

## Coaching Mentoring For Dummies

Executive coaching is big business. A top coach in America can earn more than fifteen thousand dollars a day—well beyond the normal fees charged by most consultants. This comprehensive guide explains everything you need to know to engage and deploy coaches and mentors effectively. Topics covered include: • Goals and costs of different types of coaching and mentoring • How to assess a coach's effectiveness • Tips for helping coaches and mentors succeed • Pitfalls to avoid • Real-life lessons learned by those interviewed for this book The drive to excellence for individuals and organizations makes coaching and mentoring ever more important in our challenging 24/7 global business environment.

Coaching and mentoring as management approaches have spread rapidly across the Asia Pacific region. Basic concepts of supporting people in their learning, in their career journeys, and in the acquisition of wisdom are deeply rooted in all cultures, yet today, there is little agreement about what constitutes good practice. Coaching and Mentoring in the Asia Pacific 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, this 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. Coaching and Mentoring for Business seeks to go beyond the vast body of skills-based literature that dominates the study of coaching and mentoring and focus on the contribution that coaching can make to the implementation of human resource strategy and organizational strategy. 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. Coaching and Mentoring for Business 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. Key Features: Vignettes to help readers consolidate their learning by illustrating real life situations Web links to useful academic and professional resources A companion website with PowerPoint slides, a lecturer's guide and self-assessment quizzes available at [www.sagepub.co.uk/mccarthy](http://www.sagepub.co.uk/mccarthy) Electronic inspection copies are available for instructors.

The book provides a comprehensive guide to this developing area of complex, multi-disciplinary professional practice. A specially selected group of international authors from different theoretical backgrounds and with different contextual experience have contributed information and insights, and made explicit links between theory and practice.

Features over 60 step-by-step procedures, checklists, and planning guides for supervisors, mentors, and all those engaged in in-service teacher training. NEW to this edition - updated coverage of standards - assessment - analyzing student work - cognitive coaching - and more...

This is a fully revised and updated second edition of the successful Techniques for Coaching and Mentoring, also incorporating the best bits of its sister text Further Techniques for Coaching and Mentoring. The book presents a comprehensive and critical overview of the wide range of tools and techniques available to coaches and mentors. With a strong academic underpinning, it explores a wide range of approaches, and provides techniques both for use with clients and to support professional development of the coach or mentor. Key features include: Easy-to-use resources and techniques for one-to-one coaching; Case studies throughout the text, helping to put theory into practice; An overview of different theoretical approaches; A dedicated section on 'themes for the coach' discussing coaching across cultures, evaluating your coaching and looking after yourself as a coach; and Downloadable worksheets for each technique. Techniques for Coaching and Mentoring 2nd Edition is an invaluable resource for professional coaches and mentors looking to enhance their practice, and for students of coaching and mentoring.

Coaching is often discussed as if it is a new 'profession' without adequate attention to how it has evolved, what underpins its practice or its training methods. Situating coaching in a wider social and historical context, Coaching and Mentoring that contemporary 'coaching theory' is more a collection of models and approaches mostly transferred from psychotherapy theory. Coaching claims to liberate creativity but can also entrap us by individualizing social experience. This vital new book brings a fresh and critical perspective on coaching and mentoring, challenging its normative assumptions and narratives, and proposing an ethical and emancipatory approach that takes it beyond instrumentalism and individualism.

Coaching and mentoring are fast becoming essential aspects of modern managerial practice. With this growth comes an increasing number of students embarking on mentoring and coaching courses. The authors (well respected and trusted scholars in the field) provide an authoritative text with a comprehensive overview and critical grounding in the key concepts, models and research studies in coaching and mentoring and answer important questions such as 'What does coaching and mentoring involve?', 'What is its value?' and 'How can the added value of mentoring and coaching be demonstrated?' Examples are drawn from a variety of sectors, including private businesses, public and voluntary organizations and schools. Contemporary debates are explained and chapters include features such as case studies, research questions and helpful tips to support the reader. To gain a wider perspective, there is a chapter which provides critical comment on the state of the art in the US, while the final chapter offers the first attempt at developing a unified theory of coaching and mentoring by drawing on their respective antecedents.

