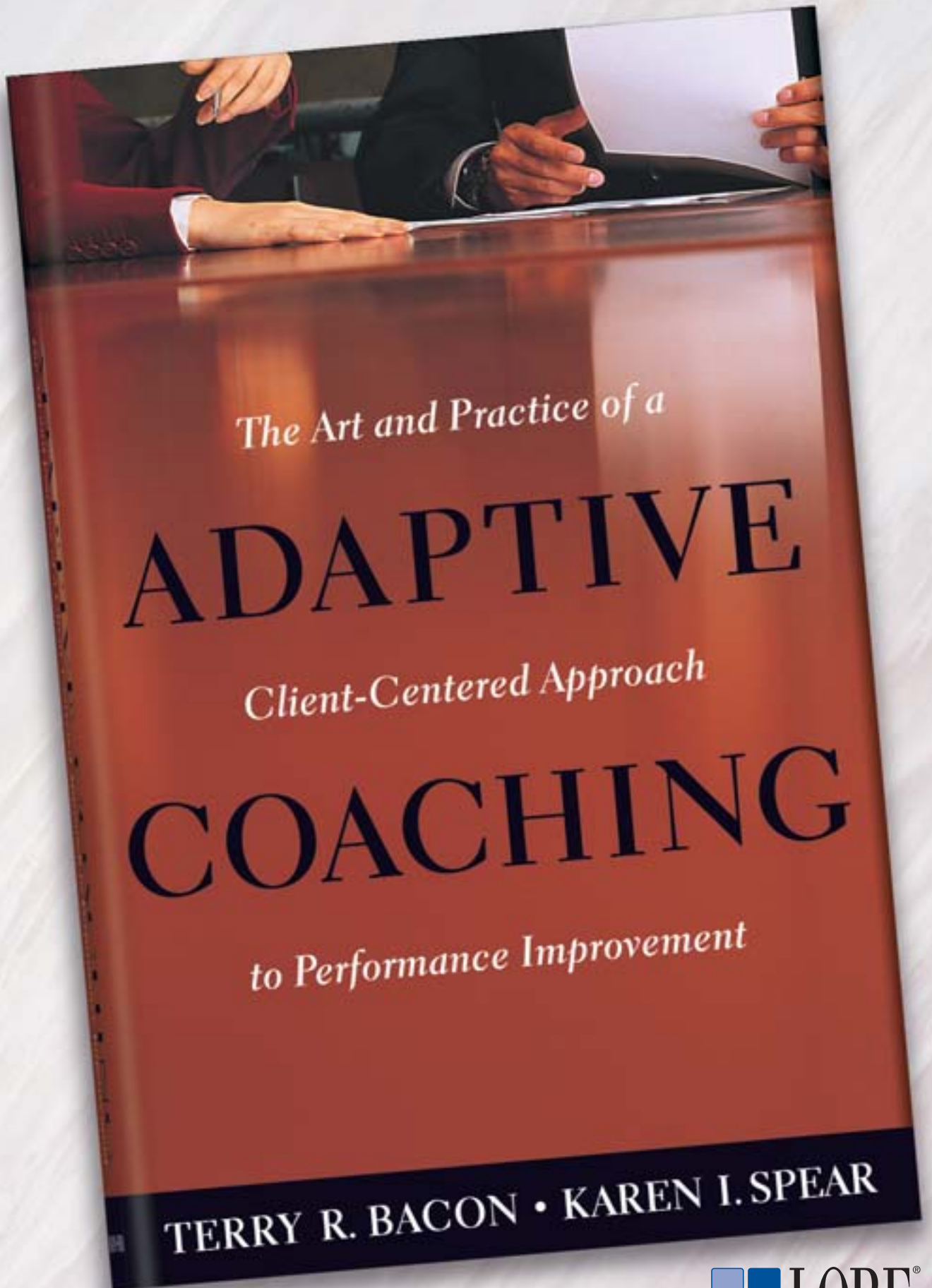


*An invaluable resource for developing coaching excellence!*



*The Art and Practice of a*

**ADAPTIVE**

*Client-Centered Approach*

**COACHING**

*to Performance Improvement*

**TERRY R. BACON • KAREN I. SPEAR**

 **LORE**<sup>®</sup>  
INTERNATIONAL INSTITUTE

## Who Should Read *Adaptive Coaching*?

This book is for coaches who are frustrated in their efforts to help others.

