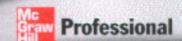
## Suzanne Skiffington & Perry Zeus

## Behavioral Charles of the Coaching

How to build sustainable personal and organizational strength



## **Contents**

	About the Authors	vii
	Preface	xi
4	An Introduction to Behavioral Coaching	1
	Coaching in organizations today	1
	Coach training	2 3
	Coaching across cultures	3
	Coaching and research	4
	A definition of behavioral coaching	5
	Forms of coaching	6
•	Areas of coaching	9
	Major influences on the behavioral coaching model	13
	Coaching boundaries	19
	Theoretical models in coaching today	23
	The coach's role today	26
	How coaching is conducted today	28
	A conceptual framework for behavioral coaching	29
	The behavioral coaching model	30
	Behavioral coaching compared with traditional coaching	30
7	Coaching as Personal Development	34
Z	Coaching and personal development	34
	Behavioral coaching and personal development	40
	Principles of personal development in behavioral coaching	41
	The "self" in behavioral coaching	42
	Elements of personal development in behavioral coaching	43
	Personal development goals in behavioral coaching	71
<b>7</b>	Learning and Behavioral Change	72
.5	The importance of understanding behavior	72
	Adult learning	73
	Learning styles	74
	History of the behavioral approach to learning	78
	Behavioral coaching and the new thinking	79
	Transfer of learning	81
	Reinforcement and coaching	82
	Analyzing behavior	85

	Learning in organizations  Motivation in organizations  Guiding principles of behavioral coaching and learning	94 96 100
4	The Behavioral Coaching Approach The nature, elements and process of change Personal change Change methodology in behavioral coaching Coaching change processes Behavioral coaching and change in organizations Organizational culture	101 101 102 105 107 112
5	The Behavioral Coaching Model Constructing the model Assumptions of the behavioral coaching model Stages of change and the coach's role The five forms of coaching The seven-step coaching process	115 123 124 124 126 127
6	Client-Centered Management for Coaches An introduction to client-centered management Best practice in client-centered management Steps in client-centered management Developing a coaching philosophy Learning from successful coaches	167 167 173 173 191
7	Behavioral Coaching Today Executive coaching Coaching executive women The manager as coach Behavioral coaching in education Career coaching Business coaching Cross-cultural coaching Sales coaching Coaching program managers Coaching in health-care settings Chartered public accountants and coaching Personal coaching Others areas of behavioral coaching	204 204 208 209 210 215 217 218 220 222 223 225 226
8	Future Challenges The professionalism of coaching Research issues	<b>229</b> 229 233
	Appendixes Glossary Bibliography Index	235 236 245 252