Shape the leadership of tomorrow Business Coaching & Mentoring For Dummies provides business owners and managers with the insight they need to successfully develop the next generation of leaders. Packed with business-led strategies, key concepts, and effective techniques, this book equips you with the skills to transform both yourself and your team. Whether you're coaching colleagues, employees, or offering your skills as a service, these techniques will help you build a productive relationship that leads to business success. The companion website also features eight bonus videos that will further your mastery by showing you what great coaching looks like in action. Navigate tricky situations and emotional minefields with ease; develop vision, values, and a mission; create a long-term plan—everything you need is here, with expert guidance every step of the way. Understand how mentoring benefits both sides of the relationship Learn key coaching techniques that develop leadership potential Adopt new tools that facilitate coaching and mentoring interactions The modern workplace is a mix of generations, personalities, strengths, weaknesses, and quirks; great leadership can pull it all together toward a common goal, but who leads the leaders? Mentors and coaches fill this essential role, and this book shows you how to be one of the best.

Mentoring is a core element of any successful teacher education or coach education programme, with evidence suggesting that teachers and coaches who are mentored early in their careers are more likely to become effective practitioners. Physical education and sports coaching

share important pedagogical, practical and cultural terrain, and mentoring has become a vital tool with which to develop confidence, self-reflection and problem-solving abilities in trainee and early career PE teachers and sports coaches. This is the first book to introduce key theory and best practice in mentoring, for mentors and mentees, focusing on the particular challenges and opportunities in physical education and sports coaching. Written by a team of international experts with extensive practical experience of mentoring in PE and coaching, the book clearly explains what mentoring is, how it should work, and how an understanding of socio-cultural factors can form the foundation of good mentoring practice. The book explores practical issues in mentoring in physical education, including pre-service and newly qualified teachers, and in coach education, including mentoring in high performance sport and the role of national governing bodies. Each chapter includes real mentoring stories, practical guidance and definitions of key terms, and a 'pedagogy toolbox' brings together the most important themes and techniques for easy reference. This is a hugely useful book for all teacher and coach education degree programmes, for any practising teacher or coach involved in mentoring, and for schools, clubs, sports organisations or NGBs looking to develop mentoring schemes.

Written for staff in schools and colleges, this book offers the challenge and support necessary to understand, analyze and adopt coaching, mentoring and peer-networking mechanisms as an essential part of the development of professional learning within an organisation. Drawing on the new national strategy for professional development, it emphasises the importance of learning with and from other colleagues, helping your organisation to become a professional learning community and supporting the drive to raise standards and attainment. Organised into nine distinct but interrelated chapters, this is an invaluable sourcebook of practical information for in-service training. It contains a range of stimulating activities which engage the reader and encourages reflection on:

- \* the nature and importance of professional development in schools and colleges
- \* the potential benefits and difficulties associated with coaching, mentoring and peer-networking
- \* factors essential to the successful establishment and management of coaching and mentoring programmes
- \* team leadership and leadership coaching
- \* the role of the coach, mentor and networker with respect to the creation of professional learning communities.

In this time of downsizing, layoffs, buyouts and mergers, managers are faced with the unique challenges of boosting employee morale, mentoring and team-building and being more than just a boss and more like a coach to employees.

**Inspire Employees—Don't "Boss" Them** This book offers hundreds of practical, easy-to-learn techniques every manager can use to coach employees to become more productive, positive, inspired, and effective. Filled with real-world advice and management-changing exercises, this manual shows how to get the most from employees in today's era of downsizing, layoffs, buyouts, and mergers. Managers will develop the attitude, the skills, and the strategies to become more like a coach and less like a boss. They will also learn: — How to instill team vision — Five insights of high performance coaches — Ten tools for building a solid team foundation — Eight hurdles to performing the coaching role — A checklist for responding to team troubles — Five ways to quiet complaints — And much, much more! This invaluable management resource will also show managers how a mentoring attitude will help tap into the hidden strengths and talents of employees. They will see how they can inspire peak performers to even greater levels of productivity and learn effective ways to confront inappropriate behavior. Coaching, Mentoring and Managing will supply the tools to make good employees, exemplary and turn problem employees into productive workers. All in all, Micki Holliday reveals the secrets of coaching that will enable the reader to be a winner and to teach others how to be winners. She presents the skills to empower those, responsible for working with people, to become good coaches—to be able to lead and inspire their employees to work as a team and produce winning results.

