
COACHING FOR LEADERSHIP

TABLE OF CONTENTS

Foreword	xiii
Dedication	xxi
Preface to the Third Edition	xxiii
Preface to the Second Edition	xxvii
Preface to the First Edition	xxxix
Acknowledgments	xxxv
About the Editors	xxxvii

PART I: FOUNDATIONS OF COACHING 1

1 Coaching for Behavioral Change	3
Marshall Goldsmith	
2 Coaching at the Heart of Strategy	10
Laurence S. Lyons	
3 Situational Leadership and Executive Coaching	24
Paul Hersey and Roger Chevalier	

- 4 Coaching and Consultation Revisited: Are They the Same? 35
Edgar H. Schein
- 5 Demystifying the Coaching Mystique 44
Dave Ulrich and Jessica K. Johnson

PART II: PORTRAIT OF A LEADER 55

- 6 The Accomplished Leader 57
Laurence S. Lyons
- 7 Writing for Leadership: Penning Your Leadership Voice 71
Sarah McArthur
- 8 Seeking Value in a Shattered World of Work 78
Nathan Lyons
- 9 The Right Stuff of Leadership 88
John Baldoni
- 10 The Purposeful Leader: A Purpose Checkup 96
Richard J. Leider
- 11 When Leaders Are Coaches 102
James M. Kouzes and Barry Z. Posner

PART III: CHALLENGES AND FORCES OF CHANGE 111

- 12 Awareness Coaching for Men and Women 113
Sally Helgesen
- 13 Coaching to Empower 121
R. Roosevelt Thomas, Jr.
- 14 Leading Across National Boundaries 131
Dr. Terence H. Kwai
- 15 Coaching for Governance 138
Anna Bateson

16 Leadership Insight: Going Beyond the Dehydrated
Language of Management 148

Nancy J. Adler

PART IV: RECOGNIZING AND DEVELOPING HIGH-POTENTIALS 163

17 Coaching for Engagement and Retention 165

Beverly Kaye and Beverly Crowell

18 Coaching Future Lawyer-Leaders: A Case Study 172

John Alexander

19 Team Building Without Time Wasting 180

Marshall Goldsmith and Howard Morgan

20 Leaders Building Leaders: High-Potential Development and
Executive Coaching at Microsoft 186

Shannon Wallis, Brian O. Underhill, and Carol Hedly

21 The Care and Feeding of Hi-Po Leaders 204

Paul Hersey

22 Mentoring Is Circular 210

Frances Hesselbein

PART V: INTO ACTION 215

23 Effectively Influencing Decision Makers: Ensuring That Your
Knowledge Makes a Difference 217

Marshall Goldsmith

24 From the FastForward Playbook: Successfully Transition
into Bigger Roles 223

Patricia Wheeler

25 Strength in Numbers: The Advantage of Being a Top Team 229

Lawrence S. Levin

26 Double Your Value 238

Mark C. Thompson and Bonita S. Buell-Thompson

27 Creating Winners in the Career Game: What Every Player and Coach Needs to Know 244

Stephen A. Miles and Nathan Bennett

PART VI: COACHING MODELS AND TOOLS 251

28 Coaching Tools for the Leadership Journey 253

Ken Blanchard, Madeleine Homan Blanchard, and Linda Miller

29 Try Feed*Forward* Instead of Feedback 264

Marshall Goldsmith

30 Three Types of Hi-Po and the Realise2 4M Model: Coaching at the Intersection of Strengths, Strategy, and Situation 270

