

A simply brilliant guide for anyone who wants to know how to do great business coaching.'

Professor Carol Kauffman, Director of the Institute of Coaching, Harvard University

'A comprehensive and commercial guide ... A must-have reference for any business coach.'

Alastair Mitchell, COO (UK) Linklaters LL P

'Read this book! It will grab you, and delight you, and enlighten you, and inspire you, and, yes, guide you wisely and well.'

Nancy Kline, Time to Think

*The Financial Times Guide to Business Coaching* is the definitive introduction to the art and craft of successful business coaching. At its best, business coaching delivers a product that works and is addictively powerful. So what do you need to do to be a world-class business coach? Anne Scoular guides you through everything you need to know, from finding out if you've got what it takes, through the basic tools and models that really work, to the more advanced techniques that will help you get to the top of the coaching world.

Based on a tried and trusted process developed specifically for senior business leaders, and used by many of Europe's leading business coaches, CEO s, executive and consultants, this book will help you:

- Work out if you've got what it takes to be an effective business coach
- Develop a deeper understanding of what coaching is and what it does
- Build powerful listening skills
- Get to grips with the most useful and up-to-the minute coaching tools and techniques
- Decide where your personal boundaries lie
- Assess the most appropriate questions to use with each individual client
- Calculate if – and crucially, how – you can make a living as a business coach
- Decide if, how and when to apply for accreditation as a coach

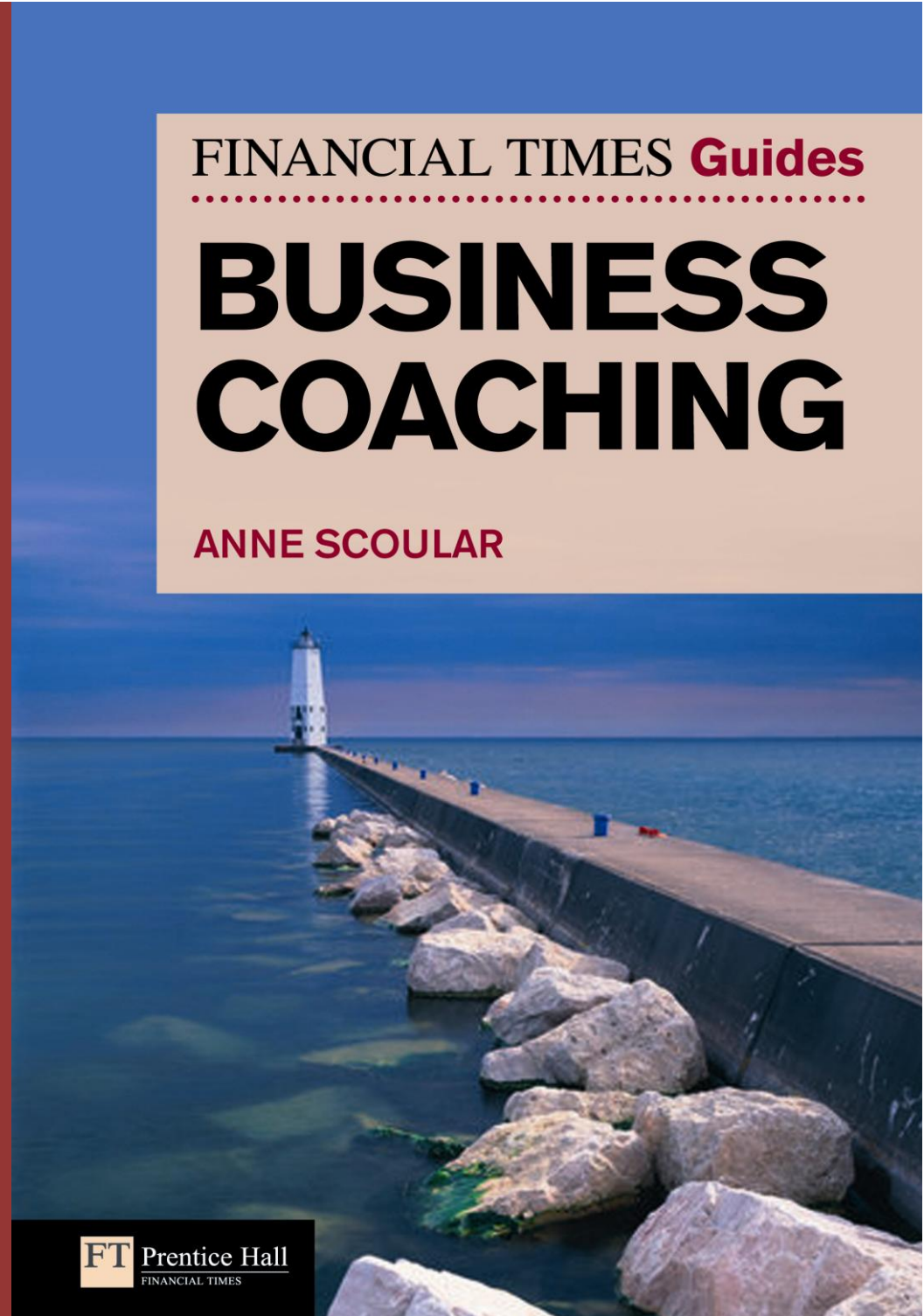
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FINANCIAL TIMES **Guides**

