Praise for *The Completely Revised Handbook of Coaching*

“As a long-time practitioner of organizational change, I welcome this book as a contribution not just to the growing profession of coaching but also to good practice as a manager and practitioner in the broadest sense. As coaching begins to develop its models and defining practices, the revision of this pioneering work offers a foundation for positive practices that is broadly accessible and highly useful to practitioners in many fields of practice.”

—Dennis Jaffe, Ph.D., Author, *Stewardship in Your Family Enterprise: Developing Responsible Family Leadership Across Generations*; Professor of Organizational Systems and Psychology, Saybrook University

“Anyone working in corporations today knows the power of the coaching movement. Pam McLean and the Hudson Institute have been long-time leaders of this movement. It has become clear that managers and talented employees need coaching in order to be more effective in handling the myriad challenges that they face every day. This is a key text for anyone who doubts the importance of this profession or what it can offer to building the talent needed for the future.”

—Beverly Kaye, Founder and CEO of Career Systems International; author of *Love ’Em or Lose ’Em* and *Love It, Don’t Leave It: 26 Ways to Get What You Want at Work*

“The *Completely Revised Handbook of Coaching* provides a powerful and comprehensive approach to coaching and a must-read for any coach and leader. Based on decades of coaching experience and research, McLean has developed a proven methodology that will strengthen, expand, and elevate your coaching and leadership capabilities, and she has integrated this agile methodology with a deeper understanding of the coach’s use of self in the important work of change. As a seasoned executive and professional certified coach, I can say that this framework works!”

—Patty Ross, Senior Director, Global Product Process Innovation, Nike, Inc.

“Pam has thoughtfully captured the essence of what it takes to develop into a successful coach and to continue the development journey to mastery. The book is written in a practical and engaging style with numerous helpful examples that bring the coaching concepts, tools, and methodology alive. She skillfully guides you through both the art and science of becoming a coach with a focus on self as coach, the greatest resource and potential hindrance to the coaching engagement, and the use of a comprehensive and reliable methodology. A must-read resource for any current coach or leader who is contemplating becoming one.”

—Steve Milovich, Senior Vice President, Global Human Resources, Disney ABC Television Group
“The Completely Revised Handbook of Coaching is a masterful contribution to helping people at all stages in their coaching journey. Drawing on over twenty-five years of experience in the field of coaching and her purposeful work at the Hudson Institute, Dr. Pam McLean provides an authentic and balanced framework for growing as a coach and for developing others.

“This book doesn’t play on the surface and goes beyond the application of tools and techniques to ‘fix things.’ You are challenged to think and reflect at a deeper level so you will be of true value to the clients you serve. What resonated with me was the crucial topic of truly understanding self as coach—the most important instrument in the work of coaching.

“If you are in, or aspire to be in, a coaching leadership role, I highly recommend you use this book to guide your way. I know I will return to this timeless resource time and again.”
—Mark Lindstrom, Vice President of Retail Operation and Chief TQE Officer at the Coffee Bean and Team Leaf and Executive Coach

“The Completely Revised Handbook of Coaching is an indispensable guide for any individual or organization seriously committed to expanding his or her capability to impact human performance through coaching. As the leader of the professional coaching initiative at the TaylorMade Golf Company since 2005, it is impossible for me to imagine the consistent and continuing evolution of our impact without our association with the Hudson Institute of Santa Barbara, whose beliefs, principles, and practices are so richly described in this volume. We understand that to grow our business, we must grow ourselves. The speed of change and the demands of innovation dictate that the development of our people, especially our leadership, must be equally intense and significant. To do that, we need reliable constructs and approaches, ones that stand the test of time, allowing a deepening reliance on what works best and the confidence that they will continue to yield outcomes that matter for every person engaged in real dialogue about meaningful change. You will find those here, and you will learn, as we have, that our continuing investment in human development through professional coaching is both deeply meaningful to our culture and also one of the most powerful strategic advantages we have as a company.”
—David Berry, Senior Director, TaylorMade Learning Center