The UCLA Bruins coach pays tribute to the individuals who helped foster the values that shaped his career, and shares interviews with people he mentored throughout the years, including Kareem Abdul-Jabbar and Bill Walton.

Over the last 15 years, Coaching and Mentoring has become the go-to guide for anyone looking to develop their coaching and mentoring skills at individual, team or organizational level. Clear and accessible, it uses practical tools and best practice to demonstrate how to relate theoretical models to specific situations to gain real benefits. It provides strategies that can be applied to any situation, including life coaching, business coaching and community mentoring. 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.

One of the most difficult things to do as a manager is spotting raw talent and then devoting the time and energy to shape and mold that employee toward achieving growth and excellence. The Everything Coaching and Mentoring Book, 2nd Edition guides managers and aspiring managers through implementing a successful coaching and mentoring program both in the workplace and in life. From delegating responsibility to expanding knowledge base and skill level, The Everything Coaching and Mentoring Book, 2nd Edition gives you completely updated information on this new approach. This indispensable guide features information on: Inspiring self-motivation Coaching versus mentoring Overcoming common workplace problems Managing diversity Debunking common myths and mis-conceptions The Everything Coaching and Mentoring Book, 2nd Edition even takes readers beyond the workplace and provides insight into extending their newfound knowledge in all areas of life - including at home and in social settings.

This book outlines a highly practical integrated approach to leader support which has been widely utilised across multiple sectors. In addition to outlining the varied modalities of one-to-one support (counselling, supervision, coaching and mentoring), it challenges the notion that such approaches alone can provide the individual with the confidential support which leaders need. Instead, the book offers an action research based 'Leadership Inquiry Support' (LIS) model which holistically integrates multiple modalities of support alongside a strong developmental process. Central to this model is dedication to authentic collaboration in the support relationship. Detail is also provided on how to create such a relationship in non-controlling, non-avoiding, dialogical ways. Furthermore, this text explores a number of tricky issues, including how those facilitating LIS gain support for themselves and keep themselves safe, the evaluation of LIS, and consideration of ethical, cultural and context variables. This is not a 'quick-fix' solution book, but rather a deep and holistic exploration of implementation strategies for LIS backed up by research and real-world, practical experience.

The coaching and mentoring profession is facing a major challenge – helping clients cope effectively with life's complexities and conflicting demands in a rapidly changing environment. Conversations around work-life balance need to address not only the interconnectedness of work, leisure, home, and social life but also the fact that these elements are in flux and require continuous rebalancing. This book is a practical and evidence-based resource to help coaches and mentors in supporting clients to achieve greater work-life balance. Written by an experienced academic-practitioner team, this book provides coaches and mentors with a way of addressing work-life tensions with their clients. It is grounded in research and practice and offers a wide range of tools and techniques which are supported with real-life case studies illustrating how they can be employed. On top of this, readers are also supported with reflective questions to enhance understanding and a series of downloadable worksheets for practical use. Coaching and Mentoring for Work-Life Balance

is essential reading for professional coaches and mentors who are helping their clients to develop personal resilience and will also be a valuable resource for students in postgraduate coaching and mentoring courses. The authors present some of the latest thinking on this topic, underpinned by their own research and model for work-life balance, making the book indispensable to all those engaged in leadership, coaching, mentoring, and supervision.