# BUSINESS COACHING

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**FT** Prentice Hall  
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# The Financial Times Guide to Business Coaching

## Synopsis

...”good business coaching is so powerful that if it were a drug, it would be illegal...”

A client walks in to a coaching session stressed, overburdened, ready to give up – and an hour later emerges transformed: clear, focused, calmer, fit again to fight and win. Coaching this good looks like magic - but it's actually about consistent and disciplined application of the right tools at the right time. Being a successful business coach means having exceptional listening skills, asking great questions, applying the latest thinking from psychology at just the right time. But how do you learn to do that? *The FT Guide to Business Coaching* (available on Amazon) tells you how, giving you a step-by-step guide to the tools, the market knowledge and the crucial new techniques from psychology you need.

## Table of Contents

### Chapter 1: The business of coaching

Today's market: scale, rate of growth, the forces powering that growth. The players: typically who uses it in business, at what stages of their careers/companies' growth. How and why it is used, and when it shouldn't be.

### Chapter 2: The coaches

The suppliers – the different types of coaches, first, within organisations: coach as leader/manager; coach as HR/L&D leader; “specialist” coaches. Then the externals, from slick coaching businesses, through tight to loose associations, to associate relationships and the “lone wolf”. The tradeoffs/pros and cons of working in/as each.

### Chapter 3: Do you have what it takes?

So we have a large, growing, and lucrative market (Chapter 1); that delivers a product that works and is addictively powerful (Chapter 2). So the obvious next question is “how do I get there?” And the more reflective, “Can I?”

The three core requirements; psychometric profiles of successful business coaches.

### Chapter 4: Developing your coaching: first steps

Step 1, experience terrific coaching for yourself: but how to find a great coach? (Tips including ‘chemistry sessions’ and being a ‘practice client’ for those training at good schools.) Ways to ‘dip your toe in the water’. Table of training courses available in the UK, mainland Europe, US: strengths, scope, costs (data from independent research). Supervision: purpose, sourcing, how to tell a good one. Accreditation: pros and cons, Table of accreditation providers.

### Chapter 5: Building coaching skills: the basics

The heart of business coaching: the simple but not easy “Big Five”: contracting; the GROW model; listening; questioning; non-directive.

### Chapter 6: Building coaching skills: the different approaches

Exploring the many tools and approaches out there in the market: goalsetting; Inner Game; Prochaska; Kilburg/psychodynamic; behavioural; solution-focused; “NLP” (and why supporters/antagonists are often so impassioned). Positive Psychology, with example of Flow. Techniques from high-performance sports.

### Chapter 7: Deepening coaching skills: working with individual difference

Two reasons for exploring individual difference: because we as coaches need to know ourselves better, to use our strengths in coaching/get out of clients' way, and because raising self-awareness is often part of the coaching brief. Full range of techniques from the simple and free through to the high-tech/costly; assessment (the many traps!); 360 (ditto!); non-psychometric profiling; psychometrics (including personality; ability; motivation; values; strengths, etc).

