

## INDEX

- Abeson, R., 84  
*Accelerating Your Development as a Leader* (Barner), 193  
Advice giver, 3–4  
Agentic perspective, 129  
*Always Change a Winning Team* (Robertson), 44  
Ambivalent needs, identifying and resolving, 106–108  
Amin, I., 164  
Angola, coaching leaders in, 181–182  
Arnette, S., 196  
*The Art and Science of Mindfulness* (Shapiro and Carlson), 66
- Bandura, A., 129  
Barner, R., 193  
Bishop, S., 65  
Blind spots, attending to, 51–52  
Brain Wise Bulletin, 62  
Brown, K., 65  
*Buddha's Brain* (Hanson and Mendius), 62
- Campbell, K., 43  
Carlson, L. E., 66  
Carney, D., 196, 197  
Cekic, M., 64  
Center for Positive Organizations, 162  
Clean language, 137–139, 146  
Client's story, listening to, 124–131  
    and honoring client's voice in room, 133–135  
    methodology of, 131–133  
Clients, collusion avoidance with, 111–114  
Clinging to old, leaders as, 95–97  
Coach, as model, 69–71  
    *see also* individual entries  
Confirmation bias, 84–85, 93  
Constructivism paradigm, 1  
Control, working within sphere of, 108–111  
Counseling and coaching, difference between, 14  
Creswell, D., 65, 66  
Cross-cultural coaching and transformation possibility, 183  
Cuddy, A., 196, 197
- Davidson, R., 66  
Day-in-the-future-life-of exercise, 159  
Deficit-based model of coaching, 147, 168  
DeRue, S., 95  
Developmental coaching actions  
    becoming self-reflective as coach and, 74–75  
    giving oneself permission to be human and, 72–74  
    model openness in own life and, 75–76  
    own mental decompression chamber creation and, 78–79  
    peer review and coaching supervision, making use of, 76–78

- Diagnostic labeling, 82, 86, 89, 93  
*Difficult Conversations: How to Discuss What Matters Most* (Stone et al), 41–42
- Dirkx, J. M., 8
- Disorienting dilemmas, 7
- Dominant narratives, 125–126, 141, 142, 152
- Dweck, C., 88
- Eichinger, R., 96
- Elliot, A., 196
- Embodied cognition, 195–197
- Emerson, R. W., 50
- Emotional reactivity, reducing, 60–62
- Emotional self-regulation, 66
- EmpowerMap™, 120
- Empowerment, as transformational, 34
- Envisioned future self, power of, 156
- Fixed/entity mindset, 88–89
- Focused attention, developing, 53–56
- Formal coaching, 77–78
- 4C Test, 154, 169
- Framing, concept of, 104–105
- Friedman, R., 196
- Full-engagement listening, practice of, 56
  - coaching questions encouraging client self-reflection and, 57–58
  - meta-questions spurring deeper thinking and, 58–59
  - reflective questions and meta-questions and, 56–57
  - truth sayers, finding, 59–60
- Future
  - becoming catalyst for change, 154–155
  - bringing into focus, 155–157
  - creating stories of, 151–154
  - guiding of client to explore selves of, 157–158
    - best possible future selves journal, 161–162
    - day-in-the-future-life-of exercise, 159
    - photomontage, 159–160
    - visual metaphors, 158–159
  - organizational, construction of, 162–164
    - West African CEO, 164–168
    - shaping of present, 149–151
- Future-focused narrative, 149, 168
- Gandhi, M., 70
- Geertz, C., 91
- Gilbert, D., 53
- Goldsmith, M., 144
- Gollwitzer, P., 194
- Graham, S., 158
- Grove, D., 138
- Growth/incremental mindset, 88–89
- Hampden-Turner, C., 181, 182
- Hanson, R., 62
- Harari, Y. N., 171
- Hawking, S., 178
- Hershfield, H., 156
- Hicks, M. D., 172
- Hofstede, G., 181, 182
- Hollenbeck, G. P., 95
- Holmes, O. W., 81
- Horth, D. M., 135
- How the Way We Talk Can Change the Way We Work* (Kegan and Lahey), 130
- Hung, I., 196
- Immunity to change* (Kegan and Lahey), 105