**Too many books on coaching offer simplistic views of the nature of human change and development, promote quick fixes, or make exaggerated claims about what coaching can accomplish.** This book explores coaching from the client's perspective and helps coaches understand how to adapt their coaching approach and methods to the needs, wants, and preferences of the people they are coaching.

## The Coaching Craze

As the war for talent continues, companies are increasingly turning to coaching as a principal means of developing their existing people in an effort to produce extraordinary results from almost everybody. Companies are investing more in coaching today than ever before, and they are expecting more from it.

However, our research on coaching effectiveness reveals a huge gap between what companies and clients expect from coaching and what it actually does for them.

By some estimates, there are now more than 40,000 individuals in North America and Europe who call themselves executive coaches—more than ten times the number of coaches who hung out a shingle just a decade ago—and that number pales beside the hundreds of thousands of executives, managers, supervisors, and other professionals in thousands of companies worldwide whose job includes coaching others.

## The Future of Coaching

The idea for *Adaptive Coaching* originated in the authors' experiences as coaches and teachers of coaching and the research base that developed out of our practice. Few authors on the future of coaching have talked about how coaches should adapt their coaching to the needs and interests of the people they coach, and we realized this was a huge deficit in the coaching literature.

**Our twenty-five years of coaching practice, and our research on coaching, told us that most coaching clients were dissatisfied with the coaching they were receiving. As a result, a work devoted to adaptive coaching is long overdue.**

Now is a critical moment in the history of coaching because the profession is struggling to establish professional standards for coaches. There is a strong need to make the field of coaching more professional. Unless professional coaching standards are informed by research, and also reflect the needs and expectations of coaching clients, then any resulting certification criteria will be sub-optimal.

		DIRECTIVE		NONDIRECTIVE	
		SPECIFIC	HOLISTIC	SPECIFIC	HOLISTIC
CIRCUMSTANTIAL	PROGRAMMATIC	Teacher	Parent	Facilitator	Counselor
	CIRCUMSTANTIAL	Manager	Philosopher	Colleague	Mentor

### The Adaptive Coaching Model

The flexibility and methodology afforded by the Adaptive Coaching Model allow the coach to tailor an approach to meet the needs of the coachee.

### What *Adaptive Coaching* Will Do for Readers

This book honestly confronts the shortcomings of coaching as it is currently conceived and admits that it is not a panacea for all performance, career, or interpersonal issues nor a good tool for every manager to use. *Adaptive Coaching* seeks to define a narrower band in which coaching can legitimately be used effectively. In addition to an honest examination of coaching, this book:

- ▶ Contributes original research on coaching effectiveness, including a new model of coaching style preferences. This model has three dimensions: locus (directive vs. nondirective), scope (programmatic vs. circumstantial), and focus (specific vs. holistic).

**Available October 2003**

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- ▶ Provides pragmatic techniques to help coaches discover their clients' preferences, explore clients' underlying needs, and adapt their coaching approach to their clients.
- ▶ Improves the quality of coaching and the sophistication of coaches' approaches to helping.
- ▶ Provides a more honest, realistic, and well-grounded approach to coaching—one that avoids the simplistic advice and exaggerated claims found in much of the coaching literature.
- ▶ Offers pragmatic guidance on managing the coaching dialogue and overcoming barriers to change.

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*Adaptive Coaching* establishes the importance of **adapting to clients' coaching preferences** and shows coaches how to understand what it means to **work within the client's context** and to **be more effective at helping clients change and develop**.

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### **What Adaptive Coaching Won't Do**

- ▶ This is not a self-help book. It won't help people think more positively, lose weight, or become their inner child. It also won't help them discover what matters most to them, stop chasing success and let it find them, or get that promotion they deserve.
- ▶ It's not a motivational book.
- ▶ It's not about how you can inspire people to be winners.
- ▶ It's not about performance appraisals, managing people, or conducting personnel evaluations.
- ▶ It's not about how to build a coaching business or how to find coaching clients.