Don't fall behind—Coach your business toward success! *Business Coaching & Mentoring For Dummies* explores effective coaching strategies that guide you in coaching and mentoring your colleagues. With insight into key coaching concepts and an impressive range of tools, this easy-to-use resource helps you transform your team—and yourself in the process! Written from the perspective of a business coach, this comprehensive book explores the practical coaching skill set, tools, and techniques that will help you along your way, and explains how to identify who to coach, what to coach, how to coach, and when to coach. Whether you have experience in a coaching and mentoring role or you're new to the coaching game, this is a valuable must-have resource. The right approach to business coaching can take your company from good to great—it can also improve employee satisfaction, employee loyalty, team morale, and your bottom line. The trick is to approach business coaching in a way that is effective and flexible, ensuring that you achieve results while meeting the unique needs of your team. This comprehensive text will help you: Understand the foundational concepts of business coaching and mentoring Discover how proper coaching and mentoring methods can help get a business on the right track Identify and leverage tools to develop your business leadership mindset Create a successful personal and business identity with the support and guidance of a coach *Business Coaching & Mentoring For Dummies* is an essential resource for business owners, business leaders, coaches, and mentors who want to take their skills to the next level.

The first UK book to address coaching psychology as a discipline, *The Psychology of Coaching, Mentoring and Learning* provides a thorough understanding of the rationale, theory and practice of coaching and mentoring from a psychological perspective. Ho Law, Sara Ireland and Zulfi Hussain unify the psychology underpinning this diverse and expanding field, then demonstrate how both individuals and organisations can easily apply the principles and techniques of coaching and mentoring. A wide range of tools and exercises are provided to implement the techniques described.

*Coaching and Mentoring* examines how to create conversations which encourage personal development; exploring the ways in which we can interact to help support and improve performance. The second edition of this highly successful book has been radically updated to reflect recent dramatic changes in this important area. The authors demonstrate how important it is to relate theoretical models to specific situations in order to gain real practical benefits. This edition includes new chapters on the awareness of individual differences as well as a review of the models used by coaches and mentors. The book provides a complete resource for those who want to help and support people to learn more effectively.

This book answers a number of fundamental questions about listening in coaching and mentoring. What difference does being heard make to the speaker? How does it have that effect? What are the necessary components of good listening? How do you evaluate your practice as a listener and how do you improve? The process of writing this book led the author to look closely at his own practice, test, experiment, and push his listening to a higher level. He invites the reader to do the same. This book identifies what it takes to listen well – the skills, mind-set, presence, self-awareness and self-management – and why it can be hard. It demonstrates how four modes of listening – attention, inquiry, observation and use of self – all contribute to the listener's understanding and to the speaker's awareness. It argues that we all have a 'learning edge' as listeners and provides a framework that helps each of us find it. The book is intended as a companion for anyone who commits to becoming a good listener. It shows how to develop expertise in the four modes of listening. It offers examples and principles to guide practice, questions for reflection, and a series of 'workouts' to help the listener develop their ability to listen. It encourages by showing how good listening is simple – you turn up, pay attention, and listen with all you have, and it challenges by identifying the work it takes to do that.

This book is open access under a CC BY-NC 3.0 IGO license. This book comprehensively covers topics in knowledge management and competence in strategy development, management techniques, collaboration mechanisms, knowledge sharing and learning, as well as knowledge capture and storage. Presented in accessible "chunks," it includes more than 120 topics that are essential to high-performance organizations. The extensive use of quotes by respected experts juxtaposed with relevant research to counterpoint or lend weight to key concepts; "cheat sheets" that simplify access and reference to individual articles; as well as the grouping of many of these topics under recurrent themes make this book unique. In addition, it provides scalable tried-and-tested tools, method and approaches for improved organizational effectiveness. The research included is particularly useful to knowledge workers engaged in executive leadership; research, analysis and advice; and corporate management and administration. It is a valuable resource for those working in the public, private and third sectors, both in industrialized and developing countries.

If you want to create a lean, mean, working machine in today's environment you need a game plan for building employee morale and commitment. By coaching and mentoring your work force—instead of implementing staid traditional management techniques—you'll start to see tremendous results. Regardless of where you find yourself on the corporate ladder and what level of authority you carry, what you and other managers share in common is the responsibility for the performance of others. *Coaching and Mentoring For Dummies* can open your eyes to this innovative way of managing and show you the best way to get the most out of those who work for you. *Coaching and Mentoring For Dummies* provides the foundation for understanding what business coaching is all about, and helps you gain or improve the coaching skills that drive employee performance and commitment. These skills, which serve as the main topics of this book, involve: getting employees to deliver the results you need; guiding employees to think and do for themselves; motivating employees to take on responsibility and perform effectively; and growing employee capabilities that lead to career development and success You'll also discover how to: Use questions rather than commands Be a delegator, not