- Implementation intentions, 194–195
- Inattentional blindness, 54
- Insight and self-reflection, encouraging, 4–6
- James, W., 195
- Kabat-Zinn, J., 62, 65
- Kanai, R., 54
- Kegan, R., 105, 130
- Keren, G., 104
- Killingsworth, M., 53
- King, L., 161
- Kozai Group Inc., 180
- Labeling, 103
  - destructive power of, 81–86
  - personality assessments as vehicles for, 87–88
- Labroo, A., 196
- Lahey, L. L., 105, 130
- Langer, E., 84
- Lazar, S., 64
- The Lessons of International Experience* (McCall and Hollenbeck), 95
- Live-action coaching, 52–53
- Loehr, J., 151
- Loh, K. K., 54
- Lombardo, M., 96
- Lyubomirsky, S., 161
- McCall, M., 96
- McCall, M. W., 95
- Mack, A., 54
- Maister, D. H., 35
- Mandela, N., 164
- Manna, A., 64
- Mendius, R., 62
- Meta-cognitive awareness, 29
- Metaphors, 1–2, 17, 38, 49, 76, 102, 103, 146, 162, 163, 187
  - montage, 160
  - significance of, 134
  - use in career coaching, 135–139
  - visual, 157–159, 169
- Mezirow, J., 7, 8, 141
- Mindful attentiveness, 20–24
- Mindful meditation, 24–26, 28–29, 62–63, 78
  - embodied learning and, 65–66
  - painful and difficult experiences confrontation and, 64–65
  - from personal to organizational transformation, 67–68
  - reactivity reduction within interpersonal situations, 66–67
  - sustained and focused attention development and, 63–64
- Mindfulness, and external cues management, 188–191
- Mindless eating, 191
- Morgan, H., 144
- Morgeson, F., 87
- Mugabe, R., 164
- Multicultural perspective, of coaching, 171–172
  - access points, sharing, 175–180
  - culture and coaching and, 180–181
    - coaching leaders in Angola, 181–182
  - global economy coaching complexities and, 173–175
  - personal transformation and, 182–185
    - cross-cultural coaching and transformation possibility, 183
- Multitasking and inattention, relationship between, 54–55

- Narrative interventions, conduct  
of, 139  
alternate storyline development  
and, 140–142  
help in shift of organizational  
narrative on client and,  
142–145  
story inconsistency addressing  
and, 139–140
- Narrative therapy, 99  
*see also* individual entries
- Naturally occurring events and  
electronic prompts,  
191–193
- Neal, D., 189, 191
- Nissley, N., 158
- Ocean of meaning metaphor, 1–2
- Organizational narrative, 38, 86,  
123, 134, 139,  
142–146
- Pagnoni, G., 64
- Palus, C. J., 135
- Partial attention, 21
- Paul, A. M., 87
- Payne, J., 104
- Peer review and coaching supervi-  
sion, making use of,  
76–78
- Personal and organizational  
stories, 122–124
- Peterson, D., 172
- Pettijohn, T., II, 196
- Photomontage, 159–160
- The Power of Story* (Loehr), 151
- Power poses, 196–197
- Problem externalization technique,  
99–100  
coaching issue visualization and  
helping client, 101–103  
language of change and,  
103–105  
problem naming and, 100–101
- Prompts, use of, 61
- Proust, M., 45
- Psychological labeling, 83
- Push and pull, of coaching,  
147–149, 167
- Reactivity, 26–28, 31  
avoiding, 28–30  
reduction, within interpersonal  
situations, 66–67
- Reflected best self-exercise, 161
- Reflected best-self-portrait, 162
- Re-perceiving, 66
- Roberts, L. M., 161
- Robertson, P., 44
- Rock, I., 54
- Ryan, R., 65
- Sadat, A., 164
- Sapiens: A Brief History of  
Humankind* (Harari),  
171
- Schubert, T., 196
- Sedikides, C., 43
- Seeking out ally process, 89
- Self, in coaching, 51, 68, 77, 124,  
183  
authenticity and, 34–38  
being mindfully attentive and,  
20–23  
being mindful in coaching  
interactions and, 23–24  
instructions for, 25–26  
mindful meditation and,  
24–25  
reactivity in coaching and,  
26–28  
avoiding, 28–30  
understanding, 19–20  
value lens understanding and,  
30–34
- Self-awareness, 45, 52,  
56, 176  
lack of, 22
- Self-discovery, 10, 12, 20, 51, 69,  
70

- Self-narrative
  - personal, 122
  - visual, 103
- Self-reflection, 5–6, 9, 15, 43, 56, 57, 68, 71, 74–75, 103, 132, 134, 135, 187
- Self-serving bias, 43
- Seligman, M., 149
- Semple, R., 63
- Shapiro, S., 66
- Sheldon, K., 161
- Smith, C., 162
- Snyder, M., 85, 86
- Social constructionism, 117–118, 172
- Social narrative, 122, 123
- Stelter, R., 122
- Stone, D., 41–42
- Subjectivity, 19
- Surface-level learning, 46
- Surface skimming, 4
- Swann, W., 85, 86
- Sweet, P., 63
  
- Taylor, E., 8
- Three-second rule, 60
- 360-degree feedback report,
  - 118–119, 128–129,
  - 143–145
- Transformational learning, 47, 68, 96, 106, 113, 114, 151, 187, 188
  - client’s perspective, 6–9
  - coach’s perspective, 9–10
  - importance of, 12–14
  - indecisiveness and, 10–12
  - as within battlefield, 97–98
  - see also* Mindful meditation
- Transformational moments in
  - coaching, mindfulness of, 47–48
  - awareness of, 48–50
- Trigger events, identifying, 60–61
- Trompenaars, F., 181, 182
- The Trusted Advisor*
  - (Maister et al), 35
  
- Unpacking language, and
  - thick descriptions use, 89–93
  
- Valentine, E., 63
  
- Wade, G., 7
- Wandering mind syndrome, 53
- “Warts and all” summary, of
  - coaching experience, 77
- Weinstein, N., 65
- White, M., 100
- Wilmuth, C., 197
  
- Yap, A., 196
  
- Zimbardo, P., 149–150