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Featuring the powerful GROW model

COACHING for PERFORMANCE

The principles and practice of coaching and leadership

5th
Edition

Foreword by John McFarlane, Chairman, Barclays

SIR JOHN WHITMORE

Performance Consultants International

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Foreword

It has been a privilege to participate in the development of a number of the world's most important companies, firstly in the automotive sector, and ultimately leading three major financial institutions both as CEO and chairman. Few were steady state though, ranging from rapid growth situations to corporate recoveries requiring firm and urgent resolution.

This brings two memories. The first is success, not only in financial or market terms, but also in the creation of high-energy organizations with vibrant cultures, achieved through enlightened leadership and the release of the previously untapped energy of thousands of people across many countries. The second is sheer bewilderment as to why some companies faltered in the first place, and the realization that fixing them, while necessary, is not sufficient – we need to make sure it can't happen again.

When we reflect on what a company is, we tend to focus on strategy, market leadership, financial performance, and shareholder value. Frankly, while realistic and essential, this is all a bit technical and sterile. When finally I became responsible for the company as a whole, and was faced with the enormous complexity and uncertainty of steering a path to long-term success, I discovered that a company is more than a business: it is an ecosystem with an enormous impact on individuals, businesses, government, and society as a whole.

Leadership within extraordinary companies is based on principles. There is a tangible difference between a system governed by principles and one controlled by rules. Principles define the center of gravity, or the ideal state, or what is truly desired. Rules define the boundary of what is acceptable and in many cases limit the growth of what is possible. Running an organization by rules generally leads to a company operating at the boundary of what is tolerable, rather than fulfilling its potential. In this book, Sir John Whitmore and Performance Consultants wisely reveal how to use coaching to close that gap between what is only tolerable and what is possible in both human and organizational performance.

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Embracing principles requires a strong ethical and emotional foundation and a long-term focus on the heart of what a business is trying to achieve. It creates an environment where people are inspired to learn, to succeed, to grow, and to do the right thing.

Outstanding companies focus on making a long-term and lasting contribution to all their stakeholders, as well as producing superior financial outcomes. Their leaders are very clear on why their people should devote their working lives to the adventure, why a customer should deal with them and not with another, why suppliers should give them priority, why the community should trust them, and why investors should choose them.

What we often forget, to the detriment of high performance, is our people and how we work together to make a company great. It is our people who serve customers, who design, build, and deliver products, and who create new ideas. It is our people who innovate and produce results, who choose to contribute their energies to a vision or cause beyond themselves.

As a banker, I appreciate all too well that a company needs to make a return; but what is clear today is that an organization is not simply a financial construction. A vibrant company is more than the sum of its parts and has a higher purpose that governs all decisions within the firm. Those companies that find their unique place in the world win over others that are not unique. Those with a sustainable reason for existing systematically win over those who do not.

I believe, like Sir John Whitmore himself, that each of us is on this planet to make a contribution to the world in our lifetime. People are searching for meaning and how they can make their own unique contribution. This is an age where humanity and community matter as well as financial returns. Finding this foundation underpins a longer-term philosophy.

As leaders, therefore, we need to take the actions necessary to earn long-term trust and commitment as a foundation for long-term value creation. Our actions and decisions must thus be socially beneficial, culturally desirable, ethically justifiable, economically feasible, ecologically responsible, and, above all, convincing and transparent.

Our responsibility as leaders is to create an exciting but safe adventure for our people, worthy of them devoting their lives to it. How people feel about working in the organization and how passionate and engaged they are in its

agenda are what make the difference between good, great, and outstanding companies. Ultimately, our inner mindset and our outer leadership style determine how alive, energetic, and purposeful our organization is.

In this Fifth Edition of *Coaching for Performance*, Sir John Whitmore and Performance Consultants shine a light on what it takes to create high performance and unpick the myths around coaching. Leaders and employees the world over are truly fortunate to benefit from their enduring impact on our working lives.

John McFarlane
Chairman, Barclays plc
Chairman, TheCityUK

Preface

Our intention for this Fifth Edition is for it to be the must-have book for coaches, leaders, and entire organizations who want to create high-performance cultures. Four decades ago, Sir John Whitmore, the father of performance coaching, identified business as a potential force for good and driver of human evolution. He saw an opportunity to unite individual and organizational purpose to benefit people, profit, and planet – the hallowed “triple bottom line” – and this continues to be the driving force behind the work of Performance Consultants International which Sir John co-founded.