“The Completely Revised Handbook of Coaching is THE reference book for coaches at all levels. The handbook focuses not only on the comprehensive methodology of the coaching engagement from beginning to end, but, as important, it focuses on the self as coach and why it is so critical that coaches develop their own inner landscape to be truly effective in opening our clients’ hearts and minds to transformative change. This book is a must-have on my bookshelf!”
—Cyndi Selke, Human Resource Executive Director, Americas & Corporate Staffs, Ford Motor Company
“The Completely Revised Handbook of Coaching is another example of the Hudson Institute’s track record of providing coaches with practical and relevant perspectives, tools, and processes to enable effective change in us as coaches and our clients. Macro-business trends indicate there is increasing value of human qualities that machines and computers cannot replace: empathy, collaboration, integrity, openness, trust, authenticity, caring, and purpose-driven motivation. Hudson’s coaching methodology simplifies the art and science of supporting an individual toward fulfilled and sustainable behavioral change.”

—Mona J. Kelly, Group Human Resources Director, The Coca-Cola Company

“Too few think of the powerful impact that can occur when one is generating an open space for extraordinary transformation with a client. The notion of leading from behind is alive and well in this book, with the important highlighting of the need to be aware of self as coach. Kudos to Pam for another extraordinary contribution to this emerging field.”

—Eileen Terry, Chief People Officer, Panda Restaurant Group

“The Hudson Coaching Methodology developed by Pamela McLean has the power to almost ensure the effectiveness of the coaching process because it examines readiness of the client, coachability issues, and the precontracting stages, and it helps you find the feasibility of helping others in a successful way. This model provides a framework to start working as a coach in a safe environment.”

—Patricia Pellicer, Latin America Human Resource Director, Grupo McGraw-Hill, S.A., de C.V

“The Completely Revised Handbook of Coaching provides powerful and pragmatic approaches to the most relevant aspects of coaching leaders. Pamela McLean demonstrates that both frameworks and coaching expertise often fail to deliver their true potential if not combined with a continuous process of self-examination on the part of the coach. Viewing one’s self ‘from the balcony’ is an incredibly tangible process for increasing self-awareness—and ultimately success.”

—Penny Handscomb, Senior Vice President Human Resources & Leadership Development, Provide Commerce Inc.

“In The Completely Revised Handbook of Coaching, Pam presents the robust, yet flexible, Hudson revised coaching model, integrating multiple layers of the coaching process in a deep and at the same time accessible and engaging way. As she skillfully integrates and analyzes different authors’ contributions to the Hudson model, she helps the reader understand the dynamics of this growing and evolving field. Definitely a must-read for coaches.”

—Ana Pliopas, PCC, Founder of Carreira de Propósito, Brazil
“This major revision—focused on the journey to mastery—is a powerful integration of all of the essential elements of masterful coaching, and the final section on developing mastery with a focus on a model for supervision is the capstone! McLean examines many types of supervision both a coach and an organization might consider and simultaneously sends an important message to all of us representing this field of coaching: continued mastery is a must!”

—Monique Connor, Partner, PriceWaterhouseCoopers

“This book is for those who are powerfully committed to developing their insights and capabilities as a coach. Taking the reader from the guided wisdom of courageously ‘knowing thyself’ to the deep insights and practical instruction on coaching theories and methodology, the depth and knowledge in this book is extraordinary and could only have been created out of the vast experience, integrity, and commitment to coaching of Pam McLean and the Hudson Institute.”

—Tricia Naddaff, President, Management Research Group

“Dr. Pamela McLean and the Hudson Institute continue to be the front edge of coaching. The work they are doing for and with organizations to help build an internal coaching culture is a game changer for organizations focused on high performance. The section on coaching in organizations is a must-read with a powerful blend of real-world examples and straightforward guidance essential for any leader responsible for developing other leaders. Mixing timeless principles with modern applications, the next generation of coaching emerges through this handbook!