### **Research on the Status of Coaching**

From 1996 through 2001, Lore International Institute has conducted an extensive survey of coaching effectiveness within Fortune 500 companies. Our database includes assessments from nearly 1,500 coaching clients. Here is some of the data showing the present status of coaching:

- ▶ 57% of coachees say they would like *more* coaching than they are currently getting.
- ▶ 60% of coachees say they would like *better* coaching than they are currently getting.
- ▶ 56% of coachees report that the coaching they receive is often not focused on the right things and does not help them learn exactly what they should do differently to be more effective.
- ▶ 45% of coachees report that their coaching sessions with their current coach have not had much positive impact on their work performance.

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## About the Authors



Terry R. Bacon

Terry is a cofounder and president of Lore International Institute. He is a prolific author, having written or co-written nearly eighty books, film scripts, simulations, assessments, and white papers. His books include *Leadership Through Influence*, *Effective People Skills*, *Leading in a Boundary-less Organization*, *High Impact Facilitation*, *Helping Customers Buy*, and *Proposing To Win*. He has also created a number of skills surveys and assessments, such as the *Survey of Influence Effectiveness*, the *Coaching Effectiveness Survey*, and the *Lore Leadership Assessment*. His most recent publication is *Selling to Major Accounts*, a book on strategic account management published in 1999 by AMACOM Press. That book is now in its second printing.

Terry has a Ph.D. in English and Theater from The American University in Washington, D.C., and a B.S. in Engineering from the United States Military Academy at West Point. He has also studied psychology and counseling at Goddard College, business and marketing at Roosevelt University; strategic planning at The Wharton School of Business, University of Pennsylvania; sales management at the University of Chicago School of Business; business management and leadership at Stanford University; and management of professional service firms at Harvard University.



Karen I. Spear

Karen recently retired from twenty-five years in higher education. She has served as a professor, researcher, and administrator at the University of Utah, Utah State University, University of South Florida, and Colorado State University. Most recently, she was professor of English and, for nine years, dean of Arts and Sciences at Fort Lewis College in Durango, Colorado, where she took a particular leadership role in a radical revision of the college's writing program and in teaching, curriculum, and faculty development while continuing to write, publish, and speak nationally.

Karen is the author of two books on collaboration in the teaching of writing that are widely used by secondary and higher education faculty, *Sharing Writing* (Boynton Cook, 1988) and *Peer Response Groups in Action* (Heinemann, 1993), edited the Jossey-Bass monograph, *Rejuvenating Introductory Courses* (1984), and has published over two dozen scholarly articles and reviews on liberal education, cognitive development, writing development, and collaboration.

She has been a consultant to Lore International Institute for the last ten years. At Lore, Karen is a senior researcher for the Lore Research Institute and the director of the Institute's Peer Review Program, which involves coaching Lore's professionals on all phases of their research and writing efforts. Karen has a Ph.D. from The American University in Literature and Psychology and a B. A. in English from the University of Maryland.

## About Lore International Institute

Lore International Institute is a leading global executive coaching, leadership development, and business development consulting firm. Lore offers a wide range of professional development services to help clients acquire, assess, and develop the finest leadership teams and organizations in the world. We provide industry-leading expertise in executive coaching, executive team development, Internet-based assessment, organizational development, leadership development, executive education, and business development. Headquartered in Durango, Colorado, Lore has more than 60 employees and over 150 faculty members globally.

Lore established an alliance with Heidrick & Struggles to provide executive coaching and professional development services to clients worldwide. Because of this alliance, Lore and Heidrick & Struggles are able to provide an unparalleled scope of professional development offerings, including:

- ▶ Executive Development Through Executive Coaching
- ▶ Executive and Executive Team Assessments
- ▶ Organizational Development Through Leadership Development Programs
- ▶ Business Development Through Behavioral Differentiation Programs
- ▶ Business Development Consulting and Programs

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