We partner with our clients to tap into the latent power of their people and create a culture that places awareness and responsibility at the heart of an organization. This updated edition reflects the progress of coaching in global business. Starting with the Chairman of Barclays, John McFarlane, in the Foreword, we share examples of such transformations and the resulting performance improvement, including benefits to the bottom line. By applying our philosophy, framework, and tools, Performance Consultants can demonstrate an average 800 percent return on investment through the impact of behavior change on the bottom line.

As McFarlane says, more and more people are looking for meaning and purpose at work that is “worthy of them devoting their lives to.” Three billion of the world’s 7.5 billion people are employed. In our global workshops, we ask people how much of their potential they bring to their workplace. The average answer, 40 percent, demonstrates a huge global productivity gap and an untapped reservoir of talent.

I myself left a successful career in banking: we were the top derivatives house globally, knocking the ball out of the park in terms of financial results. I was on the trading floor where the work was high energy, challenging, and fun. I took pride in hitting my target as part of a great team. Nonetheless, one day I woke up with a yearning for meaning and purpose in my life.

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The transformation that John McFarlane led at ANZ bank is still the model for what is possible when you enable people to tap into the meaning and purpose of their work; it harnessed the potential of 35,000 employees and ANZ went from the bottom to the top of the league table of customer satisfaction. Companies can achieve so much more by investing in what they already have – their people.

The coaching profession owes Sir John Whitmore an enormous debt of gratitude for his extraordinary work. This new edition was completed shortly before his death which has been felt by many. He lived a remarkable life and I thank him personally for lighting the torch and passing it on to us. His vision, philosophy, and methodology have inspired millions of leaders and coaches to bring the best out of themselves and others. This book is an important part of his legacy; it has sold over a million copies and been translated into more than 20 languages.

The Fifth Edition will contribute to the continued professionalization of the coaching industry and clarify the huge benefits to leaders of adopting a coaching leadership style. At the same time, it will help to move investments in human capital from being perceived as a cost-center to a profit-center activity generating real value to business. For those who wish to go further with Coaching for Performance, e-learning, public, and in-house programmes are available at www.coachingperformance.com.

Finally, thank you to all members of our incredibly talented team who lead our work in over 40 countries around the world and have contributed their expertise and knowledge in bringing this edition up to date – fit for the future of coaching and business.

Tiffany Gaskell, MBA, CPCC, PCC
Global Director of Coaching & Leadership,
Performance Consultants

COACHING DELIVERS HIGH PERFORMANCE IN YOU, YOUR TEAM, AND YOUR ORGANIZATION

Coaching for Performance is the definitive book for coaches, leaders, talent managers, and professionals around the world. An international bestseller featuring the influential GROW model, this book is the founding text of the coaching profession. It explains why enabling people to bring the best out of themselves is the key to driving productivity, growth, and engagement. A meaningful coaching culture has the potential to transform the relationship between organizations and employees, and to put both on the path to long-term success.

Written by coaching industry pioneer Sir John Whitmore and Performance Consultants, the global market leaders in performance coaching, this extensively revised and extended edition will revolutionize the traditional approach to organizational culture. Brand new practical exercises, corporate examples, coaching dialogues, and a glossary strengthen the learning process, while a crucial new chapter demonstrates how to measure the benefits of coaching as a return on investment, ensuring this landmark new edition will remain at the forefront of professional coaching and leadership development.

"In this Fifth Edition of *Coaching for Performance*, Sir John Whitmore and Performance Consultants shine a light on what it takes to create high performance and unpick the myths around coaching."

John McFarlane, Chairman, Barclays and Chairman, TheCityUK

"*Coaching for Performance* directly impacts the way of working in our companies. It provides coaches and leaders with a fantastic tool for people development that is so powerful."

Jean-Louis Azaïs, Coaching Program Manager, Volvo Group University

"This book is a must-read for leaders and organizational development practitioners who recognize that coaching is a performance activity which impacts leaders, teams, and culture holistically."

Thorsten Klein, Director, Global Talent & Organization Development, eBay

"This new edition is a testament to Sir John Whitmore's commitment to real change in people's lives and will bring value to all industry leaders."

Tim Gallwey, author of the internationally bestselling series of *Inner Game* books

"Coaching cultures are better performing, fairer, and more sustainable than those arising out of traditional management systems. *Coaching for Performance* is for any leader aiming for excellence."

Ludo Van der Heyden, Professor of Corporate Governance, INSEAD

"The best first book to read for anyone interested in coaching. It goes beyond the skills that it so aptly spells out, to explain the essence of coaching, and is so effective for leaders as well as new or experienced coaches."

Carol Kauffman PhD, Assistant Professor, Harvard Medical School

"*Coaching for Performance* is the proven resource for all coaches and pioneers of the future of coaching."

Magdalena N. Mook, Executive Director and CEO, International Coach Federation



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