Professor P. Alex Linley and Nicky Garcea

31 Coaching High-Potential Women: Using the Six Points of Influence Model for Transformational Change 279

Barbara Mintzer-McMahon

PART VII: COACHING FOR LEADERSHIP—PREMIUM WEB CONTENT 291

The following materials are available for download from

www.pfeiffer.com/go/GoldsmithCF3

password: professional

32 Ten Suggestions for Successful Peer Coaching

Robert M. Fulmer and John E. Brock

33 Coaching Executives for Succession: A Three-Phase Approach

Linda D. Sharkey

34 Why 360s Don't Work and How They Can

Marc Effron and Miriam Ort

35 Leadership and Power: Where Responsibility Makes the Difference

Bruce Lloyd

36 Coaching Executives: Women Succeeding Globally

Nancy J. Adler

37 Coaching the Coaches

Dave Ulrich

Notes 293

Index 303

PREFACE TO THE THIRD EDITION

When it was published in 2000, *Coaching for Leadership* became an instant classic in the field of executive coaching. The second edition in 2006 was aimed at the large number of retiring leaders who saw coaching as a way of passing on their learning. Coming twelve years after the book's inception, this third edition is aimed squarely at the intended recipients of that legacy—the bright young leaders and coaches of the Hi-Po (High-Potential) Generation of the twenty-first century who hold high expectations of our distressed world.

Leadership coaching has changed dramatically since the last edition. The supply side is now overwhelmed with practitioners from myriad disciplines crowding into the coaching space. Perhaps the most vociferous come with a psychology background, a discipline which itself is undergoing change, gradually shifting its focus from the study of dysfunctional toward a science of success. This nudges psychology even further into the realm of business, the home territory of our book.

Of the many other disciplines laying claim to the sphere of leadership coaching, we consider philosophy to be highly significant. In offering alternative models for the foundations of thought, philosophy offers a platform on which our entire subject may rest. Within philosophy lies the often-neglected topic of ethics, the science of doing good, which surely ought to be a central theme in any teaching of leadership.

Today's Hi-Po coaches are challenged with the recurring task of weaving threads from several disciplines into a tapestry that is fit for purpose in helping their clients learn and succeed. In this sense, the coach has to become a *discriminating eclectic*, developing a keen sense of judgment to select which threads are best woven into the fabric and those that it would be better simply to throw away. This book is intended to be a cherished companion in that learning journey.

Today's younger generation of leaders is comfortable with new ways of working and prefers a different style of learning. This book reflects that change. Building on the strong foundations of earlier editions, we have added new contributors while aiming for a fresh style. Without loss of rigor, the chapters are deliberately short and to the point. Wherever possible we have given preference to a punchy, fast-paced storytelling style.

Two significant additions to this third edition are the *The Coaching for Leadership Case Study Workbook: Featuring Dr. Fink's Leadership Casebook* and the premium web content section. *Dr. Fink's Leadership Casebook* authored by coeditor Laurence S. Lyons, has been written to help those who want to be successful leaders, business coaches, and agents of change to understand organizational life. This companion workbook is unique in that its lessons are told in narrative form with illustrations, exercises, and highly entertaining stories that, practically without effort on the part of its readers, engrain into them the complex learnings and theories of management and leadership.

With this edition we've also included a number of articles in our Premium Web Content section that we find specifically pertinent to people new to the subject of business coaching. Three of these articles are new and can be found only at www.pfeiffer.com/go/GoldsmithCF3 (password: professional). The others were in previous editions of *Coaching for Leadership* and are foundational articles that we hope will give readers a taste of what executive coaching is all about. And, with that brief introduction to this latest edition of *Coaching for Leadership*, a description of the sections you'll find in this book follows.

Structure of the Book

Our subject, *Coaching for Leadership*, has grown so much since our first book was published. With such a vast and expanding topic, even an experienced coach or leader may find it difficult to know what is important to spend precious time learning about now. We suggest that readers approach our book by picking a contribution that seems interesting or familiar and progress through the book in any order. Ours is an ideal book to use as a resource when looking for an approach, technique, or inspiration about the subject. For those who prefer a

more structured approach, we have divided the book into parts, each representing an important aspect of coaching for leadership. These are:

Part I: Foundations of Coaching. Included here are elements that we see as foundational, classic, must-knows for our readers. These articles help make our subject accessible to readers from any background.

Part II: Portrait of a Leader. Here you will find a collection of chapters which illustrate leadership today. Essays about what are and may always have been valued characteristics and talents of high-potential leaders are included.

Part III: Challenges and Forces of Change. It is a given that the world is changing at a rapid, heretofore unseen pace. This collection of essays explores challenges brought about by today's forces of change and solutions based on the best practices of coaching pioneers.

Part IV: Recognizing and Developing High-Potentials. The hugely important issue for those in leadership and coaching, recognizing and developing high-potentials, is explored in the articles in this section. These authors provide a compendium of case studies and ideas which can make a significant contribution to the achievement of success in this highly critical area.