a doer Complete performance reviews without anxiety Grow your employees' talents Increase productivity and decrease turnover With Coaching and Mentoring For Dummies as your guide, you can start to put these techniques and tools to work for you and inspire your employees in ways you never imagined. From tried-and-true worksheets to tools that you can tailor to your own situation, this friendly guide helps you call all the right plays with regards to your employees. Forget about micromanaging! When you become a coach, you'll be surprised by the tasks your group can perform. The fun and easy guide to today's hottest trends in management training, Coaching and Mentoring For Dummies shows managers how to take advantage of these state-of-the-art management tools -- without spending hundreds of dollars on training seminars! This book features Guidance on being a coach rather than a doer" and giving feedback in a positive way Advice on motivating, grooming, and growing employees Tips on tackling diversity issues, performance reviews, and other challenges Put these techniques and tools to work and inspire your employees in ways you never imagined. Forget about micromanaging! When you become a coach, you'll be surprised by the tasks your group can perform.

Learning through dialogue brings a powerful opportunity to navigate professional demands and meet the challenges of a turbulent world. Written for all who mentor or coach in universities, this book addresses a critical question: how can mentoring and coaching be an effective and accessible way to support researcher and academic development?

Business Coaching & Mentoring For Dummies John Wiley & Sons

"There are excellent chapters on how to train and develop coaching and mentoring skills and on practical ethics... This is a superb book and an excellent resource for existing mentors and coaches. It will also be a valuable introduction for potential clients – and is likely to encourage them to become coaches and mentors in their own right." The British Journal of Psychiatry "This engaging, comprehensive and practical book explains how to get the most out of coaching and mentoring. The authors identify the key principles of effective practice and make the text come alive through frequent use of interactive case material. It is a sound resource for those already engaged in, or thinking about, coaching and mentoring." Dr Gerard Egan, Professor Emeritus, Loyola University, Chicago, USA. "In the burgeoning field of coaching, Mary Connor and Julia Pokora have provided a very readable and accessible book that anyone who is thinking of becoming a coach or mentor should read. It provides very clear frameworks, tools and questions that can help a person decide whether this is the right direction for them and how to go about developing the competences, capabilities and capacities necessary." Dr Peter Hawkins, Chairman of Bath Consultancy Group, UK and leading author and expert on coaching supervision. "In all this is a thought provoking, well tested book of value to practitioners and trainers alike. For those who have not read deeply about Egan's model, it offers the best summary I know of the richness of this framework and the use of it in a 1:1 learning relationship." International Journal of Mentoring and Coaching Coaching and mentoring are now mainstream activities in organizations. This unique book focuses on the common ground between coaching and mentoring, offering nine key principles for effective practice. It answers questions asked not only by coaches and mentors but also by clients, including: How can I be an effective coach or mentor? How can I be an effective client? What are some useful tools and techniques? How can I train and develop as a coach or mentor? What are the ethical issues in coaching and mentoring? How is a coaching or mentoring culture developed at work? Coaching and Mentoring at Work is essential reading for coaches, mentors, clients, managers, leaders, professionals, HR specialists, trainers, consultants and students. The book will help you to: Improve your skills Use a tried and tested framework Enhance working relationships Learn from practical exercises Develop as a coach, mentor or client Lead and manage effectively

Help new teachers thrive in culturally and linguistically diverse school settings! Drawing from their own personal and professional experience, the authors offer practical examples of how mentors can help novice teachers navigate the challenges of teaching in a culturally and linguistically diverse (CLD) school. Filled with vignettes that capture the real-life experiences of new teachers and their mentors, this book: Illustrates how to develop effective teacher-to-teacher mentoring relationships Raises readers' awareness of issues that might arise from CLD differences and facilitates more effective communication Offers reproducible resources, agendas, and other sample materials for a variety of contexts

All You Need to Become an Successful Coaching Supervisor This book provides you with the theory and practice on how to succeed in the rapidly growing fields of coaching, mentoring, and consultancy by thoroughly explaining the fundamental principles, formal standards, and skills necessary to become an effective supervisor.

