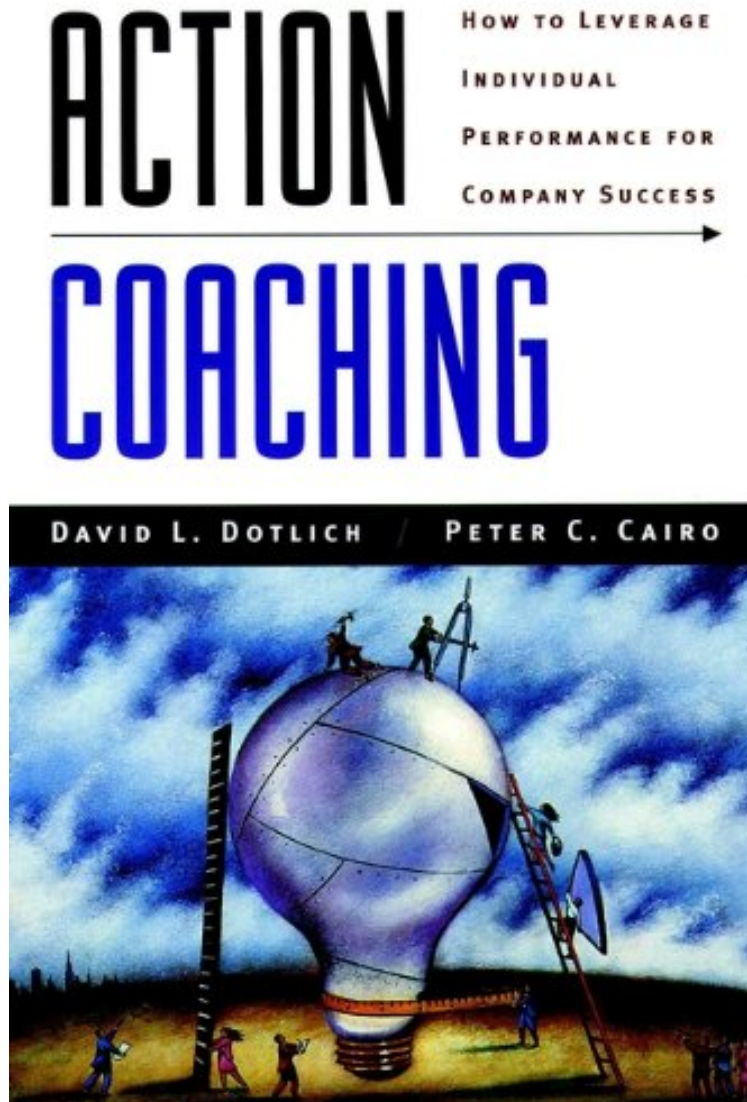


[Download free ebook] Action Coaching: How to Leverage Individual Performance for Company Success (J-B US non-Franchise Leadership)

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David L. Dotlich, Peter C. Cairo

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David L. Dotlich, Peter C. Cairo : Action Coaching: How to Leverage Individual Performance for Company Success (J-B US non-Franchise Leadership) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Action Coaching: How to Leverage Individual Performance for Company Success (J-B US non-Franchise Leadership):

0 of 0 people found the following review helpful. Well written and usableBy CustomerThis book has great insights

and tips on different coaching styles. I loved that it is usable in the real working world. 5 of 5 people found the following review helpful. An excellent overview

By Customer
The need to cope with change, inside and outside of the organization, and the employee's need for personal development should be brought into alignment, say these founding partners of CDR International, a consulting firm that specializes in executive coaching. Action coaching is a process that fosters self-awareness, and guides personal development so that an employee's personal development goals are congruent with the goals of the organization. Action coaching differs from traditional coaching in three ways: 1. The employee's relationship to the coach is a business relationship rather than a therapist-patient relationship. 2. Action coaches tailor their strategies to the individual and the strategies are geared towards performance breakthroughs, where traditional coaching tends to be unfocused and generalized. 3. Where traditional coaching focuses on personal insights, Action coaching translates insights into actions with organizational results. There are eight steps to implementing Action coaching in your organization: 1. Determine what needs to happen and in what context. 2. Establish trust and mutual expectations. Make sure the employee understands the purpose of the coaching as well as the steps in the process. 3. Contract with the employee for results. There should be a formal written and oral agreement with the employee about the purpose of the coaching and specific goals to achieve. 4. Collect and communicate feedback. 5. Translate talk into action. Use your feedback to enact change. Review and revise goals when needed. Make sure the goals are still in alignment with the business needs of the organization. Set deadlines. 6. Support the employee in taking big steps. 7. Foster reflection about actions. 8. Evaluate both individual and organizational progress.

