approaches emphasise somatic elements, for example, in the embodiment of habits and the connection to self-regulation, but do not connect to an integrated model of personality. This paper gives evidence for a practical framework for embodied coaching that combines the best of both, integrating mind and body and connecting self-awareness of personality to self-regulation towards desired outcomes. We demonstrate the validity of this framework through: (1) psychometric validation of an assessment connecting four movement patterns to four factors of personality and (2) a study showing how movement in each pattern gives rise to four distinct psychological states. We explore applications of this model to support behavioural shifts and create successful coaching outcomes.

<http://www.tandfonline.com/doi/abs/10.1080/17521882.2017.1351460>

Illuminating the Scholarship of Coaching: Special Issue

Guest Editor: BOYATIS, Richard E., SMITH, Melvin and VAN OOSTEN, Ellen B.

The Journal of Applied Behavioral Science Volume 51, Issue 2, June, Sage Publications: 2015.

The intellectual integrity of coaching depends on research. However, the popularity of the practice of coaching began to dramatically increase at least 20 years before scholars designed studies to test its efficacy (Van Oosten, 2013). Coaching, like many other forms of helping, is most likely effective (i.e., producing sustained changes in a person's behavior, attitudes, mental models, dreams of the future, etc.) less than 20% of the time when comparing the few performance statistics to other professions (Boyatzis, 2005; Spencer & Spencer, 1993). This would be consistent with research on impact from other helping professions. Therefore, there is a need for more research to help us determine, among other things, what coaching methods and processes work the best and for whom, which coaches are more effective and with whom, and when is the use of coaching likely to be most effective.

<http://journals.sagepub.com/toc/jaba/51/2>

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