Part V: Into Action. In this part of the book, we focus on what high-potentials may need to do as they develop into the leaders of tomorrow. This certainly isn't exhaustive, and we hope to expand this section in subsequent editions of *Coaching for Leadership*.

Part VI: Coaching Models and Tools. In this part you will find some of the best, tried-and-tested practical approaches to coaching. Contributions in this section explain what works and also what might derail effective coaching.

Part VII: Coaching for Leadership: Premium Web Content. As mentioned previously, essays in this section will be found only on the web, and include articles we recommend for those new to the subject of leadership coaching.



CHAPTER SEVEN

WRITING FOR LEADERSHIP: PENNING YOUR LEADERSHIP VOICE

By Sarah McArthur

The most original thing a writer can do is write like himself. It is also his most difficult task.
—ROBERTSON DAVIES (CANADIAN NOVELIST, 1913–1995)

At the moment of this writing, there are 1,427,897 Business & Investing titles listed on Amazon. More than one-third of these books are in the Management & Leadership category. And yet, there are thousands more books on the subject being written at this very moment. Business runs shy of the gamut of History books (2,374,960 titles) and Literature & Fiction (2,135,181 titles), but appears to be more intriguing a subject for readers than Religion & Spirituality (with 985,484 titles). It's far more exciting to readers and possibly more engaging for writers than Arts & Photography (413,947 titles) or Entertainment (496,568 titles).¹

What does this say about the subject of “writing for leadership”? It says that if you are one of the many, many people who want to write or are currently writing about leadership, it won't be easy to stand out—and it won't be a breeze to write from a fresh perspective. In addition, without content that reveals something new, interesting, and useful to readers that is written in a unique leadership voice, your book will be tossed aside into the massive sea of unread business books. In my experience these books often tend to end up on the authors' bookshelves, so that others will notice the title in their library. Its function is a form of intimidation. In reality, theirs is just another one of the millions of unread books ranked on Amazon with one star or less.

Where Do I Start?

The beginning is the most important part of the work.

—THE REPUBLIC, PLATO (GREEK PHILOSOPHER, 424/423 BC–348/347 BC)

First, I have to say, I feel uniquely *un*qualified to tell business leaders and coaches anything about coaching high potentials for leadership. I’ve never coached a leader (I’ve worked for them); I’ve never led a business (I’ve worked in them and run my own small editing firm). But I *have* read hundreds of books on the subject both before and after publication, written by established thought leaders, high-potential budding leaders, frontline leaders, and their coaches. And for nearly two decades I’ve spoken with countless aspiring and established authors about their business and leadership works to help them understand what they might offer to their readers. All this has made me somewhat of an expert in the field of business, leadership, and management writing. As a matter of fact, one of my mentors, coeditor of this book and author of the hilarious exploits of Dr. Fink,² Larry Lyons, once said to me, “Sarah, I believe with all of the writings of ours that you have helped us with, we should give you a PhD in Leadership Writing!”

Having worked with authors, coaches, and leaders to find their leadership voice in writing—be it book, article, or blog—I always advise people to begin by asking themselves introspective and *so-what?* questions, such as:

- What is my idea?
- What is my experience?
- Why do I want to share this idea?

Take me. My answer is simple: help people find meaning and inspiration in their own lives by contributing their ideas, experience, beliefs, and stories to the global pool of knowledge through the written word.

What Is My Idea?

Imagination has brought mankind through the dark ages to its present state of civilization. Imagination led Columbus to discover America. Imagination led Franklin to discover electricity.³

—L. FRANK BAUM (AMERICAN AUTHOR, 1856–1919)

You’ve probably heard it said that everyone has at least one work of writing in them. It’s true! Everyone has a story to tell and something to teach the rest of

us. However, it takes dedication, perseverance, and devotion to bring your ideas to fruition in the written word. And it takes concerted effort, hard work, and skill to put forth your idea in such a way that you connect with your reader. Deeply.

For novice authors, the first inkling of your idea is often the thought that comes right off the top of your head. It is the *given subject* about which you have always wanted to write. It is your foundation or the first layer of the onion. It is what you know. And it's always been there nagging at you and imploring you to write it down.