3 of 5 people found the following review helpful. Action Coaching

By William N. Parker
I have more than thirty years of successful experience using models of leadership, management, and supervision in training classrooms, and I have passionately absorbed the ideas and content in approximately 400 leadership-related texts during the last 20 years. Action Coaching is to coaching effectiveness what *The Supervisor's Survival Kit* by Elwood Chapman is to first-line/project lead effectiveness. I've used and advocated the latter book for thirty five years. Action Coaching, and I haven't finished it yet, "begins with the end in mind". The authors define Action Coaching as "a process that fosters self-awareness, resulting in the motivation and the guidance to change in ways that meet organizational needs." The approach is directly linked to organizational goals and an action plan (both of which are dynamic). There are processes to involve the executive's boss in the process. (Good luck, you say, with getting executives to devote time to such a process!?) Feedback on progress toward important goals and leadership development is valued and seen by the CEO. The book is loaded with tips, tools, exhibits, questions, processes, and ideas for helping a manager become a more effective coach, even without the support of the organization. The authors of Action Coaching offer forty helpful, easy-to-understand exhibits that: serve as diagnostic tools, offer suggestions on handling difficult situations, provide checklists of to-do's, feature evaluation and role-playing tools, etc. Wouldn't it be helpful to have a resource where the processes and approach had been successfully field tested in corporations with real executives, with real CEO's who had extremely important strategic challenges ahead of them, and where traditionalist leadership paradigms and behaviors made it impossible to accomplish the articulated goals? That is precisely what these authors did in developing and refining their processes and approaches? What the Action Coaching is not is a lock-step guide, prescribing every important step and nuance along the way toward helping executive leaders grow. It is a particularly interesting, believable, and seemingly sound approach based on the experiences that they have had with major organizations. The process with individuals and with organizations is one that enables both to help themselves, becoming less dependent upon the external coaches, while building coaching expertise internally. This is the best book of coaching I have ever read, and I've read quite a few.

Bill Parker
Bill Parker Associates
A Leadership Development Resource
Richmond, VAPS
This is the fourth book I have read by David Dotlich and his colleagues within the past six months. I'd recommend every one of them: *Action Learning* (1998), *Unnatural Leadership* (2004), and *Leadership Passages* (2004). Put together, the series represents a longitudinal action-research case study. Readers of *Unnatural Leadership* can appreciate the need for the ten new leadership instincts when they remember that they grew from strategic goals and leadership development experiences with corporate clients/partners.

Chances are, if you're a manager in most any organization today, coaching has become an integral part of your responsibilities. And there's no more effective approach to coaching than Action Coaching. Developed by the authors through their work with Levi Strauss, Colgate, Bank of America, Arthur Andersen and other leading companies, Action Coaching is the only coaching process that dramatically increases an individual's personal performance in direct correlation with established organizational goals. Here, Dotlich and Cairo share the same advice, techniques, and tools they've used to transform hundreds of managers and executives into first-rate coaches. Moreover, they clearly demonstrate how Action Coaching can be used as a strategy for achieving organizational goals by aligning personal improvement with a company's vision for the future.

"Dotlich and Cairo have developed an incredibly powerful, practical, and thought provoking way of helping leaders simplify complex issues and drive big improvements in themselves and their organizations." --Jeffrey M. Nugent, worldwide president, Neutrogena Corporation
"Every page of this book is filled with tips and techniques for making

improved performance happen. Good coaching should result in action-and this book shows how it is done." --Stephen H. Rhinesmith, former chairman, American Society for Training and Development, and author, *A Manager's Guide to Globalization* "The global Business Olympics will demand world-class players and coaches. Action Coaching is the manual we need to produce business Olympians for the future." --Gordon Shank, executive vice president and chief marketing officer, Levi Strauss Co.

From the Inside Flap

If you're a manager in most any organization today, you probably realize that your ability to coach others is fast becoming a key component of your job. Your ability to help others perform better on an individual basis is crucial to your career and theirs. Still, it's not enough; their personal improvement must be accomplished in ways that support company goals or, from an organizational perspective, that improvement has little value. In *Action Coaching*, authors Dotlich and Cairo teach people at the executive, managerial, and group level how to become extraordinary coaches. But what truly sets *Action Coaching* apart is its ability to strategically link the progress of individuals to specific organizational issues and, thereby, become a powerful tool for organizational change. With *Action Coaching*, goals for individuals are always determined in conjunction with the organization. The extraordinary benefits of that approach have been proven over the years through the authors' work with such leading companies as Pfizer, Johnson Johnson, Colgate, Levi Strauss, Bank of America, Merck, and Arthur Andersen, to name but a few. Among many other lessons, companies will learn how to pick the right coach for the job, how to coach the coach, and how to use coaching to solve business problems. Aside from the strategic advantages *Action Coaching* offers organizations, the potential it holds for individuals far surpasses ordinary coaching approaches as well. Here, the authors not only show readers how to move people from heightened self-awareness to improved performance, but how to go beyond that to affect a significant performance breakthrough and even a major behavioral and attitudinal change that opens doors to new career possibilities. Illustrated with case histories, anecdotes, and a variety of tools and techniques, *Action Coaching* gives readers everything they need to include effective coaching among their professional abilities. Moreover, it gives managers, top executives

From the Back Cover

Chances are, if you're a manager in most any organization today, coaching has become an integral part of your responsibilities. And there's no more effective approach to coaching than *Action Coaching*. Developed by the authors through their work with Levi-Strauss, Colgate, Bank of America, Arthur Andersen and other leading companies, *Action Coaching* is the only coaching process that dramatically increases an individual's personal performance in direct correlation with established organizational goals. Here, Dotlich and Cairo share the same advice, techniques, and tools they've used to transform hundreds of managers and executives into first-rate coaches. Moreover, they clearly demonstrate how *Action Coaching* can be used as a strategy for achieving organizational goals by aligning personal improvement with a company's vision for the future.