《高效训练(修订版) MASTERFUL COACHING, REVISED EDITION》

书籍信息

版次:1 页数:296 字数:

印刷时间:2002年08月01日

开本:

纸 张:胶版纸 包 装:精装 是否套装:否

国际标准书号ISBN: 9780787960841

内容简介

In this thoroughly updated edition of his classic book, Hargrove introduces you to Masterful Coaching, the method, Hargrove draws on his in-depth experience of coaching leaders at all levels gained since writing the first edition. The book provides guiding ideas, tools, and methods that will empower you on your own journey to Masterful Coaching. You will learn to empower people to transform who they are as leaders and at the same time their ability to produce results that were previously considered impossible by applying triple loop learning. This is about ripping the blinders off so that people see that who they are, the goals they set, and the plans they make, and actions they take are often part of historical winning strategies that are the source of their past success but that limit them from achieving what's possible or playing a much bigger game.

作者简介:In this thoroughly updated edition of his classic book, Hargrove introduces you to Masterful Coaching, the method, Hargrove draws on his in-depth experience of coaching leaders at all levels gained since writing the first edition. The book provides guiding ideas, tools, and methods that will empower you on your own journey to Masterful Coaching. You will learn to empower people to transform who they are as leaders and at the same time their ability to produce results that were previously considered impossible by applying triple loop learning. This is about ripping the blinders off so that people see that who they are, the goals they set, and the plans they make, and actions they take are often part of historical winning strategies that are the source of their past success but that limit them from achieving what's possible or playing a much bigger game. 作者简介: Robert Hargrove is the founder of Masterful Coaching Inc . He is an internationally-acclaimed speaker on the topics of sourcing a powerful future, mastering the art of creative collaboration, and masterful coaching. Hargrove's presentations, laced with wisdom, compassion, and humor, are the backbone of the executive coaching programs he provides for executives from such companies as Fidelity Investments, Adidas, and Ciba Geigy, Conoco, Philips Electronics, Lockheed Martin, Microcell Communications.

显示全部信息

目录

LIST OF DIAGRAMS

INTRODUCTION: COACHING IS HOT! PART: TRANSFORMING INDIVIDUALS

1 THE JOURNEY: WHAT IS MASTERFUL COACHING?

A Journey, Not a Destination

The Five Compass Points of Masterful Coaching: Mapping the Territory

2 BECOMING A MASTERFUL COACH: A COACH IS SOMETHING THAT YOU "BE"

Part One: It's Who You Are Being, Not Just Technique Part Two: Masterful Coaching Is a Matter of Distinction

A Seven-Step Methodology for Calling Yourself Forth as a Masterful Coach

3 COACHING HAPPENS IN CONVERSATIONS: THE POWER OF CONVERSATION

Coaching Conversations Are Special Conversations in Our Culture

A Seven-Cap Coaching Conversation System

A Success Formula for Powerful Coaching Conversations

4 MASTERFUL COACHING IS TRANSFORMATIONAL: TRIPLE LOOP LEARNING

Transformational Learning: Life as a Narrative

Coaching Leaders-Triple Loop Learning

Mastering the Definitions and Distinctions of Triple Loop Learning

Rut Stories and River Stories

The Myth of Icarus

5 COACHING EXECUTIVES AND LEADERS AT ALL LEVELS: A POWERFUL, STEP-BY-STEP MODEL

Take 'Em Out and Shoot 'Em

Masterful Coaching for Leaders-The Method

PART: TRANSFORMING GROUPS

6 REINVENTING THE ORGANIZATION: BEING THE SOURCE OF A NEW FUTURE

Guiding Principles of Organization Reinvention

Masterful Coaching-The Method for Organizational Reinvention

7 BUILDING SHARED UNDERSTANDING: MASTERING THE ART OF CREATIVE

COLLABORATION

Coaching Groups to Transform How They Think and Work Together

The CollabLab Process-A Three-Step Model That Works Every Time

Coaching in the CollabLab

How to Be a Skilled Facilitator of Collaborative Conversations Every Day

A Coach Is First and Foremost a Teacher

8 RECOGNIZING AND DISPERSING POSTURING AND DEFENSIVENESS: TOOLS FOR

EMPOWERING INDIVIDUALS AND GROUPS

Defensive Thinking and Behavior for Avoiding Threat and Embarrassment

The Power of Discussing the Undiscussable

The Source of Defensive Routines

Euro Bank: A Scenario of Defensive Routines

Strategies for Eliminating Defensive Routines

Bob Putnam on Facilitating Defensive Routines

Roger Schwarz on Eliminating Defensive Routines

Tools Can Create New Possibilities

9 GO FOR RESULTS NOW! BREAKTHROUGH GOALS AND TECHNIQUES

Stretch Goals, Yearning, and Learning

Guidelines for Coaching People and Groups to Produce a Breakthrough

Triggering Breakthrough Thinking at Engelhard Corporation

Going for Breakthrough

The Breakthrough Technique

Launching the Breakthrough Technique

Action Learning

The Breakthrough Technique at Dun & Bradstreet

PART: THE SECRETS OF MASTERFUL COACHES

10 TO CAUSE PEOPLE'S SUCCESS: COACH THEM TO UNDERSTAND THE

UNWRITTEN RULES OF THE GAME

The Power of Rules in Our Lives

A Coaching Method for Uncovering and Realigning the Unwritten Rules

In Conclusion

11 TO PROVIDE MEANINGFUL FEEDBACK: RIP THE BLINDERS OFF SO PEOPLE SEE THEMSELVES AS OTHERS SEE THEM

An Alchemical Chamber of Personal and Organizational Transformation

A Method for Unfreezing, Transforming, and Refreezing People's Leadership Style

A Coach Is a Grounded Observer: Guiding Ideas for Giving Feedback

Using Action Maps to Provide Meaningful Feedback in Groups

In Conclusion

12 TO TEACH NEW SKILLS AND CAPABILITIES: COACH OTHERS TO STUDY AND PRACTICE

Five Essential Skills That Often Show Up as Missing

A Methodology for Building New Skills and Capabilities

Move Between Performance and the Practice Field

Practice Field Assignments

13 TO GET PEOPLE TO BRING THEIR WHOLE SELVES TO WORK: GIVE THEM AN OPPORTUNITY TO MAKE A DIFFERENCE

A Nontraditional Perspective

A FINAL REFLECTION

NOTES

ABOUT THE AUTHOR

INDEX

版权信息

本站所提供下载的PDF图书仅提供预览和简介,请支持正版图书。 更多资源请访问www.tushupdf.com