For experienced writers, *the idea* is often the passing thought that comes to you while writing about something else, or while you are chatting about something else. It might emerge from some challenging situation, person, or learning point. It is the thought that strikes you in a conversation, while doing a task, or attending a meeting. It is the aha! moment. This idea is so loud and impactful you want to explore it further, because you feel there is much more to be uncovered about your newfound subject and *you* want to say it. These moments are fleeting and fickle. When you have such an idea, write it down—not in another moment, but *right now*—as it may never return!

If this is your first foray into writing, do take the opportunity to run your idea past a friend or colleague to gauge their interest. Does it resonate with your confidant? Does it inspire a conversation? These are sure signs that there is more to be explored. However, if the idea dead-ends or hits a seemingly impassable roadblock, you have two options *and you can do both*: (1) massage the idea until it inspires enthusiasm; (2) find another confidant.

Experienced writers know that sharing their concept with others helps them flesh it out. This helps you answer the question: is it still worth following through on this idea? This is one of those questions about which it's good to have feedback. Also, talking with another person helps you gather energy to get started and it often provides previously unconsidered content, direction, and parameters for your piece. In other words, such discussion points out the experience you have to share about the subject and the information you'll need to gather to fill in the blank spots.

What Is My Experience?

Words empty as the wind are best left unsaid.

—HOMER (GREEK EPIC POET, 8TH CENTURY BC)

Have you ever come across a piece of writing that is empty? There are many words on the page, but there is nothing being said? In such a case, the writer likely had an interesting idea but didn't prop it up with his or her experience, thus

empty, meaningless, repetitive words were thrown onto the page, which readers quickly interpret as *fluff* and *nonsense*.

So, a good question to ask yourself is: “What is my experience with this idea that I would like to share?” And, further, what stories do you have to tell about it? What have you been taught about it in life, in school, at home, on the job? How are you connected to this idea, emotionally, intellectually, personally, professionally? What tales have you heard from those who have experienced it? To whom can you talk who has knowledge of this subject? How interested are you in doing the research it will take to fill in the blind spots and empty passages that are inevitable—because no one knows everything about anything?

You can, of course, try taking the know-it-all approach, but it’s unlikely to work. Know-it-alls sound arrogant and superficial even when they are not; even worse, they sound phony. One thing readers are sure to spot is a phony—someone whose words are empty, who is not invested in his or her subject or reveals no clear experience with it. This wastes the reader’s precious time. Sadly, this is a common style today, rampant really; publishers used to be the guards of the *fluff* and *nonsense* floodgate, but with the advent of the Internet, self-publishing, and e-media it seems that this is now out of their hands and has become the grassroots responsibility of the hapless *reader*. So, be warned, readers do not like *fluff* and *nonsense* and they will not forgive you!

Why Do I Want to Share this Idea?

The desire to write grows with writing.

—DESIDERIUS ERASMUS ROTERODAMUS (DUTCH RENAISSANCE HUMANIST,
THEOLOGIAN, 1466–1536)

Assuming that you are not taking the know-it-all approach, and you are armed with an intriguing idea about which you have experience, stories, and resources to share, why do you want to share it with readers? The answer to this question will be your saving grace. It will provide the meaning and purpose to keep on writing when you feel like giving up.

So, again, I ask, why do you want to share the idea? Are you hoping it will change something? Are you banking on it making you famous? Is it, do you think, the key to the future of humanity? Do you want to steer people in a certain direction? Why? What’s the point? What exactly are you hoping to achieve and receive by sharing this idea?

Getting at the reason for sharing your idea is a process of exploration and discovery. And when you’ve got even an inkling of that reason, grab onto it!

Lock it into your mind when you begin work on your piece, as finding it in the middle is near impossible. As a matter of fact, without it most writers would get lost and give up. Many are the times I have seen would-be, potential, and even experienced writers, who have great ideas, lots of experience and resources, and many stories to tell reach this stage and give up. They start like gangbusters, write a paragraph or chapter, lose focus on their purpose either because life gets in the way or simply because they follow a misleading path in their writing. They get to an impasse and can't remember why they started this project in the first place. They re-read what they've written and finding no cogent meaning or purpose, toss it. The ideas—however great they may have been—are now forever lost.