The challenge for those coaching, mentoring, supervising or teaching adults is to design and deliver high-quality programmes that encompass a blend of teaching and learning approaches and strategies, that are constructed for adult learners in multiple educational environments and that cater for the diversity of adult learners' needs. Adult learners are complex individuals who come to the learning process with a multitude of different experiences. Teaching, Coaching and Mentoring Adult Learners helps practitioners step up to this challenge by developing the skills needed to share their expertise with adult learners and engage them in new transformative practices. This book also forms a timely contribution to the current period of evolution in adult education, where extreme changes in the nature and scope of work and the globalisation of work and life are influencing learning. The shift in adult education addressed in this book includes: the globalisation of the workforce and the cultural impact on adult, tertiary and further education the relationship established between adult educators and adult learners provision of adult education and professional development by private and major multimedia and corporate interests occupations boundaries between professions and between skilled and unskilled work assessing adult learners' needs and adapting strategies to meet the perceived needs of adult learners in medicine, education, psychology and industry designing learning experiences to maximise the processing of complex conceptual knowledge and then transforming the knowledge to fit new learning environments the role of new technologies of learning in adult and vocational learning. This book provides research-based insight into the expectations and the value of the coach, mentor, tutor and supervisor roles and combines research with strategic guidance to support the implementation of innovative techniques through case studies, strategies and methodologies in teaching and learning in higher education and professional learning. Bringing together insights from an expert range of international contributors, this text will be invaluable to higher education professionals and those involved in supervising, coaching and mentoring in the workforce.

Business Coaching & Mentoring For Dummies, 2nd Edition is aimed primarily at business owners and leaders who want effective personal and business led strategies to enable them to coach and mentor other colleagues, and to enhance their chances of success in business and more generally. The book can also help business coaches/ mentors who are new to the industry (and prospective coaches and mentors) and are interested in understanding the process of business coaching and mentoring. Beyond

the Book: Eight bonus videos will be hosted at Dummies.com that will help readers master coaching and mentoring concepts and techniques covered in the book. The video content connected to the book will be designed to stand its own as free content that upsells to the book, attracting potential new book buyers from the web.

Mentoring is very much more than simple one-to-one informal instruction, or what used to be called 'coaching'. Modern mentoring techniques are modelled on those of executive coaching as well as expert academic tutoring. Mentoring is simple but not necessarily easy. An estimated 40% of all mentoring schemes fail through lack of mentor training and understanding. No great effort is required to study the literature but, for mentoring to be effective, adherence to basic principles and exercising specific skills is absolutely necessary. The book provides an introduction to what we mean by mentoring and its basic skills – skilful questioning, active listening, building trust, self-management and giving advice and feedback. It further covers mentoring principles, how to conduct mentoring sessions and a wide range of practical applications. The final chapter gives the outlines and principles for creating a basic mentoring scheme within an organisational context. This book is written for those practitioners in science, technology, engineering and mathematics, the STEM fields, who have been pitched into the role of mentor without any prior training. Its objective is to alleviate anxiety, frustration and stress caused by not knowing exactly what is expected. In offering an introduction to mentoring it gives practical guidance as a quick and easy read.

Coaching, counseling, and mentoring can dramatically improve employee productivity and satisfaction. But there's a big difference between continuously encouraging employees to do their jobs well (coaching), attempting to fix poor performance (counseling), and helping top performers excel (mentoring). Unfortunately, most managers don't truly understand how and when to do each. Coaching, Counseling & Mentoring provides helpful tools like self-assessments and real-life scenarios, and gives managers specific, practical guidance on using these techniques to improve the performance of all their people. This updated and revised second edition includes useful scripts for talking to employees about sensitive issues, and new material on topics including working with off-site employees, what to say when an employee denies a problem exists, whether or not to coach temps and part-timers, how to draw the line between the mentoring and supervisory role, and what to do when counseling fails. This is an essential guide for managers who want to build their confidence and skill in getting the most from their people.

