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# Excellence in Coaching

*Theory, tools and techniques to achieve  
outstanding coaching performance*

FOURTH EDITION

Edited by Jonathan Passmore



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## FOREWORD

Books about coaching generally offer the perspective of a single coach drawing on their experiences from the field. My book *Coaching for Performance* is one of those. They serve to contribute to the body of coaching knowledge and to the income and reputation of the author.

This one is different. It brings together a range of the best writings on the subject without judgement or favour. As such, it gives the reader an opportunity to sample the field and take responsibility for their own choice of which path or paths to follow or combine, or whether to carve out a new path of their own. Any coach, or would-be coach, is bound to gain from the richness that is offered, from practical experience of, and advice on, running a coaching practice to important issues such as standards, ethics and supervision; this book embraces many different methodologies.

A recently emerging theme in the coaching industry is the recognition of the need to collaborate for the benefit and the reputation of the industry as a whole and its clients, rather than maintaining the protective self-interest that has characterized much of business in the past. This book reflects this view; for example, the editor and contributors have not received any payment for their efforts, and have thereby made a genuine contribution to the industry as a whole, one that transcends personal gain.

Coaching has been established for more than two decades, and it is now coming into maturity and revealing more of its depth. At a superficial level, coaching helps people to clarify their goals, to schedule their actions and to succeed more readily at work and in life. It helps people to learn and perform better by enhancing their awareness, responsibility, self-confidence and self-reliance. At a deeper level, when undertaken well and responsibly, it helps people along their evolutionary journey towards higher or deeper levels of themselves – to discover who they really are. It is a psycho-spiritual journey that is both universal and as pre-programmed as is the Darwinian one of biological evolution.

The principle and practice of coaching is a choice of making kit on a micro scale, and let us hope that these principles will spread to the macro in time. We are a fledgling industry but, as Margaret Mead said, ‘Never believe that a small group of dedicated individuals can not change the world –

indeed it is the only thing that ever has'. Is the Association for Coaching® such a group? Let us cast aside our self-limiting beliefs and cooperate towards a higher goal, higher version. This end is something to which this book contributes and of which it is an example.

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## PREFACE

The original edition of this book, published in 2006, came about following a conversation at an Association for Coaching® event in London in 2005. Katherine Tulpa and I reflected on the need for a single guide to coaching practice that would bring current issues together.

With the help of the back of an envelope and a delayed train from King's Cross station to Potters Bar this book moved from a vague conversation over coffee to a book proposal. The simple idea was to bring together the top English-speaking coaching writers to contribute to a single book. The fourth edition of the book offers an updated version of this original concept. It brings together over two dozen of the world's top coaches, all of whom have written and published elsewhere and are experts in their individual fields. It aims to synthesize ideas through short chapters offering students of coaching, as well as practitioners, a handy access guide to many of the main ideas in coaching in a highly readable format.

Over the past 15 years since it was originally published, the book has been adopted by course leaders at universities and coach trainers across the world, who like the idea of a short and simple book which covers the key areas. Its popularity has resulted in multiple reprints, new editions (of which this is the fourth) and multiple international translations.

The book is divided into three sections. The first is what we have called 'The business of coaching', and covers the themes of 'The development of coaching', 'What is coaching?', 'Coaching within organizations', 'The coaching investment' and 'Running your coaching practice'. If you are new to coaching, studying coaching or are setting up your coaching practice, this section will be of interest to you. The second section contains a selection of the most popular coaching approaches, with chapters by the leading writers in each of these areas. Most coaches use a single model in their coaching practice; by offering an accessible description of a range of models we hope coaches will be able to develop their practice further, first by reading and then securing further training in some of the specialist areas such as cognitive, transpersonal and solution-focused coaching. The third section explores current issues within coaching, from supervision to ethics and evaluation.



As always with editions like this, as editor I end up frustrating authors who wanted to bring a creative touch to their writing while I attempted to create some consistency in look and feel throughout the book. On the other side is the frustrated publisher keen to move forward while I attempt to herd authors towards the finish post of the publication deadline. I would like to pay tribute to the contributors for updating their chapters, acknowledge some of the coaching legends, who were also friends, like John Whitmore and Tony Grant, that we have lost along the way, and also pay thanks to the team at Kogan Page for managing this process to a successful conclusion. The result is never the perfect book, but I hope it will be a useful addition to every coach's bookshelf. In this fourth edition I have taken the decision to replace some chapters, substantially amend others and add new chapters in a desire to keep the book up to date and reflect changing practices and ideas in the field of coaching. My apologies to those whose old favourites have disappeared or have changed.

Throughout the book we have tried to use the term coachee for the person who sits in the session with the coach, and the term client for the person who commissions the coaching and pays the bill. Sometimes these are the same person; however, often in organizational settings they are different people.

The ideas and views expressed in each chapter are those of the individual authors, and do not necessarily represent my own views as editor or those of the Association for Coaching®. As the editor, a chartered psychologist, coaching practitioner and a researcher into coaching practice, I am interested to hear your views about coaching practice and coaching research; please do reach out to me on LinkedIn. It will be great to connect and hear your coaching stories.

## ACKNOWLEDGEMENTS

I would like to express my thanks to Katherine Tulpa and Alex Szabo who supported the original book idea and for their encouragement during the process. Thanks are also due to the contributors who gave of their time, without payment, to contribute to this collaborative piece. I would also like to pay thanks to the Kogan Page team who have looked after *Excellence in Coaching* for the best part of two decades and have steered this fourth edition project through its various stages of production.

I would like to pay tribute to my wife, Katharine, who has allowed me to spend many hours at the keyboard typing and engaged in discussions about the book and its subsequent new editions. Finally, this book is dedicated to her and to my two daughters: Beatrice and Florence.

*Jonathan Passmore*