If you're committed to writing your piece, holding onto the reason for sharing your idea in the midst of writing is difficult, but not impossible. Writers will sometimes put a note near their writing table to remind them of their purpose, their audience, their goal. Or they may choose to consult an editor (cheerleader) or writing partner or coach, who knows their purpose and helps them return to it when they get lost in their own words.

Music to Their Ears or Scratching Nails Across a Chalkboard?

Writing has laws of perspective, of light and shade just as painting does, or music. If you are born knowing them, fine. If not, learn them. Then rearrange the rules to suit yourself.

—TRUMAN CAPOTE (AMERICAN AUTHOR, 1924–1984)

Equipped with an idea, your experience, and a clear purpose, the final hurdle before reaching your reader is developing the skills and technique to portray your idea. Doing so in a voice with which you are comfortable speaking and to which they will receptively listen is a challenge. There are as many voices on the subject of business, coaching, and leadership as there are books on the subject. And, as mentioned previously, there is ample number of these. Some voices are smooth, gentle, kind, and compassionate. Some are abrupt, disconcerting, rude, and disheartening. Some are quick, mercurial, light, and humorous; some stately, reserved, intellectual, and calm. All are different, just like people. Which voice is *yours*?

One of the most exquisite writers I know won't put pen to paper anymore. Trained, schooled, and even published as a writer, he says it has become too excruciating for him to find the right words. So, for now, he has made the choice not to write at all, leaving it to the rest of us to contribute to the global pool of knowledge. Another writer I enjoy immensely takes such care in his writing that

it is a veritable masterpiece composed of individual parts. It is like a building. If one beam (even a punctuation mark!) is removed, it can upset his entire structure. Other writers are less meticulous. They may throw words on a page that relate to their chosen subject (or even speak them into a recording device and have them transcribed), and then rely on a heavy-handed editor to make it accessible to their audience. None of these methods are right or wrong; they just are. They are what work for the writers; these are their established voices. This is how they speak in writing.

A voice is established through trial and error—through writing, sharing the work, and withstanding the inevitable critiques and responses that come from sharing. You see, a good writer may be born, but great writers are made. And, the fact is, they are made by asking for, learning from, following up, and growing from readers' feedback. Just like leaders.⁴

In my experience, writers, both novice and practiced, who ask for others' responses and opinions of their works, and who are open to integrating that feedback, find it much easier to develop an amenable leadership voice that others can hear and one from which readers desire to listen and learn. These are all leadership qualities; good leaders all have the potential to become great leadership writers.

Conclusion

Finally, a few tips of the trade for those of you interested in pursuing writing on leadership.

1. Research your subject: explore it on the Internet, at the library, in your daily life, and with friends, colleagues, and family. You cannot know too much about it.
2. Keep writing even when you feel discouraged or feel that the writing isn't going anywhere. It is probably fine; you're likely just having an insecurity attack. Write through it; ask for feedback; do some research. Don't give up.
3. Start with an outline. Otherwise, don't start with an outline. Everyone has a different approach. Find the one that works for *you*.
4. The paragraph, chapter, sentence, or thought that you labor over longest and feel most strongly about is the one that will inevitably be cut. Make peace with that. If you are so attached to it, save it and use it somewhere else.
5. Set a time to write every day; write even when you don't want to. It doesn't have to be much. It doesn't have to be astounding. It just has to keep you connected. In other words, just do it!

And if all this sounds too difficult, too arduous a task to take on at this moment, then consider Socrates:

Employ your time in improving yourself by other men's writings, so that you shall gain easily what others have labored hard for.

—Socrates (*Ancient Greek philosopher, 469 BC–399 BC*)

Sarah McArthur is chief operating officer of Marshall Goldsmith Inc. Along with managing many facets of the company, Sarah is in publishing. Her fields of expertise are management, leadership, and executive coaching. She has co-authored/edited many books including, *Work Is Love Made Visible*, *Coaching for Leadership*, and *Global Business Leadership*. With decades in the field, Sarah continues to enhance her knowledge and expertise about the rapidly changing business of publishing and to share that knowledge with others. Sarah holds a Masters in Publishing from George Washington University and a BA in English and Environmental Studies from the University of Oregon.