The Leader's Guide to Coaching & Mentoring is a highly practical handbook that helps managers get the most out of their people. It includes grounded advice on the practicalities of both coaching and mentoring – such as how to structure a session – as well as core content on: · The skills required for coaching and mentoring, including listening, questioning, observing body language, challenging and affirming · The established processes for coaching and mentoring, such as GROW, relational coaching, reverse mentoring and solution-focused coaching · The scenarios in which coaching and mentoring skills are particularly appropriate, for example, coaching under-performers, coaching star performers and coaching for career development There is also a handy section on the 10 pitfalls to avoid when coaching or mentoring. Written in the no-nonsense and engaging style of the other Leader's Guide books, this is the best tool on the market for managers wanting to coach their people to optimum performance. 'In this hands-on book, Mike and Fiona highlight the real difference between conventional management and effective leadership: management is a profession, while coaching is much wider; it encourages social interaction and a focus on human relationships at work. That's what new generations expect and respect.' Laurent Choain, Chief People & Communication Officer, Mazars Group 'It's not always easy for managers to recognise what real coaching is, let alone its value. This book makes a compelling case for the Manager as Coach and contains real, usable examples of how to go about it.' Ian Johnston, Chief Executive, Dubai Financial Services Authority

Effective managers know that timely coaching can dramatically enhance their teams' performance. Coaching and Mentoring offers managers comprehensive advice on how to help employees grow professionally and achieve their goals. This volume covers the full spectrum of effective mentoring and the nuts and bolts of coaching. Managers learn how to master special mentoring challenges, improve listening skills, and provide ongoing support to their employees. The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience and are especially valuable for the new manager. To assure quality and accuracy, a specialized content adviser from a world-class business school closely reviews each volume. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

The coaching/mentoring approach is probably the most effective way of helping others to achieve optimum performance in the workplace. Dr MacLennan's book covers the entire subject from basic skills to designing and implementing a tailor-made coaching and mentoring system. He starts by explaining the nature of achievement and the factors that determine it, and then introduces a seven-stage model that will enable managers and supervisors to encourage their people to develop their skills. He examines the problems commonly encountered and shows how to overcome them or, in some cases, turn them to positive account. The book is interactive throughout, using cartoons, humour, self-assessment questions, case studies and illustrations to reinforce the text. A particularly valuable feature is a set of checklists that together summarize the key elements involved. Coaching and Mentoring is, quite simply, a comprehensive manual of the best methods known today of helping people to succeed.

A highly practical, step by step guide on setting up and running a mentoring or coaching programme in a Higher Education institution. Chapters cover all aspects of the process from what it means to coach or mentor to recruitment of mentors and coaches, induction, offering supervision, and planning and conducting the evaluation.

Following a qualitative survey, the authors of this title identified key components of both mentoring and coaching and the need to clarify the similarities and differences between them. This book is the result of revisiting the origins of these disciplines, which has led to some unexpected conclusions.

Supervision is increasingly required for a coach's and a mentor's professional development, and engaging in reflective practice with peers can be a valuable way of meeting these needs. Peer supervision brings unique challenges though, including the possibility of collusion or stagnating at a shared developmental level. This book is written by practicing professional supervisors who engage in peer supervision themselves and train communities of coaches and mentors. It guides practitioners to develop and integrate their range of individual and group reflective practice activities alongside professional supervision. It draws upon essential theory and methodology, explores challenges and ethical dilemmas faced within peer supervision, and provides concrete guidance, useful techniques and helpful templates. This practical guide will be vital reading for individual coaching and mentoring practitioners and peer learning groups including within communities, universities and/or training programs. It will also support professional supervisors and organizations developing coaching cultures.

This is the definitive introduction to coaching and mentoring, written by an experienced and multidisciplinary team. Taking you all the way through from the emerging theory to informed practice, the book covers: · Skills, purposes and outcomes of coaching and mentoring processes · The many settings in which they take place – public, private and voluntary · Coaching and mentoring's evidence base and how it is assessed · The professionalization of coaching and mentoring and a move towards integration. Supported by a wide range of case studies, activities, further questions and topics for discussion, this book is a comprehensive but accessible introduction. The authors take a critical

approach and go beyond the basics, to support your development as a critically reflective practitioner. It is essential reading for those studying coaching and mentoring, and professionals looking to integrate coaching and mentoring into their organizations.

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