### Chapter 8: Advanced coaching: team coaching and group dynamics

Power of business coaching to overcome thinking errors at group level: Kahneman's Nobel prize research; “Groupthink”; a famous War Cabinet's solution. Team-relevant psychometrics: Firo-B, Thomas-Kilman. Practicalities of working with teams: tips and traps.

### Chapter 9: Advanced coaching: coaching and career transitions

Based on new Meyler Campbell research. Includes: the new longevity (Cambridge neuroscience research) and the vast new market for coaching to deal with it; difference between career management (unforced) and career transition (someone/something's making me do this) coaching; traditional v. new (Ibarra) approach. The new market: “third stage” career coaching.

### Chapter 10: Advanced coaching: motivation and change

They *can* do it but *will* they?! Motivation is a core skill for leaders and coaches: very briefly outline traditional research; new Ryan & Deci tool. The three core areas for coach/leader to focus. Actually making change: Prochaska tool.

### Chapter 11: Why it works

Surprisingly not yet published, other than in obscure journals. The considerable body of research on why it works (it isn't the tools!). Including evidence-based research from sources including 15 years of Positive Psychology (somewhat known); adult development (shockingly still completely unknown – though the first book on this in coaching is coming out in 2011) sports psychology etc.

### Chapter 12: Building your freelance coaching business

How people earn their living with coaching, from CEO to freelance, and how much one can earn. Setting up in business as a coach: how much you need to do; overcoming the challenges; the marketing checklist.

# FT Guides Business coaching

Being a successful business coach means having exceptional listening skills, asking great questions and applying the best techniques at just the right time. But how do you learn to do that?

*The Financial Times Guide to Business Coaching* shows you the way. It gives you a sure footing in the basics and provides you with a step-by-step overview of all the tools and techniques you need to build your own unique and well-grounded approach as a coach. Ultimately it enables you to take your coaching from good to great. This indispensable guide covers:

- The business of coaching
- The coaches
- Do you have what it takes?
- Develop your coaching: first steps
- Building your basic coaching skills: the 'Big Five'
- Building coaching skills: the different approaches
- Deepening your coaching skills: working with individual difference
- Advanced coaching: from individuals to groups
- Advanced coaching: coaching for career transitions
- Advanced coaching: motivation and change
- Why it works
- Building a freelance coaching business

For further details about the book, to speak to Meyler Campbell Faculty Members including Anne Scoular, or to discuss training and development in business coaching either for yourself or for your organisation, please see [www.meylercampbell.com](http://www.meylercampbell.com) or email [info@meylercampbell.com](mailto:info@meylercampbell.com)

***The Financial Times Guide to Business Coaching*** will be out on the 17<sup>th</sup> February 2011. To purchase or view the book, click on the following link: [FT Guide to Business Coaching Financial Times Series: Amazon.co.uk: Anne Scoular: Books](http://FT.Guide.to.Business.Coaching.Financial.Times.Series.Amazon.co.uk:Anne.Scoular:Books)



## ABOUT THE AUTHOR

Originally a diplomat, then an international banker, **Anne Scoular** retrained mid-career as an organisational psychologist and business coach. In the 1990s she co-founded Meyler Campbell, which trains senior business people to coach. Meyler Campbell's fully accredited Business Coach Programme™ has a strong reputation in the market for its business focus, bespoke approach, and results. Graduates of their coaching courses are extremely successful. They don't just make it, they earn 60% more than the market average (2008 Meyler Campbell Business of Coaching survey). Readers of *The Financial Times Guide to Business Coaching* will be able to benefit from the tools, techniques and methods which have already proven to be successful.

Anne has served on advisory and accreditation panels for many of the major global organisations in coaching and has taught workshops on the subject for the Sloan Programme, the most senior programme at London Business School. In 2006 Anne was made a Fellow of the Royal Society of Medicine, a rare honour for a non-medic, and in 2009 she was one of the five leading global experts called in by *Harvard Business Review* to comment on business coaching research.