—Sally Chial, Senior Vice President, Human Resources and Career Services, Capella Education Company

“In this remarkable book, Pam McLean bridges the all-too-wide gap between individual and organizational coaching and between self (coach) and other (client) through her thoughtful use of case studies and her remarkable insights about life-enhancing interpersonal relationships. She builds this bridge on a very strong foundation—for it is clear to me that Pam McLean and her colleagues at the Hudson Institute provide the strongest and broadest base of theory and research of any coach training program now operating inside or outside the United States.”

—Bill Bergquist, Ph.D., coauthor (with Agnes Mura) of Coachbook: A Guide to Organizational Coaching Strategies and Practices

“This book is a major contribution to the discipline and practice of coaching. Reading it was like time-lapse photography, watching the emergence from ambiguity to highly differentiated clarity. Individual, self-aware coaches who have the capacity to learn in their relationships make the difference. Pam does an excellent job of illustrating the importance of here-and-now presence and self-awareness in the coaching relationship.

“As a practicing coach, I would want this as a reference, to renew, to reflect, to readjust. As a person aspiring to be a coach, I would read it to get a clear sense not only
of the profession, methods, and assumptions but also of the challenging journey that I am embarking on. I cannot imagine a better map.”

—Ron Short, Ph.D., author, Learning in Relationship; president, Learning in Action Technologies

“There are hundreds of books around coaching, but this book is about taking coaching to the next level: a coaching 2.0 trendsetter! Hudson is known for its emphasis on values, self, authenticity, and the richness of content, and this book reflects that image well. A must-read for anyone who wants to take coaching to the next level and for anyone who wants to learn coaching from the leaders in this field.”

—Santhosh Babu, author, Coaching: The Art of Developing Leaders, New Delhi, India

“Almost fifteen years ago, the original Hudson Handbook of Coaching was the first to reassure me that coaching was a serious, deep-rooted field, with a proper wealth of resources. To call this book a revision, even a major revision, is inadequate. Sir Isaac Newton said modestly, ‘If I see further, it is because I stand on the shoulders of giants.’ This book indeed stands on the giant first Handbook, but like the great scientist, it is an utterly revolutionary game changer. With this book, business coaching suddenly blazes into light. That searching light will burn out shabby or ill-founded practice and inspire all of us, from thought leaders to daily practitioners around the world, to much better work. It sweeps comprehensively from the inner self of the coach, through all the latest models, calmly and clearly integrated, to the latest complexities of the field. How extraordinary that I was given the privilege of reading it on the New Year’s Eve of an old and discredited year; this book opens a new era in business coaching. Explosive, unmissable, scientific-yet-warm, calm, human, and humane. Grab hold of it; it’s going to take us all on quite a ride!”

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The Completely Revised Handbook of Coaching

A Developmental Approach

Pamela McLean
with Contributions by Frederic Hudson

Foreword by Greg Honey
The Jossey-Bass Business and Management Series
To the hundreds of leaders and coaches I have had the privilege of working with over the past two decades. Without each of you, this book would not be possible.
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I cannot separate the importance of the work described in The Completely Revised Handbook of Coaching from the work done by the Hudson Institute of Santa Barbara. Both are transformational.

In today’s economy, it is more important than ever before to be able to create a competitive advantage through people. Many promise it, but few can deliver on it. The pressure is on, and the game is all about creating high-performance organizations for the benefit of our customers. If we don’t, then someone else will. In order to delight their customers better than competitors do, organizations are waking up to the concepts of creating a deliberate culture on a foundation of exceptional leadership. At the heart of that culture is disciplined leadership behavior based on presence, authenticity, and self-awareness.

Leading organizations and people to transform, one by one, is the work of the Hudson Institute. The Completely Revised Handbook of Coaching is a succinct articulation of the process, the approach, and the journey to transforming people and organizations at their core. I entered coaching through the Hudson Institute as an intellectual exercise. I left with the understanding that coaching is more than theory, process, and technique. In order to be a catalyst for changing people and organizations, coaches need to start with themselves. Coaching is something that is done, for sure. But it is not done well unless it becomes a way of being for the coach and the leader. When leaders